


W. E. UPJOHN INSTITUTE
for Employment Research



MICHIGAN STATE UNIVERSITY



**Disability Prevention
Among
Michigan Employers**

Private and social costs associated with accidents, illnesses and resulting disability compensation claims have risen dramatically in the past several years. This questionnaire has been designed to assess what Michigan employers are doing to prevent and manage disability risks, and what impact their actions have on claims and costs.

Your firm has been carefully selected for participation in this study. Thus, completion of this questionnaire is very important to the final value of the study. Your responses will not be revealed to anyone and will be used only for aggregate descriptions of employer behavior.

If you have any questions about the study, or what we are asking of you, please call (616) 343-5541. Thank you for your assistance. Please return this questionnaire in the enclosed postage-paid envelope to:

**H. Allan Hunt
W. E. Upjohn Institute
300 South Westnedge Avenue
Kalamazoo, Michigan 49007-4686**

Ref _____

Part I. Organizational Self-Assessment

This section covers several areas of policies and practices that employers may use to manage the risks of injuries and disability. We understand that no company is involved in all these activities, and that in reality these strategies are hard to achieve. Therefore, it is important that you *critically rate*, from your perspective, the extent to which your organization *actually achieves* the behavior in each statement. Please rate every item using the scale provided, by circling the best response for each item. If an item is not applicable to your situation, please circle [1], indicating that it never occurs.

Management Commitment

Please begin by considering the actual role that your top management currently plays in supporting safety efforts at this firm. (Circle the best response for each item.)

	Never (0%)	Occasionally (about 25% of the time)	Sometimes (about half of the time)	Usually (about 75% of the time)	Always (100%)
1. Top management provides leadership and actively participates in managing the safety process.	1	2	3	4	5
2. Top management supports the safety program by attending safety meetings and training sessions.	1	2	3	4	5
3. Managers wear protective gear as appropriate and follow safety rules.	1	2	3	4	5
4. Management allocates staff time of specific individual(s) for safety responsibilities.	1	2	3	4	5
5. The safety manager receives support from top management.	1	2	3	4	5
6. Management has direct knowledge of the potential hazards in the workplace.	1	2	3	4	5
7. Top management regularly reviews the company's accident and workers' compensation claim performance.	1	2	3	4	5
8. The company commits funds to address unsafe conditions and equipment.	1	2	3	4	5
9. The company strives for continuous improvement in safety performance.	1	2	3	4	5
10. Safety is considered equally with production and quality goals in management thinking and plant operations.	1	2	3	4	5
11. Top management is committed to maintaining workers in employment when injuries or disabilities occur.	1	2	3	4	5

Safety Accountability

Now think about management methods your firm uses to evaluate and reinforce safety performance. Please rate the extent to which you use each of the methods described below. (Circle the best response for each item.)

	Never (0%)	Occasionally (about 25% of the time)	Sometimes (about half of the time)	Usually (about 75% of the time)	Always (100%)
1. Safe behavior is recognized and reinforced through personal contact and/or written praise.	1	2	3	4	5
2. Violating safety rules results in disciplinary action.	1	2	3	4	5
3. The company uses a reliable system for employees to report hazardous conditions without fear of reprisal.	1	2	3	4	5
4. Supervisors have established goals for safety and receive regular feedback on their performance.	1	2	3	4	5

5. Safety performance is evaluated as part of supervisors' performance appraisal.	1	2	3	4	5
6. Supervisors complete accident records promptly.	1	2	3	4	5
7. Supervisors document even minor accidents and violations for review and consideration.	1	2	3	4	5
8. Meaningful safety audits involving supervisors, line employees, and senior management are conducted at regular intervals.	1	2	3	4	5
9. The company identifies specific jobs and departments with high accident incidence and lost work time.	1	2	3	4	5
10. The company uses occupational health and accident data to analyze patterns and trends that indicate risk situations.	1	2	3	4	5
11. The company charges accident and disability claim costs back to the department in which the injury occurred.	1	2	3	4	5

Safety Intervention

Next, consider the actual strategies your firm uses to achieve safety. Critically rate the extent to which each strategy is currently used. (Circle the best response for each item.)

	Never (0%)	Occasionally (about 25% of the time)	Sometimes (about half of the time)	Usually (about 75% of the time)	Always (100%)
1. Safety goals are developed and communicated to everyone.	1	2	3	4	5
2. The safety program or committee has the responsibility, authority and resources to identify and address safety problems.	1	2	3	4	5
3. Employees are informed about possible hazards of their jobs and are trained in safe work practices for their jobs.	1	2	3	4	5
4. New and transferred employees are given training regarding specific hazards for their particular job before being placed on the job.	1	2	3	4	5
5. Temporary or temporarily assigned employees are given training on-site before being placed on a job or working with new equipment.	1	2	3	4	5
6. Supervisors are informed about possible hazards and trained in safe work practices for jobs they supervise.	1	2	3	4	5
7. Supervisors confront and correct unsafe behaviors and hazards when they occur.	1	2	3	4	5
8. Employees are trained how to confront and correct unsafe behaviors of co-workers.	1	2	3	4	5
9. Employees are encouraged to shut down an unsafe machine or stop the work process when an unsafe condition arises.	1	2	3	4	5
10. Identified hazards are corrected on a timely basis.	1	2	3	4	5
11. Accident records are complete, identifying causes and including recommendations for corrective action.	1	2	3	4	5
12. Problems identified through analysis of injury and illness data are investigated for possible engineering solutions.	1	2	3	4	5

Physical Work Environment

This section asks you to evaluate the extent to which your firm controls risks by attending to the physical environment in which work is performed. (Circle the best response for each item.)

	Never (0%)	Occasionally (about 25% of the time)	Sometimes (about half of the time)	Usually (about 75% of the time)	Always (100%)
1. The company achieves excellent housekeeping.	1	2	3	4	5
2. Equipment is well maintained.	1	2	3	4	5
3. Workers use personal protective equipment where indicated.	1	2	3	4	5
4. Safety guards and equipment are used in hazardous operations.	1	2	3	4	5
5. Safety and health issues are considered in the acquisition of new machinery, equipment and tools.	1	2	3	4	5
6. Existing equipment and tools at this plant have been modified to minimize safety hazards.	1	2	3	4	5
7. Jobs are modified to keep heavy and repetitive lifting to a minimum.	1	2	3	4	5
8. Strategies are used to reduce repetitive movements.	1	2	3	4	5
9. Ergonomic strategies are used to improve workstation design and work flow.	1	2	3	4	5
10. Position rotation or job enlargement is used where jobs cannot be further ergonomically corrected.	1	2	3	4	5

Disability Claims Management

Now think about your firm's approach to managing workers' disability compensation claims when they occur. To what extent are each of the following strategies used in your approach? (Circle the best response for each item.)

	Never (0%)	Occasionally (about 25% of the time)	Sometimes (about half of the time)	Usually (about 75% of the time)	Always (100%)
1. Someone capable of handling work related disability claims is accessible to employees during all working hours.	1	2	3	4	5
2. Disability claims are evaluated early and accurately to determine their validity.	1	2	3	4	5
3. Disability benefit checks are issued in a timely manner.	1	2	3	4	5
4. The company monitors employees off work due to disability and their projected return-to-work date.	1	2	3	4	5
5. Supervisors are evaluated on their lost work day rate and given specific objectives to achieve.	1	2	3	4	5
6. Employees with continuing disability are reevaluated through an assessment of their medical recovery and potential for returning to work.	1	2	3	4	5
7. Duration of disability is evaluated to identify claims needing case management and rehabilitation services.	1	2	3	4	5
8. Rehabilitation professionals are used to evaluate work capacity and develop individualized rehabilitation plans when injured workers are unable to resume employment.	1	2	3	4	5

9. When the company refers for professional case management or rehabilitation services, they still maintain contact with the employee and monitor the return-to-work process.	1	2	3	4	5
10. The company conducts audits to evaluate the quality and effectiveness of medical and rehabilitation care provided to its injured employees.	1	2	3	4	5
11. Responsibility for disability claim management and return-to-work coordination is assigned to a specific individual in the company.	1	2	3	4	5
12. Claim management is well coordinated from initial injury to claim resolution.	1	2	3	4	5

Disability Intervention

Assuming an accident occurs, consider the strategies your firm has in place and actually uses in cases of injury and disability. To what extent are the strategies listed below used in your approach? (Circle the best response for each item.)

	Never (0%)	Occasionally (about 25% of the time)	Sometimes (about half of the time)	Usually (about 75% of the time)	Always (100%)
1. The company educates supervisors and managers about disability issues and their own roles in company disability management efforts.	1	2	3	4	5
2. A company representative educates local physicians about your jobs and your procedures for safely accommodating early return-to-work.	1	2	3	4	5
3. Injured employees are contacted by a designated person within the company immediately following medical treatment.	1	2	3	4	5
4. Follow-up contacts with disabled workers are made at regular intervals by a company representative according to a predetermined plan.	1	2	3	4	5
5. The treating physician is asked to identify worker restrictions and capacities as well as a target date for return-to-work.	1	2	3	4	5
6. The company maintains regular communication with the injured employee's attending physician.	1	2	3	4	5
7. The company maintains a detailed inventory that quantifies the physical demands of its jobs.	1	2	3	4	5
8. The company develops alternative placement options and modified job duties to return disabled employees to work.	1	2	3	4	5
9. The company uses resources such as assistive devices and flexible work scheduling to facilitate placement of restricted workers.	1	2	3	4	5
10. Assistance is provided to supervisors to make job accommodations or purchase special services needed to assist return-to-work.	1	2	3	4	5
11. When an injured worker is unable to resume prior duties the company provides job retraining for reassignment in a productive capacity.	1	2	3	4	5
12. Follow-up contact is made with the employee and supervisor after successful return-to-work to deal with any needed adjustments.	1	2	3	4	5
13. Return-to-work assistance is clearly organized with assigned responsibilities.	1	2	3	4	5
14. There is cooperation and coordination among departments in efforts to return injured employees to work.	1	2	3	4	5

Employee Risk Prevention

Some companies try to identify or prevent various risk factors that may lead to employee disability. To what extent has your firm become involved in the risk prevention strategies listed below? (Circle the best response for each item.)

	Never (0%)	Occasionally (about 25% of the time)	Sometimes (about half of the time)	Usually (about 75% of the time)	Always (100%)
1. Physical testing is used to assess whether new employees can perform the required tasks of particular jobs safely.	1	2	3	4	5
2. Employees are screened for job related health or disability risks on a continuing basis.	1	2	3	4	5
3. Employees are encouraged to promptly report physical symptoms arising from job tasks.	1	2	3	4	5
4. Supervisors are trained to recognize job performance problems that may indicate employee difficulties (such as substance abuse, stress, personal problems).	1	2	3	4	5
5. The company actively promotes the use of an employee assistance program (EAP) to help employees who are showing signs of problems that may interfere with work (such as substance abuse, stress, personal problems).	1	2	3	4	5
6. The company commits resources to support health promotion or wellness programs.	1	2	3	4	5
7. Top management supports and participates in health promotion (wellness) activities.	1	2	3	4	5
8. Employees are provided with personal data about their specific health risk factors.	1	2	3	4	5
9. The company screens job applicants for illegal substance use.	1	2	3	4	5
10. The company conducts "for cause" substance abuse testing of its employees.	1	2	3	4	5

Company Environment

Finally, it may be that management style and organizational "culture" relate in some way to safety performance and disability costs. Please consider your company environment and critically rate the extent to which these statements characterize your organization. (Circle the best response for each item.)

	Never (0%)	Occasionally (about 25% of the time)	Sometimes (about half of the time)	Usually (about 75% of the time)	Always (100%)
1. Ownership and accountability are pushed to the lowest levels of the organization.	1	2	3	4	5
2. The company demonstrates concern about retaining and developing personnel through its human resource policies and programs.	1	2	3	4	5
3. Job satisfaction among employees at this company is high.	1	2	3	4	5
4. Working relationships are collaborative and cooperative in this company.	1	2	3	4	5
5. There is a high level of trust in the employee/employer relationship at this company.	1	2	3	4	5

6. Skills in team building, coaching, problemsolving, and communication are important factors in the selection of supervisors and managers at this company.	1	2	3	4	5
7. Supervisors and managers are trained in interpersonal skills such as effective communication and conflict management.	1	2	3	4	5
8. An organized, effective process is used for grievances and conflict resolution within the organization.	1	2	3	4	5
9. Strategic and long range planning occur throughout the organization on a routine basis.	1	2	3	4	5
10. Employees are formally included in the company's goal setting and planning process.	1	2	3	4	5
11. The company achieves open communications where employees feel free to raise issues and concerns, or make suggestions.	1	2	3	4	5
12. The company shares information with employees about the financial status and productivity needs of the company.	1	2	3	4	5
13. Management seeks and considers employee input in company decisions.	1	2	3	4	5
14. Employee involvement programs, such as quality circles and labor-management participation teams, are used to generate employee participation in company operations.	1	2	3	4	5
15. Workers have some control over work process and productivity demands.	1	2	3	4	5

Part II. Organizational Summary

This section calls for specific facts that are essential to determine how the behaviors rated in Part I relate to company outcomes. In some cases, it may be necessary for you to consult with others in your organization to obtain this information. Where exact data are not available, reasonable estimates are sufficient. Your effort to secure **this information is critically important to the value of the study**, and will enable us to prepare the comparative analysis of your firm's accident and disability performance that we have offered to provide to you. We assure you that the confidentiality of your responses will be protected at the Upjohn Institute.

Insurance and Regulation

Q1. What is your workers' compensation insurance source? (Circle 1, 2, or 3)

1. Individual self-insurance

Do you use a third-party administrator? (Circle answer)

No

Yes . . . Administrator name _____

2. Group self-insurance

Group name _____

3. Insurance carrier

Carrier name _____

Q2. Has your company received loss control services or consultation in the past two years? (Circle number)

1. No (Go to Q3)

2. Yes . . . From whom? (Circle letters of those that apply)

A. Private sector source such as insurance carrier or trade association.

B. Public sector source such as Michigan Department of Labor (SET), Commerce Department, or Public Health Department.

To what extent have these services improved your loss control experience? (Circle number)

	Improvement			
	None (0%)	Some (10%)	Significant (25%)	Substantial (> 50%)
Private Sector Services	1	2	3	4
Public Sector Services	1	2	3	4

Q3. Is your company required to meet safety standards imposed by a major customer or industry certification (e.g., hospital accreditation)? (Circle number)

1. No

2. Yes

Workforce Characteristics and Climate

For the questions in this section please fill in the totals or percents, using estimates when necessary.

Q1. Does this firm have multiple plants or facilities? (Circle number)

1. No

2. Yes . . . Please indicate which specific plant(s) or facility(s) your responses refer to.

	1986	1987	1988	1989
Q2. Number of employees at this facility:				
Full time	_____	_____	_____	_____
Part time	_____	_____	_____	_____
Temporary or Contract	_____	_____	_____	_____

Q3. Approximate percent of current workforce who are:
 Salaried (exempt) _____ %
 Hourly (non-exempt) _____ %

Q4. Approximate current average hourly wage for non-exempt workers \$ _____

Q5. Approximately what percent of your job applicants do you generally hire? _____ %

Q6. Approximate percent of workforce in the following job categories:
 A. Executive, administrative, managerial _____ %
 B. Supervisory, technical and support staff _____ %
 C. Production workers or direct care providers _____ %
 total 100 %

Q7. Approximate percent of employees who work rotating shifts: _____ %

Q8. Approximate percent of employees in the last year who worked overtime _____ %

Q9. Approximate percent of current employees who:
 Have been with the company less than one (1) year _____ %
 Have been with the company more than ten (10) years _____ %
 Have received significant new duties or assignments in the last year _____ %

Q10. Approximate number of new employees hired in 1989 _____ employees

Q11. Approximate total number of employees leaving (turnover) in 1989 _____ employees

Q12. Approximately what percent of employees leaving were lay-offs or terminations due to business conditions? _____ %

Q13. Is any of your workforce at this facility represented by a union? (Circle number)
 1. No (please go to the next section)
 2. Yes . . . Approximately what percent of this workforce is unionized? _____ %
 What unions are represented? _____

How often do union and management achieve a cooperative working relationship here? (Circle number)

Never	Occasionally	Sometimes	Usually	Always
1	2	3	4	5

Approximate total number of grievances in 1989 _____

MIOSHA Log Data

The information needed to complete Q1 – Q4 can be found on the MIOSHA Log and Summary of Occupational Injuries and Illnesses, Form 200. Please fill in the total numbers for the appropriate years.

	1986	1987	1988	1989
Q1. Total number of recordable work-related injuries and illnesses (columns 1, 2, 6 + columns 8, 9, 13 from Form 200)	_____	_____	_____	_____
Q2. Total number of recordable cases resulting in lost work days (column 3 + column 10)	_____	_____	_____	_____
Q3. Total number of lost work days (column 4 + column 11)	_____	_____	_____	_____
Q4. Total number of 1989 recordable cases which involved repetitive strains or cumulative trauma (column 7(f))				_____

Workers' Compensation Data

For the questions in this section please fill in the totals or percents, using estimates when necessary.

Q1. Approximate number of new workers' compensation claims in 1989:	
Claims with medical costs only	_____ claims
Claims with wage loss benefits (more than 7 lost workdays)	_____ claims
Q2. Approximate percent of new claims in 1989 which were stress related	_____ %
Q3. Approximate total workers' compensation losses paid in 1989:	
Medical costs	\$ _____
Wage loss benefit payments	\$ _____

Employee Benefits and Programs

Please rate the proportion of your workforce who are eligible for the following benefits and programs through your company. If a particular benefit or program is not offered, please circle (1) indicating that no employees are eligible. (Circle the best response for each item.)

	None (0%)	Some (about 25% of employees)	Many (about 50% of employees)	Most (about 75% of employees)	All (essentially 100%)
1. Health insurance benefits	1	2	3	4	5
2. Paid sick leave	1	2	3	4	5
3. Short term disability benefits	1	2	3	4	5
4. Long term disability benefits	1	2	3	4	5
5. Pension or retirement benefits	1	2	3	4	5
6. Continuation pay to supplement workers' compensation benefit to match regular wage ..	1	2	3	4	5
7. Continuation pay during waiting period before workers' compensation benefits begin (days 1 - 7)	1	2	3	4	5
8. Employee assistance program	1	2	3	4	5
9. Health promotion program	1	2	3	4	5
10. Parental leave or child care benefits	1	2	3	4	5
11. Return-to-work program	1	2	3	4	5
12. Substance abuse treatment	1	2	3	4	5
13. Profit sharing or gain sharing plan	1	2	3	4	5
14. Bonus pay for individual performance	1	2	3	4	5

If you wish to comment on any questions or qualify your answers, please feel free to do so below. Also, any comments you wish to make that you think will help us to understand what you are doing about accidents, claims, and their associated costs will be appreciated. Your comments, either here or in a separate letter, will be read and taken into account.

Thank you for your participation.