

# Navigating Safety with Contingent Labor:



## Keys to Successful Partnerships

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## The High Cost of 'Newness'

Why We Are Here



### The 'First Day' Risk

~40% of non-fatal injuries happen to workers on the job less than a year. (BLS)



### The Contingent Gap

Temp workers are injured at higher rates than permanent staff in the same roles.



### The Training Lag

Workers are most vulnerable in their first 30 days — before site-specific hazard awareness sets in.



### The SIF Factor

High-turnover environments hide Serious Injury & Fatality precursors because tribal knowledge isn't there to catch them.



## Join the Conversation

Live Polling & Interactive Q&A



**Grab your phone** — we're using Slido throughout this session.



**How to join:**

- Scan the QR code
- or go to [Slido.com](https://slido.com) and enter the event code



**Polls:** Word Clouds and Rankings appear at the start of each section



**Q&A:** Submit questions any time via the Q&A tab



**Pauses:** We'll stop at the end of each section — Context, Theory, Strategy, Execution, Maintenance — to answer top-voted questions.



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## Question for the Audience

Please select your current area of focus:

Safety & Health Professional

Operations & Plant Leadership

Human Resources (HR)

Legal & Risk Management

Front-line Supervisor / Lead

Procurement & Vendor Management

Other



## Question for the Audience

### What percentage of your current frontline workforce is contingent/temporary?



## Session Agenda

Keys to Successful Partnerships

- 01 The Context**  
Modern Labor Realities
- 02 The Theory**  
Human & Organizational Performance
- 03 The Strategy**  
Choosing the Right Partner

- 04 The Execution**  
Tactical Safety Stops
- 05 The Maintenance**  
Continuous Improvement



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Question for the Audience

**In one word, what is your biggest challenge when managing a temporary workforce?**

Your Word Here



Section 1

## The Context

Modern Labor Realities

## The Modern Labor Landscape

Beyond "Extra Bodies"



**A Significant Economic Segment:**  
Contingent workers are a permanent, vital part of the modern operational ecosystem.



**The Integration Challenge:**  
High turnover + varying skill levels = inconsistent safety culture.



**The Complexity Gap:**  
Workers enter mid-process without context, amplifying system flaws and tribal knowledge gaps.



**Safety as a Constant:**  
Permanent or temporary — every worker goes home safe.



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## Legal Framework: Dual Employment

Shared Responsibility under the Law

### Defined Relationship

Two or more businesses sharing legal rights and duties over the same worker.

### Shared Liability

Agency and host employer are both legally "employers" under the law.

### OSHA's Stance

The Temporary Worker Initiative holds both parties accountable. OSHA cares who controls the work — not what the contract says.



## Dividing the Labor

Who is Responsible for What?

### Staffing Agency

- Vetting, background checks & drug screening
- General safety orientation
- Administrative oversight (payroll / benefits)
- Regular contact with client site & employees

### Host Employer

- Supervising day-to-day work activities and providing site-specific hazard training.
- Providing necessary Personal Protective Equipment (PPE).
- Ensuring the facility remains hazard-free and compliant with OSHA standards.



## Addressing the "Co-Employment Fear"

Myth vs. Reality in Safety

- The Myth:** "If I train or supervise their safety, I trigger co-employment liability."
- The Reality:** For OSHA purposes, you are already the employer — you always were.
- Safety is Not a Trigger:** Treating temps like full-time associates does not create co-employment issues.
- The Bottom Line:** Partnership + compliance = less legal risk, not more.

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## Session Agenda

Keys to Successful Partnerships

01

The Context  
Modern Labor Realities

02

The Theory  
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03

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04

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Tactical Safety Steps

05

The Maintenance  
Continuous Improvement



## Question for the Audience

What is the first thought that comes to mind when an incident involves a temporary worker?



## Question for the Audience

When a safety error occurs, what is the most common response in your facility?

- Find the person and retrain / discipline them.
- Investigate the system and environment.
- "Send them back" to the agency.
- Document it and move on.



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Section 2

## The Theory

Human & Organizational Performance (HOP)

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### The Partnership Bridge

Human Organizational Performance (HOP)



**Beyond the Contract:** Safety starts where the contract ends — where the worker meets the machine.



**The Integration Gap:** The most dangerous time for any worker is their first 30 days on a new site.



**Philosophy as a Tool:** HOP moves us beyond check-the-box compliance into a resilient shared culture.



**Shared Success:** Agency + host aligned on HOP = a safety net for every worker.



### What is HOP?

Building System Resilience

**A Modern Approach:** Build resilient systems. Stop blaming people.

**Anticipating Error:** Error is inevitable — design systems to catch it, not just prevent it.

**The Core Shift:** Don't fix the worker. Change the system.

**Operational Excellence:** Systems safe for temps are safer for your entire workforce.





### Error is Normal

Human error is expected. Design systems to manage and mitigate mistakes — not to eliminate them.



### Blame Fixes Nothing

Blaming individuals hinders learning and does not improve systemic safety.



### Context Drives Behavior

Work conditions — fatigue, poor tools, production pressure — dictate actions far more than incompetence.



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### Learning is Vital

Understand how work is actually done through curiosity and learning from both failures and successes.







### Response Matters


Leadership's reaction to failure is crucial. Treat it as an opportunity for improvement, not a reason for punishment.



### Why Blame Fails

The Revolving Door of Risk

 <p><b>The "Quick Fix" Fallacy</b> Firing feels efficient. The hazard stays for the next person.</p>	 <p><b>Ignoring Root Causes</b> "Sending them back" removes the worker — not the cause.</p>	 <p><b>The Performance Myth</b> Errors are symptoms of system weakness, not the cause of accidents.</p>	 <p><b>Silencing the Floor</b> Blame silences the people who could tell you where the next hazard is.</p>
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## Context and Behavior

Understanding "Local Rationality"

### THE PRINCIPLE & LOCAL RATIONALITY



**Deadlines** and poor tools drive **behavior** more than incompetence.

Every unsafe action made sense to the person making it in the moment.

### REAL-WORLD EXAMPLES



**Example — Pressure:** Deadline looming + missing tool = skipped safety step.



**Example — Culture:** New workers use the wrong gear rather than risk looking incompetent.



## The Power of Response

### Leadership's Role in Learning



#### Reaction to Failure

- Your first response to an incident sets the culture for every one that follows.



#### Opportunity vs. Penalty

- Failure = system intelligence. Use it.



#### Curiosity is Vital

- Learn how work is actually done — not just how it's supposed to be done.



#### The Bottom Line

- Fix the system. The partnership follows.



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### Question for the Audience

When choosing a staffing partner, rank these factors in order of importance:

- Low markup / cost
- Speed of filling orders
- Quality of safety vetting / orientation
- Agency's safety resources and record



### Question for the Audience

Does your current staffing provider participate in your on-site incident investigations?

- Always
- Sometimes
- Rarely / Never
- I didn't know they could.



Section 3

## The Strategy

Choosing the Right Partner

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## The Strategy: Choosing a Partner

### Evaluating Safety Maturity



#### Beyond the Sales Pitch

Look for a safety consultant, not just a resume source.



#### Shared Values

"Blame Fixes Nothing" must be in their leadership vocabulary — and their behavior.



#### Transparency

Ask for their EMR and incident trend data. A strong partner shares it.



#### The Goal

Both parties equally invested in the operational excellence of the workforce.



## The Vetting Checklist

### Key Expectations for Agencies



#### Worksite Evaluations:

Do they walk your site and document hazards before placing anyone?



#### General Orientation:

Does every worker arrive with documented safety training already complete?



#### Selection Process:

Do they screen for the role's specific physical and skill requirements?



#### Dedicated Support:

Do they have a safety rep who will show up for your incident investigations and audits?



## Contractual Safety

### Defining Shared Responsibilities



#### The "Paper" Foundation

Safety responsibilities must be explicit in the service agreement — not implied.



#### Defining the "Host"

Host = site-specific training and daily supervision.



#### Defining the "Agency"

Agency = general safety training and administrative oversight.



#### Eliminating Ambiguity

No gray areas. Spell out who provides specialized PPE and certifications.



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# Moving Toward Safety 2.0

From Reactive to Proactive



**The Old Strategy:**  
Track injury rates. Find the bad apple. Repeat.



**The HOP Strategy:**  
Track near-misses, Stop Work events, and the quality of system defenses.



**Joint Accountability:**  
One temp injury = shared system failure. Both parties own it.



**Cultural Alignment:**  
The agency must feel safe calling out your unsafe conditions.



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## Question for the Audience

Do you have tasks / positions that you do not allow temporary associates to perform?

- Yes, we have a clear list.
- Somewhat, but it's inconsistent.
- No, it's usually 'all hands on deck.'



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## Question for the Audience

How often does 'Scope Creep' occur in your facility (temps doing jobs they weren't hired for)?

- Daily
- Weekly
- Only during peak seasons
- Never — we have strong controls
- Never — but honestly I'm not sure



Section 4

## The Execution

Tactical Safety Steps

## The Execution: Tactical Steps

Defining Operational Boundaries



### Strategic Limits:

Task restrictions protect the worker and your operation — not a limitation on their value.



### Hazard Awareness:

Temps have no tribal knowledge of your facility's hidden hazards.



### The "Newness" Factor:

Highest injury risk the first 30 days. Every time.



### Predictable Safety:

Narrower scope = more predictable environment for supervisors.



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## Why Restrict Tasks?

Host Employer Benefits



### Reduced Training Burden

Fewer tasks = deeper, higher-quality training on each one.



### Supervisory Clarity

Clear boundaries = no guesswork for your front-line leads.



### Protecting Specialized Systems

LOTO and Confined Space require long-term familiarity. Temps can't provide that.



### System Resilience

One human error in the wrong zone becomes a facility-wide event.



## Tailored Safety Training

Building Capacity, Not Just Compliance



**The Integration Bridge:** Link agency orientation to your site's specific high-hazard operations.



**Role-Specific Focus:** Document training to the exact physical demands and environmental quirks of the role.



**The "Safety Mentor":** Pair new arrivals with experienced staff to transfer the tribal knowledge manuals miss.



**Tell-Show-Do:** Require workers to demonstrate the task before starting — verify they understand the defenses.



**30-Day Check-ins:** Treat the first month as an extended learning phase.



## Managing Scope Creep

Preventing "Unplanned Risk"



### What is Scope Creep?

Duties gradually shifting into tasks the worker wasn't trained or vetted to perform.



### The Danger:

"Unplanned risk" — tasks performed with no Job Hazard Analysis reviewed with the worker.



### Erosion of Defenses:

"Just help out" on an unapproved machine bypasses your entire safety onboarding process.



### Maintaining Integrity:

Strict scope = accurate safety records and real compliance.



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## Tactics for the Floor

Practical Scope Control



### Visual Cues:

Color-coded vests or hard hat stickers signal restricted zones at a glance.



### The "Hard Stop" List:

Post a physical "Never Do" list for temps at every supervisor station.



### Active Verification:

"Safety Touch" — ask a temp to describe their task. Verify it matches their approved role.



### Empowered Stops:

Teach "Stop Work Authority" as a system check — not insubordination.



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## Question for the Audience

What is the #1 barrier to a successful safety partnership between you and your agency?



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### Question for the Audience

Which best describes your safety partnership with your staffing agency right now?

- We meet regularly and safety is a shared priority.
- We communicate, but safety is mostly one-sided.
- We mainly interact when there is an incident.
- We have little to no safety communication at all.



### Question for the Audience

How often do you walk the floor specifically with your staffing agency's safety rep?

- Weekly / Monthly
- Quarterly
- Annually
- Never



Section 5

## The Maintenance

Continuous Improvement

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## The Maintenance: Staying Proactive

From Compliance to Continuous Learning



**The Feedback Loop:** Safety is not "set it and forget it." It requires constant dialogue between agency and host.



**Beyond Lagging Indicators:** Stop counting "days since last injury." Count near-miss reports and good catches.



**Shared Visibility:** Both partners need real-time access to near-miss and Stop Work data.



**The Goal:** A partnership that evolves as your operational risks change.



## Post-Incident Curiosity

Learning Without Blame



**The HOP Response:** First question: "How did our system allow this?" — not "Who did this?"



**Joint Investigations:** The agency must be in the room for root-cause analysis. They hold key context.



**Mapping the Context:** What pressures or missing tools made the unsafe action seem logical at the time?



**Systemic Fixes:** Fix the environment. Retraining alone guarantees a repeat.



## Sustaining the Culture

Long-Term Partnership Success

**Quarterly Business Reviews:** Safety as a primary KPI — on the agenda, not "if time permits."

**Incentivizing Reporting:** Celebrate Good Catches and Stop Work events. Publicly.

**Open Communication:** Build a culture where the agency can challenge you on unsafe conditions.

**The Bottom Line:** HOP partnership: protects your people, productivity, and reputation.



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## Conclusion & Next Steps

Building a Resilient Partnership

-  **Shift the Mindset:** Ask "How did our system allow this?" every time an error occurs.
-  **Audit Your Exposure:** Review temp task assignments — identify and restrict the highest-risk roles.
-  **Verify the Work:** Make sure work-as-done matches approved scope. Make it a daily habit.
-  **Open the Dialogue:** Schedule a safety sync with your agency. Align on HOP principles.
-  **The Goal:** Every worker — permanent or temporary — returns home safe.



## Question for the Audience

After today, what is the **ONE** thing you will do in the next 30 days?

- Schedule a safety sync with our staffing partner.
- Audit our restricted task list.
- Review our service agreement's safety language.
- Introduce HOP concepts to our supervisors.



## Q&A Check-in with Slido



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Thank you

Let's raffle!

Michael Summers | Joshua Smith  
Spherion Staffing & Recruiting



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