The California Contractor

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Are you a manager or a leader?

By Bob Selden

Almost 100 years ago, Mary Parker Follett described a manager as "One who gets things done through people." This description is still used by management educators and scholars today. However, this could be enhanced to read: "One who gets the things the organization requires the manager to get done, through the people who report to that manager."

These additions are suggested because:

- You become a manager when you sign on for the job

- You only become a leader when your people say so

You are given the title of manager by the organization. People will do things for you, either well or not so well depending on how well you manage them, because of WHAT you are not WHO you are.

Only your people, your team, the people you manage, can give you the title of "leader."

Another way of putting it is to say that the organization gives you your corporate manager's hat when you sign on. This lets everyone in the organization know that you are now

officially a manager. Then, your people, when they believe in you and only when they believe in you and are prepared to follow you, give you your leadership badge, your badge of honor!

Let me make a very important point. Managing can be described as more mechanical and so there are guidelines to follow, whereas leading is always measured through others' perceptions.

Here's a quick test to gain some indication on your current status as a leader.

Once you have been in your current role for say, nine to twelve months, ask yourself:

- Would my people do the things I

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At A Glance

Leader: Leaders make other people feel valued

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now ask them to do even if I were not their manager?

- If you can truthfully answer "Yes," then you are well on the path to becoming a leader.

Many of you will probably answer this with a "Maybe." The road to leadership is a long one, but a truly rewarding one. If you are concerned that it seems to be taking you forever to develop as a leader, keep in mind the experience of one of the greatest leaders of our time, Nelson Mandela who spent 27 years in prison waiting to show how he could lead his country!

Are leaders born or made? Can I become a leader?

It might be reasonable to assume that leadership can be developed. However, there has been and still is, considerable debate on the issue. Even the experts are divided.

A colleague, Professor Preston Bottger who is Professor of Leadership at the International Institute for Management Development in Switzerland, tells the story of when he was asked by his eight year old daughter's teacher to address her school class on leadership.

"How do you talk to eight year olds about leadership?"he said. So, being a professor, he asked the class the obvious question:

"Who can tell me what a leader is?"

Straight away a boy in the front row put up his hand:

"A leader does things first," he enthused.

His response was quickly followed by an equally enthusiastic girl who said:

"Leaders have followers."

Could the "experts" give us any better answers than those? - Leaders do things first, and leaders have followers.

Using the definition of leadership these children gave Preston, do you know any people whom you might call leaders?

When people are asked this question, they often respond with the names of famous historical leaders such as Gandhi, Kennedy, Churchill and more recently, Mandela. Chances are however, you've personally been greatly influenced by people around you who display leadership, but whom you've not credited or thought of, as leaders before. For example, parents, siblings, teachers, managers and colleagues who have acted as role models for you and whose advice you have followed from time to time.

In fact, we generally only think of these people as leaders well after they have had an influence on us.

Think for a moment about the famous world leaders that come to mind when you are asked to name leaders. Now, compare them to some of the people who have had a major impact on you personally. It's likely that these two groups share many of the same qualities, but more importantly, they actually do many of the same things.

What are these things that leaders do that set them apart from others? Can you too learn how to do them?

Leaders become leaders because they do at least four things for us that make us inclined to follow them:

1 - They help us understand and make sense of our environment So for example, when things aren't working out or are unclear for us, they are able to explain what is happening in practical terms that we can understand.

2 - They help give us a sense of direction. They are able to paint a picture of a brighter future and help us believe that we can achieve the things we want to achieve.

3 - They give us a belief in the values that are important to us. In doing so, they make us feel part of a team of people that share these values and have the same aims.

4 - They are able to make us feel powerful They allow us the freedom to make decisions about our life, work and the future, especially as a group. They give the group a feeling of power to achieve group goals - the group becomes a team under an effective leader.

Do these sound like some of the things your personal leaders have done for you? Probably those people who have had a major influence on you, all did these leadership things and by definition, therefore, can be considered leaders.

Bob Selden is the author of "What To Do When You Become The Boss" - a self help book for new managers. He also coaches at the International Institute for Management Development in Lausanne, Switzerland and the Australian Graduate School of Management, Sydney.

Understanding the mind-gut connection

By Nick Kowalski

Most of us have direct experience of how chronic, or intense psychological stress can affect the digestive system. Ancient practitioners of Chinese Medicine also theorized that the gut (particularly the liver) was the seat of emotions. Modern science explains this phenomena, discovering that up to 90% of our neurotransmitters and hormone are actually produced in the gut.

What Happens to Digestion When We're Stressed

Something not many of us know, at least logically, is that the digestive system is in fact governed by the Central Nervous System, namely a sub-branch of the nervous system referred to as the parasympathetic nervous system. In essence, the parasympathetic system is our "rest and digest" state. Only when we are relaxed and free of stress does the parasympathetic system and therefore digestion, activate.

When we enter a state of stress, the counterpart to the parasympathetic system; the sympathetic system, activates. This stress state or the "fight or flight" response shuts down digestion by reducing blood flow to the digestive organs, inhibits digestive fluid secretion, and instead sends the blood and biological energy to muscular-skeletal system to prepare for battle.

When the sympathetic system is chronically stimulated by prolonged stress, it can lead to gastrointestinal disorders, inflammation and weaken the immune system.

One example of how stress can cause common digestive issues is by causing the esophagus to spasm and altering stomach acid secretion. This leads to heartburn, acid reflux and can make you feel nauseous. Another example is the effects stress has on the colon. Intense stress increases the secretion of stress hormones cortisol, prolactin and serotonin, which can cause the colon to become hyperactive or tense, which leads diarrhea or constipation.

When any of these conditions become persistent, the inflammation and overall poor functioning of the digestive system can eventually lead to stomach ulcers, IBS, and inflammatory bowel disease.

How to Manage Stress for Better Digestion

Reducing total stress is not a quick-fix job, it requires a holistic, multi-factorial approach. However, psychological stress is one of the primary, dominant stressors that negatively affect the digestive system. While getting a handle on the causes of psychological stress can take time, there are some simple things you can do to mitigate their effects.

One simple way to de-stress is to engage in fun, moderate exercise. Physical exercise relieves tension, gets us out of our heads, improves our mood by releasing endorphins but also helps with the elimination of stress hormones. Some of the healthiest forms of exercise include walking, hiking, biking, swimming, dancing, yoga, thai qi, and weight lifting.

Other great ways to reduce stress include:

Relaxation - People with digestive issues are often overly stressed and do not relax enough. Getting authentic, deep relaxation is more challenging in today's world, but can be achieved through yoga, meditation, progressive muscle relaxation, visualization, cognitive therapy, biofeedback, good music, spending time in nature, camping, love-making, and working on an enjoyable project or hobby.

Communication therapy - A major source of psychological stress dwells in the world of communication. In fact, most stress and problems in life have their roots in communication trouble. If you've ever been in a situation where you didn't know what to say, or someone wasn't talking to you, you know the stress associated with poor communication. Taking courses or reading books communications can be helpful for improving our quality of life, relationships and reducing a great source of stress. However, simply having a good friend or loved one you can talk to freely about your stress can be a major stress reliever. Personally, I have found cognitive therapy to be a major help in relieving chronic stress in my life.

Nutrition - A bad diet can ruin a good digestive system. Poor nutrition can be a source of biological stress, but also, eating the right foods can help curb the effects of stress. In general, it is helpful to eat more protein and salt when stressed. In fact, soldiers in the army are required to eat a higher protein diet to mitigate the catabolic effects of combat. So, it is best to take a two-sided approached nutritionally, where you avoid junk foods that add to your stress, and eat nutrient-dense, wholesome foods that help replenish a stressed body.

Choose your battles - An interesting thing about life is that problems seem to be valuable. If we had no problems at all, we'd be existentially bored. So, the goal is not to eliminate all problems and stress form our lives. Instead, we need to pick our problems wisely. For example, starting a new fulfilling relationship will have its challenges, but in the end, the problems are usually worth it. Same goes for starting a new project or goal. A good rule of thumb is that any given condition in life would ideally be 80% pleasure with 20% pain, the pain being the optimal amount of stress that just makes like interesting and helps us grow.

Mental and emotional stress can cause a lot of problems for an otherwise healthy digestive system. Stress all together is unavoidable, it seems to be a natural part of the game of life. What's important is how we react to our stress and problems, and that we ultimately avoid it from becoming chronic. If you know you are under too much stress and/or having symptoms of digestive stress, then these tips will help. If stress management is the problem, there are cognitive therapists, yoga and medication instructors who can provide verified help.

The health risks of prolonged sitting

By Dr. Pran Rangan

It is a well established fact that sitting for extended periods of time can be bad for personal health. Global studies show that on average we sit 7.7 hours a day. Whereas some studies have found that a large number of people sit up to 15 hours a day. The problem only gets worse with age. Adults 60 years and older spend between 8.5 to 9.6 hours a day in sedentary time.

The researchers have found that even if we exercise regularly, prolonged sedentary time could negatively impact the health of our heart and blood vessels. Moreover, a sedentary lifestyle may also be associated with an increased risk of diabetes, impaired insulin sensitivity and a higher risk of death from any cause.

The exact mechanisms behind the ill-effects aren't yet clear. Some experts theorize that more sitting leads to reductions in insulin sensitivity, while others believe net calorie expenditures decline as sitting increases.

The specific guidelines recommend that for every 30 consecutive minutes of sitting, stand up and move/walk for three to five minutes to reduce the health risks from sitting.

Some health risks of increased sitting

Decreases energy expenditure - It can give rise to low energy expenditure, leading to overweight and obesity.

Decreases insulin sensitivity - It can cause a decrease in insulin sensitivity, leading to full-blown type-2 diabetes.

Causes metabolic syndrome - It contributes to metabolic syndrome.

Increases cardio-vascular diseases - It sharply increases risk of cardio-vascular diseases. The researchers have found that men who reported >10 h x wk (-1) riding in a car or >23 h x wk (-1) of combined sedentary behavior had 82% and 64% greater risk of dying from CVD than those who reported <4 or <11 h x wk (-1), respectively.

Promotes cancer - A couple of studies have documented higher rates of cancer and cancer-related deaths in very sedentary people. A sedentary life style has been consistently associated with an increased risk of colon cancer, but the evidence for its association with breast and other gynecologic cancers is limited.

Causes depression - It can cause loneliness and depression as being stuck at the desk or chair means not getting outside enough. Therefore, it reduces the social circle of people. Coupled with this, the lack of sunshine can cause deficiency of vitamin-D, leading to depression. This underlies internet paradox that an advance in social technology leads to health problems.

Bad for back, neck, arms and legs - Prolonged sitting is ergonomically bad for back as it excessively increases back pressure, which may lead to chronic back ache. Besides, it can cause increased stress on the back, neck, arms and legs.

Increases all cause mortality - Prolonged sitting increases all cause mortality independent of regular physical activity. A study found prolonged sitting time was responsible for 6.9% of deaths.

Tips to reduce sedentary time

· Take a three to five minute break about every half hour during the day to stand, which burns twice as many calories as sitting, or move around.

· Watch TV while standing or exercising.

· Try standing and moving whenever you are talking on a cell phone.

· Standing desks also can help those who are stuck in a cubicle or office all day. Such desks offer the user the option to transition easily from sitting to standing position, being freely able to transition throughout the workday.

The crux of the matter

The scientific community has coined a word - sitting disease, which is commonly used when referring to metabolic syndrome and the ill-effects of an overly sedentary lifestyle.

There is a common misconception among people that if they engage in the recommended 150 minutes of moderate to vigorous activity per week, they can compensate for prolonged sitting. Conversely, they are still subject to the negative impact of too much sitting, which has been conclusively found.

But the good news is that if we choose to stand up, sit less and move more, we can experience a great number of attainable benefits to our health.

Dr. Pran Rangan is a physician with expertise in writing articles on health related topics. His areas of special interest are cardiology, diabetes and exercise and fitness.

Protecting workers from MSDs

Musculoskeletal disorders (MSDs) affect the muscles, nerves, blood vessels, ligaments and tendons. Workers in many different industries and occupations can be exposed to risk factors at work, such as lifting heavy items, bending, reaching overhead, pushing and pulling heavy loads, working in awkward body postures and performing the same or similar tasks repetitively. Exposure to these known risk factors for MSDs increases a worker's risk of injury.

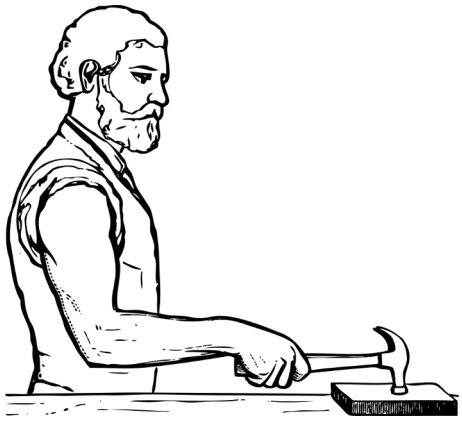
Work-related MSDs can be prevented. Ergonomics—fitting a job to a person—helps lessen muscle fatigue, increases productivity and reduces the number and severity of work-related MSDs.

Employers are responsible for providing a safe and healthful workplace for their workers. In the workplace, the number and severity of MSDs resulting from physical overexertion, and their associated costs, can be substantially reduced by applying ergonomic principles.

Implementing an ergonomic process is effective in reducing the risk of developing MSDs in high-risk industries as diverse as construction, food processing, firefighting, office jobs, healthcare, transportation and warehousing. The following are important elements of an ergonomic process:

- Provide Management Support - A strong commitment by management is critical to the overall success of an ergonomic process. Management should define clear goals and objectives for the ergonomic process, discuss them with their workers, assign responsibilities to designated staff members, and communicate clearly with the workforce.

- Involve Workers - A participatory ergonomic approach, where workers are directly involved in worksite assessments, solution development and implementation is the essence of a successful ergonomic process. Workers can assist in the ergonomic process by voicing their concerns and suggestions for reducing exposure to risk factors and by evaluating the changes made as a result of an ergonomic assessment.



- Provide Training - Training is an important element in the ergonomic process. It ensures that workers are aware of ergonomics and its benefits, become informed about ergonomics related concerns in the workplace, and understand the importance of reporting early symptoms of MSDs.

- Identify Problems - An important step in the ergonomic process is to identify and assess ergonomic problems in the workplace before they result in MSDs.

- Encourage Early Reporting of MSD Symptoms - Early reporting can accelerate the job assessment and improvement process, helping to prevent or reduce the progression of symptoms, the development of serious injuries, and subsequent lost-time claims.

- Implement Solutions to Control Hazards - There are many possible solutions that can be implemented to reduce, control or eliminate workplace MSDs.

- Evaluate Progress - Established evaluation and corrective action procedures are required to periodically assess the effectiveness of the ergonomic process and to ensure its continuous improvement and long-term success. As an ergonomic process is first developing, assessments should include determining whether goals set for the ergonomic process have been met and determining the success of the implemented ergonomic solutions.

By looking critically at your workplace operations, you can identify risk factors and eliminate or control them as early as possible.

The risk of MSD injury depends on work positions and postures, how often the task is performed, the level of required effort and how long the task lasts. Risk factors that may lead to the development of MSDs include:

- Exerting excessive force. Examples include lifting heavy objects or people, pushing or pulling heavy loads, manually pouring materials, or maintaining control of equipment or tools.

- Performing the same or similar tasks repetitively. Performing the same motion or series of motions continually or frequently for an extended period of time.

- Working in awkward postures or being in the same posture for long periods of time. Using positions that place stress on the body, such as prolonged or repetitive reaching above shoulder height, kneeling, squatting, leaning over a counter, using a knife with wrists bent, or twisting the torso while lifting.

- Localized pressure into the body part. Pressing the body or part of the body (such as the hand) against hard or sharp edges, or using the hand as a hammer.

- Cold temperatures. In combination with any one of the above risk factors may also increase the potential for MSDs to develop. For example, many of the operations in meatpacking and poultry processing

Please see INJURY, page 6

Injury: Watch out for back, wrist braces

occur with a chilled product or in a cold environment.

- Vibration, both whole body and hand-arm, can cause a number of health effects. Hand-arm vibration can damage small capillaries that supply nutrients and can make hand tools more difficult to control. Hand-arm vibration may cause a worker to lose feeling in the hands and arms resulting in increased force exertion to control hand-powered tools (e.g. hammer drills, portable grinders, chainsaws) in much the same way gloves limit feeling in the hands. The effects of vibration can damage the body and greatly increase the force which must be exerted for a task.

- Combined exposure to several risk factors. May place workers at a higher risk for MSDs than does exposure to any one risk factor.

In addition, observe whether workers are modifying their tools, equipment or work area, shaking their arms and hands, rolling their shoulders, or bringing products such as back belts or wrist braces into the workplace

These behaviors can mean that workers are experiencing ergonomic issues. Talk with them and review their work to see if any risk factors for MSDs are present. Workers can identify and provide important information about hazards in their workplaces. Their opinions and suggestions for change also are valuable.

Once problem jobs are identified, conducting an in-depth ergonomic job analysis can help identify solutions to prevent MSDs. An ergonomic job hazard analysis is a technique that focuses on job tasks as a way to identify hazards before they occur. It focuses on the relationship between the worker, the task, the tools, and the work environment.

Many industries have successfully implemented ergonomic solutions in their facilities as a way to address their workers' MSD injury risks. These interventions have included modifying

existing equipment, making changes in work practices and purchasing new tools or other devices to assist in the production process. Making these changes has reduced physical demands, eliminated unnecessary movements, lowered injury rates and their associated workers' compensation costs, and reduced employee turnover. In many cases, work efficiency and productivity have increased as well. Simple, low-cost solutions are often available to solve problems. Use the information on this page to see what has worked for others in your industry or in other industries.

Overview of Controls for MSD Hazards

To reduce the chance of injury, work tasks should be designed to limit exposure to ergonomic risk factors. Engineering controls are the most desirable, where possible. Administrative or work practice controls may be appropriate in some cases where engineering controls cannot be implemented or when different procedures are needed after implementation of the new engineering controls. Personal protection solutions have only limited effectiveness when dealing with ergonomic hazards.

Type of Control

Workplace Examples

Engineering Controls (implement physical change to the workplace, which eliminates/reduces the hazard on the job/task)

- Use a device to lift and reposition heavy objects to limit force exertion

- Reduce the weight of a load to limit force exertion

- Reposition a work table to eliminate a long/excessive reach and enable working in neutral postures

- Use diverging conveyors off a main line so that tasks are less repetitive

- Install diverters on conveyors to direct materials toward the worker to eliminate excessive leaning or reaching

- Redesign tools to enable neutral postures

Administrative and Work Practice Controls (establish efficient processes or procedures)

- Require that heavy loads are only lifted by two people to limit force exertion

- Establish systems so workers are rotated away from tasks to minimize the duration of continual exertion, repetitive motions, and awkward postures. Design a job rotation system in which employees rotate between jobs that use different muscle groups

- Staff "floaters" to provide periodic breaks between scheduled breaks

- Properly use and maintain pneumatic and power tools

Personal Protective Equipment (use protection to reduce exposure to ergonomics-related risk factors)

- Use padding to reduce direct contact with hard, sharp, or vibrating surfaces

- Wear good fitting thermal gloves to help with cold conditions while maintaining the ability to grasp items easily.

SAFETY ... IT PAYS

Mold and mildew are bad for your health

Molds are forms of fungi that are found indoors and outdoors. You are exposed to them daily in the air you breathe. Sometimes molds grow excessively inside your workplace and can cause different types of illnesses. Most workers will not be affected by molds. Some workers have symptoms like those of hay fever and the common cold, but they can last for longer periods. Molds can also aggravate asthma. In addition, some people in wet or moldy buildings may have flu-like symptoms. Most health problems are temporary and can be controlled by limiting exposure to molds.

Molds need moisture and a food source (organic material). Molds can be any color, including white, orange, green, brown, or black. Even if you cannot see any molds, you may notice a mildew or earthy smell. They may be found indoors on wet/damp walls, carpets, ceilings, or behind wallpaper, as well as in heating, ventilation, and air conditioning (HVAC) systems. Indoor moisture leading to the growth of molds and other micro-organisms may come from flooding, leaks, high humidity, and steam.

Symptoms also can indicate that you are exposed to molds at work. If you have symptoms, observe when they occur. They may be work-related if they worsen when you are at work, and disappear or lessen at home or on weekends, or during vacations. The onset of symptoms depends on your individual reaction to molds.

How do I get exposed to molds?

Molds produce seed-like spores that are small enough to travel through the air. You can breathe in spores or come into contact with them. Sometimes molds also produce chemicals called mycotoxins, which are attached to the spores and other parts of the mold. You may be exposed to mycotoxins at the same time you are exposed to molds. Mycotoxins are produced only under certain environmental conditions.

How can molds affect my health?

Molds can cause allergic reactions, fungal infections, and other health effects. Most workers, however, will have no reaction at all when exposed to molds. Some workers have underlying health conditions that make them more sensitive to effects of mold exposure.

Allergic reactions, similar to common pollen or animal allergies, are the most common health effects of molds. Allergic and toxic illnesses can be treated by getting rid of the mold exposure. Your doctor may also prescribe medication to control symptoms.

In almost all cases of allergic or other illnesses, the symptoms are temporary. However, a small percentage of people may experience longer recovery times. Fungal infections of internal organs are rare. They require immediate medical attention and treatment.

The symptoms described for mold exposure can also be due to other causes such as bacterial or viral infections, or other allergies. Therefore, it is important to tell your doctor if you are concerned about exposure to molds. If possible, have your doctor refer you to, or consult with, an occupational medicine physician to help determine if the illness is work-related. An occupational medicine physician can also help identify other workplace conditions that could be related to your symptoms.

What do I do about molds in the workplace?

Please see MOLD, page 8

OSHA CORNER

Please visit the following address on the web to download helpful safety posters, guides and pamphlets for a safer workplace.

https://www.osha.gov/publications

State of California
CAL OSHA
Department of Industrial Relations

Mold: Porous materials require replacement

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There are no standards to say how much mold is hazardous to your health. There should not be visible mold growth or strong moldy odors in the workplace.

Report mold problems. If you see or smell mold, or if you or others are experiencing mold-related symptoms, report it so the problem can be investigated. Find out whether co-workers are experiencing any of the listed symptoms. See if a particular office, floor, or area is affected. Your workplace Injury and Illness Prevention Plan (Title 8, California Code of Regulations, Section 3203) must describe a procedure for employees to report hazards to the employer. Your employer must correct uncontrolled indoor accumulation of water that may cause mold. Cal/OSHA enforces these regulations.

If you have symptoms, see a doctor. If possible, go to an occupational health clinic. If your illness is work-related, your doctor may recommend your removal from the workplace and you may be eligible for workers' compensation benefits. Make sure your doctor fills out a Doctor's First Report of Occupational Injury or Illness (DFR), a form necessary for a successful claim.

Clean up mold contamination. Mold should be removed right away. No one with symptoms, or with a higher likelihood of mold-related illness, should participate in mold removal.

Focus on fixing the problem, not testing for mold. A thorough investigation should reveal all sources of mold and moisture. Environmental sampling is usually unnecessary, since all types of molds should be eliminated.

Scrub hard surfaces (tile, concrete, vinyl, undamaged wood) with ordinary household cleaning products. Bleach is not necessary. Use waterproof gloves.

Moldy porous materials (carpet, ceiling tile, wallboard, softened wood) usually require removal and replacement. For extensive removal jobs (greater than 30 square feet), use a contractor specializing in this kind of work. There is no state license specifically for mold removal or cleanup.

Ensure that workers who remove moldy materials use gloves, eye protection, coveralls, head and shoe covers, and properly fitted respirators. See the recommended respiratory protection program (Title 8, California Code
of Regulations, Section 5144). Choose N-95 respirators (not dust masks) in most situations. Make sure mold removal workers are trained about dust control methods, use of personal protective equipment, and health risks.

Avoid using toxic chemicals. Fungicides and disinfectants are rarely appropriate, and may endanger building occupants. Don't use ozone generators; ozone can harm your lungs. Mold-resistant paints may contain toxic additives. No chemical can substitute for regular cleaning.

The highest exposure to mold often occurs during cleanup. You may need to temporarily leave work areas where cleanup is occurring, especially if you have symptoms or underlying medical conditions that increase your risk of mold-related illnesses.

Eliminate and control the source of moisture. As long as moisture is present the mold will return, so the source of the moisture must be eliminated and the building properly maintained.

Monitor symptoms after cleanup. If the symptoms persist after cleanup, they may not be related to molds, or the cleanup effort was unsuccessful. You and your doctor should explore other possible causes of illness. If there are other indoor air quality problems or the cleanup was not adequate, your employer may need professional assistance.

Health effects of mold exposure

Health effects of exposure include allergic rhinitis or sinusitis, dermatitis, and asthma. Other reported symptoms in damp buildings include fatigue, headache, fever, muscle ache, difficulty concentrating and mood changes. Workers with a higher likelihood of mold-related illness include those who have other allergies, have existing respiratory conditions including asthma or other lung diseases, are elderly, or are immunocompromised.

What about Stachybotrys?

Stachybotrys chartarum (also known as Stachybotrys atra) is a greenish-black mold that grows on materials with high cellulose content (drywall, wood and paper, and dropped ceiling tiles). This mold, like some other molds, produces chemicals called mycotoxins under certain environmental conditions. Not all black molds are Stachybotrys, and not all Stachybotrys produces mycotoxins. All indoor molds are potential health hazards and need to be cleaned up.

Cal/OSHA can cite an employer for unsanitary conditions, including uncontrolled water accumulation, that may promote mold growth; see www.dir.ca.gov/title8/3362.html. Employees who need information on workplace health and safety regulations, or who want to file a complaint, should call the nearest district office of Cal/OSHA.

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