



THE WATER COMPANY

SAFETY MEETING PACK · NO. 01

HEAT & HYDRATION SAFETY TALKS

Ten ready-to-run toolbox talks built from OSHA heat guidance. Each one is a single leader sheet plus an attendance page — print it, read it, sign it, file it.

WHAT'S IN THE PACK

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Content summarized from OSHA's Heat Exposure guidance ([osha.gov/heat-exposure](https://www.osha.gov/heat-exposure)). This pack is a training aid, not a substitute for your company's heat illness prevention plan or for medical advice. Not affiliated with or endorsed by OSHA.

Clean water, delivered.
THEWATERCOMPANY.CO

WATER. REST. SHADE.

■ **OSHA SOURCE** osha.gov/heat-exposure/water-rest-shade — Water. Rest. Shade.

WHY THIS ONE MATTERS

Almost every serious heat case comes back to the same three things going missing: cool water within reach, breaks long enough to actually cool down, and shade to take them in. Get those three right and everything else in this pack is fine-tuning.

TALK IT THROUGH

1. **Water.** Small amounts, often — about one cup every 15 to 20 minutes while you're working in the heat. Don't wait for thirst; by the time you're thirsty you're already behind.
2. **Rest.** Short breaks taken often beat one long break at lunch. Cooling down takes time your body will not give back to you later.
3. **Shade.** If there's no shade on the job, we make it — canopy, trailer, an A/C truck cab. It has to be close enough that people actually use it.
4. Buddy up. Heat hits judgment first, so the guy next to you will notice it before you do.
5. Speak up early. A headache reported costs ten minutes. Heat stroke costs a life.

RED FLAGS ON THIS JOB

- Water jug empty, warm, or a long walk away
- Cases still shrink-wrapped at 2 p.m.
- Crew skipping breaks to “finish and get out of the heat”
- No shade within sight of the work

COOL FIRST. CALL 911.

Confusion, slurred speech, or someone who won't wake up is heat stroke. Cool them immediately — ice, cold water, wet towels — and call 911. Don't wait to see if it passes.

ASK THE CREW

- ? Where's the closest cold water to where we're working today?
- ? Where's our shade, and who is responsible for setting it up?
- ? Who here is new this week or coming back from time off?

ONE THING TO
REMEMBER

Water. Rest. Shade. If one of the three is missing, fix it before the work starts.

SAFETY MEETING RECORD

WATER. REST. SHADE.

DATE

JOB SITE / LOCATION

CREW / DEPARTMENT

MEETING LED BY

START / END TIME

PRINT NAME	SIGNATURE

SITE-SPECIFIC NOTES, HAZARDS RAISED, ACTIONS TAKEN

SUPERVISOR SIGNATURE

DATE

HEAT EXHAUSTION OR HEAT STROKE?

■ **OSHA SOURCE** [osha.gov/heat-exposure/illness-first-aid](https://www.osha.gov/heat-exposure/illness-first-aid) — Heat-Related Illnesses and First Aid

WHY THIS ONE MATTERS

The symptoms overlap and they move fast. Nobody here is being asked to diagnose anything — you're being asked to notice, cool, and call. The difference that matters most is whether the person is still thinking straight.

TALK IT THROUGH

1. **Heat exhaustion:** fatigue, irritability, thirst, nausea or vomiting, dizziness, heavy sweating, elevated temperature or fast heart rate. The person is still with you.
2. **Heat stroke:** confusion, slurred speech, unconsciousness, seizures, hot dry skin *or* heavy sweating, very high body temperature, rapid heart rate. Mental changes are the tell.
3. Don't try to name the illness. OSHA is blunt about this: don't diagnose — provide first aid promptly, because several heat illnesses can occur together and worsen quickly.
4. Irritability counts. A guy getting short-tempered in the heat is showing a symptom, not an attitude.
5. Never leave someone with heat illness alone. It can get worse in minutes.

THE TELL

- Answers don't match the question
- Slurred or thick speech
- Stumbling, staggering, sitting down hard
- Stops sweating — or won't stop

WHEN IN DOUBT, COOL AND CALL.

That line comes straight out of OSHA's first-aid guidance: when in doubt, cool the worker and call 911. Nobody has ever been written up for calling too early.

ASK THE CREW

- ? Who on this crew has seen a heat case — what did it look like?
- ? If somebody starts slurring at the far end of the site, how do we get help to them?
- ? Where's the nearest ice on this job right now?

ONE THING TO
REMEMBER

If their head isn't right, it's an emergency. Cool first, call 911.

SAFETY MEETING RECORD

HEAT EXHAUSTION OR HEAT STROKE?

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CREW / DEPARTMENT _____ MEETING LED BY _____ START / END TIME _____

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THE FIRST WEEK IS THE DANGEROUS ONE

■ **OSHA SOURCE** [osha.gov/heat-exposure/protecting-new-workers](https://www.osha.gov/heat-exposure/protecting-new-workers) — Protecting New Workers

WHY THIS ONE MATTERS

New hires, guys back from vacation or medical leave, and anybody working their first hot stretch of the year have not built heat tolerance yet. A large share of heat fatalities happen in a worker's first few days on the job.

TALK IT THROUGH

1. Tolerance is built, not toughed out. Acclimatization takes several days of gradually increasing work in the heat.
2. **The 20% rule for new workers:** about 20% of a normal shift's heat work on day one, then add no more than 20% each day after that.
3. Experienced workers coming back after a week or more away need the same ramp-up. Their body forgot too.
4. First few days: shorter shifts, more frequent breaks, extra fluids, and somebody assigned to check on them.
5. During those first days, take *every* symptom seriously.
A worker with symptoms stops working and gets evaluated. Period.

WHO'S AT RISK TODAY

- First week on the job or on this site
- Back from a week or more off
- First real hot spell of the season
- Moved from an A/C job to outdoor work

NO WALKING IT OFF.

A new worker with any heat symptom stops work and gets checked out. In the first few days there is no such thing as walking it off.

ASK THE CREW

- ? Who's inside their first week? Who's their buddy today?
- ? Whose workload can we shift so the new guys ramp instead of dive in?
- ? What did we change last time we brought somebody on in July?

ONE THING TO REMEMBER

Ease them in — 20% on day one, 20% more each day after.

SAFETY MEETING RECORD

THE FIRST WEEK IS THE DANGEROUS ONE

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HOW MUCH WATER IS ACTUALLY ENOUGH

■ **OSHA SOURCE** [osha.gov/heat-exposure/water-rest-shade](https://www.osha.gov/heat-exposure/water-rest-shade) — Water. Rest. Shade.

WHY THIS ONE MATTERS

Most crews under-drink and think they're fine. Hydration isn't chugging a bottle at lunch — it's small amounts on a clock, all shift long, starting before you're thirsty.

TALK IT THROUGH

1. About one cup — 8 oz — every 15 to 20 minutes while working in the heat. Call it a quart an hour.
2. Don't overdo it either. More than about 48 oz in an hour is too much, and drinking large amounts of plain water can itself be dangerous.
3. Thirst is a late signal. Hydration starts the night before and at breakfast, not at first break.
4. Cool water gets drunk. Warm water sits in the jug. Keep it cold and keep it close to the work.
5. Energy drinks and a pot of coffee are not hydration, and alcohol the night before sets you up to fail the next day. On long hot shifts you're losing salt too — sports drinks or a real meal help replace it.

CHECK YOURSELF

- Dark urine, or not going all shift
- Headache that showed up mid-afternoon
- Cramping in legs, arms, or gut
- Not sweating like you were an hour ago

DARK URINE IS NOT A WATER BREAK.

Dark urine with muscle pain and weakness can mean rhabdomyolysis — muscle breakdown. That's a trip for medical evaluation, not another bottle of water.

ASK THE CREW

- ? How many times did you refill today? Be honest.
- ? Is our water cold and within a two-minute walk of the work?
- ? What's it going to take to keep ice on this site all week?

ONE THING TO REMEMBER

A cup every 15 to 20 minutes. Cold, close, and before you're thirsty.

SAFETY MEETING RECORD

HOW MUCH WATER IS ACTUALLY ENOUGH

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READING THE DAY

■ **OSHA SOURCE** [osha.gov/heat-exposure/hazards](https://www.osha.gov/heat-exposure/hazards) — Heat Hazard Recognition

WHY THIS ONE MATTERS

Heat risk is more than the number on your truck's dash. Humidity, sun, radiant heat, air movement, how hard you're working and what you're wearing all stack up. We plan the day off the whole picture.

TALK IT THROUGH

1. What stacks: air temperature, humidity, sunlight, heat sources like roofs, pavement and equipment, air movement, workload, and clothing that traps heat.
2. **WBGT** — wet bulb globe temperature — is the most accurate measure. It rolls temperature, humidity, sun and air movement into one number, and it's what OSHA uses to determine whether a heat hazard was present.
3. The free OSHA-NIOSH Heat Safety Tool app puts heat index and workload guidance on your phone. Heat index only, not WBGT — but it beats guessing.
4. Heavy work moves the line. The same 95°F is a different day digging than it is driving.
5. Adjust before it's a problem: heavy work early, more breaks, rotate crews, add shade and air movement, slow the pace.

CHANGE THE PLAN WHEN

- Heat index climbs into the warning range
- Sustained heavy work in direct sun
- Heat-trapping PPE is required
- Anybody on the crew isn't acclimatized

INDOORS COUNTS.

Shops, warehouses, boiler rooms, tank interiors and truck boxes get hazardous with no weather report to warn you. Measure the conditions where the work actually happens.

ASK THE CREW

- ? What's the heat index right now, and who's checking it through the day?
- ? Which task today is heaviest, and can it move to the morning?
- ? Does anybody have the heat app on their phone?

ONE THING TO
REMEMBER

Check the day before you plan the day — then check it again at 2 p.m.

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READING THE DAY

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COOL FIRST, CALL 911

■ **OSHA SOURCE** [osha.gov/heat-exposure/illness-first-aid](https://www.osha.gov/heat-exposure/illness-first-aid) · 29 CFR 1926.50 / 1910.151

WHY THIS ONE MATTERS

In a heat emergency, minutes are the whole game. Cooling the worker fast *is* the treatment. Loading them up for the hospital is not a substitute for cooling them right now.

TALK IT THROUGH

1. Move them to a cooler area — shade, an A/C truck, a cooled trailer.
2. Cool aggressively and immediately. An ice bath is the best method: put all the available ice into a large container with water. Sports medicine does it this way for a reason.
3. Strip outer layers, especially heavy protective clothing. Ice or cold wet towels on head, neck, trunk, armpits and groin. Fans to move air over them.
4. Never leave them alone. Heat illness can rapidly get worse — stay with the worker.
5. Confusion, slurred speech or unconsciousness: call 911 immediately and keep cooling until help arrives.

KNOW BEFORE YOU NEED IT

- Who calls 911, and what address do we give?
- Where's the ice and something to hold water?
- Who has current first-aid training?
- How does an ambulance get through the gate?

ICE IS EMERGENCY EQUIPMENT.

OSHA's first-aid standards require first-aid personnel and equipment to be readily available. On a hot site, ice and cold water are part of that — not a convenience.

ASK THE CREW

- ? Say the site address out loud — does everybody know it?
- ? Could we build an ice bath in under two minutes with what's on the truck?
- ? Who meets EMS at the gate?

ONE THING TO
REMEMBER

Cool first. Call 911. Never leave them alone.

SAFETY MEETING RECORD

COOL FIRST, CALL 911

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THE HEAT YOU'RE WEARING

■ **OSHA SOURCE** [osha.gov/heat-exposure/controls](https://www.osha.gov/heat-exposure/controls) — Engineering Controls, Work Practices and PPE

WHY THIS ONE MATTERS

Your gear can be the reason you go down. Clothing that holds body heat in is one of OSHA's listed risk factors for heat illness, sitting right next to heavy work and hot weather.

TALK IT THROUGH

1. Sweat only cools you if it can evaporate. Anything that blocks evaporation — coated FR, rain gear, chemical suits, respirators — raises your heat load.
2. If the job requires that gear, then the schedule changes instead: shorter work periods, longer cooling breaks, more rotation.
3. Light-colored, loose, breathable layers wherever the hazard allows. Long sleeves in the sun can beat bare skin.
4. Cooling gear helps but know its limits. Vests and wetted bandanas buy you time; they don't remove the hazard.
5. Take the gear *off* during breaks. A break in a hard hat and coveralls in the sun is not a break.

GEAR THAT STACKS HEAT

- FR coveralls or doubled layers
- Rain suits and chemical suits
- Respirators and full-face gear
- Harnesses and heavy tool belts

LAYERS OFF FIRST.

When you're cooling somebody down, get the heavy outer layers off before anything else. Gear left on traps the heat you're trying to pull out.

ASK THE CREW

- ? Which PPE on this job traps the most heat?
- ? What can we shorten or rotate to make up for it?
- ? Where can guys strip down safely on break?

ONE THING TO
REMEMBER

If the gear has to stay on, the schedule has to change.

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THE HEAT YOU'RE WEARING

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WHAT YOU BRING TO WORK

■ **OSHA SOURCE** [osha.gov/heat-exposure/personal-risk-factors](https://www.osha.gov/heat-exposure/personal-risk-factors) — Personal Risk Factors

WHY THIS ONE MATTERS

Two guys, same job, same heat — different risk. Health conditions, fitness, medications, alcohol and a previous heat case all change how your body handles a hot shift.

TALK IT THROUGH

1. OSHA's list of personal risk factors: medical conditions, lack of physical fitness, previous episodes of heat-related illness, alcohol, drugs, and use of certain medications.
2. Had a heat case before? You're more likely to have another one. Tell your supervisor so we can plan around it.
3. Some common prescriptions affect sweating and fluid balance. Ask your doctor or pharmacist how yours plays with hot work — don't guess and don't stop taking them on your own.
4. Last night matters. Alcohol, short sleep and a skipped breakfast all show up around 2 p.m.
5. Nobody has to share medical details with the crew. But somebody needs to know enough to keep an eye on you.

HIGHER RISK TODAY

- Sick, hungover, or short on sleep
- Recent heat illness or hospital visit
- Started a new medication
- Coming back from injury or layoff

"HE SHOULD HANDLE IT" ISN'T A CONTROL.

Management is expected to prevent heat-related illness for every worker regardless of individual heat tolerance. The plan protects the whole crew, not the toughest guy on it.

ASK THE CREW

- ? Anybody feeling off today — sick, short on sleep, new meds?
- ? Who wants a check-in partner this shift?
- ? What can we change so nobody has to prove anything?

ONE THING TO REMEMBER

The heat doesn't care how tough you are. Plan for the body you brought today.

SAFETY MEETING RECORD

WHAT YOU BRING TO WORK

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CRAMPS, RASH, SYNCOPES, RHABDO

■ **OSHA SOURCE** [osha.gov/heat-exposure/illness-first-aid](https://www.osha.gov/heat-exposure/illness-first-aid) — Heat-Related Illnesses and First Aid

WHY THIS ONE MATTERS

Not every heat problem looks like a collapse. The small stuff is your early warning system — and one of them, rhabdo, can be wrecking your kidneys while you're still calling it a bad cramp.

TALK IT THROUGH

1. **Heat cramps:** muscle spasms or pain, usually in legs, arms or trunk. Stop, get cool, drink, and replace salt with a sports drink or food.
2. **Heat syncope:** fainting or dizziness, often after standing up fast or standing a long time. Sit or lie down and cool — then ask why they went down at all.
3. **Heat rash:** clusters of red bumps, often on the neck, upper chest and skin folds. Keep the area dry and cool. It's telling you you're soaked all day.
4. **Rhabdomyolysis:** muscle pain, weakness, and dark or reduced urine — muscle tissue breaking down into the blood. This one needs medical evaluation, not rest.
5. Any of these means the day's plan wasn't good enough. Fix the plan, not just the person.

DON'T SHRUG OFF

- Cramping that keeps coming back
- Dark, tea-colored urine
- Fainting or a near-faint
- Weakness that a break doesn't fix

RHABDO GOES TO A CLINIC.

Suspected rhabdomyolysis needs blood and urine testing at a clinic or ER. It can show up days into a hot stretch, and it stays quiet until it isn't.

ASK THE CREW

- ? Who's had cramps on this job in the last two weeks?
- ? Are we replacing salt on the long hot shifts, or just water?
- ? What in the plan is causing the cramps we keep seeing?

ONE THING TO
REMEMBER

Small symptoms are the warning. Dark urine and weakness are a doctor visit.

SAFETY MEETING RECORD

CRAMPS, RASH, SYNCOPÉ, RHABDO

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HEAT THAT ISN'T IN JULY

■ **OSHA SOURCE** [osha.gov/heat-exposure](https://www.osha.gov/heat-exposure) — Working in Outdoor and Indoor Heat Environments

WHY THIS ONE MATTERS

Hazardous heat exposure can happen indoors or outdoors, in any season, whenever the conditions line up — not just during a heat wave. Some of the worst days are early spring, inside, with no air moving.

TALK IT THROUGH

1. Indoor heat sources: boiler rooms, furnaces and ovens, foundries, kitchens and laundries, shops and warehouses — anywhere the air doesn't move.
2. Confined and enclosed spaces cook. Tanks, vessels, attics, crawl spaces, trailers and box trucks run far hotter than the air outside.
3. A mild day can still be a heat day: 80s with high humidity, no breeze, heavy work and full PPE gets there fast.
4. The first hot week of the year is high risk for everybody, because nobody is acclimatized yet.
5. Indoor work gets the same plan: cool water, scheduled breaks, a cool-down area, air movement, and somebody watching.

INDOOR RED FLAGS

- No airflow where the work is
- Radiant heat you can feel off equipment
- Enclosed space with PPE required
- "It's only 78 outside" thinking

NO WEATHER APP FOR A TANK.

There's no forecast for the inside of a vessel, an attic, or a box truck. Measure or estimate the conditions at the work, then plan off that number.

ASK THE CREW

- ? Which spot on this job is hottest, indoors or out?
- ? Do we have a fan or a cool-down area for that spot?
- ? What's our plan for the first hot week next spring?

ONE THING TO
REMEMBER

Heat is about conditions, not the calendar. Indoors counts.

SAFETY MEETING RECORD

HEAT THAT ISN'T IN JULY

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