

EHS CONCEPTS

HEAT ILLNESS FIX LIST

Eight fixes that keep crews safe in the heat, built on Cal/OSHA's heat rules and OSHA's guidance while the federal heat rule is still pending. A free field guide.

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Keep your people whole.

FROM RYAN

Water, rest, shade, and someone watching

The examples in this guide are composites to show the pattern, not reports of real events.

Heat illness is one of the most preventable hazards on any job. It is also one of the most cited. In California, heat illness prevention has been the No. 2 most cited Cal/OSHA standard every year from 2015 through 2025.

There is still no final federal heat standard. OSHA published a proposed rule on Aug. 30, 2024, held a public hearing from June 16 to July 2, 2025, and closed post-hearing comments on Oct. 30, 2025. Until a final rule exists, federal OSHA uses the General Duty Clause and its heat guidance.

So this guide uses California's rules as a working benchmark, because they are the most detailed in the country, and OSHA's guidance for everyone else. It is not a legal map for your state. It is a fix list.

OSHA says almost half of heat-related deaths happen on a worker's first day on the job or first day back after time away, and more than 70 percent happen in the first week, because the body has not adjusted. That one fact should change how you onboard every summer.

Pick the fix your crews are weakest on and start there.

Ryan L. Rinehart

Founder, EHS Concepts — The Ways of Safety

Keep your people whole.



EHS CONCEPTS
— THE WAYS OF SAFETY —

THE VERIFIED FACTS

What the rules and the data say

No. 2
Cal/OSHA's ranking of outdoor heat illness prevention (§3395) among most cited standards, every year 2015–2025

70%+
Of heat-related deaths happen in a worker's first week on the job (OSHA)

1 quart
Of water per worker per hour available for the whole shift (Cal/ OSHA §3395)

80°F
Shade must be up for workers on breaks (Cal/OSHA §3395)

95°F
High-heat procedures start (Cal/ OSHA §3395)

82°F
Indoor trigger for California's indoor heat rule (§3396), effective July 23, 2024

Sources: Cal/OSHA Top 10 Most Frequently Cited Standards; 8 CCR §3395 and §3396; OSHA Heat overview and Heat rulemaking pages. The first-day and first-week figures are OSHA's (citing Tustin 2018).

The eight fixes in this guide

	FIX	WHAT IT LOOKS LIKE	BENCHMARK
1	Water at the work	One quart per worker per hour, cool, free, close	CA §3395(c)
2	Shade and rest	Shade up above 80°F; cool-down rest when needed	CA §3395(d)
3	Acclimatize new and returning workers	Close observation for 14 days; build up exposure	CA §3395(g); OSHA
4	High-heat procedures	At 95°F: communication, observation, pre-shift meetings	CA §3395(e)
5	Emergency response	Know the signs, the address, and who calls 911	CA §3395(f)
6	Training	Workers and supervisors before heat exposure	CA §3395(h)
7	A written plan that is used	In English and the crew's language, on site	CA §3395(i)
8	Indoor heat	Shops, warehouses, and plants at 82°F and up	CA §3396

California sections are shown as a benchmark. Federal OSHA's proposed rule is not final.

BEFORE THE EIGHT FIXES

Three basics under all eight

OSH Act Sec. 5(a)(1)

General Duty Clause · FED

Employers must keep workplaces free of recognized hazards likely to cause death or serious harm. OSHA uses this for heat while there is no heat standard.

OSHA Heat

Water. Rest. Shade. · GUIDANCE

OSHA's heat guidance covers water, rest, shade, acclimatization, training, and emergency planning.

8 CCR §3395 / §3396

California heat rules · CA

The most detailed heat rules in the country, for outdoor and indoor work. A good benchmark anywhere.

Tags: CA = California Title 8 rule (§3395 outdoor, §3396 indoor), shown as a working benchmark. FED = federal OSHA. GUIDANCE = advisory, not a rule. Outside California and other state-plan states with heat rules, federal OSHA can cite heat hazards under the General Duty Clause.

Ten-minute foundation check

#	CHECK	YES	NO
1	We check the forecast and heat index every day in the warm months.	☐	☐
2	Water and shade travel with the crew, not with the truck.	☐	☐
3	New and returning workers get a ramp-up, not a full day on day one.	☐	☐
4	Every supervisor can name the signs of heat stroke.	☐	☐
5	Every crew knows the site address for 911.	☐	☐
6	We have a written heat plan in the crew's language.	☐	☐
7	Workers can take a cool-down break without asking permission twice.	☐	☐
8	Indoor hot spots (shops, attics, boiler rooms) are on our radar too.	☐	☐

HOW TO USE THIS GUIDE

Walk it. Score it. Own it.

1. Use this guide before the hot season starts, and again on the first hot week.
2. Print the self-audit. Walk one crew on a hot afternoon. Thirty minutes.
3. Score what you can see: the cooler, the shade, the new hire, the supervisor watching.
4. Every "No" gets one owner and one date. Anything that could hurt someone today gets fixed today.
5. Walk it again on the next heat wave.

USE THIS EVERY TIME

When you find a gap: the eight-step response

1. Stop or contain.	If someone shows signs of heat illness, stop their work, cool them, and get help. Anyone can call it. Stop is a right on this site. Restart is a decision.
2. Fix the condition first.	Bring water and shade to the work. Then fix the plan.
3. Find the decision that allowed it.	Schedule, staffing, a supervisor stretched across sites, production pressure.
4. One owner. One date.	One name, one date.
5. Verify in the field.	Walk it on the next hot day.
6. Look sideways.	If one crew had no shade, check every outdoor crew.
7. Protect the person who raised it.	Workers who report heat hazards or illness must not face retaliation (OSH Act Section 11(c)).
8. Get help when you need it.	OSHA On-Site Consultation and Cal/OSHA Consultation are free and separate from enforcement.

Leaders own the conditions. Workers make choices inside the conditions we build. When a gap shows up, the first question is not “who did it?” It is “what did we build, fund, schedule, or tolerate that made this normal?”

This guide is a practical summary for planning and self-audit. It is not legal or medical advice. California rules are shown as a benchmark; your state may differ. When this guide and a regulation disagree, the regulation controls. In an emergency, call 911.

01

Water at the work

8 CCR §3395(c) [CA] · OSHA guidance

1 quart

per worker per hour, for the whole shift

Free

and suitably cool

Close

as close as practicable to the work

THE PAIN POINT The water jug is on the truck a quarter mile from the tear-off. It is 97 degrees. (illustrative)

What the data says

California requires enough fresh, suitably cool water for one quart per employee per hour for the entire shift, provided free and as close as practicable to where people work. OSHA's guidance is to drink water often, before workers feel thirsty.

Why it really happens

Not worker carelessness. These are the system and leadership conditions that make this predictable.

- Water is at the truck, not the work.
- Coolers run dry by afternoon.
- Workers ration water to avoid trips.

REQUIREMENTS AND CONTROLS · WATER AT THE WORK

What the rules require, in plain words

§3395(c) · CA	Provide enough fresh, pure, suitably cool water for one quart per employee per hour for the whole shift, free, as close as practicable to the work. Encourage frequent drinking.
OSHA · GUIDANCE	Encourage workers to drink water often, even if they are not thirsty.

Paraphrased. Federal OSHA has no final heat standard as of Oct. 13, 2026; its proposed rule was published Aug. 30, 2024. Check your state's rules. Tags: CA = California Title 8 rule (§3395 outdoor, §3396 indoor), shown as a working benchmark. FED = federal OSHA. GUIDANCE = advisory, not a rule. Outside California and other state-plan states with heat rules, federal OSHA can cite heat hazards under the General Duty Clause.

Controls that work, in hierarchy order

Engineer	Water stations that move with the crew.
Supply	Enough water and refills for the full shift.
Administrative	Hydration reminders; a named person refills.
Small-shop fix	Put a cooler at every work area by 10 a.m. on hot days.

Leaders own the conditions. If water and shade depend on a worker walking back to the truck on a 100-degree day, the plan depends on the worker who is already getting sick. Bring the control to the work.

30-MINUTE SELF-AUDIT · PRINT AND TAKE TO THE FLOOR

01 · Water at the work

SITE	AREA / JOB / CREW	AUDITOR	DATE
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#	CHECK WHAT YOU CAN SEE OR PUT YOUR HAND ON	YES	NO	N/A	NOTES
1	Water is at the work area.	☐	☐	☐	
2	There is enough for one quart per worker per hour.	☐	☐	☐	
3	Water is cool.	☐	☐	☐	
4	Cups or bottles are available.	☐	☐	☐	
5	Refills are planned.	☐	☐	☐	
6	A named person owns water.	☐	☐	☐	
7	Workers are reminded to drink.	☐	☐	☐	
8	Remote crews carry enough.	☐	☐	☐	
9	Water is free.	☐	☐	☐	
10	Coolers are clean.	☐	☐	☐	

#	GAP FOUND	OWNER (ONE NAME)	DUE	VERIFIED

Rule: any “No” that is a live exposure gets stopped or contained before you leave the area. Stop is a right on this site. Restart is a decision. A named person makes it after the control is in place.

PREVENTION PLAYBOOK · WATER AT THE WORK

Who owns it

Owner / executive	Funds water and coolers.
Supervisor / foreman	Keeps water at the work.
Safety lead	Plans supply.
Every worker	Drinks often.

How to verify it is working in the field

- Walk from the work to the water and time it.
- Check cooler levels at 2 p.m.
- Ask a worker when they last drank.

TOOLBOX TALK STARTER**How far do you walk for water right now?**

Ask it at the job, not in the break room. Then listen. Write down what you hear and give it an owner before you leave.

IF YOU FIND A GAP

Bring water to the work now. Name the owner and date for supply. Then run the eight-step gap response at the front of this guide.

02 Shade and rest

8 CCR §3395(d) [CA] · OSHA guidance

80°F

shade must be up

All

workers on break must fit in the shade

Cool-down

rest allowed and encouraged

THE PAIN POINT The only shade is the cab of the truck, and it holds two people. The crew is eight. (illustrative)

What the data says

Above 80°F, California requires shade up at all times while employees are present, big enough for everyone on rest or recovery breaks, and lets workers take a preventive cool-down rest when they need it.

Why it really happens

Not worker carelessness. These are the system and leadership conditions that make this predictable.

- Shade is not big enough.
- Breaks are cut for production.
- Workers feel they must ask twice to rest.

REQUIREMENTS AND CONTROLS · SHADE AND REST

What the rules require, in plain words

§3395(d) · CA	When it exceeds 80°F, keep shade up for all employees on recovery or rest periods; allow and encourage cool-down rest in the shade when needed.
OSHA · GUIDANCE	Water, rest, and shade; scheduled rest breaks in hot conditions.

Paraphrased. Federal OSHA has no final heat standard as of Oct. 13, 2026; its proposed rule was published Aug. 30, 2024. Check your state's rules. Tags: CA = California Title 8 rule (§3395 outdoor, §3396 indoor), shown as a working benchmark. FED = federal OSHA. GUIDANCE = advisory, not a rule. Outside California and other state-plan states with heat rules, federal OSHA can cite heat hazards under the General Duty Clause.

Controls that work, in hierarchy order

Engineer	Pop-up canopies, shade structures, cooling fans.
Schedule	Heavy work early; breaks scheduled.
Administrative	Rest on request, no permission chase.
Small-shop fix	Buy one canopy per crew this week.

Leaders own the conditions. If water and shade depend on a worker walking back to the truck on a 100-degree day, the plan depends on the worker who is already getting sick. Bring the control to the work.

30-MINUTE SELF-AUDIT · PRINT AND TAKE TO THE FLOOR

02 · Shade and rest

SITE	AREA / JOB / CREW	AUDITOR	DATE
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#	CHECK WHAT YOU CAN SEE OR PUT YOUR HAND ON	YES	NO	N/A	NOTES
1	Shade is up above 80°F.	☐	☐	☐	
2	Shade fits everyone on break.	☐	☐	☐	
3	Shade is close to the work.	☐	☐	☐	
4	Workers can rest when needed.	☐	☐	☐	
5	Breaks are scheduled in heat.	☐	☐	☐	
6	Cool-down rest is encouraged.	☐	☐	☐	
7	Heavy work is scheduled cooler.	☐	☐	☐	
8	Shade is ventilated.	☐	☐	☐	
9	Supervisors check on resting workers.	☐	☐	☐	
10	Shade travels with the crew.	☐	☐	☐	

#	GAP FOUND	OWNER (ONE NAME)	DUE	VERIFIED

Rule: any “No” that is a live exposure gets stopped or contained before you leave the area. Stop is a right on this site. Restart is a decision. A named person makes it after the control is in place.

PREVENTION PLAYBOOK · SHADE AND REST

Who owns it

Owner / executive	Funds shade.
Supervisor / foreman	Sets breaks.
Safety lead	Plans schedules.
Every worker	Uses the shade.

How to verify it is working in the field

- Count workers vs shade capacity.
- Ask how breaks work.
- Check work start times.

TOOLBOX TALK STARTER

If you needed a break right now, would you take it?

Ask it at the job, not in the break room. Then listen. Write down what you hear and give it an owner before you leave.

IF YOU FIND A GAP

Put up shade now. Name the owner and date. Then run the eight-step gap response at the front of this guide.

03

Acclimatize new and returning workers

8 CCR §3395(g) [CA] · OSHA guidance

70%+

of heat-related deaths in a worker's first week (OSHA)

14 days

close observation of new employees (CA)

Heat wave

everyone is observed closely

THE PAIN POINT A new laborer starts Monday in a heat wave and works a full 10-hour day on the roof. (illustrative)

What the data says

OSHA says more than 70 percent of heat-related deaths happen in a worker's first week, and almost half on the first day. California requires close observation of new employees for their first 14 days, and of all employees during a heat wave.

Why it really happens

Not worker carelessness. These are the system and leadership conditions that make this predictable.

- New hires get a full day on day one.
- Workers back from time off are treated as acclimatized.
- No one is assigned to watch them.

REQUIREMENTS AND CONTROLS · ACCLIMATE NEW AND RETURNING WORKERS

What the rules require, in plain words

§3395(g) · CA	Closely observe new employees for 14 days and all employees during a heat wave.
OSHA · GUIDANCE	Build up workload and time in heat gradually for new and returning workers.

Paraphrased. Federal OSHA has no final heat standard as of Oct. 13, 2026; its proposed rule was published Aug. 30, 2024. Check your state's rules. Tags: CA = California Title 8 rule (§3395 outdoor, §3396 indoor), shown as a working benchmark. FED = federal OSHA. GUIDANCE = advisory, not a rule. Outside California and other state-plan states with heat rules, federal OSHA can cite heat hazards under the General Duty Clause.

Controls that work, in hierarchy order

Plan	Shorter shifts and lighter work in the first days.
Observe	A named buddy or supervisor watches each new worker.
Administrative	Treat returning workers like new ones.
Small-shop fix	Write a ramp-up schedule and give it to every new hire's foreman.

Leaders own the conditions. If water and shade depend on a worker walking back to the truck on a 100-degree day, the plan depends on the worker who is already getting sick. Bring the control to the work.

30-MINUTE SELF-AUDIT · PRINT AND TAKE TO THE FLOOR

03 · Acclimatize new and returning workers

SITE	AREA / JOB / CREW	AUDITOR	DATE
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#	CHECK WHAT YOU CAN SEE OR PUT YOUR HAND ON	YES	NO	N/A	NOTES
1	New workers have a ramp-up plan.	☐	☐	☐	
2	Returning workers get one too.	☐	☐	☐	
3	New workers are paired with a buddy.	☐	☐	☐	
4	Supervisors observe new workers closely.	☐	☐	☐	
5	Heat waves trigger closer observation.	☐	☐	☐	
6	Temps and subs are included.	☐	☐	☐	
7	Ramp-up is recorded.	☐	☐	☐	
8	Supervisors know the first-week fact.	☐	☐	☐	
9	Workload is lighter early.	☐	☐	☐	
10	New workers know the signs.	☐	☐	☐	

#	GAP FOUND	OWNER (ONE NAME)	DUE	VERIFIED

Rule: any “No” that is a live exposure gets stopped or contained before you leave the area. Stop is a right on this site. Restart is a decision. A named person makes it after the control is in place.

PREVENTION PLAYBOOK · ACCLIMATIZE NEW AND RETURNING WORKERS

Who owns it

Owner / executive	Allows ramp-up time.
Supervisor / foreman	Watches new workers.
Safety lead	Writes the plan.
Every worker	Watches their buddy.

How to verify it is working in the field

- Find the newest worker. Who is watching them?
- Check their hours.
- Ask about ramp-up.

TOOLBOX TALK STARTER**Who on this crew started in the last two weeks?**

Ask it at the job, not in the break room. Then listen. Write down what you hear and give it an owner before you leave.

IF YOU FIND A GAP

Assign an observer and cut hours for new workers now. Name the owner and date. Then run the eight-step gap response at the front of this guide.

04 High-heat procedures

8 CCR §3395(e) [CA]

95°F

high-heat procedures start

Pre-shift

meetings on heat

Observation

by voice, sight, or electronic means

THE PAIN POINT It is 101°F. The foreman is at another job, and nobody can reach him by phone. (illustrative)

What the data says

At 95°F or above, California requires high-heat procedures, including effective communication with a supervisor, observing employees for signs of heat illness, designating a person to call for emergency services, reminding workers to drink, and pre-shift meetings.

Why it really happens

Not worker carelessness. These are the system and leadership conditions that make this predictable.

- Supervisors spread across sites.
- No phone signal.
- No pre-shift heat talk.

REQUIREMENTS AND CONTROLS · HIGH-HEAT PROCEDURES

What the rules require, in plain words

§3395(e) · CA	At 95°F, ensure effective communication, observe employees for alertness and signs of heat illness, designate who calls for emergency services, remind workers to drink, and hold pre-shift meetings on high-heat procedures.
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Controls that work, in hierarchy order

Monitor	Buddy system and supervisor rounds.
Communicate	Radios where phones fail.
Plan	Pre-shift heat meeting every 95°F day.
Small-shop fix	Check the forecast each morning and post the high-heat plan.

Leaders own the conditions. If water and shade depend on a worker walking back to the truck on a 100-degree day, the plan depends on the worker who is already getting sick. Bring the control to the work.

30-MINUTE SELF-AUDIT · PRINT AND TAKE TO THE FLOOR

04 · High-heat procedures

SITE	AREA / JOB / CREW	AUDITOR	DATE
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#	CHECK WHAT YOU CAN SEE OR PUT YOUR HAND ON	YES	NO	N/A	NOTES
1	We know when it will hit 95°F.	☐	☐	☐	
2	Pre-shift heat meeting held.	☐	☐	☐	
3	Workers can reach a supervisor.	☐	☐	☐	
4	Buddy system is running.	☐	☐	☐	
5	A person is designated to call 911.	☐	☐	☐	
6	Workers are reminded to drink.	☐	☐	☐	
7	Supervisors check crews often.	☐	☐	☐	
8	Radios work where phones don't.	☐	☐	☐	
9	Heavy work is moved earlier.	☐	☐	☐	
10	Procedures are written.	☐	☐	☐	

#	GAP FOUND	OWNER (ONE NAME)	DUE	VERIFIED

Rule: any "No" that is a live exposure gets stopped or contained before you leave the area. Stop is a right on this site. Restart is a decision. A named person makes it after the control is in place.

PREVENTION PLAYBOOK · HIGH-HEAT PROCEDURES

Who owns it

Owner / executive	Funds radios and staffing.
Supervisor / foreman	Runs the procedures.
Safety lead	Writes them.
Every worker	Watches their buddy.

How to verify it is working in the field

- Ask who calls 911 today.
- Test communication at the far end of the site.
- Ask what was said at the pre-shift.

TOOLBOX TALK STARTER

If your buddy started acting off at 3 p.m., who would you tell, and how?

Ask it at the job, not in the break room. Then listen. Write down what you hear and give it an owner before you leave.

IF YOU FIND A GAP

Start high-heat procedures now. Name the owner and date. Then run the eight-step gap response at the front of this guide.

05 Emergency response

8 CCR §3395(f) [CA] · OSHA guidance

911

heat stroke is a medical emergency

Address

every crew needs the exact site location

Cool

while waiting for help

THE PAIN POINT **A worker is confused and stops sweating. The crew isn't sure of the address on a new subdivision.** (illustrative)

What the data says

California requires emergency response procedures: contacting emergency services, responding to signs of heat illness, and giving clear directions to the site. OSHA guidance says heat stroke is a medical emergency: call 911 and cool the worker right away.

Why it really happens

Not worker carelessness. These are the system and leadership conditions that make this predictable.

- The site has no address posted.
- Supervisors don't know the signs.
- Workers are sent home alone.

REQUIREMENTS AND CONTROLS · EMERGENCY RESPONSE

What the rules require, in plain words

§3395(f) · CA	Have procedures to contact emergency services, respond to signs of heat illness, and give clear directions to the site.
OSHA · GUIDANCE	For heat stroke, call 911 and cool the worker immediately while waiting.

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Controls that work, in hierarchy order

Plan	Post the site address and directions.
Equip	Ice, cold water, and towels on site.
Train	Signs of heat exhaustion and heat stroke.
Administrative	Never send a sick worker home alone.
Small-shop fix	Post the address and 911 steps on the job board today.

Leaders own the conditions. If water and shade depend on a worker walking back to the truck on a 100-degree day, the plan depends on the worker who is already getting sick. Bring the control to the work.

30-MINUTE SELF-AUDIT · PRINT AND TAKE TO THE FLOOR

05 · Emergency response

SITE	AREA / JOB / CREW	AUDITOR	DATE
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#	CHECK WHAT YOU CAN SEE OR PUT YOUR HAND ON	YES	NO	N/A	NOTES
1	Site address is posted.	☐	☐	☐	
2	Workers know it.	☐	☐	☐	
3	Cooling supplies are on site.	☐	☐	☐	
4	Supervisors know the signs.	☐	☐	☐	
5	A person is designated to call 911.	☐	☐	☐	
6	Workers are never sent home alone sick.	☐	☐	☐	
7	Directions for EMS are written.	☐	☐	☐	
8	Communication works.	☐	☐	☐	
9	Plan covers remote sites.	☐	☐	☐	
10	Drill was done this season.	☐	☐	☐	

#	GAP FOUND	OWNER (ONE NAME)	DUE	VERIFIED

Rule: any “No” that is a live exposure gets stopped or contained before you leave the area. Stop is a right on this site. Restart is a decision. A named person makes it after the control is in place.

PREVENTION PLAYBOOK · EMERGENCY RESPONSE

Who owns it

Owner / executive	Funds supplies.
Supervisor / foreman	Leads response.
Safety lead	Writes and drills.
Every worker	Speaks up fast.

How to verify it is working in the field

- Ask a worker for the site address.
- Check cooling supplies.
- Ask the signs of heat stroke.

TOOLBOX TALK STARTER**What's the address of this job, right now?**

Ask it at the job, not in the break room. Then listen. Write down what you hear and give it an owner before you leave.

IF YOU FIND A GAP

Post the address and stock cooling supplies today. Name the owner and date. Then run the eight-step gap response at the front of this guide.

06 Training

8 CCR §3395(h) [CA] · OSHA guidance

Before

exposure to heat

Supervisors

need extra training

Language

the crew understands

THE PAIN POINT The heat training was a video in March for the office staff. The field crews were on a job. (illustrative)

What the data says

California requires effective heat illness training for every supervisory and non-supervisory employee before they work in heat, with added training for supervisors.

Why it really happens

Not worker carelessness. These are the system and leadership conditions that make this predictable.

- Training misses field crews.
- It is not in the crew's language.
- Supervisors get the same training as everyone.

REQUIREMENTS AND CONTROLS · TRAINING

What the rules require, in plain words

§3395(h) · CA	Train all employees before heat exposure on risk factors, the plan, water, rest, acclimatization, signs and symptoms, reporting, and emergency procedures. Train supervisors on their duties too.
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Controls that work, in hierarchy order

Train	Short field training before the hot season.
Language	In the crew's language.
Refresh	Toolbox talk on the first hot week.
Small-shop fix	Run a 10-minute heat talk at every crew next Monday.

Leaders own the conditions. If water and shade depend on a worker walking back to the truck on a 100-degree day, the plan depends on the worker who is already getting sick. Bring the control to the work.

30-MINUTE SELF-AUDIT · PRINT AND TAKE TO THE FLOOR

06 · Training

SITE	AREA / JOB / CREW	AUDITOR	DATE
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#	CHECK WHAT YOU CAN SEE OR PUT YOUR HAND ON	YES	NO	N/A	NOTES
1	Every worker was trained before heat exposure.	☐	☐	☐	
2	Supervisors had extra training.	☐	☐	☐	
3	Training was in the crew's language.	☐	☐	☐	
4	Workers can name signs.	☐	☐	☐	
5	Workers know how to report.	☐	☐	☐	
6	Temps and subs were trained.	☐	☐	☐	
7	Refresher on first hot week.	☐	☐	☐	
8	Records are kept.	☐	☐	☐	
9	New hires trained first day.	☐	☐	☐	
10	Training covers indoor heat where relevant.	☐	☐	☐	

#	GAP FOUND	OWNER (ONE NAME)	DUE	VERIFIED

Rule: any “No” that is a live exposure gets stopped or contained before you leave the area. Stop is a right on this site. Restart is a decision. A named person makes it after the control is in place.

PREVENTION PLAYBOOK · TRAINING

Who owns it

Owner / executive	Funds training time.
Supervisor / foreman	Delivers talks.
Safety lead	Writes training.
Every worker	Attends and asks.

How to verify it is working in the field

- Ask a worker to name three signs.
- Check training records for the newest hire.
- Ask the supervisor what they do at 95°F.

TOOLBOX TALK STARTER

What are the signs that someone is getting heat sick?

Ask it at the job, not in the break room. Then listen. Write down what you hear and give it an owner before you leave.

IF YOU FIND A GAP

Train before the next hot day. Name the owner and date. Then run the eight-step gap response at the front of this guide.

07

A written plan that is used

8 CCR §3395(i) [CA]

Written

heat illness prevention plan

Language

English and the crew's language

On site

available to workers

THE PAIN POINT The heat plan is a 20-page file in the office. Nobody on site has seen it.
(illustrative)

What the data says

California requires a written heat illness prevention plan, in English and in the language understood by most employees, available at the worksite.

Why it really happens

Not worker carelessness. These are the system and leadership conditions that make this predictable.

- Plan is generic.
- Not on site.
- Not in the crew's language.

REQUIREMENTS AND CONTROLS · A WRITTEN PLAN THAT IS USED

What the rules require, in plain words

§3395(i) · CA

Keep a written heat illness prevention plan with procedures for water, shade, high heat, emergency response, and acclimatization, in English and the language understood by most employees, available at the worksite.

Paraphrased. Federal OSHA has no final heat standard as of Oct. 13, 2026; its proposed rule was published Aug. 30, 2024. Check your state's rules. Tags: CA = California Title 8 rule (§3395 outdoor, §3396 indoor), shown as a working benchmark. FED = federal OSHA. GUIDANCE = advisory, not a rule. Outside California and other state-plan states with heat rules, federal OSHA can cite heat hazards under the General Duty Clause.

Controls that work, in hierarchy order

Plan	Short, site-specific plan.
Post	On site and in each crew's language.
Review	Each season.
Small-shop fix	Cut your plan to two pages people will actually read.

Leaders own the conditions. If water and shade depend on a worker walking back to the truck on a 100-degree day, the plan depends on the worker who is already getting sick. Bring the control to the work.

30-MINUTE SELF-AUDIT · PRINT AND TAKE TO THE FLOOR

07 · A written plan that is used

SITE	AREA / JOB / CREW	AUDITOR	DATE
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#	CHECK WHAT YOU CAN SEE OR PUT YOUR HAND ON	YES	NO	N/A	NOTES
1	A written plan exists.	☐	☐	☐	
2	It is on site.	☐	☐	☐	
3	It is in the crew's language.	☐	☐	☐	
4	It covers water, shade, high heat, emergencies, acclimatization.	☐	☐	☐	
5	It names who does what.	☐	☐	☐	
6	Workers know where it is.	☐	☐	☐	
7	It was reviewed this season.	☐	☐	☐	
8	It matches how the crew works.	☐	☐	☐	
9	It covers subs.	☐	☐	☐	
10	It includes indoor heat where relevant.	☐	☐	☐	

#	GAP FOUND	OWNER (ONE NAME)	DUE	VERIFIED

Rule: any "No" that is a live exposure gets stopped or contained before you leave the area. Stop is a right on this site. Restart is a decision. A named person makes it after the control is in place.

PREVENTION PLAYBOOK · A WRITTEN PLAN THAT IS USED

Who owns it

Owner / executive	Owns the plan.
Supervisor / foreman	Uses it daily.
Safety lead	Writes and updates.
Every worker	Knows it.

How to verify it is working in the field

- Ask to see the plan on site.
- Compare it to what you see.
- Ask a worker what's in it.

TOOLBOX TALK STARTER

Where's our heat plan, and what does it say about today?

Ask it at the job, not in the break room. Then listen. Write down what you hear and give it an owner before you leave.

IF YOU FIND A GAP

Put the plan on site this week. Name the owner and date. Then run the eight-step gap response at the front of this guide.

08

Indoor heat

8 CCR §3396 [CA] · OSHA guidance

82°F

indoor trigger in California

87°F

stronger controls (82°F with radiant heat or heat-restrictive clothing)

July 23, 2024

California indoor rule took effect

THE PAIN POINT The warehouse mezzanine hits 95°F by afternoon. The crew assumes heat rules are for roofers. (illustrative)

What the data says

California's indoor heat rule (§3396), effective July 23, 2024, applies to most indoor workplaces at 82°F or higher and requires stronger controls at 87°F, or 82°F where workers wear heat-restrictive clothing or work near high radiant heat. OSHA's heat guidance covers indoor work too.

Why it really happens

Not worker carelessness. These are the system and leadership conditions that make this predictable.

- Indoor heat is overlooked.
- No temperature measurement.
- Ventilation is not maintained.

REQUIREMENTS AND CONTROLS · INDOOR HEAT

What the rules require, in plain words

§3396 · CA	Provide water, cool-down areas, and acclimatization; measure temperature and heat index; use engineering and administrative controls at higher levels; keep a written plan.
OSHA · GUIDANCE	Indoor heat sources include ovens, boilers, and poorly ventilated spaces.

Paraphrased. Federal OSHA has no final heat standard as of Oct. 13, 2026; its proposed rule was published Aug. 30, 2024. Check your state's rules. Tags: CA = California Title 8 rule (§3395 outdoor, §3396 indoor), shown as a working benchmark. FED = federal OSHA. GUIDANCE = advisory, not a rule. Outside California and other state-plan states with heat rules, federal OSHA can cite heat hazards under the General Duty Clause.

Controls that work, in hierarchy order

Engineer	Ventilation, fans, cooling, shielding from radiant heat.
Measure	Record temperature and heat index in hot areas.
Administrative	Rotate work and schedule hot tasks for cooler hours.
Small-shop fix	Put a thermometer in your hottest area and check it at 3 p.m.

Leaders own the conditions. If water and shade depend on a worker walking back to the truck on a 100-degree day, the plan depends on the worker who is already getting sick. Bring the control to the work.

30-MINUTE SELF-AUDIT · PRINT AND TAKE TO THE FLOOR

08 · Indoor heat

SITE	AREA / JOB / CREW	AUDITOR	DATE
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#	CHECK WHAT YOU CAN SEE OR PUT YOUR HAND ON	YES	NO	N/A	NOTES
1	We know our indoor hot spots.	☐	☐	☐	
2	Temperature is measured there.	☐	☐	☐	
3	Water and cool-down areas are available.	☐	☐	☐	
4	Ventilation works.	☐	☐	☐	
5	Radiant sources are shielded.	☐	☐	☐	
6	Acclimatization applies indoors.	☐	☐	☐	
7	Workers are trained on indoor heat.	☐	☐	☐	
8	Plan covers indoor heat.	☐	☐	☐	
9	Rotation is used.	☐	☐	☐	
10	Hot tasks are scheduled cooler.	☐	☐	☐	

#	GAP FOUND	OWNER (ONE NAME)	DUE	VERIFIED

Rule: any “No” that is a live exposure gets stopped or contained before you leave the area. Stop is a right on this site. Restart is a decision. A named person makes it after the control is in place.

PREVENTION PLAYBOOK · INDOOR HEAT

Who owns it

Owner / executive	Funds ventilation.
Supervisor / foreman	Watches indoor crews.
Safety lead	Measures and plans.
Every worker	Reports heat.

How to verify it is working in the field

- Check a thermometer at 3 p.m.
- Walk the hottest indoor area.
- Ask about cool-down areas.

TOOLBOX TALK STARTER

Where's the hottest place in this building at 3 p.m.?

Ask it at the job, not in the break room. Then listen. Write down what you hear and give it an owner before you leave.

IF YOU FIND A GAP

Add cooling and water to hot spots now. Name the owner and date. Then run the eight-step gap response at the front of this guide.

CHECK OUR WORK

Sources

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5. 8 CCR §3395, Heat Illness Prevention in Outdoor Places of Employment
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9. OSH Act Section 5, Duties (General Duty Clause)
<https://www.osha.gov/laws-regs/oshact/section5-duties>
10. OSHA, On-Site Consultation
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Sources retrieved and checked October 13, 2026. This guide is a practical summary for planning and self-audit. It is not legal or medical advice. California rules are shown as a benchmark; your state may differ. When this guide and a regulation disagree, the regulation controls. In an emergency, call 911.

FREE FIELD TOOL · NEXT STEP

ONE CREW. SEVEN MINUTES.

The free 7-Minute Safety Walk is a one-page field tool. On the next hot afternoon, walk one crew. Find the water, the shade, and the newest worker. Then ask the crew what they would fix first.

Get the free 7-Minute Safety Walk →

thewaysofsafety.com/walk



EHS CONCEPTS
— THE WAYS OF SAFETY —

Keep your people whole.

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