

## 58 Attributes of Excellence of a Safety, Health, and Ergonomic Program

### I. Hazard Anticipation and Detection

#### 1. A comprehensive baseline hazard survey has been conducted within the last 5 years.

- a. The comprehensive baseline hazard survey includes safety, health, and ergonomics.
- b. The surveys are conducted frequently enough to timely and effectively address hazards.
- c. The surveys are performed by competent and qualified individuals that can effectively and thoroughly understand the hazards of the industry.
- d. The survey results in an updated hazard list or survey report (action plan).
- e. The survey results in effective controls for hazards found.
- f. The survey drives immediate corrective action on items found.
- g. The survey tries to include outside personnel to help prevent tunnel vision and maintain objectiveness.
- h. The survey was completed by a certified specialist.
- i. The survey identified all serious hazards associated with the facility and resulted in appropriate hazard control programs.

#### 2. Effective safety and health self-inspections are performed regularly.

- a. Inspections of the workplace are conducted in all work areas.
- b. Inspections identify new, reoccurring, or previously missed safety, health, and/or ergonomic hazards and/or failures in hazard control systems.
- c. Inspections are conducted at least quarterly at fixed work sites, weekly at rapidly changing sites, and as frequently as daily where necessary.
- d. Inspectors have adequate training in workplace safety, health, and ergonomics.
- e. Logs, checklist, or other type of written reports are used to document formal inspections.
- f. All hazard findings are addressed as soon as practically possible.
- g. Hazards identified do not appear on future inspections.
- h. The responsibility for inspections rests with more than one person.
- i. The responsibility for inspections is scattered throughout the organization.
- j. Inspections are conducted by teams.
- k. Appropriate time is provided to conduct the inspections.
- l. Tools (such as digital cameras, palm pilots, and computers) are used in self-inspection process.

#### 3. Effective surveillance of established hazard controls is conducted.

- a. Established hazard controls for safety, health, and ergonomics are in place and operational.
- b. The hazard controls are prioritized with the emphasis on engineering controls, safe work practices, and administrative controls before PPE.
- c. Employees understand the hazard control associated with their work areas.
- d. Monitoring evaluation of hazard controls is on going and known to and by the work force.
- e. Supervisors receive training in surveillance of established hazard controls.
- f. At least some employees receive training in surveillance of established hazard controls.
- g. Surveillance activity is required supervisory duty and is tracked in some fashion.
- h. Some type of trend analysis of tracked surveillance activity is done.
- i. Trend analysis of tracked surveillance activity results in improved performance of established hazard controls.

**4. An effective hazard reporting system exists.**

- a. A system for employee reporting of safety, health, and ergonomic hazards is in place and is known to all employees.
- b. The system allows for the reporting of physical and behavioral hazards.
- c. Corrective action is taken promptly on all confirmed hazards.
- d. While waiting for final correction, the employer finds ways to protect those affected.
- e. All personnel are aware that hazards can develop within existing jobs, processes and/or phases of activity.
- f. The system provides for self-correction of hazards when possible.
- g. Employees are provided positive reinforcement or incentive for using the system.
- h. There is an informal method of hazard reporting for employees to report hazards to their supervisors.
- i. There is a formal method available to employees to report hazards on a form to the safety department.
- j. Reported hazards are collected and analyzed and used to set priorities and action planning on addressing hazards in the workplace.
- k. There is a mechanism for formal and informal hazard reporting to promptly communicate (to the person reporting the hazard) the status and intended action regarding the reported hazard.
- l. All hazards reported are communicated to the work force in some manner.
- m. Few hazards are noted in the workplace.

**5. Change analysis is performed whenever a change in facilities, equipment, materials, or processes occurs.**

- a. Change analysis includes a review of safety, health, and ergonomic hazards.
- b. Changes in space, processes, materials, or equipment at the facility are planned.
- c. Affected personnel are made aware of planned changes prior to implementation.
- d. A comprehensive hazard review process exists and is used for all changes.
- e. The hazard review (analysis) process encourages recommendations for improvement, which are implemented prior to start-up.
- f. The analysis process involves competent, qualified specialists appropriate to the process being evaluated.
- g. There is a formal, written process for change analysis.
- h. Affected employees are involved in the change analysis.
- i. Change analysis procedures include revisions of Job Hazard Analysis (JHA), Standard Operation Procedures, lockout methods, PPE, and other program elements affected by the change.

**6. Accidents are investigated for root cause.**

- a. Workplace policy requires a thorough investigation of all accidents and incidents.
- b. All accidents and incidents are investigated as required by policy.
- c. All investigations are conducted by personnel trained in accident/incident investigation techniques.
- d. All investigations include input from all affected parties and witnesses, where possible.
- e. All investigations determine "root causes" and underlying factors.
- f. Recommendations designed to adequately address root causes, are made as a result of all investigations and result in prompt corrective action with the intent to prevent reoccurrence.
- g. Completed investigative reports are routed to appropriate levels of management and knowledgeable staff for review.
- h. Investigations are done by management and employees.
- i. Results of investigations are shared with the work force.
- j. Top management reviews all accidents and incidents to review if root cause was identified adequately.
- k. Standard forms are used to document all accidents and investigations.
- l. Top management participates in investigations.

- 7. Safety Data Sheets (SDS) are used to reveal potential hazards associated with chemical products in the work site.**
  - a. Employees understand the hazards introduced to their jobs by chemical use.
  - b. Hazards identified in SDSs are effectively controlled.
  - c. Employees have seen and understand the SDSs applicable to the chemicals they use.
  - d. Applicable SDS information is incorporated into written job hazard analysis forms.
  - e. SDSs are periodically reviewed in order to determine if a safer product could be used, or if current JHAs address the hazard adequately.
  - f. Information on the SDS is used by personnel performing change analysis to identify potential hazards related to new chemicals being introduced into the workplace.
  - g. The Safety Committee reviews SDSs to address the prevention, elimination, and/or control of hazards posed by chemical products.
  
- 8. Effective job hazard analysis is performed.**
  - a. Job hazard analysis addresses safety, health, and ergonomic hazards.
  - b. There are hazard analysis systems designed to address routine jobs, processes, or phase hazards in place at the facility.
  - c. Hazard analysis systems identify or prompt corrective or preventive action to reduce or eliminate work site hazards.
  - d. All tasks, job processes, or phases of activity are analyzed.
  - e. All job processes, or phases of activity are analyzed whenever there is a change, when a loss incident occurs, or on a schedule of no more than 3 years.
  - f. Upon implementation of the corrective or preventive actions identified by the hazard analysis process, the written hazard analysis is revised to reflect those actions.
  - g. Employees are involved in the hazard analysis process.
  - h. Accident and incident investigation leads to job hazard analysis when appropriate.
  - i. There is a standard and uniform format used to document job hazard analysis.
  - j. JHAs are posted at workstations.
  - k. Assessment tools and interviews are utilized in the hazard analysis process.
  
- 9. Expert hazard analysis is performed.**
  - a. The comprehensive hazard review process involves competent, qualified safety, health and/or ergonomic specialists appropriate to the workplace.
  - b. All hazard analyses identify corrective or preventive action to be taken to reduce or eliminate the risk of injury or loss, where applicable.
  - c. All corrective or preventive actions identified by the hazard analysis process have been implemented or addressed.
  - d. Hazard analysis surveys are routinely updated, using personnel competent in the fields of safety, industrial hygiene, ergonomics, and risk management.
  - e. Outside professional resources are taken advantage of (associations, insurance loss control, private and public consultants, etc.).
  - f. Findings of expert hazard analysis are shared with the work force.

**10. Incidents are investigated for root causes.**

- a. Workplace policy requires the reporting of all actual and "near miss" accidents.
- b. All investigations determine "root causes."
- c. All accidents and incidents are investigated as required by policy.
- d. Results of accident investigations are corrected immediately or scheduled for correction in the organization's action plan.
- e. Accident investigators have received appropriate training.
- f. All accidents and incidents are reported as required by policy.
- g. Workplace policy requires a thorough investigation of all accidents and incidents.
- h. Personnel understand the definition of an incident in the workplace.
- i. Personnel in the workplace understand the importance of reporting incidences and do so.
- j. There is a formal incident reporting form.

**II. Hazard Prevention and Control**

**11. Feasible engineering controls are in place.**

- a. Safety, health and ergonomic hazard controls are in place at the facility.
- b. Hazard controls are selected in appropriate priority order, giving preference to engineering controls, safe work procedures, administrative controls, and personal protective equipment (in that order).
- c. Once identified, hazards are promptly eliminated or controlled.
- d. Management, supervision, and the safety committee understand and can explain the hazard controls in the correct priority.
- e. Employees understand and can explain the hazard controls in the correct priority.

**12. Effective safety and health rules and work practices are in place.**

- a. The rules are clearly written.
- b. The rules relate to the safety and health policy.
- c. The rules and work practices address potential safety, health and ergonomic hazards.
- d. Observations demonstrate that all employees are following safe work rules.
- e. Standards cover all work and workplaces at the facility and are readily available to all members of the work force.
- f. There are effective means of communicating rules to the work force, such as training classes, employee safety handouts, rules posted in the workplace, and one-on-one discussions between employees and supervisors.
- g. Employees support the rules and monitor one another to ensure compliance.
- h. Employees have input into the development of workplace safety rules.

**13. Applicable OSHA-mandated programs are effectively in place.**

- a. Required programs are fully in place and operational.
- b. Employees and management understand and support the need for mandated programs.
- c. Required programs are evaluated and updated at least annually.
- d. Employees are involved in the review.

**14. Personal Protective Equipment (PPE) is effectively used.**

- a. PPE assessment has been completed and documented.
- b. Employees understand the need for, use of, and care of PPE associated with their jobs.
- c. PPE on site is appropriate to the hazards.
- d. Employees use the PPE that is provided.
- e. PPE is properly donned and kept appropriately clean.
- f. There is documented PPE training for all affected employees.
- g. The need for specific PPE in the workplace is adequately communicated by the means of training, postings, signs, JHAs, etc.
- h. The PPE is properly sized for each employee.

**15. Housekeeping is properly maintained.**

- a. Aisles and exit ways are clear and unobstructed.
- b. Housekeeping is a regular task rather than an afterthought.
- c. Routine processes, which generate waste, have housekeeping procedures built-in to them.
- d. Storage areas are kept in a clear and orderly condition.
- e. There is a written policy regarding housekeeping in the workplace and all personnel have been instructed in the policy and understand it.
- f. Supervisors enforce the housekeeping policy.
- g. There are specific and routine housekeeping inspections.
- h. Appropriate accountability measures are in place to address poor housekeeping.

**16. The organization is properly prepared for emergency situations.**

- a. All potential emergency situations that may impact the facility are identified.
- b. A facility plan to deal with all potential emergencies has been prepared in writing.
- c. The plan incorporates all elements required by law, regulation, and local code.
- d. The plan is written to compliment and support the emergency response plans of the community and adjacent facilities.
- e. The plan is current.
- f. The plan is tested regularly with drills and exercises.
- g. Community emergency responders are involved, where appropriate, in the facility drills and exercises.
- h. The plan is effective at limiting the impact of the emergency on the facility and the work force.
- i. Emergency communication systems are installed, operational, and redundant.
- j. The communication systems are tested at regular intervals (at least monthly).
- k. Emergency directions are available, correct and accurate in all spaces, corridors, and points of potential confusion.

**17. The organization has an effective plan for providing competent emergency medical care to employees and others present at the site.**

- a. The facility has a plan for providing emergency medical care to employees and others present on the site.
- b. Competent emergency medical care is available on all shifts.
- c. The emergency medical plan is followed when medical emergencies arise.
- d. Emergency medical care is provided in accordance with standardized protocols.
- e. On site emergency medical personnel are certified to at least the basic first aid and CPR levels.
- f. Off site providers of emergency medical care, when utilized, are medical doctors, registered nurses, paramedics, emergency medical technicians, or certified first responders.
- g. There is an on site nurse.
- h. There are first aid personnel who are required to provide first aid as part of their job duties.
- i. First aid training is offered to all personnel.
- j. There are appropriate plans to direct outside emergency medical personnel into the workplace to the correct location.
- k. First aid supplies are appropriate for the workplace, and there is a procedure to ensure they remain stocked.
- l. All personnel are aware of the emergency medical plan and how to implement it, given their individual responsibilities.
- m. There is a routine training class to review the emergency medical plan with personnel.
- n. Outside contractors, vendors, and others are provided adequate instruction to ensure their emergency medical care while they are in the workplace.

**18 Effective preventative maintenance (PM) is performed.**

- a. A preventative maintenance program is in place at the facility.
- b. Maintenance recommendations from manufacturers or builders are being followed for all applicable facilities, equipment, machinery, tools, and/or materials.
- c. The preventative maintenance system ensures that maintenance for all operations in all areas is actually conducted according to schedule.
- d. Operators are trained to recognize maintenance needs and perform or order maintenance on schedule.
- e. Predictive maintenance procedures are incorporated into the system.
- f. The preventative maintenance procedures go beyond operation-related equipment to cover the maintenance of engineered hazard controls and emergency equipment as well.
- g. There is a scheduled shutdown to address preventative maintenance issues.
- h. Operators give positive remarks about the PM of the machines and equipment they operate.
- i. There is a PM policy, which not only addresses the issue of production, but also addresses safety.

**19. An effective procedure for tracking hazard correction is in place.**

- a. The tracking procedure flags and tracks safety, health and ergonomic hazards until they are adequately addressed.
- b. There is a timetable for implementation of corrective action.
- c. The system covers items identified from various sources, including self-inspections, employee recommendations and reports, Safety Committee, and maintenance logs.
- d. Employees are aware of and comfortable using the system.
- e. The hazard tracking system prompts feedback after the hazard is addressed.
- f. The tracking hazard system uses a computerized spreadsheet format to identify hazards, assign responsibility for completing, completion dates, and follow-up.
- g. Employees are allowed to initiate work orders to be placed on the hazard correction form involving safety and health.
- h. A review of the tracking hazard form shows that hazards are being promptly corrected.

**III. Planning and Evaluation**

**20. Workplace injury/illness data effectively analyzed.**

- a. A system exists which tracks safety, health, and ergonomic related trends at the facility.
- b. The system addresses trailing indicators, including accidents, occupational injuries and illnesses, hazards identified, and complaints from employees and others.
- c. The system addresses leading indicators of safety and health effectiveness, including employee attitudes and employee behaviors.
- d. Affected personnel understand the need to systematically, accurately and consistently provide updated information to the system for tracking.
- e. Trend data is consistently provided to all facility personnel.
- f. All personnel are fully aware of safety, health, and ergonomic trends, causes, and means of prevention.
- g. Trend data is utilized to drive improvement and prevention activities.
- h. The Safety Committee and other employees participate in analyzing workplace injury/illness data.
- i. Evaluation of the OSHA 300 Log and workers compensation data for soft tissue illnesses or injuries is completed at least annually.

**21. Hazard incidence data is effectively analyzed.**

- a. All written reports of inspections are retained for a period sufficient to show a clear pattern of inspections.
- b. Statistical summaries of all routine inspections are prepared, charted and distributed to all personnel so as to show status and progress at hazard elimination.
- c. The Safety Committee analyzes hazards to identify deficiencies in the safety and health management system.
- d. A method exists for systematic tracking of recommendations, progress reports, resolutions, and outcomes.
- e. The system provides for data collection and display as a means to measure the success of the system in resolving identified hazards.

**22. A safety and health goal and supporting objectives exist.**

- a. Safety, health and ergonomic goals and objectives exist in writing.
- b. The goals relate directly to the safety and health policy or vision.
- c. Objectives exist which are designed to achieve the goals.
- d. The goals and objectives are able to be evaluated and revised as needed.
- e. A reliable measurement system exists to indicate progress on objectives toward the goal.
- f. The measurement system is consistently used to manage work on objectives.
- g. The objectives can be easily explained by others within the workplace.
- h. Measures used to track objective progress are known to the work force.
- i. Goals are specific, measurable, achievable, result-oriented, and clear time frames.
- j. Management visibly communicates their support of the goals to the work force.
- k. There are concrete examples that the goals and objectives are being met.
- l. Employees had input into the development of goals and objectives.
- m. Goals and objectives are developed based on audits and analysis of the effectiveness of the Safety and Health Program, along with other safety and health related data.

**23. An action plan designed to accomplish the organization's safety and health objectives is in place.**

- a. A plan is in place to implement the objectives of the Safety and Health Program.
- b. The plan objectives are designed to achieve the stated goals.
- c. The objectives relate to safety, health and ergonomic deficiencies identified in periodic assessments or comprehensive review.
- d. Objectives in the action plan are clearly assigned to responsible individuals.
- e. The action plan includes a measurement system to track progress on each objective.
- f. Actions planned to accomplish objectives are specific and short-termed.
- g. Employees are involved in the development of and implementation of the action plan.
- h. Top management visibly supports the completion of the action plan.
- i. Top management is involved in the development of and completion of the action plan.
- j. The organization communicates the progress of the action plan to the work force and “celebrates” successes with the work force.

**24. A review of in-place OSHA-mandated programs is conducted at least annually.**

- a. The review examines written materials, the status of goals and objectives, records of incidents, records of training and inspections, employee and management opinion, observable behavior and physical conditions.
- b. The results of the review are documented and drive appropriate changes or adjustments in the program.
- c. The review samples evidence over the entire facility or organization.
- d. The results of the review are documented and drive appropriate changes or adjustments in the programs.
- e. Employees are involved in the review.
- f. The employer has a structured and scheduled system for conducting the review.
- g. Findings are communicated to the work force.

**25. A review of the overall safety and health management system is conducted at least annually.**

- a. A review of the management system includes safety, health, and ergonomics.
- b. Reviews are used to make positive changes in policy, procedures and programs.
- c. The review includes all facets of the facility.
- d. The Safety and Health Program is reviewed at least annually.
- e. The review examines written materials, the status of goals and objectives, records of incidents, records of training and inspections, employee and management opinion, observable behavior and physical conditions.
- f. The review process drives correction of identified deficiencies.
- g. Evidence exists which demonstrates that program components actually result in the reduction or elimination of accidents.
- g. Positive findings are communicated and celebrated with the work force.
- h. Top management is directly involved with the audit.
- i. Employee representatives are involved in the audit.

**IV. Administration and Supervision**

**26. Safety and Health Program tasks are each specifically assigned to a person or position for performance or coordination.**

- a. An individual or group is assigned responsibility for compiling and analyzing records for safety, health and ergonomic trends.
- b. All elements of the company's Safety and Health Program are specifically assigned to a job or of position for coordination.
- c. Individuals within the company can describe the specific safety, health and ergonomic duties assigned to them.
- d. Assigned responsibility is documented.

**27. Each assignment of safety and health responsibility is clearly communicated.**

- a. The objectives are clearly assigned to responsible individual(s).
- b. Clear roles and responsibility are established.
- c. Assignments are in writing.
- d. Each assignment covers broad performance expectations.
- e. Personnel understand their responsibilities.

**28. An accountability mechanism is included with each assignment of safety and health responsibility.**

- a. Authority to meet assigned responsibilities exists for all personnel.
- b. Authority is granted in writing.
- c. Methods exist for monitoring performance of responsibilities.
- d. All personnel, including managers, are held accountable to follow the rules.
- e. Positive accountability systems are an integral part of the accountability mechanisms.
- f. Responsibilities are being met appropriately and on time.
- g. All personnel are held accountable for meeting their safety, health, and ergonomic responsibilities.
- h. Personnel meeting or exceeding responsibilities are appropriately reinforced for their behavior with positive consequences.
- i. Members of management at all levels consistently address the safety behavior of others by coaching and correcting poor behavior and positively reinforcing good behavior.

**29. Individuals with assigned safety and health responsibilities have the necessary knowledge, skills and timely information to perform their duties.**

- a. All personnel with program assignments are familiar with their responsibilities.
- b. Personnel with assigned safety, health, and ergonomic responsibilities have had appropriate training or mentoring to enable them to understand and meet those responsibilities.
- c. Personnel understand the programs or process to which they have been assigned.
- d. Specific skills, knowledge, and information (for safety, health and ergonomic responsibilities) are documented to ensure that personnel assigned the responsibility have these needed qualities.

**30. Individuals with assigned safety and health responsibilities have the authority to perform their duties.**

- a. Personnel believe they actually have the authority granted to them.
- b. Personnel understand how to exercise the authority granted to them.
- c. Personnel do exercise the authority granted to them.
- d. Authority is exclusively within the control of the individual holding the responsibility.
- e. Authority is documented and there is a formal method to ensure personnel recognize their authority.

**31. Individuals with assigned safety and health responsibilities have the resources to perform their duties.**

- a. Adequate resources (personnel, methods, equipment, funds) to meet responsibilities are available to all affected personnel.
- b. Necessary resources are within the control of the individual holding the responsibility.
- c. Resources are being effectively applied by all personnel in order to meet responsibilities.

**32. Organizational policies promote the performance of safety and health responsibilities.**

- a. There is a policy that promotes safety, health and ergonomics.
- b. The policy is available in writing.
- c. The policy is clear and straightforward.
- d. The policy can be easily explained or paraphrased by others within the work force.
- e. The safety and health policy fits within the context of other organizational values.
- f. The safety and health policy guides all employees in making a decision in favor of safety and health when apparent conflicts arise with other values and priorities.
- g. The policy provides for consequences that are Positive, Immediate, and Certain (PIC) from the perspective of the employee.
- h. The policy is appropriately communicated throughout the organization including new employee orientation.
- i. There is an incentive policy that promotes safety awareness and worker participation in safety related activities.

**33. Organizational policies result in the correction of non-performance of safety and health responsibilities.**

- a. The policy statement goes beyond compliance to address the safety behavior of all members of the organization.
- b. Failure to meet assigned responsibilities is addressed and results in appropriate coaching and/or negative consequences.
- c. Accountability data is used to revise goals and objectives so as to facilitate continuous safety and health improvement.
- d. Safe work rules are understood and followed as a result of training and accountability.
- e. Methods exist for monitoring performance.

**V. Safety and Health Training****34. Employees receive appropriate safety and health training.**

- a. An employee safety and health training program exists at the facility.
- b. The training covers all legally required subjects.
- c. The training covers safety, health and ergonomic hazards (awareness, location, identification, and protection or elimination).
- d. The training system ensures that the knowledge and skills taught are consistently and correctly applied by the employees.
- e. Employees are fully trained in the use of controls and methods to protect themselves in their work area.
- f. All members of the work force have been trained on the use of appropriate hazard analysis systems.
- g. All personnel involved in inspections have been trained in the inspection process and in hazard identification.
- h. Personnel can explain and demonstrate their role under the emergency medical plan.
- i. Personnel are trained in the use of emergency equipment available to them and can demonstrate the proper use of the equipment.
- j. Post-training knowledge and skills are tested or evaluated to ensure employee proficiency in the subject matter.
- k. The safety committee has effective safety, health and ergonomic training.
- l. Employees performing high-risk jobs or tasks, where the MSD hazard(s) are not eliminated and/or administrative or work-practice controls are used to reduce MSD incidence, are trained in ergonomic risk factors and descriptions of early signs and symptoms, with an emphasis on early reporting.

**35. New employee orientation includes applicable safety and health information.**

- a. Orientation includes information on safety, health and ergonomics.
- b. Orientation covers the facility safety system (policy, goals and objectives, operations, tools and techniques, responsibilities, and system measurement).
- c. Orientation covers the facility emergency procedures.
- d. The orientation is provided to all new employees and all personnel working on site, including vendors, temporary workers and contract workers prior to exposure to workplace hazards.
- e. There is follow-up action to determine the retention of orientation training for new employees, and there are provisions for retraining when deficiencies are noted in the follow-up.
- f. There is a formal and documented program, which is used for new employee orientation.
- g. New employee orientation is reviewed in the annual Safety and Health Program audit.

**36. Supervisors receive appropriate safety and health training.**

- a. A supervisory training program addressing safety, health and ergonomics exists at the facility.
- b. The training is provided to all supervisors.
- c. Training is regularly evaluated for effectiveness and revised accordingly.
- d. Post-training knowledge and skills are tested or evaluated to ensure supervisory proficiency.
- e. Supervisors receive the same training as employees in their department.

**37. Supervisors receive training that covers the supervisory aspects of their safety and health responsibilities.**

- a. The training covers all subject matter delivered to employees.
- b. The training covers the facility safety system (policy, goals and objectives, operations, tools and techniques, responsibilities, and system measurement).
- c. The training covers supervisory safety, health and ergonomic responsibilities.
- d. The training system ensures that the knowledge and skills taught are consistently and are correctly applied by the supervisors.
- e. There is a formal and structured training program for supervisors.

**38. Safety and health training is provided to managers.**

- a. A management safety and health training program exists at the facility (where applicable).
- b. Safety, health and ergonomic training is provided to all managers.
- c. The training covers all subject matter delivered to employees and supervisors to the extent necessary for managers to evaluate employee and supervisory knowledge and skills and to reinforce or coach desired safety and health behaviors.
- d. Post-training knowledge and skills are tested or evaluated to ensure management proficiency in the subject matter.

**39. Relevant safety and health aspects are integrated into management training.**

- a. The training covers the facility safety system (management concepts and philosophies, policy, goals and objectives, operations, tools and techniques, and system measurement).
- b. The training covers management safety, health and ergonomic responsibilities.
- c. The training system ensures that the knowledge and skills taught are consistently and correctly applied by the managers.
- d. The training system for all employees is regularly evaluated for effectiveness and is revised accordingly.

**VI. Management Leadership**

**40. Top management policy establishes clear priority for safety and health.**

- a. The safety and health policy is supported by senior management.
- b. The goals are supported by senior management and can be easily explained or paraphrased by others within the workplace.
- c. Members of the work force can give examples of management's positive leadership.
- d. Members of the work force credit management with establishing and maintaining positive safety values in the organization through their personal example and attention to the behavior of others.

**41. Top management considers safety and health to be a line rather than a staff function.**

- a. Production supervisors are held accountable for safety, health and ergonomics in their departments.
- b. All personnel are held accountable for their safety and health behaviors.
- c. Performance evaluations of individual supervisors take into account the safety and health performance of the employees under their control.
- d. Safety and health staff are utilized as a resource.
- e. Supervisors and employees take ownership for safety in their work area.
- f. Program elements are managed and administered by supervisors and employees.

**42. Top management provides competent safety and health staff support to line managers and supervisors.**

- a. Competent safety and health personnel are made available as a resource to assist line managers and supervisors.
- b. Clerical support is available as needed for safety and health related functions.
- c. Safety, health and ergonomic issues are a priority topic during production meetings.
- d. Outside resources such as trade associations, private and public consultants are obtained as necessary.
- e. Safety and health staff are available as a resource.

**43. Managers personally follow safety and health rules.**

- a. Managers throughout the organization consistently follow the rules and behavioral expectations set for others in the work force.
- b. Members of the work force perceive management to be consistently setting positive examples and can explain why they hold these positive perceptions.
- c. Managers give high priority to practicing safe and healthful behaviors and to personally leading by example.

**44. Managers delegate the authority necessary for personnel to carry out their assigned safety and health responsibilities effectively.**

- a. Those with safety, health and ergonomic responsibilities are given the authority to meet those responsibilities.
- b. Delegated authority for safety and health is clearly assigned.
- c. Position descriptions not only specifically state the responsibilities of the position, but also state the authority granted to carry out those duties.

**45. Managers allocate resources needed to properly support the organization's safety and health system.**

- a. Safety, health and ergonomic considerations are included in the budget.
- b. Top management ensures adequate resources are provided to meet safety, health and ergonomic responsibilities.
- c. Emergency equipment appropriate to the facility (including sprinkler systems, fire extinguishers, first aid kits, fire blankets, safety showers and eye washes, emergency respirators, protective clothing, spill control and clean-up material, chemical release computer modeling, etc.) is installed or available.
- d. Emergency equipment is distributed in sufficient quantity to cover anticipated hazards and risks, is operational, and is tested at regular intervals (at least monthly).
- e. In addition to budgeting for safety, management allocates personnel, personnel-effort, supplies, equipment, facilities, and services for safety.

**46. Managers assure that appropriate safety and health training is provided.**

- a. An employee safety, health and ergonomic training program exist at the facility.
- b. The training covers all legally required subjects.
- c. Training policies and procedures indicate that legally required elements are the minimum acceptable levels of training.
- d. Training procedures cover behavioral-based safety performance activities.
- e. Management ensures the training is specific and applicable to the work task.
- f. Managers use the annual program reviews to identify needed training.
- g. Management performs follow-up to training to ensure the training is appropriate, understood, and being used, and driving the improvements desired.

**47. Managers support fair and effective policies that promote safety and health performance.**

- a. The employer provides opportunities and mechanism(s) for employees to influence Safety and Health Program design and operation.
- b. Safety, health and ergonomic policies promote positive behaviors while correcting deficient behaviors.
- c. Where applicable, written policies spell out rewards for safe and healthful work activities.
- d. Policies are established which link pay raises, bonuses, and promotions to personnel evaluations.
- e. Position descriptions are developed to assist employees in their understanding of their responsibilities.
- f. Safety incentive policies promote employee involvement in safety activities and do not discourage injury, illness and hazard reporting in any way.

**48. Top management is involved in the planning and evaluation of safety and health performance.**

- a. Top management is routinely involved in activities related to planning and evaluating facility safety, health and ergonomic performance.
- b. Top management is held accountable for facility safety performance through their own performance evaluations.
- c. Top management is familiar with and understands the organization's planning and evaluation efforts.
- d. Members of the work force perceive management to be exercising positive leadership.
- e. Top management is involved in regularly evaluating training for effectiveness.

**49. Top management values employee involvement and participation in safety and health issues.**

- a. Top management actively encourages employees to be involved in safety and health activities.
- b. Management implements a process for employees for early reporting of symptoms.
- c. Management encourages employees to report safety, health and ergonomic hazards.
- d. Management can describe available avenues for employees to participate in safety and health activities.
- e. Participation in the Safety Committee is respected and valued in the organization.
- f. Supervisors and managers actively encourage use of the employee involvement systems and employees feel comfortable using those systems in all situations.
- g. Several avenues have been established by upper management to solicit and gather employee input.

**VII. Employee Participation****50. There is an effective process to involve employees in safety and health issues.**

- a. There are multiple avenues for employee participation in safety, health and ergonomic issues.
- b. The avenues are well known, understood, and utilized by employees.
- c. The avenues and mechanisms for involvement are effective in reducing accidents and enhancing safe behaviors.
- d. Data related to key elements of safety and health performance are accumulated and displayed within the workplace to inform all personnel of progress being made.
- e. Employees throughout the company are aware of the methods to involve employees.
- f. There are open lines of communication between workers and forum meetings.
- g. A Safety Committee is in place and functional.
- h. That Safety Committee is structured in accordance with the Safety Committee rules.
- i. There are mandatory safety meetings.
- j. There is an open door policy.
- k. There is a suggestion box type program.

**51. Employees are involved in organizational decision-making in regard to safety and health policy.**

- a. Employees accept personal responsibility for ensuring a safe and healthful workplace.
- b. Employees have a substantial impact on the design and operation of the Safety and Health Program.
- c. Employees have significant input to the rules.
- d. Safety Committee members work with management to review and revise policies on safety, health and ergonomics.
- e. Employees are involved in annual program reviews.
- f. Employees are involved in change analysis.

**52. Employees are involved in organizational decision-making in regard to the allocation of safety and health resources.**

- a. Employee input is sought in regard to the future allocation of safety, health and ergonomic resources.
- b. The Safety Committee is given the opportunity to provide feedback on planned distribution of safety and health assets.
- c. The resource allocation goes beyond just budget, and includes allocation of personnel, supplies, equipment, facilities or services.

**53. Employees are involved in organizational decision-making in regard to safety and health training.**

- a. Employees are provided with the opportunity to develop and provide training to peers.
- b. Employees have the opportunity to evaluate and update training programs.
- c. The employer actively encourages employees to be involved in developing and delivering safety, health and ergonomic training plans for the facility.

**54. Employees participate in hazard detection activities.**

- a. Employees actively participate and contribute to discussions of hazard correction activity (generally at crew meetings).
- b. Employees have input in the development of inspection procedures and employee reporting systems.
- c. The hazard detection system provides rapid and regular feedback to employees.
- d. Employees are involved in the analysis of the job, process, or phase of activity which applies to their assigned work.
- e. All members of the work force have ready access to and can explain the key elements of the hazards analysis, which applies to their work.
- f. Personnel at all levels of the organization are routinely involved in safety and health inspections.
- g. Employees are active participants in the determination of collection methods, collection, analysis, and intervention selection for hazard detection activities.

**55. Employees participate in hazard prevention and control activities.**

- a. Members of the affected work force actively participate in the comprehensive hazard review process.
- b. Safety Committee members evaluate and/or orchestrate hazard prevention and control activities.
- c. Workers have authority and feel free to refuse unsafe work.
- d. Employees are involved in developing hazard prevention strategies and activities.
- e. The facility actively supports and values employee participation in hazard prevention and control activities (such as control hierarchy, safe work rules and procedures, program evaluation, PPE usage, emergency planning and facility maintenance).
- f. Employees are encouraged and do take action on self-correcting or minimizing risk.

**56. Employees participate in the safety and health training of co-workers.**

- a. Employees are involved in the planning and preparing of safety, health and ergonomic training topics.
- b. Employees conduct training classes.
- c. Employees are involved in evaluating and updating training as needed.
- d. Employees mentor with each other, using existing policies such as JHA or process hazard reviews.
- e. Employees provide on-the-job training and coaching to co-workers.

**57. Employees participate in safety and health planning activities.**

- a. Employees are active participants in the action planning process.
- b. Workers are allowed access to information needed to make informed decisions.
- c. Employees are active participants in evaluating the facility safety, health and ergonomic planning activities.
- d. Company goals, objectives, and action plans are developed with employee involvement.
- e. Employees participate in developing solutions.

**58. Employees participate in the evaluation of safety and health performance.**

- a. The Safety Committee makes an annual review of the Safety and Health Program.
- b. Employees are regularly involved in evaluating the safety policies for effectiveness and revising them accordingly.
- c. Employee input is considered an important part of supervisory and management safety performance reviews.
- d. As part of an annual review system, employees are interviewed or surveyed to gather their input.