

Performance Indicators

(potential recommendations)

Use with Safety and Health Program 47 Attributes Worksheet

(Not an all-inclusive list / Not a checklist)

Management Leadership: Top Management Leadership

#1 Top management communicates a policy that establishes safety and health as a core value.

- Ensure that there is a written policy that establishes safety and health as core value for the business.
- Ensure that the policy sets safety and health as a core value for the protection of all workers at the site (i.e., the host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that the policy clearly identifies how the core value of safety fits within the other values of the business.
- Have the policy in writing, signed by the top manager, dated, and posted in prominent locations in the facility.
- Have the policy clearly express management's commitment to continuous improvement of an effective safety and health program.
- Have the policy signed by the employer or top manager and dated.
- Have the policy posted in public locations accessible to all workers in the workplace (e.g., breakroom).
- Ensure that the policy adequately emphasizes general safety and health guidance appropriate for the workplace for all personnel to follow (e.g., the policy requires all personnel to follow safety and health procedures).
- Review and update the policy on a routine schedule (e.g., to accommodate changes in the workplace).
- Have the policy clarify safety and health responsibilities of all personnel.
- Top management creates an environment that promotes safety and health performance.
- Top management holds personnel accountable for implementing the policy.
- Ensure that the safety and health policy fits within the context of other organizational values.

- Have the policy reinforce management commitment by requiring safety and health considerations in all business decisions, including contractor and vendor selection; purchasing; and facility design and modification.
- The host employer includes in contracts and bid documents any safety and health related specifications and qualifications, and ensures that contractors and staffing agencies selected for work meet those requirements.
- The host employer reviews the safety and health policies of contractors and staffing agencies before engaging their services. Important differences in policies and procedures are resolved before starting work.
- The host employer communicates with contractors and staffing agencies to determine which among them will implement and maintain the various parts of the safety and health program, to assure protection of all on-site workers before work begins.
- The host employer identifies issues that may arise during on-site work and includes procedures for the host employer, contractors, and/or staffing agencies to use in resolving any conflicts before work starts.
- Host employers, contractors and/or staffing agencies make sure that managers with decision making authority are available and prepared to deal with day-to-day coordination issues.

#2 Top management participates in planning and evaluating safety and health performance to drive continuous improvement.

- Top management sets expectations for the organization's planning and evaluation efforts by establishing goals and objectives that align with the safety and health policy.
- Top management routinely participates in activities related to planning the safety and health program (e.g., goals and objectives, action plan, change management procedures, safety and health training).
- Top management routinely participates in activities related to evaluating the facility's safety and health performance with workers input (e.g., reviews of OR-OSHA mandated programs, injury and illness data).
- Top management demonstrates accountability for safety and health performance by ensuring that prompt actions are taken to correct all program shortcomings.
- Top management demonstrates commitment by participating in the process of continuous workplace safety and health improvement.
- Top management encourages all personnel to participate in workplace planning and evaluation activities (i.e., managers, supervisors, and workers for the host employer, contractor, and staffing agency, as applicable).

#3 Top management considers proficient safety and health staff to be an advisory resource provided (as needed) to line managers and supervisors who have direct oversight of safety and health performance.

- Ensure that line managers and supervisors are held accountable for safety and health performance in their departments (i.e., line managers and supervisors for the host employer, staffing agency, and contractor, as applicable).
- Ensure that line managers and supervisors are trained and knowledgeable about all safety and health requirements for their work areas and the proper procedures to follow.
- Ensure that program elements are properly managed and administered by line supervisors to protect the safety and health of all the workers they oversee (i.e., the host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that performance evaluations of line managers and supervisors take into account the safety and health performance of the workers they oversee (i.e., the host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that supervisors and workers take ownership for safety in their work areas (i.e., supervisors for the host employer, staffing agency, and contractor, as applicable).
- Ensure that proficient safety and health staffs are utilized as a resource.
- Ensure that proficient safety and health staffs routinely assist line managers and supervisors with addressing safety and health needs in their work areas.
- Ensure that adequate clerical support is routinely provided to line managers and supervisors for effective safety and health program management.
- Outside technical resources are employed when necessary (e.g., trade associations, private consultants, OR-OSHA safety and health consultants).

Management Leadership: Foundation

#4 Safety and health goals and supporting objectives that focus on specific actions to establish or improve the overall safety and health program exist.

- Ensure that safety and health goals and objectives are documented.
- Ensure that safety and health goals and objectives focus on specific actions to improve workplace safety and health.
- Ensure that safety and health goals and objectives address protection for all personnel (i.e., the host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that goals and objectives are Specific, Measurable, Achievable, Result-oriented, and Time framed (i.e., SMART).
- Ensure that goals relate directly to the organization's safety and health policy or vision.
- Ensure that goals and objectives are developed based on evaluations and analysis of the effectiveness of the safety and health program using related data.

- Ensure that goals and objectives are appropriate to improve workplace safety and health.
- Have both outcome based goals (i.e., focus on the occurrence of injuries/illnesses or associated monetary losses) and process based goals (i.e., emphasize injury/illness prevention).
- Ensure that workers provide input in developing goals and objectives.
- Ensure that management visibly communicates their support for achieving goals and objectives to all personnel (i.e., managers, supervisors, and workers of the host employer, contractors, and staffing agencies, as applicable).
- Ensure that management sets safety and health goals and supporting objectives with workers input.
- Ensure that all workers, supervisors, and managers can easily explain goals and objectives.
- Ensure that goals and objectives are evaluated and revised as needed.
- Ensure that a reliable measurement system exists to indicate progress made towards completing specific objectives for achieving a goal.
- Ensure that a measurement system is consistently used to manage work on objectives.
- Ensure that the measures used to track progress made towards completing objectives are readily available for all personnel.
- Provide concrete examples demonstrating that goals and objectives are being met.

#5 An action plan designed to accomplish the organization's safety and health goals and supporting objectives is in place.

- Ensure that the actions in the plan meet the SMART criteria (i.e., Specific, Measurable, Achievable, Result-oriented (tied to the goal), Realistic, and Time-framed).
- Ensure that personnel are assigned tasks to accomplish in the action plan.
- Ensure that assigned tasks (actions) have planned completion dates.
- Ensure that complex actions are broken down to simpler steps in the action plan.
- Ensure that the action plan identifies resource needs.
- Ensure that the action plan identifies personnel assigned to accomplish tasks.
- Ensure that the action plan includes a measurement system to track progress for completing each objective.
- Ensure that the organization communicates the progress of the action plan to all personnel (i.e., managers, supervisors, and workers for the host employer, contractor, and staffing agency, as applicable).
- Ensure that the action plan addresses how contractors and temporary workers will be provided with appropriate safety and health information, training, and protection from potential hazards by the responsible party (i.e., the host employer, contractor or staffing agency, as applicable).

Management Leadership: Safety And Health Program Implementation

#6 Managers and supervisors personally follow safety and health procedures to set a visible leadership example.

- Ensure that managers and supervisors throughout the organization consistently follow safety and health procedures.
- Ensure that on-site management staff for contractors and staffing agencies follow safety and health procedures.
- Workers credit management with establishing and maintaining positive safety values in the organization through personal examples and attention to the behavior of others.

#7 Managers support fair and effective policies that promote safety and health performance by all personnel.

- Ensure that organizational policies and practices promote the performance of safety and health responsibilities by all personnel (i.e., managers, supervisors, and workers of the host employer, contractor, and staffing agency, as applicable).
- Ensure that organizational policies promote positive behaviors by all workers while correcting poor behaviors (i.e., host employer's workers, contractors, and temporary workers).
- Ensure that organizational policies and practices guide all workers to make decisions in favor of safety and health when apparent conflicts arise with other values.
- Ensure that workers are consulted while policies are being developed to determine if they may be perceived as unfair.
- Ensure that vital safety and health information pertaining to workers' rights for all personnel are displayed and communicated at the worksite. This includes displaying the: "Oregon OSHA Job Safety and Health: It's the Law" worker rights poster as mandated for all employers covered by the Occupational Safety and Health (OSH) Act and "Your Rights as a Whistleblower" fact sheet or otherwise making it available for easy access by workers.

#8 Safety and health program tasks are assigned and clearly communicated to a specific person (or position) for performance or coordination.

- Ensure that tasks for achieving objectives in the organization's action plan are specifically assigned to a position or personnel to perform.
- Ensure that all assigned safety and health tasks are properly communicated to personnel to perform.
- Ensure that all personnel with assigned tasks know their safety and health responsibilities.

- Ensure that an individual or group is responsible for compiling and analyzing records of safety and health tasks, including the assignment of tasks.
- The host employer communicates and coordinates with contractors and staffing agencies to establish responsibilities for specific safety and health tasks.
- The host employer, contractor, and staffing agency coordinate to ensure that personnel assigned safety and health tasks know their responsibilities.

#9 An accountability mechanism is included with each assignment of safety and health tasks to monitor performance.

- Ensure that each assignment of a safety and health task includes performance expectations (i.e., how and when performance would be evaluated).
- Ensure that a method exists for monitoring performance of assigned safety and health tasks by all responsible personnel (i.e., managers, supervisors, and workers for the host employer, contractor, and staffing agency, as applicable).
- Ensure that procedures for monitoring performance are communicated in writing and verbally to all affected personnel (i.e., managers, supervisors, and workers for the host employer, contractor, and staffing agency, as applicable).
- Ensure that all personnel with assigned safety and health tasks can describe the monitoring procedures used (e.g., written reports or memoranda, periodic personal conferences, timely briefings or oral reports to the assignor, presentations at group meetings such as Safety and Health Committee meetings, electronic management information systems, direct reports to the assignor on unresolved tasks only).
- Ensure that all personnel with assigned safety and health tasks can articulate the assignor's expectations (i.e., personnel for the host employer, contractor, and staffing agency, when applicable).
- The host employer communicates expectations and reporting methods for assigned safety and health tasks with contractors and staffing agencies.

#10 Personnel assigned safety and health tasks have the necessary knowledge and skills to safely perform their duties.

- Ensure that management documents specific skills, knowledge, and information for safety and health responsibilities so that all personnel assigned safety and health tasks are capable of carrying out the required duties (i.e., host employer's personnel as well as contractor and staffing agency personnel, as applicable).
- Ensure that all personnel assigned safety and health tasks demonstrate the necessary knowledge, skills, and timely information to perform their duties.
- The host employer exchanges information in a timely manner with contractors and staffing agencies before work starts to verify that their personnel have the necessary knowledge and skills to perform their assigned safety and health tasks effectively.
- The host employer coordinates with staffing agencies and contractors to deal with unexpected staffing needs by ensuring that enough trained workers are available or that adequate lead time is provided to train workers.

#11 Personnel have the authority necessary to effectively carry out their assigned safety and health tasks, as delegated by management.

- Ensure that proper authority to execute assigned safety and health responsibilities exists for all personnel (i.e., personnel for the host employer, contractor, and staffing agency, as applicable).
- Ensure that management grants authority in writing.
- Ensure that there is a formal method to delegate authority to all personnel with assigned safety and health responsibilities so that they recognize their authority and other affected personnel are notified to cooperate with them.
- Ensure that authority is exclusively within the control of personnel assigned the responsibility.
- Ensure that all personnel believe that they actually have the authority granted to them to execute assigned safety and health responsibilities.
- Ensure that all personnel understand how to exercise the authority granted to them.
- Ensure that all personnel demonstrate the authority granted to them over the work, needed resources and subordinates.
- Ensure that any limitations to the authority of responsible personnel are always clearly spelled out by the assignor at the time the assignment is made. This is especially important to clarify with contractors and temporary workers, as applicable. These determinations can be included in contract documents that define the relationships between the parties.
- The host employer coordinates with contractors and staffing agencies so that responsibilities, lines of authority, and limitations are clearly delineated and specified in contracts, as appropriate.
- Ensure that managers delegate authority to all personnel assigned safety and health responsibilities to execute their tasks. (i.e., managers, supervisors, and workers for the host employer, contractor, and staffing agency, as appropriate).
- Ensure that appropriate policies and procedures are used by management to delegate the necessary authority to all personnel assigned safety and health responsibilities.
- Ensure that position descriptions specifically state the assigned safety and health responsibilities for a position and the authority granted to carry out those responsibilities.
- Ensure that management engages all personnel in the workplace by making them aware of assigned tasks and authority delegated to personnel for performing those tasks (e.g., organizational chart, email notifications, memoranda, position descriptions, the Safety and Health Committee charter, safety meetings).
- Ensure that responsibilities, lines of authority, and limitations are clearly delineated between the host employer, contractor, and staffing agency. This determination is included in contract documents that define the relationships between the parties.

#12 Managers ensure that appropriate resources are fully provided to personnel to support the safety and health program.

- Ensure that adequate resources are available to accomplish all tasks assigned to all personnel in the workplace (; i.e., personnel for the host employer, contractor, and staffing agency, as applicable).
- Ensure that all personnel assigned tasks have the authority to obtain resources.
- Ensure that all personnel assigned tasks do not neglect to obtain resources.
- Ensure that all personnel assigned tasks know how to obtain resources.
- Ensure that resources are effectively applied by all personnel to perform assigned tasks.
- Ensure that safety and health considerations are included in the operating budget or there is a separate safety and health budget.
- Ensure that management's philosophy and practice support allocating adequate funds to meet safety and health program needs.
- Ensure that there is an adequate estimate of the resources needed to implement the safety and health program.
- Ensure that management has plans for future allocations to achieve necessary safety and health improvements.
- Seek input from all workers (as appropriate) regarding the allocation of safety and health resources (i.e., the host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that there are established processes for workers to provide input and receive feedback about the allocation of resources for safety and health needs. (e.g., regularly scheduled safety meetings, suggestion boxes, Safety and Health Committee comprising management and workers).
- Ensure that workers provide input on a variety of safety and health needs such as training, facility maintenance, supplies, and equipment.
- If there are contractors or temporary workers at a site, ensure that lines of authority, responsibilities, and limitations are clearly delineated, and appropriate personnel designated to coordinate and verify the allocation of resources to execute safety and health program responsibilities. Ensure that this determination is included in contract documents that define the relationships between the parties.
- The host employer communicates with contractors and staffing agencies to verify the allocation of funds to execute their assigned safety and health responsibilities. This determination is included in contract documents that define the relationships between the parties.
- Ensure that there is a system in place for contractors and temporary workers to provide input and receive feedback on resource needs pertaining to their duties at a host employer's site, as applicable.
- Ensure that the safety and health budget or allotment of the operating budget for safety and health needs is continuously monitored and readjusted to accommodate urgent needs.

- Ensure that emergency equipment appropriate to the facility is installed or available (e.g., sprinkler systems, fire extinguishers, first aid kits, fire blankets, safety showers, eye washes, emergency respirators, protective clothing, spill control and clean-up materials, hazardous chemical release computer modeling).
- Ensure that emergency equipment is distributed in sufficient quantity to cover anticipated hazards and risks, is operational, and is tested at regular intervals (i.e., at least monthly).

#14 Organizational policies result in correcting non-performance or poor performance of safety and health responsibilities by personnel.

- Ensure that organizational policies and practices result in correcting non-performance/poor performance of assigned and general safety and health responsibilities for all personnel (i.e., managers, supervisors, and workers for the host employer, contractor, and staffing agency, as applicable).
- Ensure that there are established procedures for correcting non-performance/poor performance of assigned and general safety and health responsibilities for all personnel.
- Ensure that the root causes of non-performance/poor performance of specifically assigned and general safety and health responsibilities incumbent on all personnel is identified and corrected (e.g., obstacles to performance such as ineffective training, poor work design).
- Ensure that there is a formal and effective system of progressive disciplinary actions used when non-performance/poor performance persists after obstacles to performance are removed.
- Ensure that the effectiveness of organizational policies and procedures in correcting non-performance/poor performance of safety and health responsibilities in the workplace is routinely analyzed by managers with workers input.
- Ensure that organizational policies and procedures for correcting non-performance/poor performance are continuously improved.
- The host employer coordinates with contractors and staffing agencies to establish a system for addressing non-performance/poor performance of assigned safety and health responsibilities by their personnel. This determination is included in contract documents that define the relationships between the parties.

Worker Participation

#15 Workers routinely participate in hazard identification activities.

- Ensure that all relevant hazard identification activities are routinely conducted in the workplace (e.g., workplace hazard analysis, job hazard analysis, change analysis).
- Ensure that there are no barriers to workers participation in the program (e.g., language, skill level, education, lack of resources to implement the safety and health program such as requiring workers to purchase PPE that the employer is required to provide).

- Ensure that management encourages all workers to report safety and health concerns (i.e., host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that management emphasizes that it will only use reported information to improve safety and health in the workplace for all workers and no worker will experience retaliation.
- Ensure that all personnel at all levels of the organization routinely participate in hazard identification activities such as safety and health inspections (i.e., workers, supervisors, and managers for the host employer as well as on-site contractor and staffing agency, as applicable).
- Ensure that all workers participate in identifying and reporting hazards without fear of retaliation.
- Ensure that all workers receive feedback from management on reported safety and health issues.
- Ensure that all workers can request or initiate temporary shutdown of unsafe activities.
- Ensure that all workers have input in developing hazard identification processes such as inspection procedures and hazard reporting systems.
- Ensure that all workers participate in the analysis of their jobs, work processes, and phases of activity that apply to their assigned work.
- Ensure that all workers have ready access to the workplace hazard analysis and job hazard analysis that applies to their job tasks and can explain the key factors.
- Ensure that all workers actively participate in the comprehensive hazard review process.
- The host employer gives contractors and staffing agencies the right to conduct site visits and inspections.
- Ensure that contractors and staffing agencies regularly give the host employer any information about hazards or concerns reported by their workers and the results of any tracking or trend analysis they perform.

#16 Workers routinely participate in hazard prevention and control activities.

- Ensure that managers actively support and value the participation of all workers (i.e., host employer's workers, contractors, and temporary workers, as applicable) in hazard prevention and control activities such as emergency planning, facility maintenance, and selection of hazard control measures (i.e., engineering solutions (i.e., elimination, substitution, followed by engineering controls), safe work practices, administrative controls, PPE).
- Ensure that there are established procedures for workers to participate in hazard prevention and control activities (e.g., Safety and Health Committees comprising management and workers, regularly scheduled safety meetings, participation in projects or workgroups, suggestion boxes).
- Ensure that all workers participate in developing hazard prevention strategies and activities (e.g., identify engineering solutions (i.e., elimination, substitution, followed by engineering controls), design engineering solutions).

- When feasible, ensure that all workers are encouraged to take action to self-correct hazardous situations and participate in doing so.
- Ensure that Safety and Health Committee members evaluate and/or orchestrate hazard prevention and control activities.

#17 Workers routinely participate in receiving and delivering safety and health training.

- Ensure that management encourages and provides resources for workers to train co-workers (i.e., peer-to-peer training).
- Ensure that management has established procedures for only experienced and trained workers to participate in training co-workers.
- Ensure that experienced and trained workers plan and prepare safety and health training topics for training co-workers (i.e., host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that experienced and trained workers provide input in evaluating and updating training as needed.
- Ensure that experienced and trained workers conduct training classes for co-workers (i.e., host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that experienced and trained workers provide on-the-job training and coaching to coworkers (i.e., host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that experienced and trained workers use existing resources such as job hazard analyses or process hazard analyses reviews to mentor co-workers (i.e., host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that there is an effective co-worker training, coaching, and mentoring program specific to the workplace.
- Ensure that all workers have opportunities to ask questions and provide feedback during and after safety and health training (i.e., host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that management solicits workers input on safety and health training before making decisions.
- Ensure that there are opportunities for all workers to provide input to management regarding safety and health training (e.g., recommend training topics, delivery methods, and location).
- Ensure that there are processes in place for all workers to receive prompt feedback from management on their suggestions and concerns.
- The host employer coordinates with contractors and staffing agencies to meet appropriate training requirements before starting work.

#18 Workers routinely participate in safety and health planning activities.

- Ensure that all safety and health planning activities such as developing safety and health goals, objectives, and action plans are routinely completed with the participation of workers.
- Ensure that there are opportunities for all workers to participate in safety and health planning activities (e.g., regularly scheduled safety meetings, suggestion boxes, Safety and Health Committee comprising management and workers, assignment of safety and health planning tasks).
- Ensure that the organization routinely reviews and updates its safety and health goals, objectives, and action plans with the participation of workers.
- Ensure that there is effective communication among the host employer, contractors, and staffing agencies to address any aspect of one party's safety and health planning activities and implementation that could affect the work of other parties at a site.

#19 Workers routinely participate in evaluating and improving the organization's safety and health performance.

- Ensure that the organization routinely conducts safety and health program evaluation activities (e.g., annual safety and health program review, OSHA mandated programs review, injury and illness data analysis, hazard incidence data analysis).
- Ensure that all safety and health program evaluation activities are routinely conducted with the participation of all workers, as appropriate (i.e., host employer's workers, contractors, and temporary workers).
- Ensure that management creates opportunities for all workers to participate in safety and health program evaluation activities, as appropriate (e.g., Safety and Health Committee comprising management and workers annually evaluates the safety and health program).
- As part of an annual evaluation system, interview or survey workers to gather their input, and provide management's feedback to them.

#20 There are effective processes for workers to provide input and participate in all aspects of the safety and health program without barriers.

- Facilitate and encourage all workers to freely participate in safety and health activities.
- Ensure that managers maintain an open door policy for all workers to communicate about safety and health and to make suggestions.
- Ensure that there are no barriers to workers participation in the program.
- Ensure that participation in safety and health activities is conducted without fear of retaliation.
- Ensure that management maintains an open door policy for all workers to provide input on safety and health issues.
- Ensure that other policies and programs do not discourage workers from participating.

- Ensure that workers always provide input in organizational decision making regarding safety and health policies (e.g., identification of policy shortcomings or challenges and strengths, recommendations for improvement).
- Ensure that top management has several methods to solicit and gather input on safety and health issues from all workers and provide prompt feedback (i.e., the host employer's workers, contractors, and temporary workers, as applicable).
- Consider some of the common standing methods of receiving workers input including Safety and Health Committees, safety meetings, management's open-door policy, suggestion boxes, organizational e-mail systems, stop work authority, and chain-of-command reporting.
- Ensure that the opportunities for providing input on safety and health issues are well known, understood, and utilized by all workers.
- Ensure that management can describe available avenues for all workers to provide input and participate in safety and health activities, including participation in local and regional networking and mentoring opportunities, when feasible.
- Ensure that supervisors and managers actively encourage all workers to use established processes to provide input on safety and health issues.
- Ensure that all workers feel comfortable using established processes in all situations.
- Ensure that the process used by management to obtain workers input and participation in safety and health issues always includes contractors and temporary workers, as applicable.
- Ensure that managers acknowledge input from all workers, give prompt feedback, and provide positive reinforcement to workers who participate in the program.
- Consider/Ensure that a Safety and Health Committee comprising management and workers is put in place and functional.
- Ensure that the Safety and Health Committee is structured in accordance with appropriate rules and used as a tool to engage all workers in safety and health matters.
- Ensure that participation in the Safety and Health Committee is respected and valued in the organization.
- Ensure that mandatory safety meetings includes all workers.
- Ensure that all workers have access to safety and health information such as Safety Data Sheets.
- Ensure that the "OSHA Job Safety and Health It's the Law" worker rights poster is posted in the workplace
- Ensure that the Your Rights as a Whistleblower factsheet is posted in the workplace or otherwise made available for easy access by workers
- Ensure that data related to key elements of safety and health performance are collated, analyzed, and displayed within the workplace to inform all workers of progress made.
- The host employer always coordinates with contractors, staffing agencies, and their workers to address safety and health issues, as applicable.
- Ensure that there are procedures for contractors and temporary workers to provide input on safety and health policies pertaining to their duties at a host employer's site.

Hazard Identification And Assessment

#21 The comprehensive baseline hazard assessment for the workplace is current.

- Conduct the following assessments to address potential hazards in your workplace (as applicable):
 - Chemical exposures
 - Noise exposure
 - Process safety concerns
 - Heat and potential heat related illnesses
 - Musculoskeletal risks (ergonomics)
 - Workplace violence
- Conduct the following hazard assessments to identify foreseeable emergencies in your workplace, such as (as applicable):
 - Emergency medical response
 - Fire
 - Explosion
 - Chemical spill/release
 - Severe weather
 - Flooding
 - Workplace violence
- Ensure that hazard assessments are conducted by proficient and qualified individuals. This would include OSHA On-Site Consultation Program consultants, safety and health professionals, private consultants, insurance loss control specialists, or properly trained and experienced workers in the organization.
- Re-evaluate the baseline hazard assessment periodically by conducting an expert workplace hazard assessment. An individual(s) with the appropriate knowledge, skill, education, and expertise for the specific workplace operation (e.g., degree of complexity, risk level, types of hazards or potential hazards, control measures, regulatory requirements) should determine a reasonable timeframe for scheduling the routine re-evaluations.
- Use change analysis information to update the baseline hazard assessment.
- Ensure that the baseline hazard assessment includes identifying and implementing all OSHA mandated programs relevant to the workplace.
- Communicate the results of the comprehensive baseline hazard assessment (and related control measures) to all affected personnel (i.e., personnel for the host employer, contractors, and/or staffing agency).
- Establish and implement procedures to exchange information with contractors and staffing agencies (as applicable).
- The host employer exchanges information about hazards present in the workplace (i.e., hazards associated with routine and non-routine operations as well as foreseeable emergencies) and the measures that are implemented to prevent or control such hazards, including emergency procedures.
- Ensure that the baseline hazard assessment is repeated when changes in the workplace occur.

- Establish a schedule for reviewing and updating the baseline hazard assessments.

#22 Expert workplace hazard assessment is performed.

- Ensure that the workplace hazard assessment is performed by proficient personnel within the organization or experts outside the organization when the expertise is lacking within the organization.
- Ensure that outside professional resources are used when necessary (e.g., trade associations, insurance loss control specialists, private and public consultants).
- Ensure that the workplace hazard assessment includes collecting and reviewing information with workers based on their knowledge of the facility, equipment, and work processes to determine the types of hazards that are present in the workplace; identifying workers that are exposed or could potentially become exposed; and selecting appropriate control measures for implementation.
- Ensure that proficient safety, industrial hygiene, ergonomics, and risk management professionals, are used to conduct the workplace hazard assessment when necessary.
- Ensure that the workplace hazard assessment applies a proactive approach to identifying and correcting workplace hazards in routine and non-routine operations as well as foreseeable emergency scenarios.
- Ensure that the workplace hazard assessment promotes continuous improvement of the safety and health program.
- Ensure that the workplace hazard assessment includes identifying and implementing all OSHA mandated programs relevant to the workplace.
- Ensure that all hazard assessments for the workplace identify corrective or preventive actions that will reduce or eliminate the risk of injury or loss.
- Ensure that each identified hazard is evaluated and prioritized so that those presenting the greatest risks are addressed first.
- Ensure that identified hazards are promptly corrected or appropriately scheduled for correction in the organization's action plan following the risk prioritization order.
- Ensure that interim control measures are used to protect all workers from hazards pending the implementation of permanent controls (i.e., host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that hazard assessments are routinely reviewed and updated whenever there are changes that could introduce new hazards into the workplace.
- Ensure that the findings of expert workplace hazard assessments are shared with all affected parties (i.e., the host employer, contractor, staffing agency, and their workers, as applicable).
- Ensure that information is communicated between the host employer, contractor, and staffing agency before on-site work starts, and as needed when conditions change.

#23 Effective job hazard analysis is routinely performed.

- Ensure that there are established procedures for developing and reviewing JHAs at the facility. These procedures are designed to address hazards relating to routine and non-routine job tasks, work processes, different phases of work activity, and emergency tasks.

- Ensure that there is a standard and uniform format used to document JHAs.
- Ensure that JHAs are posted at workstations.
- Ensure that workers participate in the JHA process.
- Ensure that the employer consults with safety and health experts outside the organization when necessary.
- Ensure that the employer applies safety and health guidance from credible technical sources in developing JHAs (e.g., OSHA standards and guidance, NIOSH publications, consensus standards, manufacturer's literature).
- Ensure that assessment tools and interviews are utilized in the JHA process.
- Ensure that higher priority is given to completing JHAs for jobs with high incident rates, high rates of near misses, jobs where major changes are made, and jobs with new workers.
- Ensure that incident investigations lead to JHA revision when appropriate.
- Ensure that all tasks, job processes, and phases of activity are analyzed whenever there is a change, a loss incident occurs, and periodically.
- Ensure that JHAs identify safety and health hazards and prompt corrective or preventive actions to control or eliminate them.
- Ensure that identified hazards are evaluated and prioritized so that those presenting the greatest risks are addressed first.
- Ensure that all serious hazards are eliminated or controlled promptly (i.e., hazards that are likely to cause death or serious physical harm).
- Ensure that controls are selected using the hierarchy of controls when developing JHAs.
- Avoid selecting controls that will introduce new hazards.
- Ensure that interim control measures are used to protect workers from hazards pending the implementation of permanent controls.
- Ensure that Principles of Prevention through Design are applied in selecting equipment, machinery, and materials.
- When corrective or preventive actions identified by the JHA process are implemented, revise the written JHA to reflect those actions.
- Review JHAs with all affected workers before starting work (i.e., host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that JHAs include assessments of hazards that contractors and/or staffing agencies could introduce to the site, as applicable.
- The host employer, contractors, and/or staffing agencies share JHAs for work that could impact other employers at the site.
- Ensure that information is communicated between the host employer, contractor, and staffing agency before on-site work starts, and as needed when conditions change.

#24 Changes in the workplace are always effectively analyzed for their impact on occupational safety and health before implementation.

- Ensure that a Change Management policy exists to evaluate occupational safety and health hazards and properly abate them prior to implementing changes in routine and non-routine operations.

- Ensure that a Change Management Program is established that is at a minimum based on a Change Management policy designating responsibilities for current and future planning activities regarding changes. These include changes in operations, workstations, or workflow; equipment, materials, or processes; personnel changes; or other major organizational changes.
- Ensure that the Change Management Program includes identifying changes in routine and non-routine operations as well as foreseeable emergencies before implementation.
- Ensure that the Change Management Program includes identifying and evaluating hazards that may arise from both the technical/operational and organizational aspects of changes before implementation.
- Ensure that changes are planned in advance.
- Ensure that there is a formal, documented, and comprehensive process for change analysis.
- Ensure that proficient personnel or qualified specialists appropriate to the process being evaluated participate in the change analysis.
- Ensure that change analysis includes evaluating safety and health hazards
- Ensure that change analysis procedures include revisions of job hazard analyses, standard operating procedures, and other program aspects affected by the change (e.g., lockout/tagout methods, PPE).
- Ensure that change analysis procedures include revisions of the organizational aspects of a change such as personnel qualifications, roles, staffing levels, scheduling, potential impact on other operations/aspects of the business, proper communication, and management responsibilities.
- Ensure that the change analysis process encourages recommendations for improvement, which are implemented prior to start-up.
- Ensure that identified hazards are eliminated or controlled prior to startup.
- Ensure that all serious hazards are promptly corrected or eliminated (i.e., hazards that are likely to cause death or serious physical harm).
- Ensure that interim control measures are used to protect workers pending the implementation of permanent controls.
- Ensure that all affected workers participate in the change analysis process, receive training before a change is implemented, and know the proper procedures to follow (i.e., host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that all affected personnel are made aware of planned changes prior to implementation.
- The host employer communicates with contractors and staffing agencies and their workers about the hazards regarding changes in the workplace for routine and non-routine operations as well as foreseeable emergencies, and the control measures implemented to protect all workers.
- Ensure that contractors and staffing agencies communicate to host employers about hazards regarding changes in the work they are doing at a site and the measures implemented to protect all workers.
- Ensure that information between the host employer, contractors, and staffing agencies is communicated before on-site work starts, and as necessary, before implementing changes.

#25 Safety Data Sheets and labels are used to assess potential hazards associated with chemical products in the workplace.

- Ensure that a written comprehensive hazard communication program is effectively implemented for the workplace.
- Ensure that SDS and labels for all hazardous chemicals in the workplace are obtained and reviewed to identify potential chemical hazards, including hazards associated with foreseeable emergencies.
- Ensure that information in Safety Data Sheets is used by personnel performing change analysis to identify potential hazards related to new chemicals being introduced into the workplace.
- Ensure that hazards identified in SDS and labels are effectively eliminated or controlled.
- Periodically review Safety Data Sheets to identify any changes to chemical composition and evaluate current hazard control measures for effectiveness.
- Assign proficient personnel to review Safety Data Sheets and labels to address how to prevent, eliminate, and/or control hazards posed by chemical products.
- Ensure that Information about chemical hazards and control measures is shared with all workers that could be exposed (i.e., the host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that all workers that could be exposed receive proper training before starting work (i.e., the host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that all workers that could be exposed are familiar with the Safety Data Sheets and labels applicable to the chemicals they use in the workplace.
- Ensure that all workers that could be exposed understand information about chemical hazards and toxic substances used in the workplace.
- Ensure that applicable Safety Data Sheets and labeling information is incorporated into relevant program aspects such as completed JHA forms and standard operating procedures.
- Research safer products that are less hazardous or non-hazardous.
- Ensure that there is effective communication between the host employer, contractors, and staffing agencies to exchange relevant information (including SDS) so that all affected workers are properly informed and trained about hazardous chemicals in the workplace before starting work.
- The host employer, contractors, and staffing agencies share information before on-site work starts, and as necessary, before implementing changes.

#26 Effective safety and health self-inspections are performed regularly to identify new or recurring hazards.

- Ensure that routine self-inspections are conducted (e.g., all work areas, operations, activities, equipment, tools, vehicles – forklifts, powered industrial trucks, cars, trucks).
- Ensure that health inspections relevant to the workplace are routinely conducted to check for potential health hazards (e.g., noise surveys).

- Ensure that inspections are conducted to identify new, recurring or previously missed safety and health hazards, including ergonomic hazards as well as failures in hazard control systems.
- Ensure that inspections are conducted at least quarterly at fixed worksites, weekly at rapidly changing sites, and as frequently as daily or before each work shift where necessary.
- Ensure that appropriate time is provided to all personnel to conduct self-inspections (i.e., personnel for the host employer, contractor, and staffing agency, as applicable).
- Ensure that inspectors have adequate training and experience in workplace safety and health.
- Ensure that the responsibility for inspections is shared throughout the organization (i.e., workers, supervisors, middle managers, and senior managers).
- Ensure that inspections are conducted by teams comprising management and workers.
- Ensure that workers perform or participate in performing safety and health inspections of their work areas or operations.
- Ensure that each hazard identified during an inspection is evaluated and prioritized so that hazards that present the greatest risks are addressed first.
- Ensure that each hazard identified during an inspection is promptly corrected or appropriately scheduled for correction in the organization's action plan for safety and health.
- Ensure that all serious hazards are eliminated or controlled promptly (i.e., hazards that are likely to cause death or serious physical harm).
- Ensure that hazards identified during an inspection do not appear on future inspections.
- Ensure that interim control measures are promptly implemented to protect workers pending the implementation of permanent controls.
- Ensure that self-inspections are conducted using the proper tools and procedures, as appropriate (e.g., digital cameras, tablets, and computers).
- Ensure that logs, checklists, or other types of written reports are used to document formal inspections.
- Ensure that inspection reports are available to all workers (i.e., host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that information about identified hazards and corrective actions are discussed with all parties (i.e., the host employer, contractors, staffing agencies, and all workers, as applicable).
- The host employer gives staffing agencies and contractors the opportunity to conduct inspections when safety and health responsibilities are shared.
- The host employer gathers information from all parties and disseminates it in a manner sufficient to enable each employer to assess hazards encountered by its workers, control measures implemented, and means to avoid creating hazards on the site.

#27 An effective hazard reporting system exists for early identification of hazards.

- Ensure that there is a system for reporting safety and health hazards including ergonomic hazards that is known to all workers (i.e., host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that the hazard reporting system provides rapid and regular feedback to all workers regarding hazard correction status and planned actions (i.e., the host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that management emphasizes that it will only use reported hazard information to improve safety and health in the workplace for all workers and no worker will experience retaliation.
- Ensure that all workers who report a hazard experience no retaliation for bringing such information to management's attention.
- Ensure that all workers are aware that hazards can develop within existing jobs, processes, and/or phases of activity.
- Ensure that all workers can effectively recognize hazards in the workplace (i.e., workers are both aware of the existence of a hazardous condition or activity and understand, at least generally, the possible harm it represents).
- Ensure that the hazard reporting system allows all workers to report health, safety/physical, and behavioral hazards (e.g., workplace violence risk factors).
- Ensure that there is a decentralized hazard reporting method available to all workers to report hazards to their supervisors.
- Ensure that workers have the option of reporting to the level above their supervisors whenever they feel that the correction of a directly reported hazard has been neglected or is ineffective.
- Ensure that there is a centralized method available to all workers to report hazards to the safety department, Safety and Health Committee, owner-manager, or a designated personnel (e.g., on a form).
- Ensure that all reported hazards are communicated to all personnel in some manner (i.e. managers, supervisors, and workers for the host employer, contractor, and staffing agency, as applicable).
- Ensure that reported hazards are collected, analyzed, and prioritized for correction in the organization's action plan.
- Ensure that corrective action is taken promptly on all confirmed hazards.
- Ensure that all serious hazards are eliminated or controlled immediately (i.e., hazards that are likely to cause death or serious physical harm).
- Ensure that the system provides for self-correction of hazards when possible.
- Ensure that workers can initiate or request a temporary suspension or shutdown of any work activity or operation they believe to be unsafe through their supervisors.
- Ensure that the employer uses interim control measures while waiting for permanent hazard correction to protect all affected workers.

- Ensure that there is an established process for the host employer, contractors, and staffing agencies to share information about workplace hazards and concerns reported by their workers and the corrective actions taken.
- The host employer gathers information from all parties and disseminates it in a manner sufficient to enable each employer to assess hazards encountered by their workers, control measures implemented, and means to avoid creating hazards on the site.

#28 All incidents that result in any form of OSHA recordable injuries or illnesses are investigated for root causes to prevent recurrence.

- Ensure that all incidents pertaining to OSHA recordable injuries and/or illnesses are investigated to determine the root causes.
- Ensure that there are established procedures for conducting incident investigations.
- Ensure that top management participates in incident investigations.
- Ensure that standard forms or methods are provided and used to document all incident investigations.
- Ensure that all incident investigation teams include both management and workers, and all participants are properly trained in incident investigation techniques.
- Ensure that all incident investigations include input from all affected parties and witnesses, where possible (i.e., host employer, contractor, staffing agency and their managers, supervisors, and workers, as applicable).
- Ensure that all incident investigations determine "root causes" or underlying factors, and there are often more than one.
- Ensure that hazards identified and the underlying root causes are promptly addressed and appropriately scheduled for correction in the organization's action plan for safety and health.
- Ensure that all serious hazards are corrected or eliminated promptly (i.e., hazards that are likely to cause death or serious physical harm).
- Ensure that each identified hazard is evaluated and prioritized for correction so that those presenting the greatest risks are addressed first.
- Ensure that interim control measures are used to protect workers pending the implementation of permanent controls.
- Ensure that the reports of completed incident investigations are routed to appropriate levels of management and knowledgeable staff for review.
- Ensure that incident investigation findings are used to improve workplace safety and health.
- Ensure that the outcomes of incident investigations are shared with all personnel (i.e., managers, supervisors, and workers for the host employer, contractor, and staffing agency, as applicable).
- Ensure that recommendations designed to effectively address root causes are made for all incident investigations and result in prompt corrective actions to prevent recurrence.
- The host employer, contractors, and staffing agencies, each share incident investigation reports regarding their activities.

- When an incident includes a contractor or temporary worker at a site, the host employer conducts the incident investigation with the affected employer and shares the report with all employers at the site.

#29 Near misses are investigated for root causes to prevent injury or illness.

- Ensure that workplace policy clearly defines and requires all workers to report near misses and first aid events (i.e., workers for the host employer, contractors, and temporary workers, as applicable).
- Ensure that there is a clear definition and formal mechanism for all workers to report near miss and first aid events (e.g., form or computer).
- Ensure that all workers understand the definition of near misses in the workplace.
- Ensure that all workers understand the importance of reporting near misses and do so, as required by policy.
- Ensure that workplace policy requires a thorough investigation (to identify root causes) of near miss and first aid events.
- Ensure that there are established procedures for conducting investigations of near miss and first aid events.
- Ensure that standard forms or methods are used to document near miss and first aid investigations.
- Ensure that top management participates in near miss and first aid investigations.
- Ensure that investigation teams include management and workers properly trained in investigation techniques.
- Ensure that near miss and first aid investigations include input from witnesses and all affected parties where possible (i.e., managers, supervisors, and workers, for the host employer contractor, and staffing agency, as applicable).
- Ensure that all investigations of near miss and first aid events determine root causes.
- Ensure that each hazard identified in near miss and first aid investigations is evaluated and prioritized for correction so that hazards presenting the greatest risks are addressed first or appropriately scheduled for correction in the organization's action plan for safety and health.
- Ensure that all serious hazards are corrected or eliminated promptly (i.e., hazards that are likely to cause death or serious physical harm).
- Ensure that interim control measures are used to protect workers pending the implementation of permanent controls.
- Ensure that completed near miss and first aid investigation reports are routed to appropriate levels of management and knowledgeable staff for review.
- Ensure that near miss and first aid investigations generate recommendations designed to address root causes and result in prompt corrective actions to prevent an incident.
- Ensure that near miss and first aid investigation reports are shared with all personnel (i.e., managers, supervisors, and workers for the host employer, contractor, and staffing agency, as applicable).
- The host employer, contractors, and staffing agencies, each share near miss and first aid investigation reports regarding their activities.

- When a near miss or first aid event includes a contractor or temporary worker at a site, the host employer conducts the incident investigation with the affected employer and shares the report with all employers at the site.

Hazard Prevention And Control

#30 Feasible engineering solutions are used to protect workers from hazards.

- Ensure that the employer understands the cost benefits of providing appropriate hazard control measures to preclude workplace incidents.
- Ensure that hazard control measures are selected in appropriate priority order, with emphasis on engineering solutions first, followed by safe work practices, administrative controls, and finally PPE.
- Ensure that all workers understand the hazard control measures used in their work areas and can explain them in the preferred priority (i.e., workers for the host employer, contractors, and staffing agency, as applicable).
- Ensure that a combination of control options is used when no single method fully protects workers (i.e., engineering solutions, safe work practices, administrative controls, and PPE).
- Ensure that input on feasible engineering solutions to implement is solicited from all workers who may be able to suggest and evaluate solutions based on their knowledge of the facility, equipment, and work processes (i.e., workers for the host employer, contractors, and staffing agency, as applicable).
- Ensure that safety and health experts are consulted to address complex hazards when the expertise is lacking within the workplace.
- Ensure that the employer reviews new technologies for their potential to be more protective, more reliable, and/or less costly.
- Ensure that, whenever feasible, Prevention through Design (PtD) principles are applied to the process of selecting equipment, machinery, and materials that are inherently safer (see NIOSH PtD initiative webpage).
- Ensure that reliable sources of safety and health information are consulted when selecting engineering solutions (e.g., OSHA standards and guidance materials, relevant industry consensus standards, National Institute for Occupational Safety and Health (NIOSH) publications).
- Ensure that all personnel understand how engineering solutions in their work areas function to protect workers (i.e., managers, supervisors, and workers for the host employer, contractor, and staffing agency, as applicable).
- Ensure that feasible engineering solutions are applied to improve workplace safety and health.
- Ensure that feasible engineering solutions are applied to promptly address serious hazards (i.e., hazards that are likely to cause death or serious physical harm).

- Ensure that feasible engineering solutions are used to protect all workers from safety and health hazards, including ergonomic hazards, and are in place at the facility for all routine, non-routine, and foreseeable emergency operations, (i.e., workers for the host employer, contractors, and staffing agency, as applicable).
- Ensure that interim control measures are used to protect workers pending the implementation of permanent controls.
- The host employer establishes and implements procedures to exchange information with contractors and staffing agencies, and their workers about hazards present in the workplace and the control measures that are implemented to protect all workers (i.e., engineering controls, safe workplace practices, administrative controls, PPE).
- The host employer establishes and implements procedures for contractors and staffing agencies to provide information about the hazards associated with their work and the control measures to protect all workers (i.e., engineering controls, safe workplace practices, administrative controls, PPE).
- The host employer gathers and disseminates information sufficient to enable each employer to assess hazards encountered by its workers, the control measures implemented, and means to avoid creating hazards on-site.

#31 Effective safe work practices and administrative controls are used to protect workers from hazards.

- Ensure that management understands the cost benefits of providing appropriate hazard control measures to preclude workplace incidents.
- Ensure that input is sought from all workers who may be able to suggest and evaluate solutions based on their knowledge of the facility, equipment, and work processes (i.e., workers for the host employer, contractor, and staffing agency, as applicable).
- Ensure that safe work practices and administrative controls are clearly documented.
- Ensure that safe work practices and administrative controls are effective (i.e., developed; function properly, communicated to all affected personnel/personnel are trained, properly monitored, and consistently followed by all affected personnel (i.e., managers, supervisors, and workers for the host employer, contractor, and staffing agency, as applicable)).
- Ensure that safe work practices and administrative controls are consistent with the organization's safety and health policy.
- Ensure that safe work practices and administrative controls address potential safety and health hazards.
- Ensure that there are effective means to formally and informally communicate safe work practices and administrative controls to all personnel (e.g., training classes, personnel safety handouts, rules posted in common areas in the workplace, one-on-one discussions between workers and supervisors).
- Ensure that all workers understand how safe work practices and administrative controls protect them from hazards.
- Ensure that all workers support safe work practices and administrative controls and monitor one another to promote compliance.

- Ensure that all workers are following safe work practices and administrative controls and implement corrective actions when observations indicate otherwise.
- Ensure that controls are prioritized with emphasis on engineering solutions first (i.e., elimination, substitution, engineering controls), then safe work practices, followed by administrative controls, finally PPE.
- Ensure that a combination of control options is applied when no single method fully protects workers (i.e., engineering solutions (elimination, substitution, engineering controls), safe work practices, administrative controls, and PPE).
- The host employer establishes and implements procedures to exchange information about safe work practices and administrative controls with contractors and staffing agencies.
- Similarly, contractors and staffing agencies establish and implement procedures to provide the host employer with information about safe work practices and administrative controls that apply to their activities at the worksite.
- The host employer gathers and disseminates information sufficient to enable each employer to assess hazards encountered by its workers, the control measures implemented, and means to avoid creating hazards on-site.

#32 Personal protective equipment is effectively used to protect workers from hazards.

- Ensure that management fully understands the cost benefits of providing appropriate hazard control measures to preclude workplace incidents.
- Ensure that input is sought from all workers who may be able to suggest and evaluate solutions based on their knowledge of the facility, equipment, and work processes (i.e., workers for the host employer, contractor, and staffing agency, as applicable).
- Ensure that a PPE Program is effectively implemented.
- Ensure that a workplace hazard assessment was completed and documented following a hierarchy of controls process before implementing PPE usage.
- Ensure that PPE is not selected as the first line of defense.
- Ensure that a combination of control options is applied when no single method fully protects workers (i.e., engineering controls, safe work practices, administrative controls, and PPE).
- Ensure that all affected workers receive proper training before using PPE and document the training (i.e., workers for the host employer, contractor, and staffing agency, as applicable).
- Ensure that the need for specific PPE in the workplace is adequately communicated (e.g., training, postings, signs, JHAs).
- Ensure that all affected workers understand the necessity, proper usage, and care of PPE associated with their jobs.
- Ensure that PPE provided to all affected workers is appropriate for the identified hazards.
- Ensure that all affected workers are provided the right size (properly fitting) PPE. ♣
Ensure that PPE is properly inspected, donned and doffed, kept clean, and maintained in good working condition.

- Ensure that there is strict enforcement of PPE usage by all affected personnel when required.
- The host employer communicates with contractors and staffing agencies to exchange information about the hazards present in the workplace and the measures that are implemented to protect workers, including using PPE when necessary.
- The host employer establishes procedures to cover all affected workers in the PPE Program (e.g., aware of hazards, receive appropriate training, use appropriate PPE).
- The host employer gathers and disseminates information sufficient to enable each employer to assess hazards encountered by its workers, the control measures implemented, and means to avoid creating hazards on-site.

#33 An effective plan for monitoring the timely correction of hazards is in place.

- Ensure that there is a documented method for monitoring the timely correction of identified hazards (e.g., hazard control plan).
- Ensure that the hazard control plan effectively monitors safety and health hazards, until they are adequately addressed.
- Ensure that the hazard control plan covers hazards identified from various sources (e.g., self-inspections, workers' recommendations and reports, Safety and Health Committee, maintenance logs).
- Ensure that the hazard control plan identifies hazards, assigns responsibilities for correction, specifies completion dates, and verifies completion.
- Ensure that hazard correction is prioritized in the hazard control plan, so that hazards presenting the greatest risks are addressed first.
- Ensure that there is a timetable for implementing prioritized corrective actions.
- Ensure that serious hazards are eliminated or controlled promptly (i.e., hazards that are likely to cause death or serious physical harm).
- Ensure that the hazard control plan addresses hazard control measures to protect workers during routine operations, non-routine operations, and foreseeable emergencies.
- Ensure that interim control measures are used to protect workers pending the implementation of permanent controls.
- Verify that a review of the tracked hazards shows that hazards are promptly corrected.
- Ensure that procedures for tracking hazard correction are reviewed periodically and updated when necessary.
- The host employer, contractor, and/or staffing agency exchange information on hazard control measures.
- The host employer communicates with any on-site contractors, staffing agency, and their workers to ensure that their work is carried out in accordance with established procedures to control hazards.

#34 Effective monitoring of established hazard control measures is conducted to verify that control measures continue to function properly.

- Ensure that control measures for safety and health hazards, including ergonomic risk factors, are evaluated for effectiveness in routine operations, non-routine operations, and foreseeable emergencies.
- Ensure that control measures are effective in protecting workers from identified hazards.
- Ensure that all personnel understand all aspects of the control measures associated with their work areas (i.e., managers, supervisors, and workers for the host employer, contractor, and staffing agency, as applicable).
- Ensure that personnel can describe the key safety and health control measures associated with their work areas, how such controls are monitored, and steps taken when problems are detected.
- Ensure that control measures are monitored on an ongoing basis with the participation of all workers (i.e., workers for the host employer, contractor, and staffing agency, as applicable).
- Ensure that control measures are not violated or circumvented by personnel (i.e., not used, not used correctly, or not used consistently).
- Ensure that the failure of control measures is promptly addressed and appropriately scheduled for complete correction in the organization's action plan.
- Ensure that improper application of control measures is immediately addressed to prevent recurrence.
- Ensure that all supervisors receive training in evaluating established control measures (i.e., the host employer's supervisors as well as on-site supervisors for contractors and staffing agencies, as applicable).
- Ensure that all affected workers receive training in evaluating established control measures (i.e., workers for the host employer, contractor, and staffing agency, as applicable).
- Ensure that supervisors routinely evaluate established control measures including worker input.
- Ensure that the procedures for evaluating established control measures are monitored for effectiveness.
- Ensure that trend analysis of hazard control evaluation findings is done.
- Ensure that trend analysis of hazard control evaluation findings results in improved performance of established controls.
- The host employer gives contractors and staffing agencies access to information on hazard control evaluation findings, including procedures for ensuring effectiveness.
- Similarly, contractors and staffing agencies share hazard control evaluation findings regarding their activities at a worksite with the host employer.

#35 Applicable OSHA mandated programs are effectively in place to promote safe and healthful working conditions.

- Ensure that all OSHA mandated programs relevant to operations executed in the workplace are identified (e.g., Permit-required Confined Spaces, Bloodborne Pathogens, Hazard Communication).
- Ensure that all OSHA mandated programs for the workplace are effectively in place and operational.
- Ensure that all OSHA mandated program requirements are properly established.
- Ensure that workers, supervisors and managers understand and support the need for OSHA mandated programs.
- Ensure that all OSHA mandated programs cover all workers at a site (i.e., workers for the host employer, contractor, and staffing agency, as applicable).
- The host employer makes OSHA mandated programs accessible to contractors, staffing agencies, and their workers.
- The host employer coordinates with contractors and staffing agencies to determine responsibilities for various program aspects.
- Ensure that required programs are evaluated and updated periodically, at least annually.
- Ensure that required programs are updated as workplace conditions change.

#36 Effective preventive maintenance is routinely performed to ensure that facilities and equipment are in good working condition.

- Ensure that there is a preventive maintenance program that addresses production issues as well as safety and health concerns.
- Ensure that top management provides adequate resources to conduct preventive maintenance according to schedule.
- Ensure that the preventive maintenance system is conducted according to the planned schedule for all operations in all areas of the facility (e.g., predictive maintenance, periodic plant shutdown, and periodic/routine maintenance).
- Ensure that the preventive maintenance procedures go beyond operation-related equipment to cover the maintenance of engineered controls and emergency equipment.
- Ensure that predictive maintenance procedures (i.e., based on periodic testing) are incorporated into the system, when necessary.
- Ensure that there are scheduled shutdowns to address preventive maintenance issues, as appropriate.
- Ensure that maintenance recommendations from manufacturers or builders are followed for the facility, equipment, machinery, tools, and vehicles.
- Ensure that all operators are trained to recognize maintenance needs and perform or order maintenance as scheduled (i.e., workers for the host employer, contractor, and staffing agency, as applicable).
- Ensure that high risk emergency repairs because of equipment failures resulting from maintenance deficiencies do not become necessary.

- Ensure that contractors and temporary workers understand the host employer's preventive maintenance tasks, programs, procedures to follow, and appropriate control measures.

#37 Effective housekeeping is routinely practiced to control hazards.

- Ensure that organizational policies and procedures (i.e., formal or informal) support good housekeeping practices in the workplace.
- Ensure that the work environment remains clean and orderly.
- Ensure that top management provides adequate resources to conduct regular housekeeping inspections and take prompt corrective actions.
- Ensure that specific and routine housekeeping inspections are conducted to maintain a safe and healthful workplace.
- Ensure that routine processes which generate waste have ongoing housekeeping procedures.
- Ensure that aisles and exit ways are kept clear and unobstructed.
- Ensure that storage areas are kept clean and orderly.
- Ensure that all personnel know the procedures for maintaining good housekeeping in their work areas (i.e., managers, supervisors, and workers for the host employer, contractor, and staffing agency, as applicable).
- Ensure that supervisors and managers monitor housekeeping in their work areas to encourage all personnel to follow good housekeeping practices (i.e., managers, supervisors, and workers for the host employer, contractor, and staffing agency as applicable).
- Ensure that appropriate accountability measures are in place to address poor housekeeping.
- The host employer communicates procedures for maintaining good housekeeping to contractors, staffing agencies, and their personnel.
- Ensure that housekeeping practices are routinely evaluated to identify and implement improvement measures.

#38 The organization is properly prepared for emergency situations.

- Ensure that all potential emergency situations that may impact the facility or personnel are identified.
- Ensure that the facility emergency plan is current.
- Ensure that a facility plan to deal with all potential emergencies is prepared in writing.
- Ensure that the facility plan is written to compliment and support the emergency response plans of the community and adjacent facilities, as necessary.
- Ensure that posted emergency instructions/directions are available, correct, and accurate in all spaces, corridors, and points of potential confusion.
- Ensure that workers provide input/participate in planning for emergency situations.
- Ensure that all tasks for implementing the emergency plan are assigned to trained personnel to perform.
- Ensure that the facility emergency plan incorporates all elements required by law, regulations, and local codes.

- Ensure that hazards associated with foreseeable emergency scenarios are identified and hazard control measures are implemented.
- Ensure that the emergency plan is tested regularly with drills.
- Ensure that the emergency plan is effective at limiting the impact of potential emergency situations on personnel, the facility, and the environment.
- Ensure that emergency equipment is in good working order (e.g., emergency communication systems).
- Ensure that emergency communication systems are installed, operational, fully charged and redundant.
- Ensure that community emergency responders participate in the facility's drills when coordination is required.
- Depending on the location of the business, type of business, and materials stored or used at a worksite, incorporate additional requirements for emergency plans by relevant authorities into procedures (e.g., OSHA, U.S. Environmental Protection Agency, Department of Homeland Security, state agencies, local fire and emergency response departments).
- The host employer communicates and coordinates with contractors, staffing agencies, and their workers about emergency situations and the workplace control measures and procedures to protect workers. The host employer communicates information before on-site work starts, and as needed, if conditions change.

#39 The organization has an effective plan for ensuring timely and appropriate emergency medical care for personnel and others present at the worksite.

- Ensure that the facility has a plan for providing adequate emergency medical care to all personnel and others present at the site in a timely manner (i.e., managers, supervisors, and workers of the host employer, contractor, and staffing agency, as applicable).
- Ensure that adequate emergency medical care is available on all shifts.
- Ensure that emergency medical care is provided in accordance with standardized protocols.
- Ensure that the emergency medical plan is followed when medical emergencies arise.
- Ensure that first aid supplies are available, appropriate for the workplace and inspected regularly to restock as needed.
- Ensure that there is an on-site nurse or other appropriate medical professional, when necessary.
- Ensure that on-site emergency medical personnel are certified to at least the basic first aid and cardiopulmonary resuscitation (CPR) levels.
- When off-site providers are utilized, ensure that they are trained and certified to give emergency medical care (e.g., medical doctors, registered nurses, paramedics, emergency medical technicians, certified first responders).
- Ensure that the organization coordinates with local emergency medical services to address procedures for protecting first responders from potential hazards at the worksite, when necessary to do so.

- Ensure that there are appropriate plans to direct outside emergency medical personnel to the correct location of an emergency in the workplace.
- Ensure that emergency medical plan is routinely reviewed with all personnel.
- Offer first aid training to all personnel.
- Ensure that all personnel are aware of the emergency medical plan and their individual responsibilities for implementing it (i.e., managers, supervisors, and workers of the host employer, contractor, and staffing agency, as applicable).
- Ensure that outside contractors, vendors, and others are provided adequate instruction about emergency medical care while they are in the workplace.
- The host employer communicates and coordinates with contractors, staffing agencies, and their workers about emergency medical situations and the workplace procedures to protect workers. These determinations are included in contract documents that define relationships between the parties.

Education And Training

#40 All workers receive appropriate and effective safety and health training in a language and literacy level that they understand before starting (or changing) work and before changes in the workplace are implemented.

- Ensure that a training program exists at the facility for all workers (i.e., the host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that top management allocates adequate resources to educate and train all workers (i.e., the host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that education and training are recognized as important tools for informing workers about workplace hazards and controls so that they can perform tasks more safely and be more productive.
- Ensure that training is provided in a language and at a literacy level that all workers can understand.
- Ensure that training covers all legally required subjects.
- After training has been delivered, verify that the knowledge and skills taught are consistently and correctly applied by all workers.
- Ensure that all workers are given opportunities to ask questions and provide feedback during and after training.
- Ensure that training is evaluated to determine if all workers have received proper training (e.g., content, delivery method, and effectiveness).
- Ensure that post-training knowledge and skills are tested and evaluated to verify that all workers are proficient in the subject matter.
- Ensure that all workers receive training on the safety and health program and their specific roles in its implementation.

- Ensure that all workers receive training on the knowledge and skills to do their work safely and avoid creating hazards that could place themselves or others at risk.
- Ensure that all workers receive training on awareness and understanding of workplace safety and health hazards and how to identify, report, and control them.
- Ensure that all workers receive specialized training, when there are unique hazards associated with their work.
- Ensure that all workers are trained on how to use appropriate hazard analyses systems.
- Ensure that all workers are trained to use control measures and know how controls protect them in their work areas.
- Ensure that all workers that participate in inspections are trained in the inspection process and in hazard identification.
- Ensure that all workers can explain and demonstrate their role under the emergency medical plan.
- Ensure that all workers are trained on how to use emergency equipment available to them and can demonstrate proper usage, as appropriate.
- Ensure that the Safety and Health Committee has effective safety and health training, including ergonomics training.
- Ensure that all workers performing high-risk jobs or tasks with potential for exposure to musculoskeletal hazards are trained in the control measures and ergonomic risk factors (e.g., descriptions of early signs and symptoms, with an emphasis on early reporting).
- The host employer coordinates with contractors and staffing agencies to ensure that their workers are properly trained to perform assigned tasks before starting work.
- The host employer coordinates with staffing agencies and contractors to deal with unexpected staffing needs by ensuring that enough trained and equipped workers are available or that adequate lead time is provided to train and equip workers.

#41 The orientation provided to all personnel before starting work includes appropriate safety and health information.

- Ensure that top management allocates adequate resources to provide orientation training to all personnel (i.e., managers, supervisors, and workers for the host employer, contractors, and staffing agencies, as applicable).
- Ensure that orientation training introduces new personnel, personnel who are assuming new duties, and personnel returning to work after a period of prolonged absence to vital information specific to the workplace. This includes information about the organization, general procedures to follow, work areas, jobs (e.g., operations, tools, and techniques) and the safety and health program.
- Ensure that orientation training is provided to all managers, supervisors, and workers on-site (i.e., managers, supervisors, and workers for the host employer, contractors, and staffing agencies, as applicable) as well as vendors, before performing work.
- Ensure that orientation training is provided to all affected personnel (i.e., new personnel, personnel assuming new duties, and personnel returning to work after a period of prolonged absence).
- Ensure that orientation training covers the facility safety and health program: policies; goals and objectives; procedures; whom to contact with questions or concerns about

the program; workers' rights under the Occupational Safety and Health (OSH) Act; employers responsibilities under the OSH Act, general safety and health rules; major hazards and protections; how to report hazards, injuries, illnesses, and close calls/near misses; and emergency procedures.

- Ensure that training on the safety and health program provides personnel with a greater understanding that enables them to contribute to its development and implementation.
- Ensure that orientation training is provided in a language and at a literacy level that all personnel can understand.
- Ensure that orientation training confirms that all workers have the right to report injuries, incidents, hazards, and concerns, and to fully participate in the program without fear of retaliation (i.e., host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that orientation training emphasizes that the safety and health program can only work when everyone is involved and feels comfortable discussing concerns; making suggestions; and reporting injuries, incidents, and hazards.
- Ensure that there is a formal program used to document, review, and modify orientation training.
- Ensure that there is a follow up action to determine the retention of orientation training by all personnel and there are provisions for retraining when shortcomings are noted.
- Ensure that orientation training is reviewed whenever there are relevant changes and at least annually (e.g., during the annual Safety and Health Program evaluation).

#42 All supervisors receive appropriate and effective safety and health training to oversee workers and demonstrate knowledge of the benefits of a safety and health program to the business.

- Ensure that top management allocates adequate resources for all supervisors to receive proper education and training (i.e., supervisors for the host employer, contractor, and staffing agency, as applicable).
- Ensure that education and training are recognized as important tools for informing supervisors about workplace hazards and controls so that they can work more safely, be more productive, and provide effective oversight.
- Ensure that an effective training program exists in the workplace for all supervisors (i.e., supervisors for the host employer as well as any on-site contractor and staffing agency with shared safety and health responsibilities, as appropriate).
- Ensure that there is a supervisors training program used to document, review, and update training.
- Ensure that supervisors training is routinely evaluated for effectiveness and revised accordingly.
- Ensure that supervisors receive the training necessary to provide effective oversight of workers in their department.
- Ensure that all supervisors can effectively train and motivate workers to recognize hazards, understand and properly use control measures, and follow emergency procedures.

- Ensure that all supervisors receive proper training to understand the safety and health program for the workplace, worker's rights under the OSH Act, hazards, control measures, and emergency procedures associated with the supervised work.
- Ensure that all supervisors receive proper training on safety and health procedures for the workplace (e.g., procedures for responding to workers' reports of injuries, illnesses, and incidents, including ways to avoid discouraging workers from reporting; hazard recognition and control; and incident investigation techniques).
- Ensure that the training covers supervisory safety and health responsibilities such as training workers and communicating hazards and control measures to all workers (i.e., the host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that training equips supervisors with the ability to demonstrate an understanding of the relationship between the effectiveness of the safety and health program implementation to protect all workers from injuries and illnesses and cost savings such as reduction in workers compensation costs (i.e. the host employer's workers, contractors, and temporary workers as applicable).
- Ensure that all supervisors demonstrate knowledge of how the effectiveness of the safety and health program impacts the business (e.g., effects on worker recruitment, turnover, absenteeism, morale, productivity, workers compensation costs).
- Ensure that all supervisors demonstrate the knowledge and skills needed to oversee workers in the safe performance of their duties.
- Ensure that all supervisors demonstrate knowledge and expertise of safety and health issues specific to the workplace.
- Ensure that post-training knowledge and skills are tested or evaluated to verify supervisory proficiency.
- Ensure that retraining is conducted when necessary.
- Ensure that supervisors training utilizes a combination of formal (e.g., apprenticeships, continuing education courses) and informal mechanisms (e.g., mentoring, coaching).
- Encourage and facilitate supervisors' participation in peer professional groups (e.g., Safety and Health Committees in business associations, local and state safety councils).

#43 All managers receive appropriate and effective safety and health training to fulfill their role and demonstrate knowledge of the benefits of a safety and health program to the business.

- Ensure that the organization allocates adequate resources to train and educate managers.
- Ensure that education and training are recognized as important tools for informing managers about workplace hazards and controls so that they can provide effective leadership and be more productive.
- Develop and implement a managers' training program for your facility.
- Ensure that safety and health training specific to your workplace (e.g., ergonomics, heat stress, and other topics beyond those mandated by OSHA standards) is provided to all managers (i.e., managers for the host employer, contractor, and staffing agency, as applicable).

- Ensure that the training covers all subject matter delivered to workers and supervisors to the extent necessary for managers to evaluate worker and supervisory knowledge and skills.
- Ensure that the training covers managers' roles and responsibilities for the safety and health program and under the Occupational Safety and Health Act.
- Ensure that the training covers the facility's safety and health program (e.g. management concepts and philosophy, policy, goals and objectives, action plan, safety and health program evaluation).
- Ensure that the training includes the importance of the facility's long-term safety and health continuity process (i.e., safety and health succession planning), to facilitate the organization maintaining a continuous improvement-oriented safety and health program, while providing stability in safety and health leadership roles.
- Ensure that the training equips managers with the ability to effectively provide general oversight of the activities of supervisors and workers.
- Ensure that the training covers the impact of the safety and health program on business effectiveness.
- Ensure that all managers (i.e., managers for the host employer, contractor and staffing agency, as appropriate) demonstrate knowledge of how the effectiveness of the safety and health program impacts the business (e.g., effects on worker recruitment, turnover, absenteeism, morale, productivity, workers compensation costs).
- Ensure that training equips managers with the ability to demonstrate an understanding of the relationship between the effectiveness of the safety and health program implementation to protect all workers from injuries and illnesses and cost savings such as reduction in workers compensation costs (i.e., the host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that post-training knowledge and skills are tested or evaluated to verify managers proficiency.
- Ensure that managers provide good leadership in safety and health matters to all workers (i.e., the host employer's workers contractors, and temporary workers, as applicable).
- Encourage and facilitate managers participation in peer professional groups (e.g., Safety and Health Committees in business associations, local and state safety councils).

Program Evaluation And Improvement

#44 Data from lagging indicators are effectively analyzed to monitor performance and progress.

- Ensure that a system for track lagging indicators (e.g., injury and illness trends, workers compensation data, analysis of exposure monitoring data that show hazardous exposures) at the facility is in place. Use it to determine if key program processes are functioning and effective. Correct any shortcomings; and identify opportunities to improve workplace safety and health.
- Ensure that all personnel can demonstrate how to systematically, accurately, and consistently provide updated information to the system for tracking (i.e., managers, supervisors, and workers for the host employer, contractor, and staffing agency, as applicable).
- Ensure that data on lagging indicators is analyzed for trends. This may be formally for larger data sets or informally for smaller data sets (e.g. less than ten occurrences).
- Ensure that trend data analyses results are used to drive safety and health program improvement and hazard prevention activities.
- Ensure that trend data analyses results are routinely and consistently provided to all facility personnel.
- Ensure that an evaluation of the Log of Work-Related Injuries and Illnesses and workers' compensation data for illnesses and injuries is completed at least annually.
- Utilize both lagging and leading (see attribute 45) indicators to monitor performance and progress. Considering that lagging indicators are reactive and unlike leading indicators, do not provide information about the progress made by an organization in preventing workplace incidents.
- The host employer gives contractors and staffing agencies access to injury and illness records and other relevant safety and health information, as applicable.
- Ensure that procedures are established for contractors and staffing agencies to regularly give the host employer any information about injuries and illnesses pertaining to their work on-site, as applicable.

#45 Data from leading indicators are effectively analyzed to monitor performance and progress.

- Ensure that there is a system in place that tracks safety and health related trends at the facility; verifies if key program processes are functioning and effective; corrects any shortcomings; and identifies opportunities to improve workplace safety and health.
- Ensure that the system addresses leading indicators of safety and health program effectiveness (e.g., number and types of uncontrolled hazards identified during safety and health inspections such as missing machine guards; number of routine industrial hygiene exposure assessments conducted (when necessary) and analyzed; number of hazards that did not cause injury or illness that were reported; number of near miss events reported; number of workers who have completed required safety and health training; timely completion of corrective actions).

- Ensure that data from leading indicators are analyzed by management with workers participation (e.g., Safety and Health Committee comprising management and workers).
- Ensure that all personnel demonstrate that they can systematically, accurately, and consistently provide updated information to the system for tracking (i.e., managers, supervisors, and workers for the host employer, contractor, and staffing agency, as applicable).
- Ensure that statistical summaries of all routine inspection findings and corrective actions taken are prepared, charted, and distributed to all personnel to show status and progress with eliminating hazards (i.e., managers, workers, and supervisors for the host employer, contractor, and staffing agency, as appropriate).
- Ensure that all written inspection reports are retained for a period sufficient to analyze trends.
- Ensure that statistical summaries of all near miss event investigation findings and corrective actions taken are prepared, charted, and distributed to all personnel to show status and progress with eliminating hazards.
- Ensure that all incident investigation findings (whether or not injuries or illnesses occurred) are retained for a period sufficient to analyze trends.
- Ensure that workers participate in activities on how to improve the safety and health program's performance.
- Utilize both lagging and leading (see attribute 45) indicators to monitor performance and progress. Considering that lagging indicators are reactive and unlike leading indicators, do not provide information about the progress made by an organization in preventing workplace incidents.
- Ensure that data analyses results for leading indicators are shared with all personnel (i.e., managers, supervisors, and workers for the host employer, contractor, and staffing agency, as appropriate).

#46 An evaluation of in-place OSHA mandated programs is conducted at least annually to correct shortcomings and identify additional opportunities to improve.

- Ensure that a routine system for conducting evaluations of in-place OSHA mandated programs is established.
- Ensure that personnel assigned to evaluate the in-place OSHA mandated programs are proficient in examining documented materials (e.g., written safety and health programs such as Permit-required Confined Spaces for the workplace, incident records, personnel training records, maintenance and inspection records).
- Ensure that personnel assigned to evaluate the in-place OSHA mandated programs are proficient in evaluating the entire facility or organization to verify that program requirements are adequately implemented.
- Ensure that personnel assigned to evaluate in-place OSHA mandated programs include workers', supervisors, and managers.
- Ensure that the evaluation team notes observable behavior, physical conditions, and potential health hazards in the assessment.

- Ensure that evaluation results are documented and drive appropriate changes or modifications to OSHA mandated programs.
- Ensure that evaluation results are communicated to all workers (i.e., host employer's workers contractors, and temporary workers, as applicable).
- Ensure that the evaluation of in-place OSHA mandated programs covers applicability to contractors and staffing agency workers.
- The host employer evaluates OSHA mandated programs required of other employers at the host site, and resolves gaps in program implementation in a timely manner before work begins. The host employer includes these determinations in contract documents that define relationships between the parties.

#47 An evaluation of the overall safety and health program is conducted at least annually to correct shortcomings and identify additional opportunities to improve.

- Ensure that the evaluation of the overall safety and health program covers all applicable safety and health issues.
- Ensure that the overall safety and health program is evaluated at least annually.
- Ensure that the overall safety and health program evaluation includes input/participation from all levels of the organization (i.e., managers, supervisors, and workers).
- Ensure that top management directly participates in the safety and health program evaluation.
- Ensure all workers participate in safety and health program evaluations.
- Ensure that individuals conducting the evaluations assess all sources of information including input from workers and management, observable behavior, physical conditions, potential health hazards, and documented materials (e.g., written safety and health programs such as Permit-required Confined Spaces for the workplace, hazard analyses findings, health hazard exposure monitoring reports, hazard control plan, action plan, incident investigation reports, training records, maintenance records, and inspections records).
- Ensure that individuals conducting the evaluations assess all facets of the facility to verify program implementation effectiveness.
- Ensure that the overall safety and health program evaluation includes assessing compliance with all safety and health regulations relevant to the workplace.
- Ensure that the overall safety and health program evaluation is used to improve policies and procedures.
- Ensure that the overall safety and health program evaluation process drives correction of identified shortcomings.
- Ensure that management encourages all workers to participate in finding solutions to program shortcomings (i.e., host employer's workers, contractors, and temporary workers, as applicable).
- Ensure that assessment findings indicate that the overall safety and health program elements actually result in reducing or eliminating incidents (i.e., Management Leadership; Worker Participation; Hazard Identification and Assessment; Hazard Prevention and Control; Education and Training; Program Evaluation and Improvement;

Communication and Coordination for Host Employers, Contractors, and Staffing Agencies)

- Ensure that the overall safety and health program evaluation findings are communicated to all personnel (i.e., managers, supervisors, and workers for the host employer, contractor, and staffing agency, as applicable).
- Ensure that positive safety and health evaluation findings are celebrated with all personnel.
- The host employer's annual evaluations of the overall safety and health program also includes the effectiveness of safety and health coverage for contractors and temporary workers at the host site.
- Ensure that the results of the overall safety and health program evaluations are made available to all parties (i.e., the host employer's workers, contractor, and staffing agency, as applicable).