OR-OSHA SAFETY AND HEALTH PROGRAM EVALUATION FORM

Welcome to the OR-OSHA safety and health program evaluation web site.

Our goal is to present you with comprehensive, yet easy-to-use tools and information about safety and health programs which will help you evaluate your program's effectiveness. To help you evaluate, we have included important information. We have also built in an ability for you to receive email, phone or onsite assistance from one of our consultants.

You can help us improve Oregon safety!

One of the objectives of our OR-OSHA five year strategic plan is to increase the number of Oregon employers who have effective safety and health programs. By doing this, more employees will have safe places to work, and our agency resources can focus on places that are more hazardous.

For OR-OSHA to know whether this information and approach is having the effect that our strategic plan envisions, we hope you and many other employers will participate by using this evaluation tool and confidentially reporting your initial and subsequent ratings to us. This is very important, because no data exists now regarding implementation of safety and health programs. Its difficult to have a strategic focus without useful data.

A great tool for safety committees!

This evaluation tool is also designed as a convenient way to help your safety committee fulfill the very important requirement described in OAR-437-001-0765- (6)(d)(A) to assist in the evaluation of your accident and illness prevention program, and make recommendations for improvements.

How to use the evaluation tool

Each of the seven safety and health management program elements contains a number of statements to evaluate and other informational helps specific to the element. We also recommend you use the information below as a strategy for conducting your evaluation.

Step one. Analyze indicators within each of the following five categories to more accurately determine the rating.

Conditions. Inspect the workplace for hazards. The absence of physical and environmental hazards indicates effectiveness.

Knowledge, attitudes. Analyze what employees are thinking by conducting a survey. Full knowledge, positive attitudes, high trust/low fear indicate effectiveness.

Behaviors. Observe employee/manager behaviors, fulfillment of safety accountabilities. Consistent appropriate behavior, fulfillment of accountabilities indicate effectiveness.

Standards. Analyze system inputs - policies, plans, programs, budgets, processes, procedures, appraisals, job descriptions, rules. Informative/directive, clear, concise, communicated inputs indicate probable effectiveness.

Results. Analyze accident trends, MOD rates, etc. Continually improving results indicate effectiveness.

Step two. Enter your rating in the window to the left of each statement. Use the following guidelines for your rating.

Rating and Suggested Indicators

> **5-Fully Met.** Analysis indicates the condition, behavior, or action described in this statement is fully met and effectively applied. Still room for improvement, but workplace conditions and behaviors, indicate effective application. Employees have full knowledge and express positive attitudes. Employees and managers not only comply, but exceed expectations in this area. Effective leadership is emphasized and exercised. Relevant standards are clear, concise, fair, informative and directive, communicate commitment to everyone. Results in this area reflect continual improvement is occurring. This area is fully integrated into line management.

> **3-Mostly Met.** Analysis indicates the condition, behavior, or action described in this statement is adequate, but there is still room for improvement. Workplace conditions, if applicable, indicate compliance in this area. Employees have adequate knowledge, express generally positive attitudes. Some degree of trust between management and labor exists. Employees and managers comply with standards. Reliance on management programs is emphasized. Leadership is adequate in this area. Required standards are in place and are generally clear, concise, fair, informative and directive. Results in this area is consistently positive, but may not reflect continual improvement.

> **1-Partially Met.** Analysis indicates the condition, behavior, or action described in this statement is partially met. Application is most likely too inadequate to be effective. Workplace conditions, if applicable, indicate improvement is needed in this area. Employees lack adequate knowledge, express generally negative attitudes. Mistrust may exist between management and labor. Employees and managers fail to adequately comply or fulfill their accountabilities. Lack of adequate management and leadership in this area. Required standards are in place and are generally clear, concise, fair, informative and directive. Results in this area are inconsistent, negative, and does not reflect continual improvement.

> **0-Not Present.** Analysis indicates the condition, behavior, or action described in this statement does not occur.

A window is provided after each statement so that you may enter notes and rationale for your rating.

Step 3. Enter the score at the end of each section.

Step 4. Enter clarifying comments in the comments if desired.

Step 5. Total all section scores to arrive at your final SCORE. If you would like more information related to each section, just click on the link.

Step 6. Review and submit the evaluation to our consultation section.

Note: This evaluation tool is not used to rate companies participating in Oregon OSHA's Safety and Health Achievement Recognition Program (SHARP) or Voluntary Protection Program (VPP)

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ELEMENT 1 - MANAGEMENT COMMITMENT

(Choose one) 5=Fully Met   3=Mostly Met   1=Partially Met   0=Not Present

_____ **1. A written policy that sets a high priority for safety and health exists.**

An effective policy will be both informative and directive. It will express a commitment to safety and the intent of the company to carry out the policy. A written policy will clarify expectations. The policy will be accessible to all employees. "Safety First" will be meaningful only if management doesn't reprioritize safety down when the going gets tough. Prioritizing safety may also have the affect of communicating the message that either safety or production is the top priority. This won't happen when safety is considered a corporate value. There should be no competition between safety and production -- it's "safe production or no production."

Notes and rationale for rating:

____ **2. A written safety and health goal and supporting objectives exist.**

Each of the seven safety program elements will contain certain goals and supporting objectives.

A goal is nothing more than a general "wish" that describes an end-state. On the other hand, objectives are not stated as vague generalities. They should be (1) measurable (2) observable, and (3) completed within a limited time frame. For instance, a worthy safety goal might be to, "Increase employee involvement in safety." A supporting safety objective would be, "Complete joint supervisor/employee job hazard analyses on all jobs in Plant A by July 30th, 2000."

Written plans containing goals and objectives are better able to communicate purpose and function clearly. Consequently, duties, responsibilities, criteria, specifications, and expectations will be more effectively met in a consistent manner throughout the entire organization.

Notes and rationale for rating:

____ **3. The workplace safety and health policy is supported by management.**

What does that support look like? Moral support is nothing more than saying "I support this or that." The kind of support needed for an effective safety and health program must include a substantial commitment to safety. What does top management commitment look like? It's more than just moral support...just talking up safety. Employees expect management to walk the talk by investing serious time and money into proactive safety initiatives.

Notes and rationale for rating:

____ **4. Safety and health goals and objectives are supported by management.**

If your primary safety goal is "zero accidents," management will establish objectives to achieve that goal. One objective to reach this goal might be, "Train all employees on proper lifting techniques by December 30." Management will then support this objective by developing an effective training system.

Notes and rationale for rating:

____ **5. Management supports safety and health rules.**

Management best supports safety and health rules by educating all employees on those rules and insisting that everyone, at all organizational levels, follow those rules. Management must also provide everyone with the resources necessary for compliance.

Notes and rationale for rating:

____ **6. Managers personally follow safety and health rules.**

How can management expect employees to follow safety rules if they, themselves, do not. If supervisors and managers ignore safety rules, they actually "rewrite" those rules. Therefore, if employees do not comply, management is not justified in administering discipline.

Notes and rationale for rating:

____ **7. Managers personally intervene in the safety behavior of others.**

Supervisors and managers, as agents of the employer, are responsible to personally intervene when they see an employee performing unsafe behaviors. They must stop the unsafe behavior, find out why it occurred, and do whatever it takes to make sure it doesn't happen again. In most instances, system weaknesses will be the root cause for unsafe behaviors.

Notes and rationale for rating:

____ **8. Managers set a visible example of safety and health leadership.**

Management and leadership are not the same. Management is an organizational skill. Leadership is a human relations skill. Leaders establish positive relationships with their followers. Ensuring safety is a line responsibility, from every employee up to the very top executive. Opportunities for safety leadership exist at all levels. The greater the responsibility, the more opportunity exists to demonstrate safety leadership. Effective safety programs maximize opportunities for safety leadership. In fact, without leadership, safety systems, no matter how much energy is expended, will be ineffective. Safety leaders send very powerful and important messages to their employees when they, themselves, set a good example. Setting a good example is accomplished through action.

The tough-caring leaders are tough because they care. They set high safety standards and insist that their employees meet those standards because they genuinely care about each employees safety and overall success on the job.

Notes and rationale for rating:

____ 9. Managers participate in the safety and health training of employees.

It's smart business involving supervisors in the safety training process. A policy of involvement supports the principle, and communicates to each supervisor that it's their job to manage safety as well as production. Employees will more likely perceive safety as an important area of accountability when supervisors are directly involved in safety training.

Notes and rationale for rating:

SCORE FOR THIS ELEMENT Comments or questions about this subject area:

ELEMENT 2 - LABOR AND MANAGEMENT ACCOUNTABILITY

____ 10. Management enforces safety and health rules.

Safety is too important to "encourage." Management must insist on it. It's important to understand that management require both management and labor to fulfill their safety accountabilities. To be justified in enforcing safety rules, management must first (1) establish clear standards, (2) provide the resources to achieve those standards, (3) devise a fair system of measurement against those standards, (4) administer appropriate consequences, and (5) consistently apply accountability throughout the company -- top down and laterally.

Notes and rationale for rating:

____ 11. Safety and health program tasks are each specifically assigned to a person or position for performance or coordination.

Line managers should clearly understand it is their obligation to perform the daily responsibilities for safety as well as production. In a fully effective safety culture, the safety committee and safety officer coordinates in a consultative role.

Notes and rationale for rating:

____ 12. Each assignment of safety and health responsibility is clearly communicated.

Formal written responsibilities will most clearly assign safety responsibilities. All managers should be educated and trained on their responsibilities.

Notes and rationale for rating:

____ 13. Individuals with assigned safety and health responsibilities have the necessary knowledge, skills, and timely information to perform their duties.

Without the proper education, individuals will not be competent or qualified to perform their safety responsibilities. To determine qualifications, systems should be in place to measure individual knowledge and skills.

Notes and rationale for rating:

____ 14. Individuals with assigned safety and health responsibilities have the authority to perform their duties.

Accountability follows control or authority. Supervisors and managers generally have control/authority over the physical and psychosocial conditions in the workplace and should have the authority (empowerment) to successfully carry out their assigned safety responsibilities to provide resources, educate and train, recognize, discipline, etc. Employees generally have authority/control over their own personal behavior. In fully effective safety cultures, all employees have authority to intervene when unsafe behaviors occur.

Notes and rationale for rating:

____ 15. Individuals with assigned safety and health responsibilities have the resources to perform their duties.

Managers and employees depend on others to provide the resources necessary to carry out their safety responsibilities. The employer should develop systems to ensure management and labor at all levels receive the necessary resources so that everyone can achieve established safety standards of behavior and performance.

Notes and rationale for rating:

____ 16. An accountability mechanism is included with each assignment of safety and health responsibility.

Safety responsibilities assigned to each manager, supervisor, and employee should be tied to appropriate consequences. If the employee fails to meet established standards, consistent, fair corrective actions should be administered. If the employee meets or exceeds those standards, positive recognition should occur. Remember, if you regularly recognize, you'll rarely have to reprimand. (The "Four R's" of accountability.

Notes and rationale for rating:

____ 17. Individuals are recognized and rewarded for meeting safety and health responsibilities.

Recognition -- the express of appreciation for a job well done is always appropriate. It provides an opportunity for leadership. Recognition should (1) occur soon after the behavior, (2) be certain -- employees know they will be recognized, and (3) significant -- a sincere, genuine expression. The most effective recognition is accomplished in private. It's most effectively thought of as a function of leadership, not management. It's personal. Recognition does not/need not always include reward.

Reward, on the other hand, is a token or symbol of appreciation. It's usually tangible. A reward system must be developed thoughtfully and carried-out carefully or it will fail. Employees may view the system as unfair. Rewards may thought of as "entitlements."

Notes and rationale for rating:

____ 18. Individuals are disciplined for not meeting safety and health responsibilities.

As with recognition, discipline is more a function of leadership than management. If corrective actions are effectively administered, the end result will be a positive, character-building experience for the employee. Success depends on the approach of the leader. Discipline should never be punitive in nature. It's intended purpose is to increase discipline -- doing the right thing all the time. It should also help to improve character -- making the right decision when no one is watching. If not appropriately carried out, corrective actions will function to create a more negative relationship between the manager and employee.

Notes and rationale for rating:

____ 19. Supervisors know whether employees are meeting their safety and health responsibilities.

To accomplish this goal, management must be adequately supervising or overseeing work being accomplished. "Super-vision" is required. Supervision is adequate when hazardous conditions and unsafe behaviors are being effectively detected. Supervision is effective when injuries and illnesses are prevented.

Notes and rationale for rating:

SCORE FOR THIS ELEMENT Comments or questions about this subject area:

ELEMENT 3 - EMPLOYEE INVOLVEMENT

____ 20. There is a process designed to involve employees in safety and health issues.

Enough can't be said about the importance of employee involvement in safety. The more involvement, the more ownership. When employees believes they own it, they will value it. If safety is imposed on them without their involvement, they won't perceive ownership -- and they won't value it. Consequently, they will not be as likely to work safely. Management must develop a system that invests time and money in employee involvement in safety. The system should include and encourage involvement in safety education, membership in the safety committee, making safety suggestions, intervention, and communication.

Notes and rationale for rating:

_____ 21. Employees are aware of the safety and health involvement process at the workplace.

Employees have been educated about the various ways they may be involved in safety. When asked, employees know who their safety committee representative is. They understand safety suggestion program procedures. They participate in job hazard analyses.

Notes and rationale for rating:

_____ 22. Employees believe the process that involves them in safety and health issues is effective.

Safety must be perceived as a positive system or it will not succeed. Employees will believe the process is effective when the safety and health system operates in a culture of safety leadership. Managers, supervisors, employees all express leadership by not only doing the right things, but doing the right things right! Managers will provide resources, recognize, correct, set a proper example. The safety committee will respond, provide useful information, make effective recommendations. Bottom-line, the employee will perceive the system as effective when they experience the benefits.

Notes and rationale for rating:

_____ 23. The workplace safety and health policy is effectively communicated to employees.

When asked, employees are able to correctly answer questions about the workplace safety and health policy. Policy is communicated formally through written statements and educational classes. Policy is communicated informally through what managers say and do daily.

Notes and rationale for rating:

_____ 24. The workplace safety and health policy is supported by employees.

Employees at all levels of the company are involved in some or all of the elements of the safety and health program. They are supporting policy by carrying out their safety responsibilities.

Notes and rationale for rating:

_____ 25. Safety and health goals and supporting objectives are effectively communicated to employees.

When asked, employees are able to correctly answer questions about the workplace safety and health goals and objectives. Goals and objectives are communicated formally in writing and during educational classes. They are communicated informally through what managers say and do daily.

Notes and rationale for rating:

____ 26. Safety and health goals and objectives are supported by employees.

Employees at all levels of the company are involved in planning and carrying-out goals and objectives. They are supporting goals and objectives by carrying out their related safety responsibilities.

Notes and rationale for rating:

____ 27. Employees use the hazard reporting system.

Employees understand and feel comfortable complying with the company's hazard reporting system. Employees report hazards to their supervisors and/or safety committee representatives. Reporting hazards in the workplace is encouraged and considered professional behavior. Hazard reports are not considered "complaints."

Notes and rationale for rating:

____ 28. Injury/Illness data analyses are reported to employees.

The OSHA 200 Log and Summary Form is posted where employees have easy access. The safety committee is reviewing the OSHA 200 Log and other statistical data.

Notes and rationale for rating:

____ 29. Hazard control procedures are communicated to potentially affected employees.

A system to educate and train affected employees on safety programs such as Lockout/Tagout, Hazard Communication, Bloodborne Pathogens, etc., is in place. When asked, employees are able to correctly answer questions about hazard control procedures that affect them.

Notes and rationale for rating:

____ 30. Employees are aware of how to obtain competent emergency medical care.

When asked, employees are able to correctly answer questions about how to respond to a workplace emergency. A system is in place to educate and train all employee on emergency procedures and how to obtain emergency medical care.

Notes and rationale for rating:

SCORE FOR THIS ELEMENT Comments or questions about this subject area:

ELEMENT 4 - HAZARD IDENTIFICATION AND CONTROL

_____ 31. A comprehensive baseline hazard survey has been conducted within the past five years.

A comprehensive survey that evaluates the entire facility should be periodically conducted. Baseline surveys are important workplace activities that identify, analyze, and evaluate the current status of:

Safe/hazardous conditions. This category may include such things as chemical inventories, machine guarding, housekeeping, exposure to noise and hazardous atmospheres (levels). Hazardous conditions represent the surface causes for accidents.

Safe/unsafe work practices. Through observation and interviews, the degree of safe employee and management-level behaviors is assessed and evaluated. Unsafe behaviors also represent the surface causes for accidents. Hazardous conditions and unsafe practices are really the symptoms of deeper root (system) weaknesses.

Safety program elements. Analysis and evaluation of the seven safety system elements determine the how effective current safety and health policies, programs, plans, processes, and procedures. These represent the root causes that have allowed surface causes to develop and exist. Always evaluate systems in your comprehensive baseline survey.

Notes and rationale for rating:

_____ 32. Effective job hazard analysis (JHA) is performed, as needed.

The Job Hazard Analysis is a very important and effective process to determine hazardous conditions, unsafe practices, and system weaknesses. In this process the supervisor (or other person) and an employee work together to analyze the task the worker performs. The supervisor observes the worker performing the task. Next, they break the task down into steps. At this point they jointly assess each step to identify any conditions and practices that might cause an injury/illness. Next, they work together on means and methods to eliminate those hazards. Finally, they revise procedures to make the task less hazardous. The supervisor, safety director, or safety committee should then take the process to its completion by uncovering the systems weaknesses related to the hazards found during the JHA.

It's very important to include the employee in the JHA process. They know the job and may have many excellent ideas for improvement. Including the employee also increases ownership. We value what we own. Consequently the employee will be more likely to use the revised procedures when not being directly supervised.

Notes and rationale for rating:

_____ 33. Effective safety and health inspections are performed regularly.

How do you know the inspection process is effective? Hazards, practices and systems are uncovered, corrected and improved so that they do not recur.

In Oregon, the employer must conduct regular safety and health inspections of the workplace. Some employers rely solely on the safety committee. If the safety committee is not thoroughly educated and trained, this practice may not be effective.

In fully effective safety systems, everyone is involved in the inspection process. Line workers inspect their workstations daily. Supervisors inspect their departments as often as necessary, depending on the nature of the hazards. Managers conduct inspections of their various departments with supervisors on a scheduled basis. They joint analyze and evaluate the safety systems in place that affect those conditions and practices.

Notes and rationale for rating:

____ 34. Effective surveillance of established hazard controls is conducted.

Once workplace hazards are corrected, what system is in place to make sure they stay corrected. The safety committee quarterly inspection process can be a great way to monitor the workplace to ensure corrective actions are permanently established. Of course, every employee should be involved with in this process as much as possible.

Notes and rationale for rating:

____ 35. An effective hazard reporting system exists.

Hazard reporting is a mandated behavior. That means Oregon law requires it. But, beyond that, it's a professional behavior that every employer should desire and expect from their employees. Some questions to ask evaluate this item include:

Are employees actually reporting hazards?

Who are they reporting hazards to? The safety committee representative___ The immediate supervisor ____ Both ____

Most effectively, supervisors should get the report so that he or she can take immediate corrective action. Do employees feel comfortable reporting hazards? The more comfortable they are, the more trust they are displaying in management.

Are reports called "complaints"? Hopefully they are not. Reporting hazards is a best practice that saves lives and money.

Are employees being recognized and possibly rewarded when they report hazards. Remember, employee behaviors reflect the consequences expected.

Are reporting procedures simple? The less complicated, the more effective the response.

Notes and rationale for rating:

____ **36. Change analysis is performed whenever a change in facilities, equipment, materials, or processes occurs.**

It's important to realize that any change in the workplace may introduce hazardous conditions and/or unsafe work practices. The more change in the workplace, the higher the probability of injury and illness. A system must be in place to make sure that safety is considered in all phases of the change process. Process Safety Management (PSM) guidelines can serve as an excellent guide in developing such a system.

Notes and rationale for rating:

____ **37. Expert hazard analysis is performed, as needed.**

SHARP companies take advantage of third-party experts to help identify and control hazards in the workplace. It's important to know that the workers' compensation premium assessed to your company each year also "pays" for two very important resources: (1) Oregon OSHA consultation visits, and (2) consultations conducted by your workers' compensation insurance carrier. Partnering with these two valuable resources to perform expert hazard analysis is smart business and may result in greatly reduced accident costs.

Notes and rationale for rating:

____ **38. Hazards are eliminated or controlled promptly.**

When hazards are reported, a system to promptly correct them should be in place. The longer it takes to identify and correct hazards, the greater the probability of an accident. A successful system is usually established when supervisors are effectively held directly accountable for making sure hazards are corrected promptly.

An effective preventive maintenance system can ensure equipment and machinery operates properly which reduces the chance of an accident. An quick-response corrective maintenance program is also very important. Faulty equipment and machinery that could cause a serious injury or fatality should be taken immediately out of service. Maintenance work orders that correct hazards should be identified as unique from other work orders. You don't want safety work orders at the bottom of a stack of work orders.

The safety committee and management may develop a prioritized schedule detailing a time-frame for correcting hazards. The more serious the hazard, the more quickly it would be corrected.

Notes and rationale for rating:

____ **39. Hazard control procedures demonstrate a preference for engineering methods.**

One effective strategy to eliminate or reduce hazards in the workplace is called the "Hierarchy of Controls." The strategy includes three general methods:

Engineering Controls. Although this is called an "engineering" control, you do not have to be an engineer to successfully apply this method. Two conditions must be present for an accident to occur; (1) the hazard,

and (2) exposure to the hazard. Engineering controls address the first condition. Hazards are "engineered out" through initial design redesign, substitution, enclosure, etc. You are changing the "thing" (tool, equipment, machinery, facility) to eliminate the hazard. If the hazard is successfully eliminated, the exposure to that hazard is also eliminated. No hazard, no exposure...no accident.

Administrative Controls. Also called "work practice" or "procedural" controls, this method attempts to "administrate out" the exposure to the hazard by designing safe work procedures. You are changing the "things we do or don't do" (process, procedure). You're not addressing the hazard, itself, but only the "exposure" to the hazard. Consequently, administrative controls are effective only as long as workers behave by following the safe procedures. Controlling behaviors is no easy task. It's much more effective to eliminate the hazard so that behavior is not an issue.

Personal Protective Equipment. The use of PPE is mandated for many tasks. PPE sets up a barrier between the worker and the hazard. It does not eliminate or reduce the hazard. This method is usually applied in conjunction with administrative controls. Again, it's important to understand that, as with administrative controls, this method will be successful only to the degree that workers demonstrate appropriate behavior.

Although not included in the Hierarchy of Controls, "System Controls" should always be addressed so that engineering, administrative and PPE controls remain effective permanently. You're not just trying to eliminate "a" hazard...you're trying to eliminate "all" hazards.

Notes and rationale for rating:

____ **40. Effective engineering controls are in place, as needed.**

Conduct a workplace inspection to make sure tools, equipment, and machinery are properly guarded. Every physical design that addresses design is an engineering control. Some ways to tell if your engineering controls are effective is to determine if they, (1) do not result in less efficient operation of the equipment, (2) are able to prevent an injury or illness at all times, even when the worker is distracted, (3) protect employees from environmental hazards.

Notes and rationale for rating:

____ **41. Effective administrative controls are in place, as needed.**

How do you know administrative controls are effective? Managers and workers are displaying appropriate behaviors. Unsafe behaviors are symptoms that administrative controls (processes, procedures) are not effective.

Notes and rationale for rating:

____ **42. Safety and health rules are written.**

The purpose of written safety and health rules is to clarify required safety behaviors to everyone in the company. However, just having written safety rules does not in any way ensure that employees will follow those rules. Employee behavior is influenced by consequences, not directives. Additionally, written safety rules are most effective when they include the reasons why the rule exists...why it's important to follow.

When the employee knows why the rule is important, they are more likely to follow the rule. Rules must be tied to accountability or they may be worthless.

Notes and rationale for rating:

____ 43. Safe work practices are written.

Written safety policies, plans, and procedures address safe work practices. The Job Hazard Analysis (JHA) is another document that details safe work practices.

Notes and rationale for rating:

____ 44. Personal protective equipment is effectively used as needed.

In most companies, this item will require some work. Effective use, here, means 100 percent use. It's not effective, or smart, to allow anything less than 100 percent compliance. Effective PPE use will not be obtained unless many safety systems are working properly. Employees will need effective education and training, and they must be working within a culture of safety accountability. If you find that the company is "encouraging" PPE use when it's required, it's a red flag that the program is not going to be truly effective. Safety is too important to encourage...it must be required.

Notes and rationale for rating:

____ 45. Effective preventive and corrective maintenance is performed.

A preventive maintenance program makes sure that tools, equipment and machinery operate properly so that unexpected starts/stops do not occur. Effective preventive maintenance programs include adequate training, scheduling, and reporting. If tools, equipment or machinery fail or become defective, causing a safety hazard, it's important that they be corrected as soon as possible to prevent an injury. The purpose of a corrective maintenance program is just that: to make sure faulty equipment is fixed quickly. When failed equipment causes a safety hazard, an effective procedure that processes safety work orders is an important part of the corrective maintenance program.

Notes and rationale for rating:

____ 46. Emergency equipment is well maintained.

It's important that emergency equipment is adequate for the specific purpose intended. Fire extinguishers, personal protective equipment, chemical spill containment equipment and materials, and other emergency equipment should be inspected regularly and properly positioned.

Notes and rationale for rating:

____ 47. Engineered hazard controls are well maintained.

Through adequate inspection and maintenance programs, existing hazard control systems are properly maintained so that they eliminate or help reduce exposure to hazards that might cause injury or illness. Ventilation systems, machine guards, enclosures, and guardrails are all examples of engineered hazard controls.

Notes and rationale for rating:

_____ 48. Housekeeping is properly maintained.

If the workplace is not clean, it's not safe. Poor housekeeping is a very common cause of injuries and illness. Effective housekeeping is a daily effort by everyone to make sure clutter is eliminated. Proper training, continual inspection, and quick removal of clutter will help ensure the workplace is clean and organized.

Notes and rationale for rating:

_____ 49. The organization is prepared for emergency situations.

Depending on the nature of the work and location of the workplace, many different types of emergencies might be possible. To be adequately prepared, the company must make sure their emergency action plan or emergency response plan is in place and exercised regularly. A violence in the workplace plan will help make sure that the threat from violent incidents is minimized. The hazard communications program emergency spill procedures should be trained and practiced. If the workplace contains confined spaces, an emergency rescue team may be required. If workers perform tasks at elevation, emergency rescue procedures should be in place and trained.

Notes and rationale for rating:

_____ 50. The organization has an effective plan for providing competent emergency medical care to employees and others present on the site.

Effective plans should always written and convey information about the importance of the program and who is responsible for carrying out program responsibilities.

Notes and rationale for rating:

51. An early-return-to-work program is in place at the facility.

Early-return-to-work is an important concept. The sooner the injured employee engages in productive work, the better. The key here is that the employee participate in "productive" work, not make-work like cleaning the lunch room or picking up trash in the parking lot. An effective program assigns health-provider-approved light duties to employees. Some companies enlist the help of injured employees in evaluating safety programs, conducting inspections, and problem solving. Whatever the employee does, the nature of the work should not be perceived as punitive.

Notes and rationale for rating:

SCORE FOR THIS ELEMENT Comments or questions about this subject area:

ELEMENT 5 - INCIDENT/ACCIDENT INVESTIGATION

_____ 52. Incidents/Accidents are investigated for root causes.

When incidents and accidents are investigated (analyzed for cause...not blame) it's important that the investigator uncovers the root causes which represent the underlying system weaknesses. Hazardous conditions and unsafe behaviors are called the surface causes for the accident. Actually, they represent symptoms that point to related system weaknesses that allowed the conditions and behaviors to surface and even thrive.

Systems are composed of inter-related parts. Changing one part will affect or influence one or more other parts in the system. Each of the seven elements described in this evaluation form are actually parts of a workplace safety and health system. All safety systems are composed of policies, programs, plans, processes, and procedures that provide guidance on system operations.

How do you know you're addressing root causes? If you're describing faulty tools, equipment, machinery, facilities, materials (things) in the workplace, or worker/manager behaviors (things done or not done) you're describing surface causes. If you're describing inadequate or missing policies, programs, plans, processes, or procedures, you're addressing the system weaknesses the represent root causes. Only by addressing and correcting system weaknesses will permanent improvement in the safety system exist.

Notes and rationale for rating:

SCORE FOR THIS ELEMENT Comments or questions about this subject area:

ELEMENT 6 - WORKER TRAINING

_____ 53. An organized safety an health training program exists.

An organized program will include a written plan that informs and directs responsibilities. There are many training program strategies. However, the most effective programs totally integrate safety into operations training. Because safety is an important component of quality in the production process, it's considered too important to be taught separate from operations. Line management is directly involved in training safety procedures. Supervisors/trusted mentors train involved employees. It's not delegated to a training staff. Employees understand the company's tough-caring approach to safety. They know the company has high standards and insists (not encourages) that all employees meet those standards. All this sends the message that safety is an important line function.

Notes and rationale for rating:

_____ 54. Employees receive safety and health training.

Safety should be taught before an employee is exposed to any new hazard. Examples of appropriate times to train include new employee orientation, change of job assignment, and new equipment, materials or procedures. Strong training documentation is necessary the certifies employee understanding, abilities, and skills. Attendance rosters are not adequate training documentation.

Notes and rationale for rating:

____ 55. Employee training covers hazards of the workplace.

New employee training needs to include the general hazards that might encountered during the course of work. Once the new employee is assigned to a particular department, it's important that he or she receive education and training about the specific hazards of the work station and area. Effective training will give the employee the necessary knowledge so that they are able to detect, report, and correct hazards.

Notes and rationale for rating:

____ 56. Employee safety and health training covers all OSHA-required subjects.

Reference OR-OSHA Publication, "Be Trained" for more information about specific required training subjects.

Notes and rationale for rating:

____ 57. Employee training covers the facility safety system.

All employees should be introduced to and have a sound understanding of the company's safety system or program and the various elements within that system. They should be encouraged to make suggestions for system improvement, and to be involved in safety committee activities.

Notes and rationale for rating:

____ 58. Appropriate safety and health training is provided to every employee.

Each employee should be educated as well as trained. The purpose of safety education is primarily to create a positive safety attitude. Effective training ensures the employee understand "why" the safety rule, procedure, requirement is important. Safety training is concerned primarily with helping the employee develop the needed abilities and skills to use safety equipment or perform a procedure.

Notes and rationale for rating:

____ 59. New employee orientation includes applicable safety and health information.

It's important that someone at the top discuss the company's commitment to safety as a core value to new employees. Job security depends more on working safe (a professional behavior) than working fast. Safety policies, programs, and rules are discussed. It's very important to explain why each safety rule is necessary. New employees should be introduced to their safety committee representative during orientation.

Notes and rationale for rating:

____ 60. workplace safety and health policy is understood by employees.

The only real way to know if your employees understand safety and health policy is to question them and observe them. Most/all employees should be able to answer questions to your satisfaction and be observed complying with policy.

Notes and rationale for rating:

____ 61. Safety and health goals and objectives are understood by employees.

Again, to determine the effectiveness of this item it will be necessary to measure knowledge and observe behaviors.

Notes and rationale for rating:

____ 62. Employees periodically practice implementation of emergency plans.

The following emergency plans are examples of those that should be practiced as often as required or necessary:

> Emergency action plans,
> Emergency response plans,
> Hazard communication emergency procedures,
> Violence prevention plans,
> Confined space rescue
> Fall rescue

Notes and rationale for rating:

____ 63. Employees are trained in the use of emergency equipment.

Training should include demonstration to make sure all employees have the skills required to use the equipment. Make sure adequate documentation of training is maintained.

Notes and rationale for rating:

____ 64. Supervisors receive safety and health training.

Management at all levels require safety and health education and training. In the most effective safety systems, supervisors are expert in their knowledge of the hazards and safe procedures required in their departments. Supervisors and managers need to be knowledgeable and skilled in managing safety programs including recognition and corrective actions.

Notes and rationale for rating:

____ 65. Supervisors receive all training required by OSHA standards.

Supervisors and managers need to be knowledgeable and skilled in managing safety programs including recognition and corrective actions.

Notes and rationale for rating:

____ 66. Supervisors are effectively trained on all applicable hazards.

In the most effective safety systems, supervisors are expert in their knowledge of the hazards and safe procedures required in their departments.

Notes and rationale for rating:

____ 67. Supervisors are trained on all site-specific preventive measures and controls relevant to their needs and supervisory responsibilities.

In the most effective safety systems, supervisors receive hazard reports and suggestions and act on them personally. They have the requisite knowledge of preventive measures using effective control strategies. They also have the skills to effectively eliminate or reduce hazards and unsafe behaviors.

Notes and rationale for rating:

____ 68. Supervisor training covers the supervisory aspects of their safety and health responsibilities.

Supervisors need the knowledge and organizational skills necessary to demonstrate effective safety management including conducting training, safety meetings, inspecting, enforcing policy and rules, and correcting (hazards and behaviors). They demonstrate effective leadership by accomplishing all management functions for the right reason...to protect their employees. They care about employee safety. They demonstrate a tough-caring leadership approach by setting high standards and insisting everyone meet those standards. They set the right example. They are "out front" on safety.

Notes and rationale for rating:

____ 69. Safety and health training is provided to managers, as appropriate.

Managers require appropriate education in occupational safety and health. Managers should understand the means and methods to provide necessary resources to their supervisors.

Notes and rationale for rating:

____ 70. Managers are aware of all relevant safety and health training mandated by OSHA.

To evaluate this item you may want to administer a survey or interview a sample population of managers.

Notes and rationale for rating:

____ 71. Managers understand the organization's safety and health system.

To evaluate this item you may want to administer a survey or interview a sample population of managers.

Notes and rationale for rating:

____ 72. Relevant safety and health aspects are integrated into all management training.

Managers need to get the "big picture." They need to understand safety as a "profit center" activity, and how to effectively support the safety system. They should receive education about the legal, fiscal and moral obligations they have, as managers and leaders, to the law, stakeholders and society at large.

Notes and rationale for rating:

 SCORE FOR THIS ELEMENT Comments or questions about this subject area:

ELEMENT 7 - PERIODIC PROGRAM REVIEW

____ 73. Workplace injury/illness data are effectively analyzed.

The OSHA 200 log, safety committee minutes, baseline surveys all contain potentially valuable statistical data. Each of these may be assessed to determine the presence/absence of hazards. They may be analyzed to discover trends. They may be evaluated to determine effectiveness of related safety systems.

Notes and rationale for rating:

____ 74. Safety and health training is regularly evaluated.

At the conclusion of training, employee knowledge of the subject should be measured through oral or written exams. Ability and skill is most effectively measured by requiring the employee to demonstrate a task or procedure.

Notes and rationale for rating:

____ 75. Post-training knowledge and skills for safety and health are tested or evaluated.

Evaluation of safety training usually occurs through interviews and observation. Interviews and surveys may be used to determine knowledge and attitudes. Observation is required to evaluate employee skills and safety behaviors. The information gathered from these evaluation methods may be used to determine how effective safety training is and where improvements may need to be made.

Notes and rationale for rating:

____ 76. Hazard incidence data are effectively analyzed.

incident reports, hazard reports, and inspection results provide a wealth of data about the types and locations of hazardous conditions in the workplace. This data should be gathered and analyzed to better reach conclusions about how to correct underlying system weaknesses that may be allowing them to exist. This is an excellent activity for a well-trained safety committee to conduct as a continuous effort.

Notes and rationale for rating:

____ 77. Hazard controls are monitored to assure continued effectiveness.

In the most effective safety cultures, everyone is involved in monitoring hazard controls in the workplace. It's not usually adequate to simply rely on the safety director or safety committee to monitor hazard controls. Employees and supervisor, especially, need to be directly involved in this activity.

Notes and rationale for rating:

____ 78. A review of in-place OSHA-mandated programs is conducted at least annually.

It's going to be difficult to conduct an effective review of the safety culture/system if it's conducted annually. You may want to consider using the services of expert third-party resources (Oregon OSHA consultants, insurer consultants) in conducting this compliance review.

Notes and rationale for rating:

____ 79. A review of the overall safety and health management system is conducted at least annually.

Continual/frequent monitoring and review is a best management practice. An effective program evaluation system does not wait until the end of the year before taking a look at how the safety program is working. That's like driving down the road using the rear-view mirror to stay in your lane. Effective management (organizing, planning, controlling, leading) requires frequent program review.

Notes and rationale for rating:

SCORE FOR THIS ELEMENT GRAND TOTAL Comments or questions about this subject area:

Thank you for taking the time to evaluate your company's safety and health program. We hope you have gained some useful insight regarding program strengths and weaknesses, and that you will take advantage or our consultation services.

Your evaluation submission is considered confidential consultation information.

 Please enter this information into the online evaluation form and submit it, or mail a copy of this form to:

Oregon OSHA
Consultation Section
350 Winter Street N.E. #430
Salem, Oregon 97310

If you have questions or need assistance, please call the Oregon OSHA consultation section at (800) 922-2689.