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# MODULE 2

## MANAGEMENT COMMITMENT AND EMPLOYEE INVOLVEMENT

### Objectives

At the end of this module, participants will be able to...

- Identify the factors OSHA includes under *management commitment and employee involvement*.
- Identify management roles in providing leadership in a safety and health management system.
- Write a policy statement that describes their management's commitment to a safety and health management system.
- Determine safety and health roles and responsibilities.
- Identify types of employee involvement tools.
- Analyze barriers and challenges to employee involvement.
- Identify ways to proactively involve employees in the safety management system.

### Time

65 minutes: 9:20 to 10:25 AM

Followed by a 10-minute break: 10:25-10:35 AM

## Agenda

1. OSHA's Guidelines for Management Commitment and Employee Involvement—Presentation (5 minutes)
2. Providing Leadership for a Safety and Health Management System—Presentation and Large Group Activity (10 minutes)
3. Creating the Safety and Health Management Policy—Presentation, Discussion and Activity (15 minutes)
4. Identifying Safety and Health Roles—Activity (20 minutes)
5. Getting Employee Involvement—Discussion (15 minutes)

## RECOMMENDED PROCESS

### 1. OSHA’s Guidelines for Management Commitment and Employee Involvement—Presentation (5 minutes)

Cues	Content
PPT 2-1	<ul style="list-style-type: none"> <li>■ You will cover Pages 1 and 2 in this segment. Spend most of your time on Page 2.</li> <li>■ Show PPT 2-1 as you refer participants to Page 1 in Module 2 of their Participant Guides.</li> </ul>
PPT 2-2 and PPT 2-3	<ul style="list-style-type: none"> <li>■ Introduce the module by saying that the first process in the OSHA voluntary safety and health management guidelines is management commitment and employee involvement.</li> <li>■ Show PPT 2-2 and PPT 2-3 as you introduce the module objectives.</li> </ul>
Facilitator Note	<ul style="list-style-type: none"> <li>■ It is essential that you do the activity on Page 2 because it will be used again in Module 6.</li> <li>■ Refer participants to Page 2. Make the following points.               <ul style="list-style-type: none"> <li>– OSHA’s Safety and Health Program Management Guidelines identify a number of factors that demonstrate management commitment and employee involvement.</li> <li>– These factors are listed on this page.</li> </ul> </li> </ul>
PPT 2-4	<ul style="list-style-type: none"> <li>■ Show PPT 2-4. Instruct participants to read Page 2 and check items that they feel their organization does well.</li> <li>■ Allow participants a couple minutes to read and check the list, then ask one or two people to share what they think their organization does well.</li> <li>■ Tell participants you will cover many of these points throughout Module 2, and they will have a chance to work with them more in Module 6.</li> </ul>

## 2. Providing Leadership for a Safety and Health Management System— Presentation and Large Group Activity (10 minutes)

### Cues

PPT 2-5 through  
PPT 2-7

### Content

- You will cover Pages 3 and 4 in this segment. Spend about the same amount of time on each page.
- Refer participants to Page 3. Tell them that the most important way an organization can show management commitment is to have top management show strong leadership skills.
- Show PPT 2-5 through PPT 2-7 as you describe some of the actions strong leaders perform.
- As you present these points, encourage participants to check boxes they feel their organization does well.
- Refer participants to Page 4. Point out that leadership is an ongoing activity.
- Even as managers perform their day-to-day duties, they need to demonstrate their commitment to safety and health.
- They will look at some typical management duties and identify how they can demonstrate their commitment to safety and health while performing those duties.
- Quickly discuss the example, then discuss the remaining four duties listed in the left column on the page.
- As you introduce each item, first get some participant responses, then add any of the following as appropriate.
  - **Interview and hire employees**
    - When interviewing employees, ask questions about their past safety and health experience.
    - After hiring employees, make sure their orientation includes safety and health requirements and company expectations.

- **Establish effective work processes through collaboration**
  - When holding staff meetings, follow all safety policies.
  - Ask employees for ideas regarding safety and health.
  - Ask employees for ideas on how their work area can be made sustainable.
  - Ask employees for ideas on how to reduce waste.
  - Ask employees for ideas on how to reuse materials.
  - When employees present their ideas in staff meetings, help them evaluate the safety and health aspects of their ideas.
  - Have each employee be involved with the safety and health committee.
- **Give performance appraisals to employees**
  - Make sure safety and health are included in the performance criteria of the appraisal.
  - In setting new objectives, ask employees for ideas on how to improve safety and health. Include those ideas in the new performance goals.
  - Include a sustainability objective in employee performance plans.
- **Prepare budgets and allocate resources**
  - Have a separate budget category for safety and health.
  - Have a separate budget category for sustainability.
  - Ask employees for ideas for new equipment that would improve safety and health.
  - Budget for safety training.

- Once you have reviewed all the managerial duties on this page, refer participants to the last box.
- Ask if they have other leadership duties specific to their worksites that they would like to have analyzed.
- Review as many requests as you can in the remaining time.

### 3. Creating the Safety and Health Management Policy—Presentation, Discussion, and Activity (15 minutes)

Cues	Content
	<ul style="list-style-type: none"> <li>■ You will cover Pages 5 through 8 in this segment. Allocate time as follows.               <ul style="list-style-type: none"> <li>– About 5 minutes to discuss Page 5.</li> <li>– Brief reference to Page 6.</li> <li>– About 10 minutes for the activity on Page 7.</li> <li>– Short amount of time on Page 8—just enough to introduce it as a tool and to say they will be working with this form in Module 5.</li> </ul> </li> <li>■ Begin by pointing out that all good safety and health programs have a written safety and health policy.</li> </ul>
PPT 2-8	<ul style="list-style-type: none"> <li>■ Refer participants to Page 5. Show PPT 2-8 as you review the general definition of a policy.</li> </ul>
PPT 2-9	<ul style="list-style-type: none"> <li>■ Show PPT 2-9 as you point out that a safety and health policy describes how an organization will conduct its safety and health business.</li> <li>■ Tell participants that there are a number of components that go into an effective policy.</li> </ul>
PPT 2-10	<ul style="list-style-type: none"> <li>■ Show PPT 2-10 as you review the policy statement.</li> </ul>
PPT 2-11	<ul style="list-style-type: none"> <li>■ Show PPT 2-11 as you review the core beliefs.</li> </ul>
PPT 2-12	<ul style="list-style-type: none"> <li>■ Show PPT 2-12 as you review the operating principles.</li> </ul>
PPT 2-13	<ul style="list-style-type: none"> <li>■ Show PPT 2-13 as you review procedures.</li> </ul>
Question:	<ul style="list-style-type: none"> <li>■ Ask participants: How do all of the items we've just discussed relate to an organization's culture?</li> <li>■ Get some responses, then make the following points.</li> </ul>

Question:

- An effective written safety and health policy will be consistent with that organization’s culture.
- But in order for that to happen, the leadership in an organization must “walk the talk”—must practice the principles and core beliefs outlined in the written policy.

Question:

- Ask participants: Think about this situation. Let’s say there is an organization that has a well-written safety and health policy, but the leadership tends to behave in ways that are not consistent with the policy. What culture do you think exists at this organization?
- Get some responses and reinforce the participants who say that the culture will reflect the way the managers are acting, instead of the written policy.
- Ask participants: Now think of a different situation. Let’s say there is an organization that doesn’t have any written policies, but the management always takes safety into consideration during decision making. What culture do you think exists at this organization?
- Get some responses and reinforce the participants who say that the culture will reflect the way the managers are acting.
- Now, consider an organization that has both a well-written safety and health policy and management that acts in a safe manner. This culture will most certainly hold safety and health as its highest priority.

PPT 2-14

- Refer participants to Page 6. Show PPT 2-14 and tell them that, once their organization has its safety and health policy, they should consider printing in on a wall-size poster and placing it wherever employees and managers can see it.
- If their organization doesn’t yet have its own safety and health policy, they should consider using this OSHA poster.
- Refer participants to Page 7 and tell them that this is an example of a format they might use when they create their written safety and health policy statement.
- When they do this, they should involve all the members of the safety and health team, including employees.

PPT 2-15

Question:

- Tell them you are going to give them some time to consider what might go into this document at their organization.
- Instead of completely writing the policy, they should simply brainstorm some ideas they would like to see as part of their organization's safety and health policy statement.
- Allow participants 5 minutes for this brainstorm. As they work, show PPT 2-15. Walk around the room to see how they are doing and to answer any questions they have.
- When time is up, call the group together and debrief by asking them to share some of the items they brainstormed.
- After everyone has shared, refer participants to Page 8.
- Tell them that although procedures can be included as part of policy, they are more often written separately because each job has a unique set of procedures.
- Ask participants: How many of you have written procedures in your organization?
- Get a show of hands. Tell people who raise their hands that they can use the format their organization already uses.
- For those people who didn't raise their hands, tell them that they can use this format for writing job procedures.
- Point out that it is technically a form for preparing a Job Hazard Analysis, but they can use it for writing procedures.
- Tell participants that you will work more thoroughly with this form in Module 5. However, emphasize that it is available on their *Tools and Resources* CD.
- Close this segment by reinforcing that a written safety and health policy is one of the best ways to show management commitment to safety and health.

#### 4. Identifying Safety and Health Roles—Activity (20 minutes)

##### Cues

PPT 2-16

##### Content

- You will cover Page 9 in this segment. Allow about 10 minutes for the small groups to work and about 10 minutes for the debriefing.
- Introduce the activity by telling participants they are now going to explore safety and health leadership roles further.
- They will do this by identifying the important leadership roles of three different groups: top management, supervisors and employees.
- Divide the large group into smaller groups of four to six participants each. Tell participants to identify the safety and health roles of each of the groups listed on the page.
- Show PPT 2-16 as participants work. Walk around the room to see how they are doing and to answer any questions they have.
- Periodically call time so participants can pace themselves.
- When time is up, bring the large group back together and ask each group to share their responses.
- Following is a list of potential responses you might receive.
  - **Top Management**
    - Integrate safety and health into the business plan.
    - Create a budget that reflects safety and health expenditures.
    - Set a safety and health policy and follow it.
    - Organize a safety and health team.
    - Be a role model.
    - Follow all safety and health procedures.

- Walk around and talk to employees about their safety and health concerns.
  - Hold employees accountable for safety and health.
  - Update and maintain the plant equipment.
  - Be visible at, or actually provide, the safety and health training.
  - Consistently communicate about safety and health.
- **Supervisors**
- Enforce and follow all safety and health procedures.
  - Budget for safety needs.
  - Be a role model to employees.
  - Walk around and talk to employees about their safety and health concerns.
  - Actively participate in safety and health activities.
  - Listen for and share employee safety and health concerns with top management.
  - Regularly coach employees regarding safety and health.
  - Identify and correct hazards.
  - Make sure employees get regular safety and health training.
  - Teach the safety and health training classes.
  - Hold weekly safety and health training meetings.
  - Empower employees to work safely (for example, give them authority to stop a piece of unsafe equipment).
- **Employees**

- Follow all safety and health procedures.
  - Present ideas for safety and health goals.
  - Report safety concerns to their supervisors.
  - Report incidents to their supervisors.
  - Write incident reports.
  - Identify safety and health hazards and recommend solutions.
  - Attend all training sessions.
  - Encourage fellow employees.
  - Keep current on all licenses.
- Thank participants for identifying such great lists. Close by telling them that one of their tasks after this program is to go back to their organizations and make sure everyone understands their respective roles.

## 5. Getting Employee Involvement—Discussion (15 minutes)

Cues	Content
	<ul style="list-style-type: none"> <li>■ You will cover Pages 10 through 12 in this segment. Allocate about 5 minutes per page.</li> </ul>
<p>Question:</p>	<ul style="list-style-type: none"> <li>■ Refer participants to Page 10. Begin this segment by saying that now that they've spent some time thinking about leadership, it's time to turn their attention to employee involvement.</li> </ul>
<p>PPT 2-17, Animated</p>	<ul style="list-style-type: none"> <li>■ Ask participants: What is employee involvement?</li> </ul>
<p>Question:</p>	<ul style="list-style-type: none"> <li>■ Show PPT 2-17 as you get some responses, then advance the animation to reveal the definition of employee involvement.</li> </ul>
<p>Flipchart</p>	<ul style="list-style-type: none"> <li>■ Ask participants: What are some examples of employee involvement you are already using at your organization?</li> </ul>
<p>Question:</p>	<ul style="list-style-type: none"> <li>■ Get some responses. As participants give their answers, jot them quickly on a flipchart page.</li> </ul>
<p>PPT 2-18, Animated</p>	<ul style="list-style-type: none"> <li>■ Point to the filled flipchart page and ask participants: What are the benefits of doing these kinds of activities—of getting employees involved?</li> </ul>
<p>Question:</p>	<ul style="list-style-type: none"> <li>■ Show PPT 2-18 as participants respond. In addition to their responses, add any of the following that seem appropriate.               <ul style="list-style-type: none"> <li>– Employee involvement increases employee commitment.</li> <li>– It is motivational.</li> <li>– It helps you retain your best employees.</li> <li>– It fosters an environment in which employees feel like they are contributing.</li> <li>– It helps you learn where your safety and health hazards are and how to control them.</li> </ul> </li> </ul>
<p>Question:</p>	<ul style="list-style-type: none"> <li>■ What are the potential barriers and challenges you face in fostering employee involvement?</li> </ul>

- Advance PPT 2-18 as participants respond. In addition to their responses, add any of the following that seem appropriate.
  - Employees are afraid to speak up.
  - Top management doesn't listen.
  - Some managers are dictatorial and believe that employees should just follow directions.
  - It is hard for managers to let go of control.
- Refer participants to Page 11. Tell them that many of the barriers they have just identified can be overcome by following these principles of employee involvement.
- Review the seven principles of employee involvement and ask for examples of how any of these principles are used (or not used) in their organization.
- As participants give examples, emphasize those that are positive.
- Refer participants to Page 12. Tell them that there are many techniques they can use for getting employee involvement.
- Review the techniques on this page and ask the group if anyone has tried them.
- Have participants share several examples of how these techniques have worked in their organization.
- When time is up, thank participants for sharing.
- Emphasize that they should try as many of these techniques as they can to get employee involvement in the safety and health program.

10 Minute Break

Take a 10 minute break.