

MODULE 2

MANAGEMENT COMMITMENT AND EMPLOYEE INVOLVEMENT

At the end of this module, you 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 your 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.



OSHA's Guidelines for Management Commitment and Employee Involvement

Directions: The OSHA guidelines outline a number of factors that demonstrate management commitment and employee involvement. Assess your organization by checking the items you feel your organization does well.

- Top management is involved in all aspects of safety and health management.
- Worksite policy provides clear understanding of management's commitment to and expectation of having a safe and healthful work environment.
- Worksite policy ensures that managers, supervisors and employees understand the priority of safety and health.
- There are clear safety and health goals and objectives (along with measurements) for every manager, supervisor, and employee.
- Employees give input into decisions that affect their safety and health.
- The organization believes that employees have insight and knowledge regarding how to make their jobs safe.
- Managers, supervisors and employees are all assigned roles and responsibilities for implementing the safety and health system, and are given authority to carry out their roles.
- Managers, supervisors and employees are held accountable for carrying out their roles and responsibilities in the safety and health system.
- The organization conducts annual reviews to evaluate its progress in implementing the safety and health system, to address areas of concern, and to set new goals and objectives.

Note: The above checklist can be helpful during your efforts to build a safety management system. The list can be found on your *Tools and Resources* CD.

Leading the Safety and Health Effort

The most important way an organization can show management commitment is to have top management show strong leadership skills. Here are some of the actions you will see strong leaders performing.

- Play a strong and visible role in driving the safety and health management system.
- Create the policy and make sure it is visible throughout the organization. Post the policy everywhere an employee goes such as the general work area, lunch and break rooms, rest rooms, and meeting rooms.
- Practice what they preach. Managers who do what they are asking employees to do set a good example, and employees are more likely to follow.
- Require that every job description have a safety and health component.
- Require that all employees have safety and health objectives.
- Set safety and health goals for themselves. This is an important way to practice what is being preached.
- Constantly show their concern for employee safety and health.
- Provide adequate resources so that safety and health responsibilities can be carried out.
- Foster a workplace where employees feel free to speak up about safety and health ideas, improvements and concerns.
- Hold meetings where employees are encouraged to share their safety and health ideas.
- Lead the annual process of evaluating the safety and health management system.



Providing Leadership

Directions: Leadership is an ongoing activity. Even as managers perform their day-to-day duties, they need to demonstrate their commitment to and leadership of safety and health principles. The left column contains some typical day-to-day duties of management. In the right column, write how a manager can demonstrate commitment to safety and health while performing that duty.

Typical Management Duty	How to Demonstrate Commitment to Safety and Health
Example: Manage Projects	Make certain safety and health are addressed in every step of the project.
Interview and hire employees	
Establish effective work processes through collaboration	
Give performance appraisals to employees	
Prepare budgets and allocate resources	
Other:	

Safety and Health Policy

Policy

A written document that describes how an organization intends to conduct its business and act under specific circumstances

Safety and health policy

A policy that describes an organization's policies relating to safety and health

Components

Policy Statement—describes the purpose of the policy and states a common goal for an organization.

Examples:

- The safety and health of our employees is the most important consideration in the operation of this business.
- Safety and health is the responsibility of every employee in this organization. It must be considered in every task we perform.

Core Beliefs—the underlying principles of the organization

Examples:

- We believe that a safe operation contributes positively to the bottom line.
- We believe that what we do should not harm the safety or health of our employees or of the community.
- Safety should not be compromised for profit.

Operating Principles—guidelines that describe how managers and employees should make decisions

Examples:

- Employees should do a job right and not take unsafe shortcuts.
- It is important for employees to bring safety concerns to management's attention.
- We expect vendors to follow our safety and health procedures.

Procedures—describe required steps employees must follow.

Examples:

- How to start up and shut down a piece of equipment
- How to care for PPE
- How to perform lockout/tagout

Sample Safety and Health Poster

Once your organization has its safety and health policy, consider printing it on a wall-size poster and placing it wherever employees and managers can see it. If your organization doesn't yet have its own safety and health policy, consider using this OSHA Poster.

Job Safety and Health

It's the law!

EMPLOYEES:

- You have the right to notify your employer or OSHA about workplace hazards. You may ask OSHA to keep your name confidential.
- You have the right to request an OSHA inspection if you believe that there are unsafe and unhealthful conditions in your workplace. You or your representative may participate in that inspection.
- You can file a complaint with OSHA within 30 days of retaliation or discrimination by your employer for making safety and health complaints or for exercising your rights under the *OSH Act*.
- You have the right to see OSHA citations issued to your employer. Your employer must post the citations at or near the place of the alleged violations.
- Your employer must correct workplace hazards by the date indicated on the citation and must certify that these hazards have been reduced or eliminated.
- You have the right to copies of your medical records and records of your exposures to toxic and harmful substances or conditions.
- Your employer must post this notice in your workplace.
- You must comply with all occupational safety and health standards issued under the *OSH Act* that apply to your own actions and conduct on the job.

EMPLOYERS:

- You must furnish your employees a place of employment free from recognized hazards.
- You must comply with the occupational safety and health standards issued under the *OSH Act*.








**This free poster available from OSHA –
The Best Resource for Safety and Health**

Free assistance in identifying and correcting hazards or complying with standards is available to employers, without citation or penalty, through OSHA-supported consultation programs in each state.

1-800-321-OSHA
www.osha.gov

OSHA 2165-12-088

Note: An electronic file of this poster is on your *Tools and Resources* CD. You can also order a wall-sized poster by contacting OSHA.

Writing a Safety and Health Policy Statement

Directions: Following is a form you can use to write your organization's safety and health policy statement. You should do this with the safety and health team at your organization. For this class, simply brainstorm some ideas you would like to see as part of your organization's safety and health policy statement. What should be in your policy statement to make it reflective of your organization? What ideas for core beliefs and operating principles do you have? Make sure all your ideas relate to safety and health. The ideas you create today can be the starting point when you actually write the safety and health policy statement at your organization.

Safety and Health Policy Statement
Policy Statement:
Core Beliefs:
Operating Principles:

Note: This template for creating a safety and health policy statement is available on your *Tools and Resources* CD.

Writing Procedures

Although procedures can be included as part of policy, they are more often written independently because the procedures for each job or task are unique. If your organization already has a format for writing job procedures, you should use that format. However, if you do not already have a format, consider using the following. Although it is technically a form for completing a job hazard analysis, it can be used to write job procedures. For each step you identify in a job or task, write the hazards that could be associated with that task. Write a separate procedure for each job or task performed and use additional forms as needed.

Job		
Name of Job or Task:		
Step	Hazard(s)	Control

Note: This template for creating job procedures is available on your *Tools and Resources* CD.

Identifying Safety and Health Roles

Directions: As we have discussed, a safety and health management system must have involvement from everyone in the organization. In your groups, identify the important safety and health roles of each of the following groups.

Top Management	Supervisors	Employees

Getting Employee Involvement

Directions: Take notes as your facilitator discusses the following questions.

What is employee involvement?

What are the benefits of getting employees involved in the safety and health management system?

What are the potential barriers and challenges you face in fostering employee involvement?

Principles of Employee Involvement

Principle #1: Above all there must be a climate of mutual trust and respect.

Managers must believe in their people. They must believe that every employee is capable of and willing to make decisions that improve safety and health. Employees must believe in their managers. They must believe that managers want a safe and healthy workplace. Without mutual trust and respect, the remaining principles cannot succeed.

Principle #2: Employees must know the big picture.

Management must share safety and health priorities with their employees. When employees know the priorities, they are more likely to offer suggestions for how to achieve them.

Principle #3: Diversity must be valued.

Many minds and thoughts are better than a single mind or thought. Managers must seek input from their people, listen to what they have to say, then use that information in decision making. Employees must be willing to provide input and ideas for solutions.

Principle #4: Managers must let go of control.

Managers must believe that employees know their jobs best and should be the key decision makers relating to the safety and health of their jobs. The manager's role then becomes one of coaching and mentoring employees, not controlling them. In turn, employees must communicate to managers, letting them know when they have safety and health concerns.

Principle #5: Fear has no role in employee involvement.

If employees are to be comfortable bringing safety and health concerns to management's attention, they must do so without fear of blame, reprisal or punishment. This means that managers must show employees they are willing to listen to their concerns. The focus should be on the issue at hand, not on the person behind the issue.

Principle #6: There must be a strong climate of open communication.

Everyone must be willing to give and receive constructive feedback. Managers must lead by creating an atmosphere of information sharing and listening. They must listen to both good and bad news without "shooting the messenger." Employees must be willing to approach managers with difficult information, and must be prepared with some suggestions for improvement.

Principle #7: Reinforce and give credit to employees who get involved.

It is important to praise and compliment employees when they bring safety and health concerns to management attention. When others see management listening and taking action based on employee feedback, they will also get involved.

Techniques for Fostering Employee Involvement

Following are some techniques for fostering employee involvement. Some are straightforward, some are fun. Be willing to experiment with a variety of these techniques until you find the ones that work for you.

- Include employee participation as a duty and responsibility on employee job descriptions.
- Create a standard that everyone is expected to contribute ideas for improving safety and health.
- Ask for employee feedback on how to improve safety and health, then WAIT, no matter how long and no matter how quiet the room gets. Eventually an employee will speak and that generally breaks the ice.
- Hold discussions regarding safety and health in a *round robin* fashion. Each employee should contribute an idea or suggestion when it is his/her turn.
- Use brainstorming to get creative group ideas.
- Install a suggestion program and use it. When suggestions are received, either implement them or explain why you don't.
- Hold tailgate meetings on a regular basis. Make sure employees understand that the purpose of these meetings is to get their ideas relating to safety and health.
- If employees are hesitant to offer suggestions and ideas, give each employee a certain number of toothpicks (3, 5 whatever feels like the right number) at the beginning of the meeting. When someone offers an idea, they give up a toothpick. The meeting doesn't end until everyone has given up all their toothpicks.
- Provide employees with training in the areas of safety and health improvement and in the area of providing feedback.

Note: This list of techniques for getting employee involvement is available on your *Tools and Resources* CD.