

## Define Program Goals: *Planning for Continuous Improvement*

### Ready for Level 2?

	YES (✓)	NO (X)
You have set specific, measurable, realistic goals for your safety and health program	<input type="checkbox"/>	Visit Set SMART Goals (1ML_2a)
You have communicated your commitment to achieving your goals to everyone in the organization	<input type="checkbox"/>	Visit Commit to Achieve Program Goals (1ML_2b)

### To-Do

- Review updated information sources from each program element to identify and prioritize hazards, risks, concerns, and improvement opportunities.
- Revise your current goals or set new goals as part of planning for safety and health improvement.

### Revise goals or set new ones

As you implement and assess your safety and health program, you are gaining information to pinpoint areas you can build on and improve. Information from the Program Evaluation and Improvement element will be particularly helpful. The organization will set better goals and increase overall support by considering additional information and involving more people to get more points of view.

Begin this process by choosing people from your organization who can gather and review information about your safety and health performance. This planning team should represent a range of departments, job categories, and points of view. The team should choose information sources that apply to your business and provide the best insight into the performance of your safety program. The table below shows example sources. The team might need training to achieve best results in this process.

Inputs for planning/goal setting	Examples of information to review for risks/areas of concern
Assessments of program performance	<ul style="list-style-type: none"> <li>• Inspections, audits, exposure assessments (ergonomics and industrial hygiene), and surveys (such as the pulse survey in Communicate Your Commitment to a Safety and Health Program [2ML_1])</li> <li>• Incident investigation findings, recommendations, and analysis</li> <li>• Injury and illness data</li> <li>• Safety committee meeting minutes</li> </ul>
Changes to the organization and its activities	<ul style="list-style-type: none"> <li>• Information about workers (turnover, retention, years on the job, etc.)</li> <li>• Regulations, standards, practices, and policies</li> <li>• Plans for changes to work, workplaces, and operations, including budget changes/constraints</li> </ul>
Hazards and risks	<ul style="list-style-type: none"> <li>• Input from the worker participation process (hazardous situations, concerns, near misses, etc.)</li> <li>• Pre- and post-job/task reviews</li> <li>• Near miss and incident trends (injuries, illnesses, incidents, chemical releases)</li> </ul>
Worker input	<ul style="list-style-type: none"> <li>• Safety culture—worker willingness to report (or fear of reporting) incidents, concerns, and suggestions</li> <li>• Barriers to participation</li> <li>• Opportunities for increasing participation</li> </ul>
Hazards related to contractors and others	<ul style="list-style-type: none"> <li>• Worker exposure to contractor activities</li> <li>• Contractor exposure to site hazards and risks</li> <li>• Safety and health criteria for choosing contractors</li> </ul>
Assessment of how well controls are working	<ul style="list-style-type: none"> <li>• Proper use of the <a href="#">hierarchy of controls</a></li> <li>• Proper use of established controls</li> <li>• Maintenance of hazard controls</li> </ul>
Opportunities for strengthening awareness/skills/competencies	<ul style="list-style-type: none"> <li>• Measure of ongoing training effectiveness (survey, on-the-job observation, post-training evaluation/test)</li> <li>• Effectiveness of new worker/visitor orientation</li> <li>• Incorporation of supplier safety and health information</li> </ul>

Once your team has done this review, list the hazards, risks, concerns, and improvement opportunities identified and rank them as high, medium, or low priority. Consider the following factors for ranking hazards and risks:

- **Severity.** If this hazard leads to an incident, how serious might the resulting injury or illness be?
- **Likelihood.** How likely is an incident? This could be influenced by how often an activity is done, how often workers are exposed, and how close workers are to the hazard. (Keep in mind that a serious risk can be unlikely but have catastrophic results.)
- **Number of workers.** How many workers are exposed to the hazard?

Note that, when prioritizing program-related concerns and improvement opportunities, such as barriers to incident reporting, the team will also need to use other, more subjective factors to estimate the potential impact of changes (e.g., results of safety conversations with workers).

Next, identify the time frame for addressing the hazard. Many concerns and risks can be addressed quickly. Do so, then use the other items to set goals for major areas of concern and high-priority risks the organization can address in the coming year. Finally, create and implement an action plan for the new goals (Create an Action Plan and Communicate Goals [2ML\_2b]). You can use the table at the end of this worksheet for your planning and goal setting.

## Example planning and goal-setting process

### Organization

A small warehouse organization with 250 employees that supplies products to convenience stores.

### Formation of the planning team

The organization formed a safety and health planning team consisting of the warehouse manager, the day shift supervisor, two hourly team leads, two warehouse workers (one of them a safety committee member), and the maintenance supervisor.

### Information reviewed

The team reviewed the OSHA log, near miss reports, results of monthly inspections, worker compensation data, the annual industrial hygiene assessment, the insurance/fire inspection report, and the results of the safety and health program evaluation.

### Hazards, risks, concerns, and improvement opportunities

- Emergency exit doors periodically blocked after delivery of large shipments
- Resources not available to support timely delivery of training
- Damaged rolling mobile ladder stands; inoperable locking mechanisms
- Musculoskeletal (back, shoulder, and wrist) injuries, caused by repetitive lifting of heavy loads while in awkward positions
- Worker concerns not being addressed or followed up consistently
- Forklift–pedestrian incidents and near misses in the warehouse
- Traffic incidents while truck drivers are delivering products
- Contractors being brought onsite without being assessed
- Some outgoing product loads not wrapped securely, creating unloading hazards
- Housekeeping issues with bolts and debris in warehouse aisles, creating slip and trip hazards

As shown in the table below, the team identified issues that could be addressed immediately or quickly. They also found longer-term issues. For these, the team needed to set goals for assessment and implementation of controls.

Hazard/risk/area of concern	Priority	Time frame	Goal statement
Emergency exit doors blocked	High	Immediate, then longer term measures	Immediately remove obstacles and post a “do not block” signs posted on emergency exit doors immediately. Within 2 weeks, retrain workers on where to place shipments.
Resources not available to support timely delivery of training	Medium	Intermediate	Withing 90 days, submit a budget request and get approval for sufficient funding to ensure that all safety and health training is delivered on schedule.
Damaged mobile ladder stands and inoperable locking mechanisms	High	Immediate (replace mobile ladder stands and repair locking mechanisms)	
Musculoskeletal injuries	High	Longer-term	Conduct ergonomics assessments and improvements on 25 percent of the jobs in each department this year.
Worker concerns not being addressed or followed up consistently	High	Immediate and long-term	Interim – Manager to review all open worker concerns and plan appropriate action. Goal – Within 6 months, complete a review of current worker concern processes, report to management, and begin making necessary changes.
Forklift-pedestrian hazards	High	Interim solution immediately, then identify longer-term controls	Assess forklift/pedestrian interactions, minimize interactions, improve visibility, write procedures, and train personnel.
Truck driver incidents	Medium	Longer-term	Create a committee of drivers, supervisors, and planners to review incidents, better describe risks, and make recommendations such as retraining.
Contractors being brought onsite without being assessed	Medium	Long-term	Within 6 months, review the contractor policy to determine the current level of compliance and make necessary changes. This includes determining why the policy is periodically not being followed.
Product loads not secured	Medium	Immediate	Establish and post guidelines to secure loads, train personnel, and assign drivers and supervisors to monitor performance.
Housekeeping issues in warehouse	Medium	Interim solution immediately, then address root causes longer term	Find root causes of housekeeping issues. Implement ongoing controls to address the causes. Add housekeeping aspect to training program.

