

## Correct Program Shortcomings and Identify Opportunities to Improve

Whenever a problem with your safety and health program is found, act promptly to fix it and keep it from happening again. Work with supervisors, managers, and workers on this.

### To-Do

- Seek input from managers, workers, and supervisors on how you can improve program shortcomings.
- Find out whether any workplace changes trigger the need for program changes.
- Check performance indicators and goals to make sure they are still relevant. Change them if you need to.

### Take prompt action to correct problems in your program

Following each review of your program (Worksheet 2), meet with your evaluation team. Have the team go over the weaknesses they identified and discuss *why* those shortcomings exist.

For example, one company found several near misses related to lack of machine guards. The team recognized serious shortcomings in both worker participation and hazard identification. In discussing the incidents with workers, they found that workers knew about the risks involved, but were unclear about how to report the problem—some were even hesitant to do so. Management had not made workers feel they had the power to report problems. In addition, the team found that the equipment inspection process was inadequate.

Based on the strengths and weaknesses identified in Worksheet 2, have each team member write the top three improvements they think should be made to the program and why on sticky notes. Have everyone post their notes in one spot and look at them together. Identify which changes should be made immediately and the steps you'll take to do so. Communicate and get worker input on these changes. Also identify changes to make in the longer term, and track these through to completion.

#### PRO TIP: Tracking the Status of Improvements

You can use colors in a table to see at a glance how close you are to completing a task:

**RED:** Won't meet target date—revisit schedule

**AMBER:** In danger of missing target date—needs attention

**GREEN:** On track for meeting the target date

## Update your program as the workplace changes

Change in the workplace is constant and inevitable. Keep in mind that some changes may affect safety and health. Consider the following types of changes:

- New equipment
- Modifications to facilities
- New raw materials or substances
- Changes to work practices or workflow
- Turnover of key personnel

Be sure to review changes before they're made to identify any new hazards or changes to existing hazards. Also take time to think about whether recent changes or changes being considered will trigger the need to adjust your program.

## Change goals and indicators when needed

It's good practice to review your performance indicators and goals regularly to confirm they are still relevant. If not, determine how you could improve them. The process of program implementation, evaluation, and improvement never stops. A stagnant program is a failing program.

Weakness Identified	Immediate Program Changes Needed	How?	By Whom?	Status/ Date Completed
EXAMPLE: Missing machine guards	Clear communication about current reporting process			
	Begin annual equipment inspections			
	Longer-Term Improvements Needed	How?	By Whom?	Status/ Date Completed
	Revise equipment procurement process to include safety checklist			