# Monitor Performance and Progress

Program evaluation helps you determine how well your safety and health program is performing and whether it is on track to achieve your goals. Program evaluation shows leadership and commitment to safety and health. It also gives you a chance to get workers involved in improving your program.

You probably conduct many activities to monitor the quality of products or services your business provides. In the same way, you should monitor the performance of your safety and health program to make sure it's protecting workers.

Program evaluation involves three steps:

1. Monitor program performance and progress (Worksheet 1).
2. Verify that your program is implemented and operating as intended (Worksheet 2).
3. Correcting program shortcomings (Worksheet 3).

| To-Do |
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| ☐ Ask your team of safety champions to lead the evaluation and improvement process. |
| ☐ Identify current monitoring and measurement activities. |
| ☐ Plan and conduct additional monitoring and measuring activities as needed. |

Begin by putting together a team of managers, supervisors, and workers who will evaluate your program. Your safety champions should lead this team. Team members should receive training in program awareness, program roles and responsibilities, and hazard identification and control (see Education and Training). They should also be trained on how to conduct an evaluation of your program's performance. Ideally, they'll be people with an objective mindset who are interested in promoting safety and ready to get involved.

# Tracking Progress Toward Your Goals

Monitoring performance means tracking goals and targets to see if your program is making progress. Review the goals you set for your program in Management Leadership, Worksheet 2a. You may have changed or added goals and performance criteria as you put your program in place.

To monitor progress, it's essential to look at indicators of performance. (For example, indicators might include the number of OSHA recordable cases or the number of workers who have finished required training.) But you should also conduct other evaluation processes routinely to get a complete picture of program performance. These processes include:

- Inspections
- Interviews
- Surveys
- Pre- and post-job debriefs/reviews
- Corrective actions
- Chemical exposure monitoring
- Incident investigation
- Equipment surveys
- Safety committee meetings

- Focus groups
- Learning teams
- Audits
- Management reviews
- Injury and illness tracking
- Worker training
- Reporting of worker concerns
- Workers' compensation claim reviews
- Regulatory compliance review

# Step-by-Step Process

Below is a step-by-step process for monitoring program performance and progress:

1. Start with the list of goals you set in Management Leadership, Worksheet 2a. Copy them into the first column of the table below.

2. Have your team evaluate the monitoring and measurement activities currently being conducted for each goal. These are activities that help you determine if the goal is being achieved/met. Record them in the second column.

3. Brainstorm additional monitoring and measurement activities needed to fully understand the status of each goal. Record them in the third column.

4. Share results with workers and invite their input.

5. Plan and conduct additional monitoring and measurement activities you've identified, as needed.

You will use the results to help evaluate how well the core elements of your program are working (Worksheet 2) and to identify opportunities for improvement (Worksheet 3).

| Goal | Current Monitoring and Measurement Activities | Additional Monitoring and Measurement Activities Possible |
|---|---|---|
| EXAMPLE: Ensure that all workers complete required training annually. | • Checking HR records (paper or electronic) and training sign-in sheets <br> • Reviewing training calendar to see how many trainings you have offered | • Calculate percentage of workers trained <br> • Look at how you communicate training opportunities <br> • Review feedback from the training |

| Goal | Current Monitoring and Measurement Activities | Additional Monitoring and Measurement Activities Possible |
|---|---|---|
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These steps will help you set a baseline for measuring future performance. Keep in mind, though, that this process isn't the only way to track progress toward your goals. You can build daily, weekly, and monthly tracking and monitoring activities into each part of your program as it develops and matures.

## Pro Tip: Be Careful When Interpreting Lagging Indicators

Remember that indicators can be either **lagging** or **leading** (see Management Leadership, Worksheet 2a. At first, you will likely monitor program performance with lagging indicators, which measure events in the past. However, lagging indicators can be misleading. For example, injury and illness rates are a type of lagging indicator.  A decrease in these rates can give a false impression that your program is preventing injuries and illnesses and working as intended. The decrease may really mean that managers, supervisors, and workers are afraid to report incidents—so the program is *not* working as intended.

To avoid this problem, use a mix of evaluation processes (listed above). And make sure to include leading indicators (such as number of worker safety suggestions).

Be sure to talk with workers to help you evaluate how well your program is working. The evaluation team can talk informally about incidents with individuals or groups and then check to see if they were reported.