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OSHA SMALL BUSINESS ASSISTANCE

AND

RIT'S OSHA OUTREACH CENTER

TRAINING OUTLINE

TOPIC: INTRODUCTION

Summary:
This section overviews the core elements, processes and steps needed to implement an effective safety management program.

Objectives:
At the end of this module, the student will be able to:

- Identify the core elements of an effective safety and health management system
- Describe the key processes in each program element
- Understand the initial steps needed to implement a safety & health management system

Outline:
1. What is a safety and health management system?
    a. Coordination of the core elements
    b. Going beyond compliance
    c. Management involvement
2. How do compliance and management systems fit together?
    a. Compliance and management systems
    b. Making a system functional
3. What are the elements of a safety and health management system?
    a. Leadership and involvement
    b. Analysis
    c. Hazard prevention and control
    d. Training
    e. Metrics
    f. Functionality
4. Management Policy Exercise

Suggested Training Resources and Additional Materials
- Risks and Benefits – Supplemental Material
- Sample Safety and Health Program – Supplemental Material
- GAP Analysis

MODULE 1: MANAGEMENT LEADERSHIP AND EMPLOYEE INVOLVEMENT

Summary:
This element describes the roles and responsibilities of management and employees within the safety and health management system. It overviews policies and planning, the organization of a system, the various levels of commitment required, how to foster involvement in the system, and what written programs are required.

Objectives:
At the end of this module the student will be able to:

- Understand the role of management and employees within the system
- Describe what a policy is and what its function is
- Understand how the planning process will assist in guiding the system
- Describe a mission and vision statement
- Determine how a management system is organized
- Realize the level of commitment involved by both management and employees
- Identify the methods that employees and management use to be involved
- Determine how to identify which written programs are required for the system

Outline:

1. Management Leadership and Employee Involvement
    a. Management as a motivator
    b. Employee commitment
2. Policies and Planning
    a. What a policy is and writing a policy, mission and vision
    b. Designating goals and supporting actions and activities
3. Organization and Accountability
    a. Standards and resources
    b. Measurement and application
4. Commitment
    a. Leadership by example
    b. Reinforcement
5. Fostering Involvement
    a. Committees and teams
    b. Tasks
    c. Decision making and input sources

Suggested Training Resources:

- What is a Policy? – Supplemental Material
- Fostering Involvement in a Safety and Health Management System
- Written Programs Listing – Supplemental Material

MODULE 2: WORKSITE ANALYSIS

Summary:
This section outlines the methods for process reviews, inspections and audits and the methods for measurement and evaluation.

Objectives:
At the end of this module, the student will be able to:

- Describe what a workplace hazard is
- Identify different ways to evaluate worksite hazards
- Describe what an inspection is and the major points of an inspection process
- Identify why measurement is needed in a safety and health management system

Outline:

1. Worksite Analysis and Hazard Identification
    a. What is a hazard
    b. Categories of hazards
    c. Process to identify hazards
    d. The major tools used to identify hazards
2. Job Hazard Analysis
    a. What can happen (likelihood of incidents)
    b. Consequences of incidents (severity of incidents)
    c. How incidents happen
    d. Contributing factors
    e. Root cause identification
3. Safety and Health Inspections
    a. What is covered
    b. How often they are performed
    c. Training required
    d. Tracking hazards
    e. Points of inspection
    f. Inspection reports
4. Measurement and Evaluation
    a. Prioritization of hazards
    b. Driving performance
    c. Corrective actions
5. Checking Exercise

Suggested Training Resources and Additional Materials

- Job Hazard Analysis (JHA) – Supplemental Material
- OSHA Self-Inspection Checklist – Supplemental Material
- New and Altered Equipment Review Checklist – Supplemental Material
- Checking Exercise

MODULE 3: HAZARD PREVENTION AND CONTROL

Summary:
This section outlines hazard elimination and tracking, the role that maintenance programs play in a safety and health management system, how process engineering and control methods are determined, and what safety and health programs are required.

Objectives:
At the end of this module, the student will be able to:

- Describe the systems used to prevent and control hazards
- Describe the systems used to track hazard correction activities
- Describe what an emergency action plan is and why it is important
- Identify the various programs needed in a management system
- Determine how incident analysis and investigation affect the management system
- Determine what a root cause is

Outline:

1. Hazard Elimination
    a. Hierarchy of controls
2. Hazard Tracking and Control
    a. Maintenance or safety tickets
    b. Preventive maintenance systems
3. Emergency Action Plans
    a. Survey of potential incidents
    b. Action and response planning
    c. Information and training
    d. Drills
4. Programs
    a. Preventive maintenance
    b. Medical
    c. Safety and health
5. Incident Investigation
    a. Definition of an incident
    b. Heinrich's triangle
    c. Investigation process and procedures
6. Root Cause Analysis
    a. Gathering the facts, asking why
    b. Root cause mapping and determination
    c. Basic, indirect and direct causes

Suggested Training Resources and Additional Materials

- Safety Work Order – Supplemental Material
- Hierarchy of Controls – Supplemental Material
- Incident Investigation Process – Supplemental Material

MODULE 4: SAFETY AND HEALTH TRAINING

Summary:
This section outlines the various training needs of a safety and health management system. There are some training programs that are required by regulation, and others that may provide additional levels of safety to the workplace. Effective training is essential to a management system.

Objectives:
At the end of this module, the student will be able to:

- Identify what training is required
- Determine the methods to evaluate the effectiveness of training

Outline:

1. Safety Training
    a. When it should be done
    b. Five principles of learning
    c. Purpose, organization, feedback, demonstration and practice

Suggested Training Resources and Additional Materials

- Training Requirements Worksheet – Supplemental Material

MODULE 5: METRICS OF PERFORMANCE

Summary:
This section describes and identifies some of the methods used to track safety and health performance. It includes a discussion of leading vs. lagging indicators, what incident rates are and how they are used, a description of cost benefit analysis, the role that audits and inspections play in performance tracking and how to determine the metrics and measurement techniques used in performance tracking.

Objectives:
At the end of this module, the student will be able to:

- Define a leading and lagging indicator
- Describe incident rates and how they are used in performance metrics
- Identify a cost benefit analysis
- Describe how inspection and audit findings impact metrics
- Determine measurement techniques to track performance

Outline:

1. Leading and Lagging Indicators
    a. What are leading and lagging indicators
    b. Examples of indicators
    c. Exercise 1
2. Incident Rates
    a. What they are and how they are used
    b. Types of incident rates
    c. Calculating an incident rate
    d. Exercise 2
3. Cost Benefit Analysis
    a. What is a cost benefit analysis
    b. Drivers for costs and risk
    c. Terms used
4. Audit and Inspection Findings
    a. The difference between audit and inspection
    b. Types of audits and inspections
5. Measuring Involvement and Accomplishment
    a. Categories of a safety management system
    b. Performance drivers
6. Measurement Exercise

Suggested Training Resources and Additional Materials

- Incident Rates – Supplemental Material
- Cost Benefit Analysis – Supplemental Material
- Audit and Inspection Findings – Supplemental Material
- Measurement and Evaluation – Supplemental Material
- Measurement Exercise

MODULE 6: CONNECTING THE SYSTEM AND FUNCTIONALITY

Summary:
This section outlines the documentation needs for a management system, methods of providing feedback on performance, and techniques to create accountability and ownership of the management system. It also describes various recognition techniques to assist in improving performance, and continuous improvement methodologies.

Objectives:
At the end of this module, the student will be able to:

- Describe the documentation requirements of a safety and health management system
- Identify the methods for performance evaluation and feedback techniques
- Describe ways to create ownership and accountability in the system
- Describe methods of recognition and its use in a system
- Determine techniques to evaluate the effectiveness of the management system and continuous improvement methods.

Outline:

1. Documentation
    a. Why documentation is needed
    b. What to document
2. Performance and Feedback
    a. Why performance measures are used
    b. Goal setting
    c. Exercise 1
    d. Feedback
3. Creating Ownership ("Closing the Loop") and Accountability
    a. Why ownership is created at different levels
    b. Who is accountable for safety?
4. Choosing Appropriate Recognition
    a. Ways to recognize safe work
5. Evaluation and Continuous Improvement
    a. Evaluating the status of your management system
    b. Exercise 2
    c. Continuous improvement

Suggested Training Resources and Additional Materials

- Documentation in a Safety and Health Management System
- Ownership and Accountability
- Responsibility, Authority and Accountability Checklist
- Recognition programs
- Gap Analysis
- The OSHA website: www.osha.gov/SLTC