

SAFETY AND HEALTH PROGRAM MANAGEMENT GUIDELINES

Scope and Application

Major Elements

- Management Commitment and Employee Involvement
- Worksite Analysis
- Hazard Prevention and Control
- Safety and Health Training

Recommended Actions

References:

OSHA's *Voluntary Safety and Health Program Management Guidelines*, published in the *Federal Register* on Thursday, January 26, 1989 (54 FR 3904).

Additional Source of Information:

OSHA's *Framework for a Comprehensive Health and Safety Program in Nursing Homes*, 1996.

SAFETY AND HEALTH PROGRAM MANAGEMENT GUIDELINES

The Occupational Safety and Health Administration (OSHA) has concluded that effective management of worker safety and health protection is a decisive factor in reducing the extent and the severity of work-related injuries and illnesses. Effective management addresses all work-related hazards, including those potential hazards which could result from a change in worksite conditions or practices. It addresses hazards whether or not they are regulated by government standards.

OSHA has reached this conclusion in the course of its evaluation of worksites in its enforcement program, its State-operated consultation program, and its Voluntary Protection Programs (VPPs). These evaluations have revealed a basic relationship between effective management of worker safety and health protection and a low incidence and severity of employee injuries. Such management also correlated with the elimination or adequate control of employee exposure to toxic substances and other unhealthful conditions.

OSHA's experience in the VPPs has also indicated that effective management of safety and health protection improves employee morale and productivity, as well as significantly reducing workers' compensation costs and other less obvious costs of work-related injuries and illnesses.

OSHA issued voluntary safety and health program management guidelines for use by employers to prevent occupational injuries and illnesses which were published in the *Federal Register* on Thursday, January 26, 1989 (54 FR 3904).

The language in these guidelines is general so that it may be broadly applied in general industry, shipyards, marine terminals, and longshoring activities regardless of the size, nature, or complexity of operations. Construction activities are not addressed by these guidelines because they are already covered by Subpart C of the Construction standards, 29 CFR Part 1926.

The guidelines consist of program elements which represent a distillation of applied safety and health management practices that are used by employers who are successful in protecting the safety and health of their employees. These program elements are advocated by many safety and health professionals and consultants. They were strongly endorsed by individuals, corporations, professional associations, and labor representatives who responded to the OSHA request for comments and information regarding these guidelines.

The overhead masters that follow outline these guidelines. For a more detailed discussion and application of these guidelines, please refer to OSHA's *Framework for a Comprehensive Health and Safety Program in Nursing Homes*.

Scope and Application

- **Non-mandatory**
- **Applies to all places of employment covered by OSHA standards in general industry, shipyards, marine terminals, and longshoring activities regardless of the size, nature, or complexity of operations**
- **Does not apply to construction activities**

Introduction

OSHA has concluded that effective management of worker safety and health programs:

- reduces the extent and severity of work-related injuries and illnesses
- improves employee morale and productivity
- reduces workers' compensation costs

Major Elements

An effective occupational safety and health program will include the following four elements:

1. Management commitment and employee involvement
2. Worksite analysis
3. Hazard prevention and control
4. Safety and health training

Management Commitment and Employee Involvement

- Management must apply its commitment to safety and health protection with as much vigor as to other organizational purposes
- Employees must develop and/or express their own commitment to safety and health protection, for themselves and for their fellow workers

Worksite Analysis

Effective management actively analyzes the work and worksite, to anticipate and prevent occurrences.

Hazard Prevention and Control

- Triggered by a determination that a hazard or potential hazard exists
- Where feasible, prevent hazards by effective design of job or job site
- Where prevention is not feasible, control hazards to prevent unsafe and unhealthful exposure
- Elimination or control must be accomplished in a timely manner

Safety and Health Training

- Addresses the safety and health responsibilities of all personnel concerned with the site
- Most effective when incorporated into other training about performance requirements and job practices

Management Commitment and Employee Involvement

Recommended Actions:

1. State clearly a worksite safety and health policy.
2. Establish and communicate a clear goal and objectives for the safety and health program.
3. Provide visible top management involvement in implementing the program.
4. Encourage employee involvement in the program.
5. Assign and communicate responsibility for all aspects of the program.
6. Provide adequate authority and resources to responsible parties.
7. Hold all employees accountable for meeting their responsibilities.
8. Review and evaluate program operations at least annually.

Worksite Analysis

Recommended Actions:

1. Conduct comprehensive baseline and periodic update safety and health inspections.
2. Analyze planned and new facilities, processes, materials, and equipment.
3. Perform routine job hazard analyses.
4. Provide a reliable system for employees, without fear of reprisal, to notify management about apparent hazardous conditions and to receive timely and appropriate responses.
5. Provide for investigation of accidents and “near miss” incidents.
6. Analyze injury and illness trends over time.

Hazard Prevention and Control

Recommended Actions:

1. Establish procedures for timely correction or control of hazards, including:
 - a. engineering techniques where feasible and appropriate;
 - b. procedures for safe work which are followed as a result of training, positive reinforcement, correction of unsafe performance, and enforcement;
 - c. provision of personal protective equipment; and
 - d. administrative controls, such as reducing the duration of exposure.
2. Provide for facility and equipment maintenance.
3. Plan and prepare for emergencies, and conduct training and drills as needed.
4. Establish a medical program which includes availability of first aid on site and physician and emergency care nearby.

Safety and Health Training

Recommended Actions:

1. Ensure that all employees understand the hazards to which they may be exposed and how to prevent harm to themselves and others from exposure to these hazards.

2. Ensure that managers understand their safety and health responsibilities under “Management Commitment and Employee Involvement.”

3. Ensure that supervisors carry out their safety and health responsibilities, including:
 - a. analyzing the work under their supervision to identify unrecognized potential hazards;
 - b. maintaining physical protections in their work areas; and
 - c. reinforcing employee training through continual performance feedback and, if necessary, through enforcement of safe work practices.