

## Safety Champions Program – Step Guide

### Element 1. Management Leadership

Goals	Introductory Step	Intermediate Step	Advanced Step
<b>Communicate Commitment to Safety and Health Program</b>	<p>Develop and establish, with input from workers, a written policy signed by top management at the worksite, describing the organization's commitment to safety and health and pledging to establish and maintain a safety and health program for all workers.</p> <p>Communicate safety and health mission and policy statements to all current workers, temporary workers and contractors.</p> <p>Establish and communicate annual safety and health goals and objectives.</p> <p>Establish ways for management and all workers to communicate freely and often about safety and health issues, without fear of retaliation.</p>	<p>Continue to communicate safety and health mission and policy statements on a regular basis.</p> <p>Incorporate the statements into new worker/temporary worker/contractor orientation.</p>	<p>Ensure safety and health mission and policy statements are understood by all workers, temporary workers, and contract workers.</p> <p>Ensure these become a routine part of regular communication.</p> <p>Ensure worker visibility into management safety and health commitment in all aspects of operations.</p> <p>Discuss and review safety and health indicators and any outstanding safety items on a “to do” list at the beginning of work meetings.</p>
<b>Demonstrate Leadership by Example</b>	<p>Participate in safety and health activities.</p> <p>Identify person(s) who will manage the safety and health program (this person will also coordinate activities and track programs progress).</p> <p>Visibly demonstrate and communicate safety and health commitment to workers. including by ensuring management staff set an example in following procedures.</p>	<p>Ensure at least quarterly participation of any executives at the worksite, as well as managers and supervisors in safety and health activities.</p>	<p>Continue to ensure involvement of all executives, managers, and supervisors in safety and health activities.</p>

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<b>Allocate Resources</b>	<p>Commit initial resources to control identified hazards.</p> <p>Estimate the resources needed to establish and implement a safety and health management program.</p> <p>Provide sufficient resources to implement and maintain the safety and health program. (Resource needs will vary by organization size, complexity, hazard types, etc. and may include capital equipment and supplies, staff time, training, access to information and tools, and access to safety and health experts).</p>	<p>Provide additional resources for safety and health activities and improve the integration of safety and health into other planning processes, such as budgets.</p>	<p>Continue committing and ensuring the utilization of adequate resources for safety and health activities.</p> <p>Ensure integration of safety and health into all planning processes for the site.</p>
<b>Establish Accountability</b>	<p>Develop a progressive discipline program that provides accountability for managers and workers.</p> <p>Ensure appropriate action, such as retraining or coaching, takes place if safety and health rules are violated or there is a need to reinforce rules.</p> <p>Provide training or retraining as needed.</p>	<p>Implement progressive discipline program.</p> <p>Review disciplinary records for trends to determine if changes are needed.</p>	<p>Ensure rules are enforced and high levels of compliance are maintained.</p> <p>Conduct annual evaluation of disciplinary records to assist with new goals and objectives.</p>

### Element 2. Worker Participation

Goals	Introductory Step	Intermediate Step	Advanced Step
<b>Understand How Workers View the Workplace</b>	<p>Gather information to understand how employees perceive the safety and health culture by conducting a baseline worker safety and health practices awareness survey. Ensure the survey can be taken anonymously.</p>	<p>If more than one year has passed, conduct a new worker safety and health practices awareness survey to evaluate the process.</p>	<p>Annually conduct a follow-up worker safety and health practices awareness survey.</p>
<b>Address Worker Concerns</b>	<p>Develop an action plan to address findings from the baseline worker safety and health practices awareness survey.</p>	<p>Implement steps defined in the site's action plan to improve culture for safety and health.</p>	<p>Ensure significant improvement in safety and health culture through continuous assessment of the site's action plan.</p>

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<p><b>Effectively Communicate with Workers</b></p>	<p>Notify all workers of their safety and health rights.</p> <p>Notify all workers of the site's participation in OSHA's Safety Champions Program.</p> <p>Ensure that workers from all levels of the organization can participate in all phases of the safety and health program from design to implementation.</p> <p>Develop a communication plan for management to relay safety and health information as needed to all workers, including onsite, remote, and mobile workers.</p>	<p>Hold safety and health meetings during regular business hours.</p> <p>Incorporate information about the site's participation in the Safety Champions Program into the worker/contractor orientation.</p>	<p>Hold safety and health meetings during regular working hours at least weekly.</p>
<p><b>Keep Workers Engaged</b></p>	<p>Establish a safety and health committee that includes workers and begin involving workers in safety and health actions and activities.</p> <p>Give workers the necessary time and resources to participate in the safety and health program.</p> <p>Establish a process for workers to report injuries, illnesses, close calls/near misses, hazards, and other safety and health concerns, and respond to reports promptly without fear of retaliation. Include an option for anonymous reporting.</p>	<p>Increase opportunities to participate in safety and health committees, and/or form additional committees.</p> <p>Increase worker involvement in safety and health activities (e.g., incident/near-miss investigations/exposure monitoring/safety and health training).</p> <p>Ensure workers have the information they need to understand safety and health hazards and control measures in the workplace.</p>	<p>All safety and health teams are functioning and meaningfully contributing to safety and health.</p> <p>Ensure regular teams are routinely conducting audits, incident/near-miss investigations, self-inspections, and job hazard analyses.</p> <p>Continue to encourage reporting of hazards using different communication methods and implement procedures to provide feedback to workers on the status of hazards reported.</p>

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### Element 3. Hazard Identification and Assessment

Goals	Introductory Step	Intermediate Step	Advanced Step
<b>Determine What Hazards Exist at the Worksite</b>	<p>List all types of safety and health hazards at the workplace, including a review of chemical hazards that may be present.</p> <p>Investigate injuries, illnesses, incidents, and close calls/near misses to determine the hazards, why the hazard exists, and safety and health program deficiencies.</p>	<p>Review safety and health hazards and update the list with any changes.</p> <p>Review injuries/illnesses, significant incidents or near-misses to determine frequency and severity by jobs, tasks and processes.</p>	<p>Evaluate and update the safety and health hazard list annually and before there are significant changes in tasks, equipment, or processes.</p>
<b>Determine What Hazards Exist in Routine Jobs, Tasks, And Processes.</b>	<p>Create written job safety and health analysis of each routine job, task, or process.</p>	<p>Review job safety and health analysis annually and update if changes need to be made.</p>	<p>Review the written job safety and health analysis documents annually.</p> <p>Incorporate workers into the review process.</p>
<b>Determine What Hazards Exist for Tasks That Are Non-Routine</b>	<p>Identify non-routine tasks.</p> <p>Create a process to analyze the hazards of non-routine tasks.</p> <p>Conduct a job safety and health analysis before starting each non-routine task.</p>	<p>Review safety and health analysis of non-routine tasks to identify trends or similar hazards that may exist in different areas of work.</p>	<p>Evaluate non-routine tasks in the annual safety and health review.</p>
<b>Worksite Changes</b>	<p>Identify potential hazards resulting from changes in the worksite, work processes, materials, equipment, and staffing before they are introduced into the workplace.</p>	<p>Develop a procedure to ensure that any new safety and health hazards are identified, and controls are integrated during the design and prior to implementing any workplace modifications to proactively identify and address potential safety and health issues.</p>	<p>Continue to identify and evaluate new hazards from changes in the worksite in accordance with established procedures.</p>
<b>Measure Health Hazard Exposures</b>	<p>Conduct exposure sampling or surveys to determine whether there may be exposures to health hazards at the worksite.</p> <p>Communicate exposure sampling results to management staff and workers as appropriate.</p>	<p>Establish, document, and implement an ongoing sampling schedule if there is the potential for health hazard exposure.</p>	<p>Continue to follow sampling schedule and modify as necessary to reflect changes or elimination of health hazards. Update safety and health program to include the sampling protocols.</p>

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Goals	Introductory Step	Intermediate Step	Advanced Step
<b>Investigate Workplace Incidents</b>	<p>Conduct workplace incident investigations to determine root causes.</p> <p>Create action items for correction and track to completion.</p> <p>Share results of investigations with managers, supervisors, and workers.</p>	<p>Continue investigating incidents. Include investigations of close calls/near misses and employee-reported safety and health concerns. Ensure prompt response to employee reports.</p> <p>Develop and implement a process to review the results of incident investigations.</p>	<p>Train workers to participate in incident investigations and include them in incident investigations on a regular basis.</p> <p>Implement protocols to periodically review and identify if there are trends in incident/near miss data to identify potential safety and health hazards.</p>
<b>Conduct Regular Hazard Inspections at the Worksite</b>	<p>Develop a documented process for routinely scheduled self-inspections of the workplace.</p> <p>Conduct initial and periodic workplace inspections to identify new or recurring hazards.</p>	<p>Conduct hazard inspections covering the entire worksite, at least semi-annually.</p> <p>Encourage workers, temporary workers, and contractors to participate in hazard inspections.</p>	<p>Continue to conduct routine self-inspections for safety and health hazards.</p> <p>Increase frequency to at least monthly, with the entire worksite covered at least quarterly.</p>
<b>Address Emergency Preparedness and Response at the Site</b>	<p>Establish and communicate written procedures for responding to all types of emergencies.</p> <p>Identify what emergency services are available on all shifts including ambulances, EMTs, emergency clinics, or hospital emergency rooms.</p> <p>Consult with the local fire department to ensure adequate coverage for fire, explosion, or chemical release.</p> <p>Provide at least one employee per shift with training in first aid and CPR or an equally effective alternative.</p> <p>Conduct at least one evacuation drill annually and assess its effectiveness.</p>	<p>Ensure all potential emergency situations are identified, and applicable drills are conducted annually.</p> <p>Establish an Emergency Response Team including first aid and CPR-trained employees.</p> <p>Continue to conduct evacuation drills at least annually to assess effectiveness and follow-up recommendations.</p>	<p>Establish a Hazmat team if necessary.</p> <p>Continue to conduct evacuation drills at least annually, to include all employees and contractors, and to assess their effectiveness.</p> <p>Provide an AED and training on its use for those on the Emergency Response Team.</p>
<b>Hazard Tracking</b>	<p>Develop and begin implementing a hazard tracking process for hazards identified, including through baseline job safety and health analysis, trend analysis of OSHA logs, and incident investigations.</p>	<p>Expand the tracking process to include hazards identified through hazard analysis of routine jobs; self-inspections; employee reports of hazards; and close call/near-miss investigations.</p>	<p>Continue to ensure the tracking system is functioning and includes hazards identified through all methods.</p>

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		Prioritize hazards that are identified and create a timeline for taking action to address identified hazards.	

### Element 4. Hazard Prevention and Control

Goals	Introductory Step	Intermediate Step	Advanced Step
<b>Establishing Effective Written Safety and Health Program</b>	<p>Determine what controls will be implemented to address identified safety and health hazards. Interim controls may be necessary, but the overall goal is to ensure effective long-term control of hazards.</p> <p>Develop a written safety and health program that includes these controls.</p>	<p>Implement written safety and health program that was developed or modified in Introductory Step.</p> <p>Track progress toward implementing controls and periodically (at least annually and when conditions, processes or equipment change) verify that controls remain effective.</p>	<p>Review written safety and health program annually and update as regulations, processes, jobs, or tasks change.</p>
<b>Hazard Elimination and Control Methods</b>	<p>Develop a hazard control plan to prioritize and implement controls for hazards identified through the baseline safety and health study, trend analysis of OSHA logs, and incident investigations.</p> <p>Implement controls (reference <a href="#">Hierarchy of Controls</a>) or interim protection for priority hazards</p>	<p>Finalize the implementation of controls from Introductory Step. Ensure all identified hazards are addressed. Track completion of control implementation through Hazard Tracking System.</p> <p>Update hazard controls as needed based on findings from reviews of injuries/illnesses, significant incidents or near misses.</p>	<p>Continue to proactively identify, prioritize, and implement controls for hazards identified through all means (hazard analysis, trend analysis, accident and near miss investigation, self-inspections, employee reports of hazards, pre-use analysis, etc.). Adjust controls as needed on an ongoing basis.</p>
<b>Ensure Preventive Maintenance is Performed</b>	<p>Conduct an inventory of equipment and machinery requiring preventive maintenance.</p> <p>Establish and implement a preventive maintenance schedule.</p>	<p>Review equipment inventory regularly.</p>	<p>Ensure the schedule is routinely observed and preventive maintenance is regularly conducted.</p> <p>Create a process for the addition and removal of equipment in the preventative maintenance schedule</p>

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<b>Safety and Health Professional Resources</b>	<p>Use information from credible sources.</p> <p>If hiring outside safety and health professionals, assure they (consultants, temporary employees or vendors) are qualified to conduct the work requested.</p> <p>Begin to incorporate the evaluation of certifications/qualifications for each contract.</p>	<p>Develop and begin implementing a written process for vetting safety and health professionals.</p>	<p>Fully implement a written process for vetting safety and health professionals before any work is done on site.</p>

### Element 5. Education and Training

Goals	Introductory Step	Intermediate Step	Advanced Step
<b>General Training</b>	<p>Create a training plan, including a training schedule for each employee.</p> <p>Train workers to recognize hazards they may encounter in their own jobs and to identify appropriate controls.</p> <p>Provide training to all workers on their safety and health rights.</p> <p>Ensure that training is provided in the language(s) and at a literacy level that all workers can understand.</p> <p>Document training, including participation.</p> <p>Ensure that staffing agency workers are adequately trained prior to their work assignment and before arriving on the site.</p>	<p>Provide refresher training with the training schedule developed in the Introductory Step.</p> <p>Ensure any new hires are trained before exposure to hazards (or within 30 days) whichever comes first.</p> <p>Ensure effective training with a knowledge assessment, such as but not limited to, a quiz.</p> <p>If deficiencies are found with knowledge checks, provide further training.</p> <p>Revise safety and health training based on results of hazard assessment and retrain workers as needed.</p>	<p>Continue to improve or develop new safety and health training based on changes in the workplace or workforce.</p> <p>Conduct annual training on safety and health programs.</p>

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Goals	Introductory Step	Intermediate Step	Advanced Step
<p><b>Job-Specific Training</b></p>	<p>Train all workers including managers and supervisors on their specific roles in the safety and health program.</p> <p>Establish any job-specific safety and health training for each job area/task/duty.</p> <p>Provide specific training for safety and health staff and others with safety and health responsibilities, contract workers, temporary workers and visitors to equip them with knowledge and skills needed to perform their safety and health responsibilities.</p>	<p>Provide annual refresher training for safety and health topics based on developed training schedules.</p> <p>Ensure workers are retrained whenever evidence shows that retraining is necessary.</p>	<p>Continue to improve or develop new job-specific safety and health training based on changes in the workplace or workforce.</p> <p>As the program evolves, institute a more formal process for determining the training needs of workers responsible for developing, implementing, and maintaining the program.</p>

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### Element 6. Program Evaluation and Improvement

Goals	Introductory Step	Intermediate Step	Advanced Step
<b>Monitor Performance and Progress</b>	<p>Evaluate injury &amp; illness history (including previous 3 years of OSHA 300 logs if required to keep) to determine any trends and begin developing a plan for conducting analysis of other safety and health-related information (e.g. information reported by workers, worker’s compensation data, exposure sampling data, etc.).</p> <p>Develop a tracking system to track these indicators.</p> <p>Establish how the information will be provided to all workers.</p>	<p>Analyze performance indicators and evaluate progress in making improvements.</p> <p>Conduct annual trend analysis of safety and health data.</p> <p>Conduct hazard assessments based on the results of trend analysis and address any newly identified hazards.</p> <p>Begin tracking leading indicators as well (e.g. level of worker participation, frequency of hazard inspections, timely completion of corrective actions, worker survey data).</p> <p>Communicate progress to workers and ask for input on how to improve.</p>	<p>Continue conducting trend analysis regularly (at least annually) for all types of safety and health information and ensure results are utilized in setting future goals to address any identified trends.</p> <p>Communicate progress, ask for input, and incorporate feedback as needed on at least a quarterly basis.</p> <p>Continue communicating safety and health goals and objectives.</p>
<b>Verify Program Is Implemented and Operating</b>	<p>Begin involving workers in program evaluation elements.</p>	<p>Verify core elements of the program have been fully implemented.</p> <p>Involve workers in all aspects of the program evaluation.</p> <p>Verify all key processes are in place and operating.</p>	<p>Review all internal assessments, hazard inspections, etc. to confirm that any program shortcomings are identified.</p> <p>Verify the actions are being taken to prevent any recurrence of shortcomings.</p>

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<b>Correct Program Shortcomings and Identify Opportunities to Improve</b>	Proactively seek input from managers, supervisors and workers on how to improve the safety and health program.	Take action to correct any identified program shortcomings.	Determine whether performance indicators and goals are still relevant and, if not, how they can be changed to effectively drive improvements in workplace safety and health.

### Element 7. Communication and Coordination for Host Employers, Contractors, and Staffing Agencies

Goals	Introductory Step	Intermediate Step	Advanced Step
<b>Incorporate Safety and Health into Selection of Contractors</b>	Develop and communicate a written contractor selection process including review of safety and health procedures and training.	Consider contractors' safety and health performance in the bidding process, including a review of injury/illness rates.	Encourage contractors to develop their own safety and health programs and work to decrease injuries and illnesses.
<b>Effective Coordination and Communication</b>	<p>Develop and communicate written contractor safety and health rules with the contractor(s) and/or staffing agency.</p> <p>Require contractors, staffing agencies and their workers to comply with site safety and health rules.</p> <p>Make sure that managers with decision-making authority are available and prepared to deal with day-to-day coordination issues.</p>	<p>Establish effective coordination by ensuring the host employer, contractors, and staffing agencies coordinate on work planning, scheduling, and resolving program differences to identify and work out any concerns or conflicts that could impact safety or health.</p> <p>Gather input from contractors on safety and health issues and hazards that workers may be exposed to.</p>	Improve and continue to enforce policies for contractors and staffing agency employees to comply with contractor rules.

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<p><b>Ensure Communication with Contractors to Address Hazards</b></p>	<p>Develop procedures about the exchange of information between all entities, and then the dissemination of that information.</p> <p>Ensure contractors, staffing agencies, and their workers are aware of the types of hazards that may be present and the procedures or measures they need to use to avoid or control their exposure to these hazards before coming on site.</p> <p>Communicate with contractors and staffing agencies and their workers about non-routine and emergency hazards and emergency procedures.</p> <p>Ensure contractors are informed how to contact the host employer to report an injury, illness, or incident, or if they have a safety concern.</p> <p>Clarify responsibilities so that contractors or host employers ensure the correction of any hazards in their work areas.</p>	<p>Develop and implement a formalized method including assignment of responsibility to identify, correct, and track hazards in contractors' work areas.</p> <p>Ensure contractors inform host employers of hazards the contractor may introduce to the worksite.</p>	<p>Include responsibility for hazard communication and correction in contracts.</p>
<p><b>Consequences of Violating Safety and Health Rules</b></p>	<p>Develop and implement a contractor policy for safety and health violations, including removal and other penalties.</p>	<p>Ensure that the penalty policy is understood by all contractors, described in their contracts, and that all contractors adhere to them.</p>	<p>Annually review contractor agreements for safety and health violations to determine the continuance of the agreement.</p>