

OSHA VPP: Management Leadership and Employee Involvement

Management leadership and employee involvement is one of the four elements of the Occupational Safety and Health Administration (OSHA) Voluntary Protection Programs (VPP). This element is necessary to implement an effective safety and occupational health management system (SOHMS) and develop a positive workplace safety culture.

In VPP, management must demonstrate visible safety and health (S&H) leadership, encourage employee involvement, and provide resources to operate the SOHMS. Safety staff develop and maintain the S&H program(s), coach the workforce, and promote methods for active employee involvement in safe and healthful work practices. Employees follow established procedures and provide input and feedback to S&H processes. When done well, employees gradually become more involved in the SOHMS, participating and contributing to S&H processes and improvements.



Management leadership and employee involvement ensures the worksite has:

- Management commitment to employee S&H and VPP
- Visible leadership setting good examples and promoting S&H
- Sufficient S&H planning, resourcing, and budgeting
- Established, user-friendly SOHMS procedures
- Procedures to hold individuals accountable for S&H responsibilities
- Union statement(s) to support VPP site participation
- S&H protection and oversight of contractor employees
- S.M.A.R.T.¹ S&H goals and objectives derived from trend analysis results, aligned with the organizational mission and business strategy, and focused on continuous improvement
- Access to S&H professionals and other certified resources
- Meaningful employee participation in S&H in at least three (3) ways
- Processes enabling and supporting a strong S&H culture
- A comprehensive annual self-evaluation of the entire SOHMS.

For additional information on the SMCX's services, please visit the SMCX-hosted website at <https://www.smcx.org/>.

¹ S.M.A.R.T.—Specific, Measurable, Achievable, Realistic, Time-Bound