

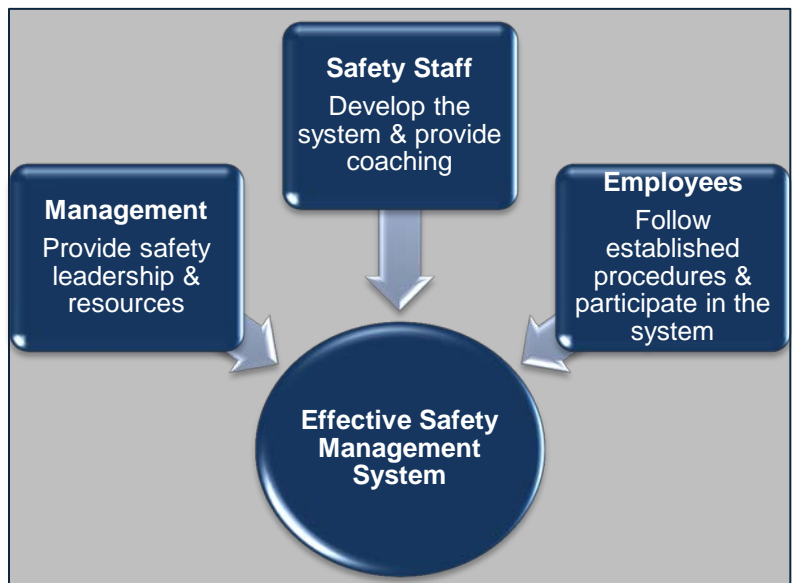
Management Leadership and Employee Involvement

Management leadership and employee involvement is one of the four elements of the Occupational Safety and Health Administration's (OSHA) Voluntary Protection Programs (VPP). This element is necessary in creating an effective safety management system (SMS), as well as developing a positive workplace safety culture.

In an effective SMS, management demonstrates visible safety and health (S&H) leadership and provides the necessary resources to operate the SMS. Safety staff continually develops the system in place, provides coaching to the workforce, and promotes active involvement in safe and healthful work practices. Employees then follow established procedures, providing input and feedback regarding the effectiveness and overall perception of S&H. Employees gradually become more involved in the system, participating in many of the SMS sub-elements and contributing to S&H improvements.

All-inclusive management, leadership, and employee involvement ensures the worksite has:

- Management commitment to employee S&H protection and VPP
- Visible leadership efforts to set a good example and promote S&H
- Adequate S&H planning, resourcing, and budgeting
- Established SMS procedures
- Procedures to hold individuals accountable for S&H responsibilities
- Union statement(s) in place 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, focusing on continuous improvement
- Access to S&H professionals and other certified resources
- Meaningful employee participation in at least three (3) ways
- Systems and processes enabling and supporting a strong S&H culture
- A comprehensive annual self-evaluation of the SMS



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