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# 8 Program Administration

Once you have completed Element 8, you will have:

- Set up a system for recording, tracking and maintaining your farm operation's health and safety management system.
- Created a method for two-way communication with workers on health and safety issues.
- Developed an annual evaluation or audit process.



# Introduction

Program administration ensures that all aspects of an operation's health and safety management system are recorded, tracked and maintained. A record tracking system allows for statistical analysis and the identification of trends that may identify system areas in need of improvement. Examples of records that need to be maintained include:

- Employee training records
- Work site inspection records
- Incident investigation reports
- Maintenance records
- Health and safety meeting minutes.

Your health and safety program records should be kept for a minimum of three years. You will need to consider how and where you will store your documents: online, paper or electronic. If you use online or electronic files, do you have a method to securely back them up?

## Communication

It is important to involve all staff in the health and safety management system and provide an opportunity for feedback on health and safety issues at the work site. You can introduce two-way communication to the site through health and safety meetings, training sessions, health and safety committee meetings, field-level hazard assessments, etc. Record all suggestions from workers and recognize worker involvement and co-operation



See Worksheet 8.1  
"Safety Meeting  
Minutes" for the  
type of items to  
record at your safety  
meetings.

### COMMUNICATION AND PARTICIPATION

- Make sure all staff members are involved in the health and safety management system and aware of their roles in it (identifying hazards, assessing hazards, conducting inspections, recommending possible controls, etc.). Ensure staff members have an opportunity to ask questions and contribute. This may involve staff meetings, orientation sessions, a newsletter, the health and safety committee members, etc.
- Develop a process for staff to provide feedback to management, including ideas on improvements to the program. Feedback could be provided through a suggestion box, a joint health and safety committee, staff meetings, etc.
- Record and respond to all ideas from workers, with positive recognition of the involvement and co-operation of employees.

# Accountability

The program administration element also involves the development of a process for measuring accountability. It is important that everyone understands his or her responsibilities for workplace health and safety.

These roles are outlined in the chart below.

Roles	
Employers	Legally and morally responsible for work sites
Supervisors	Responsible for training, supervision, enforcement
Workers	Responsible for taking training, using assigned controls, following rules, participating in health and safety program

Make sure your policies and standards identify who is responsible for what, the date by which actions must be completed, and the follow-up required to ensure that action taken was effective. Create measurable goals and objectives and assign accountability to drive health and safety performance.

## Documentation/Record Keeping

Take the following steps to ensure you have an effective record keeping system in place. This can help to prove due diligence.

- Assign someone to be responsible for tracking all injuries and incidents.
- Maintain an ongoing system to compare statistics over a period of time to monitor progress.
- Set up a system to keep track of important records such as orientation and training records, inspection reports, investigation reports, joint health and safety committee meeting minutes and maintenance health assessments.
- Conduct an audit of the organization's health and safety management system at least annually.
- Develop an action plan, taking into consideration audit recommendations.
- Assign responsibilities and timelines.
- Implement the action plan.

# Monitoring Statistics

As an employer, you need to develop and maintain an ongoing system for recording events in order to compare statistics over a period of time. There are two types of performance measures you can use to determine your level of health and safety performance.

- **Leading** indicators measure the activities used by the organization to reduce the likelihood of an incident. They are measures of the proactive safety activities you undertake to prevent injury.
- **Lagging** indicators analyze the frequency, severity and type of incidents. They are measures of the reactive safety activities you undertake to prevent recurrence.

More information on leading and lagging indicators can be found at [www.work.alberta.ca/](http://www.work.alberta.ca/). Agricultural injury and fatality statistics and reports can be found at [www.agriculture.alberta.ca/farmsafety](http://www.agriculture.alberta.ca/farmsafety).



*See Worksheet 8.2  
“Monthly Safety  
Summary” and  
Worksheet 8.3  
“Year End Safety  
Summary” for the  
type of statistics to  
keep both monthly  
and yearly.*

## LEADING INDICATORS

Leading indicators can tell you if systems are working as expected and could include:

- Records of inspections: Are inspections being performed as required?
- Meeting minutes: Are safety meetings being held according to the schedule?
- Investigation reports: Are appropriate causes being identified? Are corrections being made in a timely manner?

You can use trends to determine where system changes are needed.

## LAGGING INDICATORS

Lagging indicators can help identify areas in need of improvement and could include:

- Number, severity and cost of injuries and other incidents at the work site.
- Number of days lost due to absenteeism.
- Maintenance records.

Compare your company’s health and safety records to those of similar companies in the same industry. Conduct regular health and safety audits, both internal and external, as part of an annual evaluation system.

## ANALYSIS AND STATISTICS

Use statistics to monitor your operation’s overall safety performance. You could:

- Monitor number and severity or cost of injuries and incidents.
- Monitor number of days lost due to absenteeism.
- Track number of new hires and number of orientations given.
- Track new training, refresher training and on-the-job training hours.
- Determine number of safety meetings scheduled versus the number held and number of employees in attendance.
- Analyze first aid records for type of injury and work areas.
- Track orientation and training hours.
- Calculate quarterly and annual spending on personal protective equipment.

# Program Evaluation

Evaluate your program annually. Some of the components of this evaluation would include:

- Monitoring the effectiveness of the health and safety management system, including a process for corrective actions, persons responsible and accountable, dates for completion to remedy deficiencies and address concerns, follow-up.
- Keeping records of lost time, medical aid and first aid injury data, analysis of data (meetings, inspections, investigations, training records).
- Communication system in place to ensure employees are provided communication and the opportunity to provide feedback on health and safety issues, and regularly scheduled meetings to discuss current health and safety issues with employees.
- Ensuring worker participation where practical in all areas of the health and safety program, and encouraging workers to raise health and safety concerns or suggestions for improvements.

## THE HEALTH AND SAFETY MANUAL

The health and safety manual is a resource and reference manual for employees. It contains all policies, directives and program procedures, as well as examples of forms and direction on how, when, where and why to use them. It should also direct the reader where to find additional information (for example, completed inspection reports or meeting minutes).

On its own the manual is not the organization's health and safety management system. It is only a binder of paper. The system is what actually happens in the workplace. Your manual should be laid out in a logical format, following the eight elements in this workbook.

Distribute copies of the manual throughout your farm. Encourage employees to review the contents periodically. Update the information as needed and ensure the updated material gets into every copy of the manual.

*FarmSafe Alberta is written to comply with the Certificate of Recognition (COR) which is recognized as the standard for health and safety management systems in Alberta. A self-audit process is used for small employers with less than 10 employees.*

## Audit System

Whether completed by internal or external auditors, annual audits give you a means of identifying how your system measures up against a recognized standard. Audit results communicate program successes, as well as identify areas in need of improvement, and can form the basis of action plans designed to make specified individuals accountable for corrective action within set timelines. Follow up on the status of the action plan on a regular basis to ensure action items are being completed. Since most organizations are constantly changing, it is important that the health and safety management system adapt through continual improvement of work processes and activities.

# Conclusion

Review and revise your health and safety plans regularly. Ask your workers to participate in the review process. Your agricultural work is always changing. New technologies and/or problems may require you to:

- Re-examine workplace hazards.
- Update supervisor/worker training.
- Change how supervision is done.
- Re-assign responsibilities for safety.
- Review your workplace inspection procedure and conduct safety inspections differently.

Use the checklist on the next page to assess your program administration practices. If you answer “No” to any of the statements, take action to correct the problem.

# Element 8

## Self Evaluation Checklist

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	Yes	No
I have a system to ensure:		
• Health and safety issues are communicated to employees.	<input type="checkbox"/>	<input type="checkbox"/>
• Feedback on health and safety issues from employees.	<input type="checkbox"/>	<input type="checkbox"/>
• Follow-up on health and safety issues.	<input type="checkbox"/>	<input type="checkbox"/>
I have a system to control contractor health and safety.	<input type="checkbox"/>	<input type="checkbox"/>
I participate in the planned health and safety meetings.	<input type="checkbox"/>	<input type="checkbox"/>
I keep records of health and safety meetings.	<input type="checkbox"/>	<input type="checkbox"/>
I keep records pertaining to the organization's health and safety system for a minimum of three years.	<input type="checkbox"/>	<input type="checkbox"/>
I maintain health and safety statistics.	<input type="checkbox"/>	<input type="checkbox"/>
I analyze records or statistics to identify trends and needs.	<input type="checkbox"/>	<input type="checkbox"/>
I evaluate the health and safety system at least annually through the use of an audit process.	<input type="checkbox"/>	<input type="checkbox"/>
I have developed an action plan as a result of the previous audit.	<input type="checkbox"/>	<input type="checkbox"/>
I have implemented the action plan.	<input type="checkbox"/>	<input type="checkbox"/>





# Worksheet 8.1

## Safety Meeting Minutes

Available online at: [www.agriculture.alberta.ca/farmsafety](http://www.agriculture.alberta.ca/farmsafety)

Date:

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Daily Work Tasks:

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Safety Equipment Discussed:

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Action Needed:

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Accidents / Near Misses / Hazard Awareness Reports Reviewed:

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Comments:

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Workers' Signatures:

Supervisor's Signature:

# Worksheet 8.2

## Monthly Safety Summary

Available online at: [www.agriculture.alberta.ca/farmsafety](http://www.agriculture.alberta.ca/farmsafety)

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Records for the Month of:

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Date Range:

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**1.** Number Workers Hired

- Number Completed Orientations

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**2.** Number Area Team Meetings Scheduled

- Number Conducted
- Percentage Attendance

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**3.** Number Formal Inspections Scheduled

- Number Completed
- Total Unsafe Acts/Conditions Identified
- Number Corrected
- Number Outstanding

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**4.** Number of Accidents/Incidents/Illnesses

- Damage Only
- Injury Only
- Injury and Damage
- Near Miss

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**5.** Number of Investigations Completed

- Outstanding

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**6.** Number of Recommendations Made

- Complete
  - Outstanding
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Safety Coordinator

# Worksheet 8.3

## Year End Safety Summary

Available online at: [www.agriculture.alberta.ca/farmsafety](http://www.agriculture.alberta.ca/farmsafety)

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Records for the Year:

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Date Completed:

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1. Total Number Workers Hired

- Total Number Completed Orientations

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2. Total Number Area Team Meetings

- Total Number of Safety Meetings

- Total Number of Safety Committee Meetings

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3. Total Number Monthly Inspections Completed

- Total Unsafe Acts/Conditions Identified

- Total Number Corrected

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4. Total Number of Accidents/Incidents/Illnesses

- Damage Only

- Injury Only

- Injury and Damage

- Lost Time Injury

- Days Lost

- Medical Referrals

- Near Miss

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5. Total Number of Investigations Completed

- Outstanding

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6. Total Number of Recommendations Made

- Complete

- Outstanding
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Safety Coordinator