

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 in creating an effective safety management system (SMS) and 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, coaches the workforce, and promotes active involvement in safe and healthful work practices. Employees then follow established procedures and provide input and feedback to S&H processes. Employees gradually become more involved in the system over time, participating and contributing to S&H processes and 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
- Sufficient S&H planning, resourcing, and budgeting
- Established SMS 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 SMS.

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

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