

10 Resources and Planning

Projected Implementation Date: December 2013



Managing and aligning human resource activities to achieve the 0:50:5 objective through:

- Hiring standards.
- Conditions of employment.
- Employee assimilation.
- Collective bargaining agreements.
- Succession planning.
- Corrective discipline policy.

Individual performance is critical to achieving 0:50:5. That makes close alignment and mutual support between line management, human resources and safety and health professionals vital to success.

What is Needed

The selection, training and management of personnel are critical to achieving safety excellence, as companies depend on the behavior of individuals working within management-controlled environments and processes.

Recruiting workers with a strong personal safety value, ensuring they are free from the negative influence of drugs and alcohol (D&A), mentally and physically prepared to work, and ready and willing to work in compliance with your company's rules and procedures will greatly increase the potential for companies to achieve 0:50:5. These human resource-related activities should be actively and consistently managed to be effective.

Expectations

- 10.1 Develop hiring standards that describe the physical demands and of each job and verify candidates can perform the work before hiring.
- 10.2 Utilize behavior-based questions in the hiring process to highlight personal safety and health values and improve judgment regarding candidates' alignment with company values.
- 10.3 Formally establish working safely as a condition of employment and define the consequences of failing to do so.

Resources and Planning

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10.4 Require job candidates to submit to a pre-employment physicals to ensure they are physically able to perform the described job and identify any pre-existing accommodations.

10.5 Ensure alignment between collective bargaining agreements and safety and health policies, as appropriate, e.g., safe work as a condition of employment, D&A testing, health monitoring, etc.

10.6 Develop a company-specific D&A policy and testing procedure to minimize the potential for negative consequences on safety and health performance.¹

10.7 Integrate safety and health standards into succession planning.

10.8 Develop an employee assimilation process to ensure the safe and healthy integration of new employees into the work environment.

Footnote

¹ D&A testing policy and procedure must comply with state law and regulation. In lieu of an internal program, this can be accomplished through membership in a multiple company testing mutual.

Resources and Planning

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Regulation

Partial or full MSHA and/or OSHA regulatory requirement: Yes No

Metrics

To be determined

Resources

CORESafety resources can be found with the latest updates at:
coresafety.org/resources/module10

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Notes

