Institute for Work & Health | Research Excellence Advancing Employee Health

Measures in the Ontario Leading Indicators Project (OLIP) survey

Contents

Overview of OLIP survey measures

Tool/Metric	Measures (#items)	Source (see full citations p.7)
Organizational Policies & Practices (OPP)	Health & safety practices (6) Health & safety leadership (6) Ergonomics (4) Disability management / prevention (6) Employee engagement (4)	Hunt 1993, Habeck 1998, Amick 2000
Organizational Performance Metric (OPM)	Organizational Performance Metric (8)	Ontario HSAs / OHSCO
Occupational Health & Safety Management Systems (OHSMS) *(only in original survey)*	OHS policy (3) Worker participation (4) OHS training (5) Communication (3) Preventive & protective actions (4) Emergency response (4) Monitoring & review (8) Benchmarking (2) Procurement & contracting (5)	Fernandez-Muniz 2007 (translated from Spanish) *OHSMS is aligned with CSA Z1000*
Safety Climate (SC)	Employee perceptions of safety(6)	Hahn and Murphy 2008
Joint Health and Safety Committee (JHSC) Index	Joint Health and Safety Committee functioning (for organizations with 20+ employees) (10) Health & Safety Representative functioning (for organizations with 5-19 employees) (4)	Shannon 1996, Nichol 2009

OLIP survey measures and their items

Each OLIP survey measure is made up of several items. For some measures, respondents are asked to indicate the percentage of time that their organization achieves a series of practices, or how much they agree or disagree with a series of statements. The response options are indicated under each tool.

Organizational Policies and Practices (OPP) Questionnaire

0-Never (0%); 1-Sometimes (25%); 2-Half of the time (50%); 3-Most of the time (75%); 4-Always (100%)
If not applicable, respondents are asked to select "Never"

1) HEALTH & SAFETY PRACTICES

1. Unsafe working conditions are identified and improved promptly.
2. Your company maintains excellent housekeeping.
3. Equipment is well maintained.
4. Action is taken when safety rules are broken.
5. Supervisors/managers confront and correct unsafe behaviours and hazards when they occur.
6. Supervisors/managers are trained in job hazards and safe work practices for jobs they supervise.

2) HEALTH & SAFETY LEADERSHIP

1. Top management is actively involved in the safety program.
2. The safety manager (or the person in charge of health & safety) receives support from top management.
3. Your company spends time and money on improving safety performance.
4. Your company considers safety to be equally important as production and quality in the way work is done.
5. Your company analyzes injury and illness data (e.g. claims data, first aid logs) to identify causes and target solutions.
6. The safety program or committee has the responsibility, authority and resources to identify and address safety problems.

3) ERGONOMICS

1. Jobs are designed to reduce heavy lifting.
2. Jobs are designed to reduce repetitive movement.
3. Ergonomic strategies are used to improve workstation design.
4. Ergonomic factors are considered in purchasing new tools, equipment or furniture.

4) DISABILITY MANAGEMENT/PREVENTION

1. Someone from your company contacts the employee shortly after an injury or illness to express concern and offer assistance.
2. Someone from your company makes follow-up contact with employees off work due to injury and assesses their progress toward return to work.
3. Someone from your company maintains regular communication with the injured employee's physician to facilitate return to work.
4. Claim management within your company is well-coordinated from initial injury to claim resolution.
5. Your company makes job accommodations to enable employees to return to work (e.g. modified job duties, flexible schedule, special equipment).
6. Your company consults with the employee about his/her own accommodation and seeks the employee's input.
7. After injured or ill employees return to work, someone from your company follows up to adjust work situations as needed.

5) EMPLOYEE ENGAGEMENT (originally named PEOPLE-ORIENTED CULTURE)

1. Employees are involved in decisions affecting their daily work.
2. Working relationships are cooperative.
3. There is a high level of trust in the employee/employer relationship at your company.
4. Communication is open and employees feel free to voice concerns and make suggestions.

Ontario Organizational Performance Metric (OPM) Questionnaire

0 (0-20%); 1 (20-40%); 2 (40-60%); 3 (60-80%); 4 (80-100%)

1. Formal safety audits at regular intervals are a normal part of our business.
2. Everyone at this organization values ongoing safety improvement in this organization.
3. This organization considers safety at least as important as production and quality in the way work is done.
4. Workers and supervisors have the information they need to work safely.
5. Employees are always involved in decisions affecting their health and safety.
6. Those in charge of safety have the authority to make the changes they have identified as necessary.
7. Those who act safely receive positive recognition.
8. Everyone has the tools and/or equipment they need to complete their work safely.

Occupational Health and Safety Management Systems (OHSMS) Questionnaire
These questions are included in the original OLIP survey, but not in the short-form survey that was made available on the IWH website in Spring/Summer 2012.

0-Strongly Disagree; 1-Disagree; 2-Neither Agree nor Disagree; 3-Agree; 4-Strongly Agree

1) OHS POLICY

1. Your company coordinates its OHS policy with other human resource policies to ensure worker commitment and well-being.
2. A policy document is available to all workers reflecting management's commitment to protecting worker health and safety.
3. Your company's OHS policy commits to continuous improvement; i.e. attempting to improve beyond objectives already achieved.

2) WORKER PARTICIPATION

1. Incentives are frequently offered to encourage workers to comply with OHS policies and procedures (e.g. correct use of protective equipment).
2. OHS decisions are frequently based on consultations with, or suggestions from, workers.
3. Periodic meetings are held between workers and supervisors/managers to make decisions that affect the organization of work.
4. Teams of workers from various parts of your company are frequently used to solve problems about working conditions.

3) OHS TRAINING

1. Workers are given sufficient OHS training when joining your company, changing worksites or using a new technique.
2. OHS training is ongoing and based on a training plan.
3. OHS training plans are decided jointly with workers or their representatives (e.g. unions).
4. Your company supports OHS training opportunities for workers (e.g. leave, scholarships).
5. OHS instruction manuals or work procedures are available.

4) COMMUNICATION

1. OHS policies and procedures are clearly communicated in regular meetings, presentations or campaigns.
2. Systems are in place to notify workers of any changes in production processes or jobs before the changes are made.
3. Workers are informed about OHS hazards through written materials and meetings.

5) PREVENTIVE & PROTECTIVE ACTIONS (originally named PREVENTION PLANNING)

1. Your company has a prevention plan for dealing with OHS hazards and risks.
2. Prevention plans are based on the assessment of OHS hazards and risks in all jobs.
3. Work procedures are based on the assessment of hazards and risks.
4. Prevention plans are communicated to all workers.

6) EMERGENCY RESPONSE

1. Your company has a plan for dealing with emergency situations.
2. Your company has implemented the emergency plan.
3. The emergency plan is communicated to all workers.
4. Periodic drills are conducted to test the effectiveness of the emergency plan.

7) MONITORING & REVIEW (originally named INTERNAL CONTROL)

1. Your company's fulfillment of its OHS prevention plans is regularly checked.
2. Your company's compliance with legislation and regulations is regularly checked.
3. The implementation and effectiveness of OHS policies and procedures are evaluated to identify corrective actions.
4. There are procedures to check the achievement of OHS goals assigned to managers.
5. Systematic inspections are conducted periodically to ensure effective functioning of the OHS management system.
6. Accidents and incidents are reported, investigated, analyzed and recorded.
7. Your company regularly conducts its own audits of the OHS management system.
8. People outside of your company (e.g. consultants, ISO auditors) periodically conduct audits of the OHS management system.

8) BENCHMARKING

1. Your company's injury and illness rates are compared to similar companies in its industrial sector.
2. Your company's work procedures and management practices are compared with those of other organizations to obtain new ideas about similar OHS problems.

9) PROCUREMENT & CONTRACTING

1. Procedures are in place to identify hazards and risks associated with goods (e.g. raw materials, supplies, equipment) when they are purchased for the first time.
2. The hazards and risks associated with goods are controlled before the goods are used.
3. OHS criteria are considered when contractors providing services are selected.
4. Hazards and risks arising from contractors' work are assessed and controlled before work commences.
5. The health and safety of contractors is ensured by your company's OHS procedures.

Safety Climate Questionnaire

1) SAFETY CLIMATE
0-Strongly Disagree; 1-Disagree; 2-Agree; 3-Strongly Agree

1. New employees learn quickly that they are expected to follow good health and safety practices.
2. Employees are told when they do not follow good health and safety practices.
3. Workers and management work together to ensure the safest possible conditions.
4. There are no major shortcuts taken when worker health and safety is at stake.
5. The health and safety of workers is a high priority with management where I work.
6. I feel free to report safety problems where I work.

Joint Health and Safety Committee (JHSC) Index for organizations with 20+ employees

1. Does your company have a Joint Health & Safety Committee (JHSC)?

2. Are the names of the JHSC members posted?

3. How often does the JHSC meet?

4.a) How many members representing workers sit on the JHSC?

4.b) How many members representing management sit on the JHSC?

5. How are the co-chairs chosen?

6. How are the worker members selected for the committee?

7. Has a worker member on your JHSC completed both basic (Part 1) and hazard-specific (Part 2) certification training?

8. Has a management member on your JHSC completed both basic (Part 1) and hazard-specific (Part 2) certification training?

9. Does your JHSC or H&S representative conduct regularly scheduled workplace inspections?

10. Does management address recommendations made by the JHSC or H&S representative?

Joint Health and Safety Committee (JHSC) Index for organizations with 5-19 employees

1. Does your company have a Health & Safety Representative (HSR)?

2. Is the name of the HSR posted?

3. Does your HSR conduct regularly scheduled workplace inspections?

4. Does management address recommendations made by the HSR?

OLIP survey measure definitions

The following definitions only refer to the terms use in the OLIP survey.

Organizational Policies & Practices (OPP): The OPP tool represents occupational health & safety (OHS) and disability management policies and practices critical for the prevention of injuries and the onset of disabilities in organizations. These OPPs are most effective in high-engagement organizations and, thus, the level of engagement of the organization with its employees needs to be measured.

Health & safety practices: Practices that an organization engages in to protect employee safety, including maintaining safe work environments and taking corrective and proactive actions to rectify unsafe conditions (6 items).

Health & safety leadership: Upper management's commitment and participation in safety issues, which is visible in management's involvement, commitment of organizational resources and people's time to promote safety, and active efforts to balance economic and OHS actions (6 items).

Ergonomics: Practices aimed at reducing ergonomic hazards through job design, redesign and procurement policies and practices (4 items).

Disability management/prevention: Policies, procedures and practices to support early intervention post-injury and communication and coordination of care with health-care providers for timely return to work, including education and accommodation in and after return to work to support staying at work (7 items).

Employee engagement (people-oriented culture): The extent to which the organization involves employees in meaningful decision-making, where there is trust between management and employees, and an openness to share information in a cooperative work environment (4 items).

Organizational Performance Metric (OPM): This is a brief inventory of key characteristics of an organization's OHS performance to understand and classify an organization as a high, medium or low performer (8 items).

Occupational Health & Safety Management System (OHSMS): This tool assesses nine key elements required to have a good occupational health & safety management system, as identified in the CSA Z1000 Standard.

OHS policy: The organization has developed OHS policies that reflect a commitment to protecting worker health & safety and continuous improvement, and seeks to integrate the policies with other human resource (HR) activities (3 items).

Worker participation: Workers are engaged in occupational health & safety inside the organization, and the organization incents worker participation in OHS (4 items).

OHS training: OHS training is provided to new workers, and it is ongoing and coordinated with labour (5 items).

Communication: Efforts are made to ensure OHS information is effectively communicated to workers and supervisors (3 items).

Preventive & protective actions: OHS hazard and risk assessment drive prevention plan development, and all plans are communicated to workers (4 items).

Emergency response: The organization has an emergency preparedness plan and has practiced it to ensure all workers are aware of their roles and responsibilities (4 items).

Monitoring & review (internal control): Accountability is built into the organization to ensure hazards and risks are effectively controlled, prevention plans are completed and all incidents investigated (8 items).

Benchmarking: The organization seeks to understand its OHS performance compared to other similar organizations (2 items).

Procurement & contracting: OHS requirements are embedded in procurement and contracting (5 items).

Safety Climate: This tool measures shared employee perceptions about the safety of the work environment, including management commitment to safety, co-worker safety behaviour, worker involvement in safety, and safety feedback (6 items).

Joint Health & Safety Committee (JHSC) Index: This short index assesses how well an organization meets the OHS legislative requirements around JHSCs or health and safety representatives.

Previous studies using OLIP survey measures

Organizational Policies & Practices (OPP)

Amick III BC, Habeck RV, Hunt A, Fossel AH, Chapin A, Keller RB, Katz JN. Measuring the impact of organizational behaviors on work disability prevention and management. J Occup Rehabil 2000; 10(1):21-38.

Amick III BC, Habeck RV, Ossmann J, Fossel AH, Keller R, Katz JN. Predictors of successful work role functioning after carpal tunnel release surgery. J Occup Environ Med 2004 May; 46(5):490-500.

Habeck RV, Hunt HA, VanTol B. Workplace factors associated with preventing and managing work disability. Rehabil Couns Bull 1998; 42(2):98-143.

Hunt HA, Habeck RV, VanTol B, Scully, SM. *Disability Prevention Among Michigan Employers*. Final Report submitted to the Michigan Department of Labor (Upjohn Institute Technical Report No. 93-004). Kalamazoo, MI: W.E. Upjohn Institute for Employment Research; 1993.

Organizational Performance Metric (OPM)

OPM report page: http://www.iwh.on.ca/benchmarking-organizational-leading-indicators

Occupational Health & Safety Management Systems (OHSMS)

Fernandez-Muniz B, Montes-Peon JM, Vazquez-Ordas CJ. Safety management system: Development and validation of a multidimensional scale. Journal of Loss Prevention in the Process Industries 2007; 20:52-68.

Safety Climate (SC)

Hahn SE, Murphy LR. A short scale for measuring safety climate. Safety Science 2008; 46(7):1047-1066.

Joint Health and Safety Committee (JHSC) Index

Shannon H, Walters V, Lewchuk W, Richarson J, Moran LA, Haines T, Verma D. Workplace organizational correlates of lost-time accident rates in manufacturing. AJIM 1996; 29:258-268.

Nichol K, Kudla I, Manno M, McCaskellL, Sikorski J, Holness DL. Form and function of joint health and safety committees in Ontario acute care hospitals. Healthcare Quarterly 2009; 12(2)86-93.