Resources and Planning

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.

Resources and Planning is the process of:
Managing and aligning human resource activities to achieve the 0:50:5 objectives through:
- Hiring standards
- Conditions of Employment
- Employee assimilation
- Collective bargaining agreements
- Corrective discipline policy

How it works

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

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.
Flow of the Process

An individual’s behavior and safe work culture are key to achieving the desired safety and health performance. To ensure personnel are qualified and on board with corporate initiatives, an organization should:

- Develop hiring standards that describe the requirements of each job and verify candidates can perform the work.
- Utilize behavior-based questions in the hiring process to highlight personal safety and health values and improve judgment regarding candidates’ alignment with company values.
- Formally establish working safely as a condition of employment and define the consequences of failing to do so.
- Require job candidates to submit pre-employment physicals to ensure they are physically able to perform the described job and identify any pre-existing conditions.
- 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.
- Develop a company-specific D&A policy and testing procedure to minimize the potential for negative consequences on safety and health performance.
- Integrate safety and health standards into succession planning
- Develop an employee assimilation process to ensure the safe and healthy integration of new employees into the work environment.
Workbook Materials For Module 10

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.

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

**Hiring Policy - Checklist**
Develop hiring standards that describe the requirements of each job and verify candidates can perform the work.

**Department Responsibilities:** ______________________________________________

Team Leader:  ___________________________________________________
Members:  _______________________________________________________

**Hiring Policy Established:** Yes ________ No ________
Policy No.  ______________________________________________________________
Date:   _________________________________________________________________
Storage Location:  _______________________________________________________

**Colaborative Collective Bargaining/Labor Agreements:**
(example: Safe work as condition of employment)

<table>
<thead>
<tr>
<th>Agreement</th>
<th>Clause</th>
<th>Compliant</th>
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<tbody>
<tr>
<td>1.________</td>
<td>_______</td>
<td>Yes ______</td>
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<td>2.________</td>
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**Associated Safety & Health Policies:**
(example: Drug & Alcohol Testing, Health Monitoring, Fit for Work)

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<thead>
<tr>
<th>Policy</th>
<th>Clause</th>
<th>Compliant</th>
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<tbody>
<tr>
<td>1.____</td>
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<td>4.____</td>
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Resources and Planning
Job Demands Included:  YES ______  NO ______
Job:  ___________________________________________________________________
Physical Requirements:  __________________________________________________
_______________________________________________________________________
_______________________________________________________________________
_______________________________________________________________________
Technical Requirements:  _________________________________________________
_______________________________________________________________________
_______________________________________________________________________
_______________________________________________________________________
Other Requirements:  ____________________________________________________
_______________________________________________________________________
_______________________________________________________________________

Pre-Employment Physical Required:  Yes _____  No ______
General Health Screen:  Yes _____  No ______
Fit for Work Exercise:  Yes _____  No ______
D & A Screen:  Yes _____  No ______
List Other
____________________  Yes _____  No ______
____________________  Yes _____  No ______
____________________  Yes _____  No ______

Employment Questionaire Completed:  Yes _____  No ______
Response Ranking:
5 _______
4 _______
3 _______
2 _______
1 _______

Resources and Planning
Pre-Hire Behavioral Questionnaire – Guidelines

Utilize behavior-based questions in the hiring process to highlight personal safety and health values and to improve judgment regarding a candidates’ alignment with company values.

**Department Responsibilities:**

Team Leader: ____________________________________________________

Members: ____________________________________________

__________________________________________

**Questionnaire:**

Objective: ______________________________________________________________

_______________________________________________________________________

_______________________________________________________________________

_______________________________________________________________________

**Source:**

Inter Company _______________________________________________________

Outsource __________________________________________________________

**Subjects:** _______________________________________________________________

_______________________________________________________________________

_______________________________________________________________________

_______________________________________________________________________

**Ranking Criteria:**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Health and Safety</th>
<th>Company Values</th>
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Resources and Planning
Safe Work Policy
Establish working safely as a condition of employment and define the consequences of failing to do so.

Department Responsibilities:

Team Leader: ________________________________
Members: ________________________________

Policy Administration:

Policy Number __________________________
Date __________________________
Sign of Responsibility __________________________
Storage Location __________________________

Policy Standards/Expectations:

_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________

Violations of Policy:

_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________

Corrective Action Plan:

<table>
<thead>
<tr>
<th>Violation</th>
<th>Occurance</th>
<th>Corrective Action</th>
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Drug and Alcohol Policy

Establish working safely as a condition of employment and define the consequences of failing to do so.

**Department Responsibilities:**

Team Leader: ____________________________
Members: ____________________________

**Policy Administration:**

Policy Number: ____________________________
Date: ____________________________
Sign of Responsibility: ____________________________
Storage Location: ____________________________

**Policy Standards/Expectations:**

______________________________

**Screening Requirements:**

______________________________

**Test Administrator:**

Facility: ____________________________
Location: ____________________________
Contact Person: ____________________________
Contact Info: ____________________________
Phone: ____________________________
Email: ____________________________

**Corrective Action Plan:**

<table>
<thead>
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New Employee Integration into the Working Environment
Develop an employee assimilation process to ensure the safe and healthy integration of the new employees into the working environment.

Department Responsibilities: ____________________________________________
  Team Leader: __________________________
  Members: ____________________________  ____________________________
  ____________________________

Integration Process:
  Objective: ____________________________________________________________
  ___________________________________________________________________
  ___________________________________________________________________
  ___________________________________________________________________

Integration Procedures: (CORESafety training, working with experienced crews, etc.)
  Office Training: ______________________________________________________
  ___________________________________________________________________
  On the Job Training: _________________________________________________
  ___________________________________________________________________
  Job Integration Plan: _________________________________________________
  ___________________________________________________________________

Program Administration:
  Documentation Required: ______________________________________________
  ____________________________________________________________
  ____________________________________________________________
  Document Storage Location: __________________________________________
  Integration Process Schedule: _______________________________________
  Sign Off Responsibility: ____________________________________________

Resources and Planning