



CITY OF PHILADELPHIA RISK MANAGEMENT DIVISION
Safety Directive # A-16 Revision #2 June 28, 2007

Title: **Safety and Health Goals and Objectives**

Purpose: To ensure a commitment to the Safety and Health Program and a reduction in injuries to our City employees, residents and visitors, each Department shall establish annual Safety and Health Goals and Objectives.

Introduction: The overall goal of the City of Philadelphia's Health and Safety Program is to reduce the exposure of our employees, residents and visitors to recognized hazards with the ultimate goal being to strive for "Zero Injuries". Sub-Goals, Objectives, Action Plans and Assignment of Responsibilities are a means of tracking and achieving this goal.

The City's Safety and Health Objectives are established annually and will be designed to:

- Comply with PA Bureau of Workers' Compensation requirements
- Analyze and address existing risk sources
- Develop programs to address anticipated risk sources
- Improve the overall City and Departmental Safety and Health Programs
- Assist Departments, Divisions, and Units having high incident rates

Program Elements: To have a successful Safety and Health Program each Department must develop Safety and Health Goals. To simplify this process we have included a blank chart that can be used as a template and guide. Also included is an example of a chart with several Safety and Health Goals and Objectives.

Departments must submit their annual Safety and Health Goals and Objectives to Risk Management by June 15th preceding each upcoming fiscal year (July 1 – June 30). Subsequently, a quarterly update on the status of those goals and objectives are to be forwarded to Risk Management. The quarters being reported on will be for July, Aug., Sept. / Oct., Nov., Dec. / Jan., Feb., March / Apr., May, June and should be submitted by the 15th of the following month for that quarter.

Responsibilities

Risk Management: Develop overall City Safety and Health Goals and provide guidance and training to the various Departments in establishing Safety and Health Goals.

City Departments: Develop and track Safety and Health goals and objectives. This includes submitting proposed and a quarterly status report for goals and objectives to the Director of Safety and Loss Prevention for the Risk Management Division.

Evaluation: The Risk Management Division will periodically evaluate or have evaluated the overall and individual Department Safety Goals and Objectives.

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SAFETY & HEALTH GOALS & OBJECTIVES

Every City Department is required to determine Safety and Health Goals & Objectives (goals) annually according to guidelines set forth by Citywide Safety Directive #A-16 issued by the Risk Management Division. These goals and their quarterly updates will be shared with the Deputy Mayors' and Managing Director's Offices. The departmental Safety Officer is the responsible party for setting and submitting the goals for Risk Management approval. These goals may be developed with input from departmental administration and management.

The following five (5) categories of safety and health goals are mandatory for all City Departments. The safety and health goals must include all of the following criteria:

1. Inspections and Employee/Operational Hazard Assessments
 - a. Set a goal for the number of workplace inspections that will be conducted in one year; **OR**
 - b. Set a goal for the number of employee exposure assessments that will be completed in one year; **OR**
 - i. Please provide details on industrial hygiene surveys planned, i.e. ergonomic assessments, noise exposure surveys, chemical exposure surveys, and indoor air quality surveys.
 - c. Set a goal for the number of operational hazard assessments that the department will complete in one year.
 - i. Please provide details on job hazard analysis planned, or other job/tasks hazard assessments planned.
2. Employee Safety & Health Training
 - a. Set a goal for the type of safety training that will be provided and the number of employees that will be trained by the Department.
 - i. Training should be offered in order to meet regulatory requirements (i.e. Employee Chemical Right to Know) or because of other needs (i.e. increase in employee injuries) or because of City mandate (i.e. Tuberculosis).
3. Employee Disability Program
 - a. Set a goal of all COPA II forms submitted to the City's Third Party Administrator (TPA) for all reported workplace injuries and illnesses; (The goal should be 100%.) **AND**
 - b. Set a goal of completeness for all COPA II forms. Both front and back of form needs to be filled out for every reported workplace injury and illness; (The goal should be 100%.) **AND**
 - c. Set a goal that the department will meet the 2 day lag time goal for all COPA II forms submitted for all reported workplace injuries and illnesses. (The goal should be 100%.)

ADDENDUM #1
September 14, 2009

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SAFETY & HEALTH GOALS & OBJECTIVES

4. Employee Involvement Methods
 - a. Set a goal for the number of safety committee/employee involvement meetings held in one year that will meet quorum, creates agendas, and produces and distributes meeting minutes; **AND**
 - b. Set a goal for the number of workplace inspections or other activities to be performed by the safety committee. (This goal is separate and different than the goal listed in Category #1: Inspections and Employee/Operational Hazard Assessments.)

5. Written and Implemented Safety & Health Programs
 - a. Set a goal to complete the written Accident & Illness Prevention Programs' (AIPP) Sections A-O and all P elements or set a goal to review/revise programs annually as appropriate; **AND**
 - b. Set a plan to implement the programs that are provided in the AIPP Manual. (Note: All programs are not required to be implemented within one year; implementation may be based upon exposure, risk potential and departmental resources)

The following category applies to City Departments that need to address injuries and illnesses occurring in the workplace.

6. Other Department Specific Goals (if applicable)
 - a. Set SMART goals to address hazards that present a high cost, high risk, or high number of injuries/illnesses. This may include additional goals provided to address Top 5 Injury Causes, as presented by departments in PhillyStat sessions.



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SAFETY & HEALTH GOALS & OBJECTIVES FISCAL YEAR 2017–INITIAL

GOAL	OBJECTIVE / ACTION ITEM	RESPONSIBLE PERSON	STATUS	TARGET/ACTUAL COMPLETION DATES
<p><u>Inspection / Hazard Assessment</u></p> <p>Conduct 1 office safety inspections at each of the 15 facilities</p> <p>Goal #: 15</p>	<ul style="list-style-type: none"> a. Review previous inspection reports for historical issues. b. Establish inspection schedule & team. c. Notify mgmt. of inspection schedule at least 2 weeks in advance. d. Perform pre-inspection brief with onsite operations/ building mgmt. on day of inspection. e. Conduct safety inspection for designated site/location. f. Conduct onsite debrief with operations/building mgmt. with observations & recommendations. g. Complete written report within 5-7 days & provide to operations/building mgmt. contact. h. Follow-up on recommendations 30-45 days from date of issue. 	<p>Safety Officer</p>	<p>15</p>	<p>9/2017</p>
<p><u>Employee Safety & Health Training</u></p> <p>Conduct annual PA RTK Training for 375 employees (75% of employee population)</p> <p>Goal #: 375</p>	<ul style="list-style-type: none"> a. Develop current RTK training curriculum. b. Communicate regulatory requirements for training to management. c. Establish and distribute annual training schedule department-wide. d. Notify mgmt. at least 2 weeks in advance regarding each scheduled RTK training. e. Perform training & provide educational materials to participants. f. Review evaluations g. Document training attendance and curriculum. 	<p>Safety Officer</p>	<p>375</p>	<p>6/2017</p>

ADDENDUM #2A – Annual Goals & Objectives - EXAMPLE

Version 06/05/16

GOAL	OBJECTIVE / ACTION ITEM	RESPONSIBLE PERSON	STATUS	TARGET/ACTUAL COMPLETION DATES
<p><u>Employee Safety & Health Training</u></p> <p>Conduct annual Emergency Action Plan Training for 375 employees (75% of employee population)</p> <p>Goal #: 375</p>	<ul style="list-style-type: none"> a. Develop current EAP training curriculum. b. Communicate regulatory requirements for training to management. c. Establish and distribute annual training schedule department-wide. d. Notify mgmt. at least 2 weeks in advance regarding each scheduled EAP training. e. Perform training & provide educational materials to participants. f. Review evaluations g. Document training attendance and curriculum. 	<p>Training Coordinator</p>	<p>375</p>	<p>6/ 2017</p>
<p><u>Employee Safety & Health Training</u></p> <p>Conduct annual Substance Abuse Awareness Training for 375 employees (75% of employee population)</p> <p>Goal #: 375</p>	<ul style="list-style-type: none"> a. Develop Substance Abuse Awareness Education Literature b. Communicate regulatory requirements for training to management. c. Establish and distribute annual education training literature to all divisions department-wide d. Established deadline for returning of employee acknowledgement signature forms e. Document acknowledgement forms 	<p>HR Professional</p>	<p>375</p>	<p>3/2017</p>
<p><u>Empl. Safety & Health Trng: Conduct Slips Trips & Falls Training for 85 employees</u></p> <p>Goal : 85 employees trained</p>	<ul style="list-style-type: none"> a. Develop Training b. Schedule Training c. Provide training to 85 individuals d. Document Training 	<p>Maintenance Supervisor</p>	<p>85</p>	<p>June 2017</p>
<p><u>Employee Safety & Health Training:</u></p> <p>Conduct Bloodborne Pathogens (Top 5 Cause of Injury) for 100 employees in housekeeping and maintenance operations.</p> <p>Goal : 100 employees trained</p>	<ul style="list-style-type: none"> e. Develop BBP Training Curriculum f. Communicate regulatory requirements for training to management. g. Establish 5 training dates for all facilities division h. Conduct training i. Document attendance record and training curriculum 	<p>Infection Control Officer</p>	<p>100</p>	<p>June 2017</p>
<p><u>Empl. Disability Prgm:</u> Ensure that COPA II forms are completed for all workplace injuries/illnesses reported.</p> <p>Goal #: 100%</p>	<ul style="list-style-type: none"> a. Safety Officer will review monthly injury reports & COPA II submission reports to identify claims without submitted COPA II. b. Safety Officer will follow-up with supervisors associated with missing COPA IIs. 	<p>Admin Tech</p>		<p>June 2017</p>

ADDENDUM #2A – Annual Goal s & Objectives - EXAMPLE

Version 06/05/16

GOAL	OBJECTIVE / ACTION ITEM	RESPONSIBLE PERSON	STATUS	TARGET/ACTUAL COMPLETION DATES
<p><u>Empl. Disability Prgm:</u> Ensure that all completed COPA II forms are submitted within 2 days of report of an incident.</p> <p>Goal #: 100%</p>	<p>a. Safety Officer will review COPA Submission report to identify submitted COPA IIs with missing information.</p> <p>b. Safety Officer will follow-up with supervisors responsible for COPA IIs with missing information.</p>	Admin Tech	<p>a.</p> <p>b.</p>	June 2017
<p><u>Empl. Disability Prgm:</u> Ensure that all submitted COPA II forms are fully completed (front and back sides).</p> <p>Goal #: 100%</p>	<p>a. Safety Office will review COPA II submission reports to identify any issues.</p> <p>b. Safety Officer will follow-up with supervisors responsible for COPA IIs with missing information</p>	Admin Tech	<p>a.</p> <p>b.</p>	June 2017
<p><u>Empl. Involvement Methods:</u> The department Safety Committee will meet (12) times per year, create twelve (12) meeting agendas, and create & distribute twelve (12) meeting minutes.</p> <p>Goal #: 12 Agendas 12 Meetings held 12 Meeting minutes</p>	<p>a. Schedule 12 meeting</p> <p>b. Create 12 agendas</p> <p>c. Hold 12 Safety Committee Meetings at Quorum</p> <p>d. Create & distribute 12 Meeting Minutes</p>	Safety Committee Chair	<p>a.</p> <p>b.</p> <p>c.</p> <p>d.</p>	June 2017
<p><u>Empl. Involvement Methods:</u> Conduct three (3) workplace inspections with focus on slip/trip/fall hazards</p> <p>Goal #: 3 Inspections/Activities</p>	<p>a. Schedule and conduct 3 inspection at of the Finance locations</p> <p>b. Write report with corrective actions</p> <p>c. Follow-up with corrective actions</p>	Safety Committee Chair		June 2017
<p><u>Safety & Health Programs:</u> Review and update if needed AIPP Manual Sections A through O</p> <p>Goal : 15 elements reviewed</p>	<p>a. Review and update the manual</p> <p>b. Document Changes</p> <p>c. Have Risk review the changes</p> <p>d. Communicate change to employees</p>	Safety Officer		Dec 2017
<p><u>Safety & Health Programs:</u> Review and update if needed AIPP Manual P Elements</p> <p>Goal 13 P elements reviewed</p>	<p>a. Review and update the manual</p> <p>b. Document Changes</p> <p>c. Have Risk review the changes</p> <p>d. Communicate change to employees</p>	Safety Officer		June 2017

Additional Safety Activities (Items that were not part of the department’s Initial Goals & Objectives submission but are being undertaken by the department)

GOAL	OBJECTIVE / ACTION ITEM	RESPONSIBLE PERSON	STATUS	TARGET/ACTUAL COMPLETION DATES
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ADDENDUM #2A – Annual Goals & Objectives - EXAMPLE

Version 06/05/16

Additional Safety Activities (Items that were not part of the department's Initial Goals & Objectives submission but are being undertaken by the department)

GOAL	OBJECTIVE / ACTION ITEM	RESPONSIBLE PERSON	STATUS	TARGET/ACTUAL COMPLETION DATES
	a. b.	a. b.	a. b.	a. b.



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SAFETY & HEALTH GOALS & OBJECTIVES FISCAL YEAR 2017-INITIAL

Goal	Objective / Action Item	Responsible Person	Year End Goal #	Quarterly Targets (FYTD)	Number Completed (FYTD)	Status	Target Completion Date/Comments
<u>Inspection / Hazard Assessment</u> Conduct 1 office safety inspections at each of the 15 facilities Goal #: 15	a. Review previous inspection reports for historical issues. b. Establish inspection schedule & team. c. Notify mgmt. of inspection schedule at least 2 weeks in advance. d. Perform pre-inspection brief with onsite operations/building mgmt. on day of inspection. e. Conduct safety inspection for designated site/location. f. Conduct onsite debrief with operations/building mgmt. with observations & recommendations. g. Complete written report within 5-7 days & provide to operations/building mgmt. contact. h. Follow-up on recommendations 30-45 days from date of issue.	Safety Officer	15	Q1: 3 Q2: 7 Q3: 11 Q4: 15	Q1: Q2: Q3: Q4:		June 2017
<u>Employee Safety & Health Training</u> Conduct annual PA RTK Training for 375 employees (75% of employee population) Goal #: 375	a. Develop current RTK training curriculum. b. Communicate regulatory requirements for training to management. c. Establish and distribute annual training schedule department-wide. d. Notify mgmt. at least 2 weeks in advance regarding each scheduled RTK training. e. Perform training & provide educational materials to participants. f. Review evaluations g. Document training attendance and curriculum.	Safety Officer	375	Q1: 75 Q2: 150 Q3: 275 Q4: 375	Q1: Q2: Q3: Q4:		June 2017



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SAFETY & HEALTH GOALS & OBJECTIVES FISCAL YEAR 2017-INITIAL

Goal	Objective / Action Item	Responsible Person	Year End Goal #	Quarterly Targets (FYTD)	Number Completed (FYTD)	Status	Target Completion Date/Comments
<u>Employee Safety & Health Training</u> Conduct annual Emergency Action Plan Training for 375 employees (75% of employee population) Goal #: 375	a. Develop current EAP training curriculum. b. Communicate regulatory requirements for training to management. c. Establish and distribute annual training schedule department-wide. d. Notify mgmt. at least 2 weeks in advance regarding each scheduled EAP training. e. Perform training & provide educational materials to participants. f. Review evaluations g. Document training attendance and curriculum.	Training Coordinator	375	Q1: 100 Q2: 150 Q3: 250 Q4: 375	Q1: Q2: Q3: Q4:		June 2017
<u>Employee Safety & Health Training</u> Conduct annual Substance Abuse Awareness Training for 375 employees (75% of employee population) Goal #: 375	a. Develop Substance Abuse Awareness Education Literature b. Communicate regulatory requirements for training to management. c. Establish and distribute annual education training literature to all divisions department-wide d. Established deadline for returning of employee acknowledgement signature forms e. Document acknowledgement forms	HR Professional	375	Q1: 0 Q2: 200 Q3: 375 Q4: 375	Q1: Q2: Q3: Q4:		April 2017
<u>Employee Safety & Health Training:</u> Conduct Slips Trips & Falls Training (Fall from Same Level) for 100 employees in housekeeping and maintenance operations. Goal : 100 employees trained	a. Develop Slips/Trips/Falls Training Curriculum b. Communicate regulatory requirements for training to management. c. Establish 5 training dates for all facilities division d. Conduct training e. Document attendance record and training curriculum	Maintenance Supervisor	100	Q1:0 Q2:50 Q3:100 Q4:100	Q1: Q2: Q3: Q4:		February 2016



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Goal	Objective / Action Item	Responsible Person	Year End Goal #	Quarterly Targets (FYTD)	Number Completed (FYTD)	Status	Target Completion Date/Comments
<u>Employee Safety & Health Training:</u> Conduct Bloodborne Pathogens (Top 5 Cause of Injury) for 100 employees in housekeeping and maintenance operations. Goal : 100 employees trained	f. Develop BBP Training Curriculum g. Communicate regulatory requirements for training to management. h. Establish 5 training dates for all facilities division i. Conduct training j. Document attendance record and training curriculum	Infection Control Officer	100	Q1:0 Q2:25 Q3:50 Q4:100	Q1: Q2: Q3: Q4:	a. b.	June 2017
<u>Empl. Disability Prgm:</u> Ensure that COPA II forms are completed for all workplace injuries/illnesses reported. Goal : 100%	a. Safety Officer will review monthly injury reports & COPA II submission reports to identify claims without submitted COPA II. b. Safety Officer will follow-up with supervisors associated with missing COPA IIs.	Admin Tech	100%	Q1: 100% Q2: 100% Q3: 100% Q4: 100%	Q1: Q2: Q3: Q4:	a. b.	June 2017
<u>Empl. Disability Prgm:</u> Ensure that all completed COPA II forms are submitted within 2 days of report of an incident. Goal : 100%	a. Safety Officer will review COPA Submission report to identify submitted COPA IIs with missing information. b. Safety Officer will follow-up with supervisors responsible for COPA IIs with missing information.	Admin Tech	100%	Q1: 100% Q2: 100% Q3: 100% Q4: 100%	Q1: Q2: Q3: Q4:	a. b.	June 2017
<u>Empl. Disability Prgm:</u> Ensure that all submitted COPA II forms are fully completed (front and back sides). Goal : 100%	a. Safety Office will review COPA II submission reports to identify any issues. b. Safety Officer will follow-up with supervisors responsible for COPA IIs with missing information	Admin Tech	100%	Q1: 100% Q2: 100% Q3: 100% Q4: 100%	Q1: Q2: Q3: Q4:	a. b.	June 2017



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SAFETY & HEALTH GOALS & OBJECTIVES FISCAL YEAR 2017-INITIAL

Goal	Objective / Action Item	Responsible Person	Year End Goal #	Quarterly Targets (FYTD)	Number Completed (FYTD)	Status	Target Completion Date/Comments
<p><u>Empl. Involvement Methods:</u> The department Safety Committee will meet (12) times per year, create twelve (12) meeting agendas, and create & distribute twelve (12) meeting minutes.</p> <p>Goal #: 12 Agendas 12 Meetings held 12 Meeting minutes</p>	<p>a. Schedule 12 meetings b. Create 12 agendas c. Hold 12 Safety Committee Meetings at Quorum d. Create & distribute 12 Meeting Minutes</p>	Safety Committee Chair	<p>a. 12 Agendas b. 12 Meetings Held c. 12 Meeting Minutes</p>	<p>Q1: a. 3 b. 3 c. 3 Q2: a. 6 b. 6 c. 6 Q3: a. 9 b. 9 c. 9 Q4: a. 12 b. 12 c. 12</p>	<p>Q1: a. b. c. Q2: a. b. c. Q3: a. b. c. Q4: a. b. c.</p>	<p>a. b. c.</p>	June 2017
<p><u>Empl. Involvement Methods:</u> Conduct three (3) workplace inspections with focus on slip/trip/fall hazards</p> <p>Goal #: 3 Inspections/Activities</p>	<p>a. Schedule and conduct 3 inspection at designated locations b. Write report with recommendations c. Follow-up with recommended actions</p>	Safety Committee Chair	3	<p>Q1:0 Q2:1 Q3:2 Q4:3</p>	<p>Q1: Q2: Q3: Q4:</p>	<p>a. b.</p>	June 2017
<p><u>Safety & Health Programs:</u> Review and update if needed AIPP Manual Sections A through O</p> <p>Goal : 15 elements reviewed</p>	<p>a. Review and update the manual b. Document Changes c. Have Risk review the changes d. Communicate change to employees</p>	Safety Officer	15	<p>Q1:3 Q2:7 Q3:11 Q4:15</p>	<p>Q1: Q2: Q3: Q4:</p>	<p>a. b.</p>	June 2017
<p><u>Safety & Health Programs:</u> Review and update if needed AIPP Manual P Elements</p> <p>Goal 13 P elements reviewed</p>	<p>a. Review and update the manual b. Document Changes c. Have Risk review the changes d. Communicate change to employees</p>	Safety Officer	13	<p>Q1:3 Q2:6 Q3:9 Q4:13</p>	<p>Q1: Q2: Q3: Q4:</p>	<p>a. b.</p>	June 2017

Additional Safety Activities (Items that were not part of the department’s Initial Goals & Objectives submission but are being undertaken by the department)

Goal	Objective Action Item	Responsible Person	Year End Goal #	Quarterly Targets (FYTD)	Number Completed (FYTD)	Comments/Target Completion Date
	a. b.	a. b.		Q1: Q2: Q3: Q4:	Q1: Q2: Q3: Q4:	a. b.

Creating S.M.A.R.T. Goals

Specific

Measurable

Attainable

Realistic

Timely

Specific - A specific goal has a much greater chance of being accomplished than a general goal. To set a specific goal you must answer the six "W" questions:

- *Who: Who is involved?
- *What: What do I want to accomplish?
- *Where: Identify a location.
- *When: Establish a time frame.
- *Which: Identify requirements and constraints.
- *Why: Specific reasons, purpose or benefits of accomplishing the goal.

EXAMPLE: A general goal would be, "Improve safety in the Department." But a specific goal would say, "Conduct 12 ergonomic assessments in Unit XYZ in FY10."

Measurable - Establish concrete criteria for measuring progress toward the attainment of each goal you set. When you measure your progress, you stay on track, reach your target dates, and ultimately reach your goal.

To determine if your goal is measurable, ask questions such as.....How much? How many? How will I know when it is accomplished?

Attainable - When you identify goals that are most important, you begin to figure out ways you can attain them. You can attain most any goal set when the steps are planned wisely and a timeframe is established to allow you to carry out those steps.

Realistic - To be realistic, a goal must represent an objective toward which you are both *willing* and *able* to work. But be sure that every goal represents substantial progress.

Your goal is probably realistic if you truly *believe* that it can be accomplished. Additional ways to know if your goal is realistic is to determine if you have accomplished anything similar in the past or ask yourself what conditions would have to exist to accomplish this goal.

Timely - A goal should be grounded within a time frame. With no time frame tied to it there's no sense of urgency. If a goal is anchored within a timeframe, then the plan is set in motion to begin working on the goal.