



نظام الشارقة للسلامة والصحة المهنية  
Occupational Safety & Health Sharjah

حكومة الشارقة  
هيئة الوقاية والسلامة

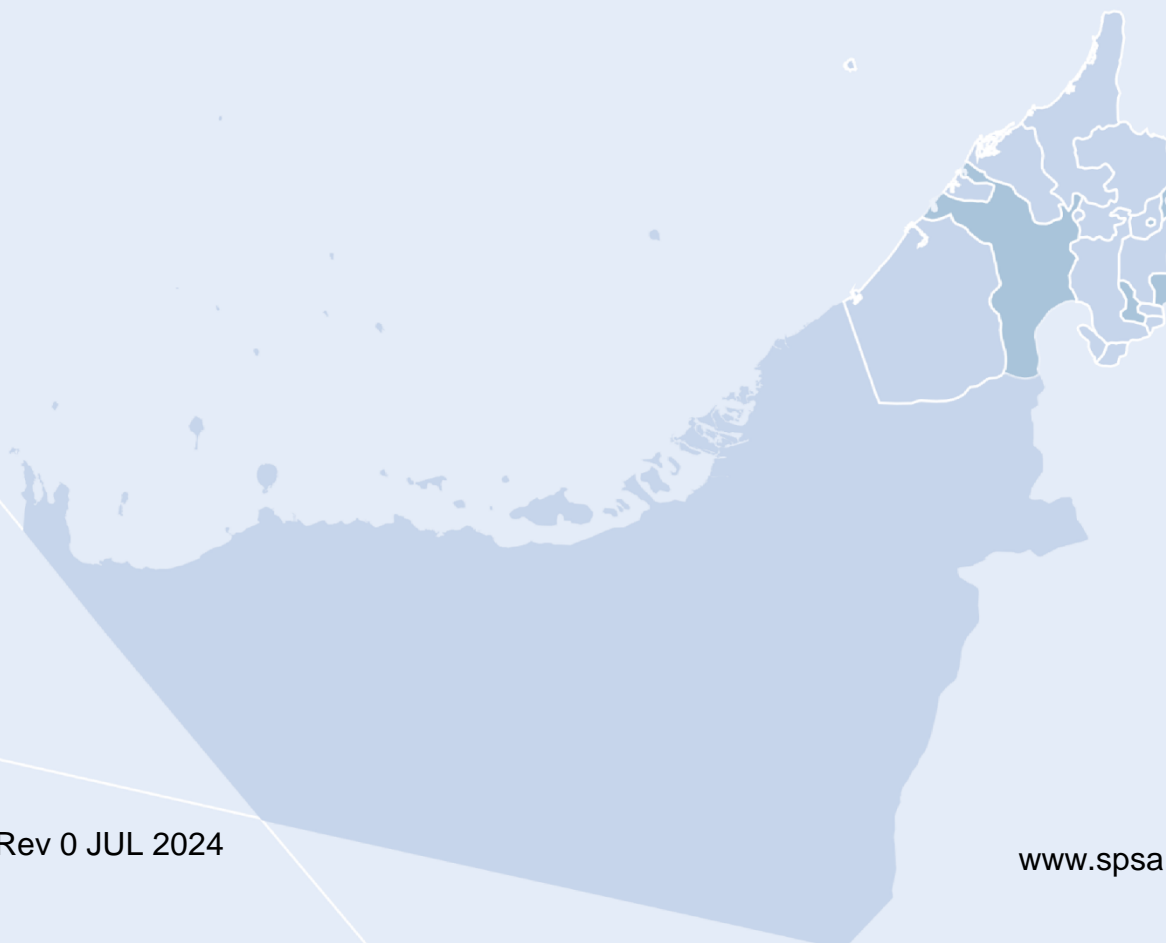
Government of Sharjah  
Prevention & Safety Authority



## Guideline

# Measuring OSH Performance

OSHJ-GL-04



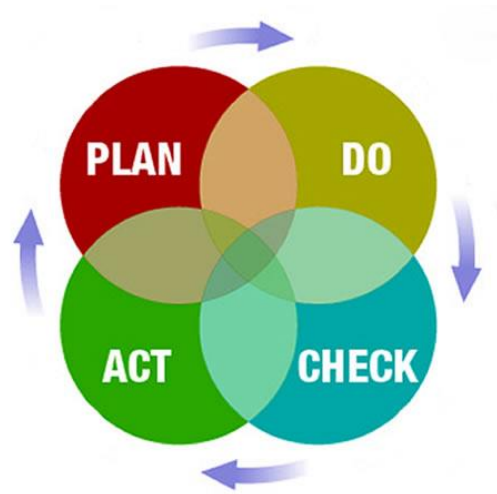
## Table of Contents

1	Introduction .....	2
2	Purpose and Scope .....	2
3	Definitions and Abbreviations .....	2
4	Roles and Responsibilities .....	3
4.1	Entity Responsibilities .....	3
4.2	Employee Responsibilities .....	3
5	Guidelines .....	3
5.1	Decide on What Needs to be Monitored .....	3
5.2	Types of Monitoring .....	4
5.3	Monitoring Frequency .....	4
5.4	Decide Who Will Monitor Performance .....	5
5.5	Evaluating Performance .....	5
5.6	Reviewing Performance .....	5
6	Training .....	6
7	References .....	7
8	Document Amendment Record .....	8
APPENDIX 1.	Risk Register .....	9
APPENDIX 2.	Checklist .....	12

## 1 Introduction

Measuring OSH performance is an integral and vital part of good management and if applied correctly, it allows entities to identify whether they are doing enough on safety and health matters or whether they need to take further actions. Measuring performance is part of the PDCA cycle (Plan, Do, Check, Act) also known as the Deming Wheel, or Deming Cycle.

Further information on PDCA can be found in OSHJ-GL-03: Leadership Commitment and Performance.



## 2 Purpose and Scope

This Guideline document has been developed to provide information to entities to assist them in complying with Sharjah Occupational Safety and Health System requirements.

To achieve compliance in the Emirate of Sharjah, all entities are required to demonstrate a standard of compliance which is equal to or higher than the minimum acceptable requirements outlined in this Guideline document.

## 3 Definitions and Abbreviations

<b>Entities:</b>	Government Entities: Government departments, authorities or establishments and the like in the Emirate.  Private Entities: Establishments, companies, enterprises and economic activities operating in the Emirate in general.
<b>Risk:</b>	Is the combination of likelihood of the hazard causing the loss and the severity of that loss (consequences).
<b>Risk Management:</b>	The forecasting and evaluation of risks together with the identification of procedures to avoid or minimise their impact.
<b>Hazard:</b>	Anything that has the potential to cause harm or loss (injury, disease, ill-health, property damage etc).
<b>OSH:</b>	Occupational Safety and Health.
<b>PDCA:</b>	Plan, Do, Check, Act.
<b>Top Management:</b>	The highest-ranking people within an entity e.g. (business owner, directors, senior management, members of the board) who are individually and collectively responsible for the occupational safety and health.
<b>OSH Performance:</b>	Measurable results of an entity's management of its OSH risks.

## 4 Roles and Responsibilities

### 4.1 Entity Responsibilities

- Ensuring there is a process for monitoring, reporting and reviewing OSH performance;
- Ensuring there is a process in place to report incidents immediately;
- Reviewing performance reports at regular intervals;
- Setting pre-determined measures to enable performance monitoring and measuring;
- Reporting on OSH performance to SPSA as required.

### 4.2 Employee Responsibilities

- Support the entity safety and health policies and procedures;
- Cooperate with the entity and receive safety information, instruction, training and supervision;
- Report any activity or defect relating to work activities which they know is likely to endanger the safety of themselves or that of any other person.

## 5 Guidelines

Good quality monitoring will help the entity in identifying OSH problems, causes of these problems and the changes required to rectify them, monitoring must add value to the OSH system rather than just being a tick box exercise.

### 5.1 Decide on What Needs to be Monitored

Monitoring performance against a range of pre-determined measures is one of the most frequently used techniques of monitoring. Selection of the correct measures, include but not limited to:

- OSH objectives;
- The risk profile of the entity;
- Contractual requirements which can sometimes specify frequency of monitoring;
- Legal requirements.

Minimum SPSA reporting requirements, include:

- Fatality;
- Injuries resulting in lost work days;
- Occupational illness resulting in lost work days;
- Dangerous occurrences.

## 5.2 Types of Monitoring

There are many different types of monitoring and they can generally be categorised as either 'active' or 'reactive':

**Active methods** - Monitor the design, development, installation and operation of management arrangements. These tend to be preventive in nature, including but not limited to:

- Progress monitoring of OSH objectives;
- OSH performance reviews;
- Review of training assessment, records and needs;
- Examination of OSH documents;
- Workplace safety inspections;
- OSH management system audits;
- Environmental monitoring;
- Health surveillance;
- Behavioural observation;
- Safety tours;
- Safety sampling;
- Safety survey;
- Consideration of regular reports by the board of directors.

**Reactive methods** - Monitor evidence of poor safety and health practice but can also identify better practices that may be transferred to other parts of a business, including but not limited to:

- Incident incidence rates;
- Ill-health incidence rates;
- Incident frequency rates;
- Incident severity rates;
- Sickness absence;
- Property or product damage;
- Incidents, hazards and near miss.

## 5.3 Monitoring Frequency

The entity should consider the following while deciding on the frequency of the monitoring of OSH performance, including but not limited to:

- The OSH objectives;
- The risk profile of the entity;
- Contractual requirements which can sometimes specify frequency of monitoring;
- SPSA reporting requirements;
- Legal requirements;
- Active monitoring;
- Reactive monitoring.

#### **5.4 Decide Who Will Monitor Performance**

The entity should define the roles and responsibilities of the different level of employees involved in the monitoring of the OSH performance. The entity should ensure that the responsible employees are provided with the following, including but not limited to:

- Information of responsibilities, what to monitor, how often and to whom to report;
- Adequate resources for monitoring;
- Adequate information, instruction, supervision and training for monitoring methods.

#### **5.5 Evaluating Performance**

The entity should have a process to evaluate the OSH performance which will guide the entity on the action to be followed based on the monitoring results, including but not limited to:

- To improve safety and health performance;
- To learn from human, system and entity failures;
- To share lessons learned;
- To plan future training.

#### **5.6 Reviewing Performance**

The entity should review OSH performance against the entity's policy on a predetermined frequency. There are different reasons for why an entity should review performance, including but not limited to:

- Changes within the entity that could mean that existing performance measures are out of date;
- The OSH objectives and targets have changed which could result in changes to what needs to be measured;
- The current measures do not help the entity to understand how well they are managing safety and health.

## 6 Training

Effective training is essential to achieve quality monitoring of OSH performance. The entity should provide training in languages and in a format that employees understand to all responsible employees who take part in OSH performance, including but not limited to:

- Training managers on effective OSH management;
- Training responsible employees on specific aspects of OSH;
- Improving the skills of the employee;
- Improving OSH performance monitoring skills.

Periodic refresher training should be conducted to ensure employees competency is maintained, including but not limited to:

- Where training certification has expired;
- Where identified as part of a training needs analysis;
- Where risk assessment findings identify training as a measure to control risks;
- Where there is a change in legal requirements;
- Where incident investigation findings recommend refresher training.

The entity must record and maintain accurate training records of OSH training provided to employees.

Further information on training, refresher training and record keeping can be found in OSHJ-GL-08: Training and Competence.

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## 7 References

OSHJ-GL-03: Leadership Commitment and Performance

OSHJ-GL-04: Training and Competence



## 8 Document Amendment Record

<b>TITLE</b>	Measuring OSH Performance		
<b>DOCUMENT AMENDMENT RECORD</b>			
<b>Version</b>	<b>Revision Date</b>	<b>Amendment Details</b>	<b>Pages Affected</b>
1	15 SEP 2021	New Document	N/A
2	03 JUL 2024	The document code was changed from OSHJ-GL-20 to OSHJ-GL-04.	2,6,7
2	03 JUL 2024	Risk Register added	11
2	03 JUL 2024	Checklist Added	14

## APPENDIX 1. Risk Register

Some manuals within Sharjah Occupational Safety and Health System include a sample risk register as an advisory document that entities can emulate. The examples listed in this sample may not be directly applicable to every entity; however, they serve as illustrative cases to enhance understanding of the methods used to evaluate activities within the entity, potential risks, and possible consequences. The sample demonstrates how to assess risks by calculating their likelihood and consequences.

Some manuals present this sample to emphasize the importance of risk monitoring, evaluation, and the implementation of appropriate control measures. It is unacceptable for an auditor from the Prevention and Safety Authority to find any entity engaging in hazardous activities without a thorough risk assessment process. We can anticipate and prevent workplace risks, and the risk monitoring process is not complex. Therefore, this appendix aims to provide a sample that aids in the monitoring, evaluation, and implementation of control measures, monitoring residual risks, and defining tasks and responsibilities for managing hazards.

Every government entity or private establishment has its unique nature of work and environment, which contain risks specific to its operations. Hence, each entity should develop its monitoring procedures based on this appendix. We can develop more detailed assessment tools beyond what this sample presents. As stipulated by Executive Council Resolution No. (15) of 2021 regarding the Sharjah Occupational Safety and Health System, employers are required to identify all foreseeable workplace hazards, assess the risk of injury or illness to workers, and implement consistent preventive measures to ensure workers' safety, health, and well-being. The same resolution also holds employers responsible for their employees, contractors, visitors, and anyone affected by the employer's activities. Therefore, this sample recommends including these individuals in the risk assessment process.

Activity/task	Dangers	Consequences	Existing control measures	Risk			Additional control measures	Residual risks			Executing person	Administrator: Date:
				L	C	R		L	C	R-R		
Occupational Safety and Health Assessment	Lack of periodic risk assessment	Lack of risk awareness and disregard for preventive measures	-	[1-5]	[1-5]	L x C	Conduct periodic risk and safety assessment and document results	[1-5]	[1-5]	Existing control measures – risk (R) = residual risk (R-R)	-	[Date]
Accident and injury analysis	Lack of analysis of accidents and injuries	Recurrence of accidents as a result of not understanding the causes and improving procedures	-	[1-5]	[1-5]	L x C	Analyze accidents and injuries to understand the causes and identify weak points	[1-5]	[1-5]	Existing control measures – risk (R) = residual risk (R-R)	-	[Date]
Evaluation of the application of procedures	Failure to evaluate the application of occupational safety and health procedures	Frequency of behavioral violations and vulnerabilities in the application	-	[1-5]	[1-5]	L x C	Evaluate the application of occupational safety and health procedures and identify areas for improvement	[1-5]	[1-5]	Existing control measures – risk (R) = residual risk (R-R)	-	[Date]
Safety and Health Training	Lack of regular training sessions	Lack of awareness of safe procedures and healthy behaviors	-	[1-5]	[1-5]	L x C	Organize regular training sessions for workers on occupational safety and health	[1-5]	[1-5]	Existing control measures – risk (R) = residual risk (R-R)	-	[Date]
Review and update	Failure to review and update occupational safety and health policies	Non-compliance with legal legislation and industry standards	-	[1-5]	[1-5]	L x C	Review and update occupational safety and health policies periodically	[1-5]	[1-5]	Existing control measures – risk (R) = residual risk (R-R)	-	[Date]

## APPENDIX 2. Checklist

The checklist is used by Prevention and Safety Authority to monitor compliance levels during audit and inspection operations; it is not intended for use by government entities or private establishments.

Every code of practice or guideline published by the Prevention and Safety Authority within the Sharjah occupational safety and health system contains requirements that employers in the Emirate of Sharjah must comply with. Each manual includes an inspection checklist that summarizes the essential items used by the SPSA auditor to verify that government entities or private establishments comply with the manual's requirements. Auditors can add additional essential items as necessary. The inspection checklist also includes a manual reference for each essential item, as well as a sample of acceptable compliance evidence for each item. The SPSA's auditor may request additional compliance evidence based on the item's condition, as well as the severity and potential impact of non-compliance.

The SPSA's auditor uses the inspection checklist to provide a comprehensive report on the entity's status. We will use the same checklist to monitor manual standard violations. Non-compliance with these standards constitutes a violation of Executive Council Resolution No. 15 of 2021 regarding the Sharjah Occupational Safety and Health System. If the SPSA's auditor detects non-compliance, they can issue violations based on the approved violation list.

In this manual, the SPSA provides information and standards that employers conducting activities in the Emirate of Sharjah must adhere to. This is to ensure the safety of workers, property, and the environment. Adhering to the requirements of this manual helps improve the level of occupational safety and health at the workplace, and it shields private establishments from potential violations or financial penalties for non-compliance.

The Emirate of Sharjah's Executive Council Resolution stipulates that employers must exercise due diligence to ensure the safety and health of workers, contractors, visitors, and all those affected by the employer's activities. To avoid non-compliance, employers must ensure adherence to the Sharjah Occupational Safety and Health System requirements. Entities should develop their procedures and inspection checklists according to their activities, nature of work, and risk level.

Depending on recorded or reported incidents, and as necessary, the SPSA may amend the requirements in this manual. As a result, the attached inspection checklist may change. Occupational safety and health practitioners must stay up-to-date on published standards and any changes to the inspection checklist attached to each manual.

### Audit/Inspection Checklist

<b>Code Title</b>	Measuring OSH Performance	<b>Code No.</b>	OSHJ-GL-04	<b>Rev. No.</b>	2.0
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Sr.	Checklist Item	Clause in the Code	Acceptable means of compliance
1.	Are the roles and responsibilities defined by the entity? Are the responsible employees provided with the the instructions and information of the responsibilities, what to monitor, how often and whom to report to?	5.4: Decide Who Will Monitor Performance	– Check employee's job description/responsibilities.
2.	Are the OHS performances evaluated by the entity? Are the OSH performance being reviewed?	5.5: Evaluating Performance 5.6: Reviewing Performance	– Check OSH evaluation and review documents.
3.	Are required trainings provided to the responsible employees?	6: Training	– Check OSH training certificates/documents.