Course Description

A comprehensive, comparative review of environmental safety and health systems-based management standards established by organizations such as the American National Standards Institute (ANSI) and the International Standards Organization (ISO) with an emphasis on shared management systems foundations that have been demonstrated to lead to organizational success.

Course Textbook


Course Learning Outcomes

Upon completion of this course, students should be able to:

1. Identify and discuss fundamental principles and tenets common to environmental safety and health and quality management systems standards.
2. Evaluate the efficacy of management systems in controlling workplace injuries and illnesses and environmental incidents.
3. Compare and contrast leading management systems standards developed by standards setting organizations such as ISO, ANSI, and other standards setting organizations.
4. Evaluate traditional ESH management techniques as compared to the management systems approach.
5. Evaluate one or more organizations' ESH management program and/or management systems implementation in the field using gap analysis and recommend ESH systems improvements.
6. Apply important safety and health related technical topics as they relate to the management systems approach.

Credits

Upon completion of this course, the students will earn three (3) hours of college credit.

Course Structure

1. Unit Learning Outcomes: Each unit contains Learning Outcomes that specify the measurable skills and knowledge students should gain upon completion of the unit.
2. Unit Lesson: Each unit contains a Unit Lesson, which discusses unit material.
3. Reading Assignments: Each unit contains Reading Assignments from one or more chapters from the textbook. Suggested Readings are listed in Unit I-IV study guides. The readings themselves are not provided in the course, but students are encouraged to read the resources listed if the opportunity arises as they have valuable information that expands upon the lesson material.
4. Key Terms: Key Terms are intended to guide students in their course of study. Students should pay particular attention to Key Terms as they represent important concepts within the unit material and reading.
5. Unit Assessments: This course contains six Unit Assessments, one to be completed at the end of Units I-III and V-VII. Assessments are composed of written response questions.
6. Unit Assignments: Students are required to submit for grading Unit Assignments in each unit. Specific information and instructions regarding these assignments are provided below. Grading rubrics are included with each unit assignment. Specific information about accessing these rubrics is provided below.
7. **Ask the Professor:** This communication forum provides you with an opportunity to ask your professor general or course content related questions.

8. **Student Break Room:** This communication forum allows for casual conversation with your classmates.

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**CSU Online Library**

The CSU Online Library is available to support your courses and programs. The online library includes databases, journals, e-books, and research guides. These resources are always accessible and can be reached through the library webpage. To access the library, log into the myCSU Student Portal, and click on “CSU Online Library.” You can also access the CSU Online Library from the “My Library” button on the course menu for each course in Blackboard.

The CSU Online Library offers several reference services. E-mail (library@columbiasouthern.edu) and telephone (1.877.268.8046) assistance is available Monday – Thursday from 8 am to 5 pm and Friday from 8 am to 3 pm. The library’s chat reference service, *Ask a Librarian*, is available 24/7; look for the chat box on the online library page.

Librarians can help you develop your research plan or assist you in finding relevant, appropriate, and timely information. Reference requests can include customized keyword search strategies, links to articles, database help, and other services.

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**Unit Assignments**

Please note that the assignments in the course may ask you to evaluate an organization’s management system. Be aware of proprietary information as follows:

When researching assignments, make sure that sensitive or proprietary information is not included in your assignment submissions. When describing an organization or its facilities, it is acceptable to use pseudonyms or fictitious information. Also, please remember that assignments are asking for general management system information. Detailed information on incidents, events, people, or activities should not be provided.

If you have questions, please feel free to contact your instructor directly.

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**Unit I Project**

This is the first installment of a course project that you will be working on throughout the course. In this project, you will select one of the options below and evaluate a place where you work or have worked using the criteria in the elected option.

**Option 1:**

You may choose a company that has NOT implemented a sophisticated systems approach to management.

During this course, you will be asked to evaluate the emergency safety and health (ESH) and quality management systems used in your chosen facility based on what you learn in this course in preparation for generating a recommendation and making a presentation to management regarding whether the organization should pursue a management systems approach. If you do not have an appropriate organization in your experience to discuss, you can develop your project through research by learning about an organization through resources available in the library and by interviewing individuals who work for your organization of choice. In various units in this course, you will be asked to share information about the firm to determine the level of congruence between the facility’s management approach and what you have learned about the management systems approach up to that point.

**Assignment for Option 1:**

Please provide the following sections in your essay:

- **Identification of the organization:** Identify an organization that you would like to evaluate, and identify the scope of the activity (the organization’s function or business area). Be sure to see above information regarding proprietary and confidential information.
- **Reasons for choosing the organization:** Describe why you chose to evaluate this organization, and discuss where you think the organization stands in relation to utilizing a management systems approach to quality and ESH. Also, discuss where you think the organization is in relation to considering or implementing a systems approach.
- Information sources: Identify information sources which are available to you including documentation (procedures, quality/ESH manual, work instructions), personnel for interviews, records, or web page information. Include a description of the level of confidence that the information will be complete and accurate in providing evidence of the management system. Also, describe your process for reviewing the information and data.

Your response should be a minimum of 700 words in length. You are required to use at least your textbook as source material for your response. All sources used, including the textbook, must be referenced; paraphrased and quoted material must have accompanying citations.

Option 2:

You may choose a company that HAS implemented a sophisticated systems approach to management:

If you happen to work in an organization that applies a systems approach to management, you may choose to evaluate the existing management systems of the firm in relation to the materials presented in the course. Your goal for the session will be to develop an overall written evaluation and presentation to be presented to management. If you do not have an appropriate organization in your experience to discuss, you can develop your project through research by learning about an organization through resources available in the library and by interviewing individuals who work for your organization of choice (Hint: companies that are part of OSHA’s VPP program follow a systems based management approach to safety). In various units in this course, you will be asked to share information about the firm to determine the level of congruence between the facility’s management approach and what you have learned about the management systems approach up to that point.

Assignment for Option 2:

Please provide the following sections in your essay:

- Identification of the organization: Identify an organization that you would like to evaluate, and identify the scope of the activity (the organization’s function or business area). Be sure to see above information regarding proprietary and confidential information.
- Reasons for choosing the organization: Describe why you chose to evaluate this organization, and where you think the organization stands in relation to utilizing a management systems approach to quality and ESH. Also, discuss where you think the organization is in relation to considering or implementing a systems approach.
- Information sources: Identify information sources which are available to you including documentation (procedures, quality/ESH manual, work instructions), personnel for interviews, records, or web page information. Include a description of the level of confidence that the information will be complete and accurate in providing evidence of the management system. Also, describe your process for reviewing the information and data.

Your response should be a minimum of 700 words in length, not counting references listed at the end or repeating of the question, and cited per APA guidelines. You are required to use at least your textbook as source material for your response. All sources used, including the textbook, must be referenced; paraphrased and quoted material must have accompanying citations.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

Unit II Essay

When reviewing the readings on management systems in this unit, it should be apparent to you that safety management entails a great deal more than understanding applicable OSHA standards and enforcing safety rules. The Plan-Do-Check-Act process of continuous improvement adapted from the quality movement requires a much more comprehensive approach to OSH. This approach requires management skills to implement the PDCA process, in addition to leadership and people skills to gain the commitment of management and to get employees involved and engaged in the safety efforts of the organization.

In a well-organized essay, reflect on the type of skills a safety manager would need to be successful in a corporation dedicated to applying a management systems approach.

Include the following considerations for each attribute identified:

- Identify the attribute (auditing skills, documentation skills, presentation skills, etc).
- Identify the PDCA component and its management system tasks.
• Explain the methods to attain excellence in that attribute (education, experience, on-the-job training (OJT), etc.)
• Assess your ability to perform those skills. Do you believe you have those skills, or are there areas where you believe you need further development?

Your response should be at least 500 words in length, not counting references listed at the end or repeating of the question, and cited per APA guidelines. You are required to use at least your textbook as source material for your response. All sources used, including the textbook, must be referenced; paraphrased and quoted material must have accompanying citations.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

Unit III Homework Assignment

Gap Analysis

In the next unit, you will be conducting a gap analysis between the organization you selected in Unit I and one of the standards presented in this unit or another similar standard. Review the materials presented for the ILO, ANSI Z-10, and CSA OSH standards (or from OSHA’s VPP related materials).

Based on the information provided, speculate which areas you believe your chosen company will do well and areas where you think they will be lacking. This assignment is to get you thinking about the gap analysis. Use the information on the various elements of management systems standards presented in Chapters 1 and 2 as a guide. Your Unit IV submission will require much more detail and elaboration as you will be asked to perform a gap analysis and report your findings in narrative format.

Your response should be a minimum of 500 words in length, not counting references listed at the end or repeating of the question, and cited per APA guidelines. You are required to use at least your textbook as source material for your response. All sources used, including the textbook, must be referenced; paraphrased and quoted material must have accompanying citations.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

Unit IV Project

Gap Analysis

In this unit, you are asked to conduct a gap analysis in relation to the organization you chose for your course project. When selecting your organization, you were asked to either select a company that was already utilizing a systems approach to management or an organization that was not. Since that point in time, you have been asked to make various observations about the company you selected.

In this assignment, you are asked to first review the CSA Z1000 checklist provided on pages 64-72, as it provides a detailed list of requirements. In order for you to focus on specific management system elements, use the list provided below when writing your gap analysis:

1. **Policy and management commitment**: What is the policy? Is it communicated and understood within the organization? Are responsibilities assigned?
2. **QEHS manual (or other document which describes the MS)**: How is the MS documented within the organization?
3. **Documentation and records**: Is there control over documentation, including records?
4. **Evaluation of risk**: Has the organization identified key QEHS risks? Is there a method to evaluate new risks that may arise based on changes in the management system?
5. **Objectives**: Has the organization established measurable objectives related to risks identified? Are they periodically reviewed to determine if the organization is meeting them?
6. **Identification of regulatory requirements**: Has the organization evaluated regulatory requirements impacting the organization, is this review updated periodically?
7. **Evaluation of regulatory requirements within the organization**: Does the organization have an internal process to determine if it meets regulatory requirements (compliance audits)?
8. **MS conformance evaluation (Internal Audit)**: Does the organization review its conformance with any MS standard?
9. **Management review**: Does top management periodically review the progress of the organization in terms of implementation of the MS and in continuing to improve?
10. **Operational controls/equipment**: Are there procedures to address the implementation of controls necessary to address QEHS risks? Is equipment maintained and is there a preventive maintenance program?

11. **Employee involvement**: How are employees involved in the management system and what are their responsibilities?

12. **Suppliers and contractors**: Is there a supplier quality, and EHS program? How are they managed with respect to meeting the organization’s QEHS requirements?

13. **Measurement and monitoring**: Does the organization measure its ability to meet requirements and parameters related to operational controls? Are the instruments used calibrated? Does the organization have a process to collect, store, and evaluate data related to its operational controls?

14. **Deficiencies and process failures (corrective and preventive action)**: Does the organization have a documented process for addressing defects, process failures, accidents, and other unexpected events? Does the process include a method to determine root cause, prevent reoccurrence and to evaluate effectiveness of those actions? Does the organization have a process to evaluate potential problems before they occur?

15. **QEHS improvement**: Does the organization have a defined process for continuous improvement? How is it implemented within the organization?

16. **Emergency planning**: Does the organization understand the potential sources of emergencies (based on the location of the organization and its operations) which could impact the organization and have plans been developed on how to address those emergencies? Are the plans checked? Are there drills/checks to ensure that the plans work?

17. **Training**: Are training requirements identified and competency requirements determined? Is training conducted to meet the requirements and are records maintained to reflect the training completed?

Your response should be a minimum of 700 words in length, not counting references listed at the end or repeating of the question, the text of the 17 elements presented above, and essay heading/abstract. Your essay must include a discussion of the types of information sources (documents, records, web page, etc.). It is acceptable to include the 17 elements provided here as a list or table in your essay, but also include an introduction, methods, and conclusion section of the essay. Do not provide recommendations for improvement in this essay assignment. That should be included in your Unit VII course project. You are required to use at least your textbook as source material for your response. All sources used, including the textbook, must be referenced; paraphrased and quoted material must be cited per APA guidelines.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

**Unit V Assignment**

In a well-organized and detailed essay, identify a handful of leading metrics that you think your organization is using or could implement to help with the continuous improvement efforts of the company’s management systems. Reflect on the key risks faced by the workforce. Include the following information:

- Describe each metric with regard to its method of determination, established target, and time duration upon which it is based (are these quarterly goals, yearly, bi-annual, or other?)
- Describe why you think these indicators are, or could be, helpful to your organization.

Keep in mind that you may use this information in your final recommendation report in Unit VIII.

Your response should be a minimum of 700 words in length. You are required to use at least your textbook as source material for your response. All sources used, including the textbook, must be referenced; paraphrased and quoted material must have accompanying citations.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

**Unit VI: Analytical Essay**

**Course Project**

Evaluate how responsibilities and authorities are assigned and delegated in the organization you selected for your course project. Include the following information:

- Discuss whether the organization has distinguished between responsibilities and authorities.
- Include the methods of documenting the responsibilities/authorities (job descriptions, procedures, policies, etc.).
- Describe the methods of communicating responsibilities and authorities to the workforce.
Your response should be a minimum of 700 words in length, not counting references listed at the end or repeating of the question, and cited per APA guidelines. You are required to use at least your textbook as source material for your response. All sources used, including the textbook, must be referenced; paraphrased and quoted material must have accompanying citations.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

**Unit VII Course Project**

**Final Report**

For the Unit VII Assignment, you are asked to develop a recommendation to your chosen employer utilizing your findings and observations from your unit assessments throughout the course, paying special attention to the gap analysis you conducted in Unit IV.

Prepare a detailed recommendation to your facility manager identifying what the company needs to do to bring the organization into conformance with one or more ESH management systems standards. Your paper should include all of the following details:

- Utilize the key elements of a management systems approach to ESH, and discuss how they relate to your chosen employer. Refer to the 17 elements listed in your gap analysis. You are encouraged to list each item and describe the associated recommendation.
- In the “conclusions” section of your essay, ensure you assess the facility’s leadership commitment to the project, and make some guesses in relation to the degree to with the organization will resist any such changes.
- In the “conclusions” section, describe where the organization lies in relation to identification of regulatory requirements and evaluation of them and general physical site safety, and the sophistication of regulatory compliance programs at the site.

Your response should be 5-10 pages in length, not counting references listed at the end or repeating of the question, and cited per APA guidelines. You are required to use at least your textbook as source material for your response. All sources used, including the textbook, must be referenced; paraphrased and quoted material must have accompanying citations.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

**Unit VIII PowerPoint Presentation**

In this assignment, you will use your final report as a guide to create a PowerPoint Presentation. The presentation must reflect what you would present to management as a summary of your research and recommendations.

Your PowerPoint presentation should be 10-15 slides in length, not counting references listed at the end or repeating of the question, and cited per APA guidelines. All sources used, including the textbook, must be referenced; paraphrased and quoted material must have accompanying citations. The presentation should include a heading slide, an introductory slide identifying the key topics to be covered, and a conclusions/recommendations slide. Additionally, the slides should provide an overview of the organization’s performance of key items from the 17 elements identified in your gap analysis, discussion on whether the organization conforms, and recommendations for improvement. The last slide should be the “references” slide.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

**APA Guidelines**

The application of the APA writing style shall be practical, functional, and appropriate to each academic level, with the primary purpose being the documentation (citation) of sources. CSU requires that students use APA style for certain papers and projects. Students should always carefully read and follow assignment directions and review the associated grading rubric when available. Students can find CSU’s Citation Guide by clicking here. This document includes examples and sample papers and provides information on how to contact the CSU Success Center.
Grading Rubrics

This course utilizes analytic grading rubrics as tools for your professor in assigning grades for all learning activities. Each rubric serves as a guide that communicates the expectations of the learning activity and describes the criteria for each level of achievement. In addition, a rubric is a reference tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of that learning activity. It is imperative for you to familiarize yourself with these rubrics because these are the primary tools your professor uses for assessing learning activities.

Rubric categories include: (1) Assessment (Written Response) and (2) Assignment. However, it is possible that not all of the listed rubric types will be used in a single course (e.g., some courses may not have Assessments).

The Assessment (Written Response) rubric can be found embedded in a link within the directions for each Unit Assessment. However, these rubrics will only be used when written-response questions appear within the Assessment.

Each Assignment type (e.g., article critique, case study, research paper) will have its own rubric. The Assignment rubrics are built into Blackboard, allowing students to review them prior to beginning the Assignment and again once the Assignment has been scored. This rubric can be accessed via the Assignment link located within the unit where it is to be submitted. Students may also access the rubric through the course menu by selecting “Tools” and then “My Grades.”

Again, it is vitally important for you to become familiar with these rubrics because their application to your Assessments and Assignments is the method by which your instructor assigns all grades.

Communication Forums

These are non-graded discussion forums that allow you to communicate with your professor and other students. Participation in these discussion forums is encouraged, but not required. You can access these forums with the buttons in the Course Menu. Instructions for subscribing/unsubscribing to these forums are provided below.

Once you have completed Unit VIII, you MUST unsubscribe from the forum; otherwise, you will continue to receive e-mail updates from the forum. You will not be able to unsubscribe after your course end date.

Click here for instructions on how to subscribe/unsubscribe and post to the Communication Forums.

Ask the Professor

This communication forum provides you with an opportunity to ask your professor general or course content questions. Questions may focus on Blackboard locations of online course components, textbook or course content elaboration, additional guidance on assessment requirements, or general advice from other students.

Questions that are specific in nature, such as inquiries regarding assessment/assignment grades or personal accommodation requests, are NOT to be posted on this forum. If you have questions, comments, or concerns of a non-public nature, please feel free to email your professor. Responses to your post will be addressed or emailed by the professor within 48 hours.

Before posting, please ensure that you have read all relevant course documentation, including the syllabus, assessment/assignment instructions, faculty feedback, and other important information.

Student Break Room

This communication forum allows for casual conversation with your classmates. Communication on this forum should always maintain a standard of appropriateness and respect for your fellow classmates. This forum should NOT be used to share assessment answers.
Grading

Assessments (6 @ 7%) = 42%
Unit I Project = 5%
Unit II Essay = 7.5%
Unit III Homework Assignment = 5%
Unit IV Project = 5%
Unit V Assignment = 5%
Unit VI Analytical Essay = 7.5%
Unit VII Course Project = 10%
Unit VIII PowerPoint Presentation = 13%
Total = 100%

Course Schedule/Checklist (PLEASE PRINT)

The following pages contain a printable Course Schedule to assist you through this course. By following this schedule, you will be assured that you will complete the course within the time allotted.
By following this schedule, you will be assured that you will complete the course within the time allotted. Please keep this schedule for reference as you progress through your course.

### Unit I

**Introduction to Safety & Health Management Systems**

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<td>□ Introduction</td>
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<td>□ Chapter 1: A Primer on Integrated Management Systems</td>
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**Notes/Goals:**

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### Unit II

**Fundamentals and Theory of Management Systems**

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**Notes/Goals:**

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### Unit III

**ESH Management Systems Standards**

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**Notes/Goals:**
## MOS 5525, Integrated Safety Management Systems

### Course Schedule

#### Unit IV
**Gap Analysis**

- **Review:**
  - Unit Study Guide

- **Read:**
  - Chapter 3: Review Chapter
  - Suggested Reading: See Study Guide

- **Submit:**
  - Project

**Notes/Goals:**

#### Unit V
**Performance Management**

- **Review:**
  - Unit Study Guide

- **Read:**
  - Chapter 4: Performance Measurement: A Management System Imperative
  - Reading Assignment: See Study Guide

- **Submit:**
  - Assessment
  - Assignment

**Notes/Goals:**

#### Unit VI
**Responsibility, Accountability, and Behavioral Methods**

- **Review:**
  - Unit Study Guide

- **Read:**
  - Chapter 5: The Internal Responsibility System for Management System Accountability
  - Chapter 6: Behavior-Based Approaches to Integrated Management Systems

- **Submit:**
  - Assessment
  - Analytical Essay

**Notes/Goals:**
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