

# Evaluation of Safety Performance in Process Industries

Yu-Jung Liu,<sup>a</sup> Jin-Luh Chen,<sup>a</sup> Shyh-Yueh Cheng,<sup>a</sup> Ming-Tsai Hsu,<sup>b</sup> and Chen-Hua Wang<sup>b</sup>

<sup>a</sup>Department of Occupational Safety and Health, Chia-Nan University of Pharmacy and Science, No.60, Sec. 1, Erren Rd., Bende Dist., Tainan City 71710, Taiwan, R.O.C.

<sup>b</sup>Graduate Institute of Engineering Science and Technology, National Kaohsiung First University of Science and Technology, 2 Jhuayue Rd., Nanzh District, Kaohsiung City, 811, Taiwan, R.O.C.; cwang@nkfust.edu.tw (for correspondence)

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*By considering literature review, the management mechanisms of Taiwan Occupational Safety and Health Management System, and local regulations, the study proposes dimensions for the analysis of overall safety performance in the semiconductor industry, establishes three principal factors and 25 safety performance dimensions, and develops a questionnaire on safety performance. Three Taiwan semiconductor plants were selected as the subject for the quantitative analysis of the questionnaire and the current safety performance of the semiconductor industry was thoroughly investigated. The study extensively discusses a case study of three semiconductor plants showing highly significant differences in their "technical factor," "organizational factor," and "human factor" through an analysis of variables of safety performance. From the analysis, it was determined that 22 safety performance dimensions, with the exceptions of "self-inspection," "emergency response," and "safety audit," demonstrate significant differences. © 2013 American Institute of Chemical Engineers Process Saf Prog 33: 166–173, 2014*

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## INTRODUCTION

Performance measurement is necessary for effective safety and health management in business units. In particular, supervision of safety and health management and performance measurement not only demonstrates a management's determination to fulfill the overall goals of safety and health but also become an essential element for active promotion of a safety and health culture (1). Safety performance measurement is a critical and indispensable task in an occupational safety and health management system (2).

Glendon and McKenna (3) considered that statistics such as accidents and injuries are not sensitive and accurate enough because they lack timeliness and neglect risk exposure. Thus, it is not appropriated to measure safety performance in terms of accident statistics only. Moreover, Phillips and Williams (4) considered that injury frequency as an indicator is inadequate to properly evaluate the performance of a safety system. Injury frequency rate and injury severity rate have been widely used by government agencies, but they

only reflect the occupational safety and health status without any indication on improvements in management. To effectively control a safety management system, a comprehensive performance evaluation system that contains measurable and realizable indicators is required.

## MEASUREMENT AND DIMENSIONS OF SAFETY PERFORMANCE

Cooper and Phillips (5) said that safety performance is the total consciousness of the work environment shared by employees. Dier *et al.* (6) proposed that safety performance is employees' overall consciousness of the work environment in an organization that influences their safe behavior. Neal *et al.* (7) thought safety performance is a special pattern in the organizational climate that describes the individual evaluation of safety in the work environment. Wu (8) held that safety performance is the overall performance of the safety management system during operation. According to the above definitions, safety performance is multidimensional and has been mentioned in different dimensions because of differences in purpose, subject, or scope of research. Previous studies show that different scholars have varied opinions on the dimensions of safety performance.

## Method for Performance Measurement

According to the OSHA 1904 (9) standard, safety performance measurement is categorized into active and inactive. Its 1904 (10) explains that inactive performance indicators should not be limited to inactive monitoring data such as risks or health hazards; instead, it has to emphasize the comprehensive status of all risks, including incidents, accidents, and health hazards. Active performance indicators obtain results or data by actively monitoring the performance of occupational safety and health, such as plans for occupational safety and health, requirements for occupational safety performance, and health management systems.

## Methods for Safety Performance Evaluation

According to the description by Agnew *et al.* (11) of the Heistic approaches and the evaluation with various characteristics in relevant studies (12–15), it is suggested that methods for safety performance evaluation incorporate the following characteristics:

- The method shall be supported by a theoretical framework. One or more theories and/or models shall propose

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