Safety Program Gap Assessment

Twelve-element scored self-assessment · Canadian employers

HSE ADVISOR CANADA
hseadvisor.ca

Employer / company: _____ Industry: _____

Completed by: _____ Position: _____

Date: _____ Worker count: _____

MATURITY SCALE

SCORE	LEVEL	WHAT IT MEANS
0	Absent	Does not exist in any form.
1	Informal	Happens sometimes, depends on individuals, not written down.
2	Documented	Written and mostly followed, but not verified or consistently recorded.
3	Managed	Written, practised, recorded, reviewed, and improved on evidence.

THE TWELVE ELEMENTS

#	ELEMENT	A MANAGED PROGRAM HAS	SCORE	EVIDENCE OR GAP
1	Policy and commitment	A signed, dated policy, posted where workers can see it and reviewed at least annually (OHSA s.25(2)(j), Ontario), with senior management taking part in safety activities.		
2	Roles and responsibilities	Written duties for management, supervisors and workers, known to the people holding them.		
3	Hazard identification and risk assessment	A documented method, current assessments for every task, and reassessment on change.		
4	Safe work practices and procedures	Written procedures for high-risk tasks, accessible at the point of work, followed in practice.		
5	Training and competency	A training matrix by role, delivery records, refresher tracking and competency verification.		
6	Inspections	A schedule, a checklist, findings assigned to an owner with a date, and verified closure.		
7	Incident reporting and investigation	Reporting that captures near misses, root-cause investigation, and corrective actions that close.		
8	Emergency preparedness	Plans for the emergencies you can actually have, trained responders, and drills with records.		
9	Contractor and visitor management	Prequalification, orientation, and oversight of contractors while they are on your site.		
10	Joint committee or representative	Correct structure for your size, meeting on schedule, minutes posted, recommendations answered.		
11	Records and document control	Current versions, retention periods met, and any record retrievable on request.		
12	Program review and improvement	An annual management review that changes something, based on leading and lagging indicators.		
Total (out of 36)				

READING YOUR SCORE

TOTAL	WHERE YOU ARE	WHAT TO DO NEXT
0 – 11	Program in name only	Start with elements 1, 3 and 5. Everything else depends on them.
12 – 23	Documented, not embedded	Close the gap between what is written and what happens. Focus on any element scoring 1.
24 – 30	Working program	Push the 2s to 3s. Verification and review are usually what is missing.
31 – 36	Audit-ready	You are in range for a COR or ISO 45001 audit. Confirm against the specific audit tool.

> Any single element scoring **0** is a priority regardless of your total. A strong average hides a missing element, and regulators and auditors assess elements individually, not on average.

PRIORITY ACTIONS

RANK	ELEMENT	GAP	ACTION	OWNER	DUE

COMPLETED BY

DATE

REVIEWED BY (MANAGEMENT)

DATE

Want help applying this?

Our consultants (CRSP Certified · COR & ISO 45001 Lead Auditors) can adapt this to your workplace or review your safety program with you.

(647) 620-5278 · **info@hseadvisor.ca** · **hseadvisor.ca/contact**

Safety Program Gap Assessment Checklist · Version 1.1 · Reviewed October 2026 · HSE Advisor Canada. Free to use and adapt. General guidance, not legal advice.

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