



MAKING HEALTH AND SAFETY WORK

LEAD INDICATORS

Examples across Industry Sectors

A JOINT INITIATIVE DEVELOPED BY

WORKSAFE
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Introduction

The indicators provided in this document are examples to show some of the kinds of lead indicators that can be used by PCBU's to measure the effectiveness of health and safety management of example risks. PCBU's are required to choose measurable lead key performance indicators that are appropriate to the risks in their business and give them assurance of how well that particular risk is being managed, controlled, and reviewed. It is not suggested that all of these measures would be appropriate to every business that has these risks.

Overall Metrics

Example safety risk indicators

Capability

- What percentage of weighting for work-related safety risk is applied to contracts and procurement?
- What proportion of overall operational and capital expenditure is focused specifically on work-related safety risk management?
- What percentage of contracts or product procurement meets the PCBU's defined safety weighting at first attempt?
- Over the last 12 months, what percentage of training sessions per worker have been specifically focused on work-related safety risks?

Leadership

- Does the PCBU have clear and explicit policies and processes for each of its major work-related safety risks?
- What percentage of leadership team/board meetings includes review and discussion of key safety lead indicators?
- What percentage of time do senior leaders spend doing on-site safe work observations?
- What percentage of the business do senior leaders' onsite safe work observations cover?
- What percentage of supervisors, middle management, and senior leaders have been trained how to complete a safe work observation in the last year?
- What percentage of supervisors, middle management, and senior leaders have completed a safe work observation in the last month that is outside of their own work area?
- What percentage of senior leaders have had a challenging conversation about safety risks this month?
- How many times has a manager or supervisor stopped unsafe work this month?

Example health risk indicators

Capability

- What percentage of weighting for work-related health exposure is applied to contracts and procurement?
- What proportion of overall operational and capital expenditure is focused specifically on work-related health risk management?
- What percentage of contracts or product procurement meets the PCBU's defined health weighting at first attempt?
- Over the last 12 months, what percentage of training sessions per worker have been specifically focused on work-related health risks?

Leadership

- Does the PCBU have clear and explicit policies and processes for each of its major work-related health risks?
- When did the leadership team/board last review and discuss workplace exposure monitoring and aggregated health surveillance results?¹
- What percentage of leadership team/board meetings includes review and discussion of key health lead indicators?
- What percentage improvement against targets has been shown in the annual employee engagement survey for health risks?
- What percentage of time do senior leaders spend doing on-site healthy work observations?
- What percentage of the business do senior leaders' onsite healthy work observations cover?
- What percentage of supervisors, middle management, and senior leaders have been trained how to complete a healthy work observation in the last year?
- What percentage of supervisors, middle management, and senior leaders have completed a healthy work observation in the last month that is outside of their own work area?• What percentage of senior leaders have had a challenging conversation about health risks this month?
- How many times has a manager or supervisor stopped unhealthy work this month?

Engagement

- What percentage improvement against targets has been shown in the annual employee engagement survey for safety risks?
- What percentage of staff participates in the annual employee engagement survey?
- What percentage of staff have relevant lead indicators for safety risks measured in their performance reviews?
- How many suggestions / improvement ideas for mitigating risks have been submitted by workers this month?
- What percentage of safety related observations have been conducted by workers this week?
- How many times have workers stopped unsafe work this month?
- What percentage of near misses/hazards have been reported by workers in each specific department this month?

Risk management

- What percentage of high-consequence low-incidence risks have had their controls and monitoring reviewed this month?
- Does the PCBU have a clear, explicit strategy for improving their management of work-related safety risks?
- What percentage of workers in safety-critical roles were assessed for their fitness to work today (through safe behaviour observations or other means)?
- What percentage of process safety assessments, bowtie analyses, and audits of high-risk activities show improved safety standards in the last year?
- What percentage of planned maintenance (PM) checks have shown no damage in the last month?
- What percentage of reporting safety near misses or risks have had corrective actions completed in the last month?
- What percentage of high-risk safety controls have been reviewed for effectiveness in the last six months?
- What percentage of tasks have been reviewed per person against required safe operational performance in the last year?

Engagement

- What percentage improvement against targets has been shown in the annual employee engagement survey for health risks?
- What percentage of staff have relevant lead indicators for health risks measured in their performance reviews?
- How many suggestions / improvement ideas for mitigating risks have been submitted by workers this month?
- What percentage of health related observations have been conducted by workers this month?
- How many times have workers stopped unsafe work this month?
- What percentage of near misses/risks have been reported by workers in a specific department this month?
- What percentage of workers participated in the health surveillance programme this year?

Risk management

- What percentage of high-consequence low-incidence risks have had their controls and monitoring reviewed this month?
- Does the PCBU have a clear, explicit strategy for improving their management of work-related health risks?
- What percentage of workers in safety-critical roles were assessed for their fitness to work today through a safe behavioural observation or similar?
- What percentage of workers (including management) have completed health surveillance as required for their role?²
- What percentage of reporting health near misses or risks have had corrective actions completed in the last month?
- What percentage of high-risk health controls have been reviewed for effectiveness in the last six months?
- What percentage of tasks have been reviewed per person against required healthy operational performance in the last year?

¹ This should be done commensurate with the risks

² This is a key question: low compliance with health surveillance or worker exposure programmes means that the effectiveness of the indicator is weakened

Construction

Example safety risk indicators

Fall from height:

Capability

- What percentage of staff working today in fall arrest or fall restraint (harnesses) hold the appropriate unit standard for their use and were observed working safely?

Leadership

- What percentage of management walk-throughs have commended workers for safe and healthy work this week?
- What percentage of management have discussed high-risk work controls with workers on their site walkthroughs this week?

Engagement

- What percentage of workers at height have been involved in task of job safety analyses for managing the risks of work at height this week?
- What percentage of work at heights have workers implemented improvements to mitigate risks this month?
- What percentage of work at heights have workers stopped due to safety concerns this month?
- How many conversations/observations conducted by workers on work at heights this month?

Risk management

- What percentage of risk controls have been reviewed and higher-level controls introduced this month?
- What percentage of jobs have been done from the ground that would previously have been done at height this week?
- What percentage of fragile surfaces, openings, and trenches have been observed to be fenced or sealed off to prevent falls on the site this week?
- What percentage of checks on scaffolding showed unsafe or incomplete scaffolding this week?
- What percentage of ladders on site are for access only (as opposed to being used for working directly from the ladder)?
- How many jobs this week have substituted a mobile elevating work platform (MEWP) or scaffold for a ladder?
- What percentage of toolbox talks this week included discussion of fall from height controls?
- What percentage of harnesses, fall arrest and fall restraint units have been checked for damage by their users in the last week?

Example health risk indicators

Dust:

Capability

- What percentage of toolbox talks in the last fortnight included discussion of the risks of working around construction dusts such as silica, asbestos, wood dusts, or swarf?

Leadership

- What percentage of management walk-throughs have commended workers for safe and healthy work this week?
- What percentage of risk controls have been changed this week following health surveillance or environmental testing?

Engagement

- What percentage of toolbox talks this week included discussion of the risks of working around construction dusts such as silica, asbestos, wood dusts, or swarf?
- What percentage of tasks have workers implemented improvements to mitigate risks from dust this month?
- What percentage of work have workers stopped due to concerns related to dust this month?
- What percentage of workers on the site are having annual lung function testing (spirometry) to monitor their exposure?³

Risk management

- What percentage of risk controls have been reviewed and higher-level controls introduced this month?
- What percentage of hand tools on site this week have specific extraction for dust?
- What percentage of abrasives on site are silica-free?
- What percentage of tasks that create dust are wetted down the whole time cutting or grinding is occurring this week?
- What percentage of times this week have other workers been moved out from an area where large amounts of dust are being created?
- What percentage of workers are using respiratory protective equipment (RPE) appropriate to the task today?⁴
- How frequently are worker exposure tests for dust being carried out to ensure that worker exposure does not exceed the Workplace Exposure Standard (WES) for the kinds of dust in the workplace?

³ See Health and Safety at Work (General Risk and Workplace Management) Regulations 2016, Regulations 30-42

⁴ Appropriateness to the task and any required fit testing will need to be advised by a competent person, according to AS/NZS1715

Manufacturing

Example safety risk indicators

Moving machinery:

Capability

- What percentage of workers have completed isolation (lock out tag out) training?
- What percentage of the workers are judged as competent to perform isolation (lock out tag out) on machinery before interventions such as unblocking jams and are required to interact with machinery?⁵
- What percentage of workers on site are competent to perform electrical isolation (in addition to mechanical isolation) before PM, fault-finding, or repair of equipment (that will be required to perform this kind of isolation)?
- What percentage of changes in the work process, plant, or equipment this month had a risk assessment carried out before the change?
- What percentage of toolbox/prestart talks this week included discussion of the risks of moving machinery?
- How many workers have been trained in safe use of machinery this month?
- How many workers have been assessed as competent by a competent person⁶ following their machinery training this month?

Leadership

- What percentage of senior leaders have commended workers for completing appropriate isolation before machinery interventions?
- What percentage of senior leaders have completed site walkthroughs in the last month?

Engagement

- How many times have workers reported damaged or missing guards this week?
- How many times have workers stopped work due to risks from moving machinery this month?
- How many improvement suggestions have workers raised for improving guarding on machinery this month?
- What percentage of equipment have workers completed guarding reviews on this week?

Example health risk indicators

Chemicals:⁷

Capability

- What percentage of proposed changes to process equipment have had a hazard and operability study (HAZOP) completed prior to work commencing in the last 3 months?
- Is there a policy to include local exhaust ventilation (LEV) as a key element in procurement of fixed and hand-held plant?
- What percentage of workers have been specifically trained in the risks of the chemicals they are handling in the last 3 months?

Leadership

- What percentage of senior leaders have commended workers for safe work with chemicals in the last month?
- What percentage of senior leaders have completed site walkthroughs in the last month?

Engagement

- What percentage of chemical process workers have been involved in risk management processes within the last month?
- How many times have workers stopped work due to risks from hazardous substances this month?
- How many improvement suggestions have workers raised for reducing the risks from exposure to hazardous substances this month?
- What percentage of near misses reported by workers relate to hazardous substances this month?

Risk management

- What percentage of risk controls have been reviewed and higher-level controls introduced this month?
- What percentage of chemicals on the site have been substituted for something less risky (following a risk assessment) in the last 3 months?
- What percentage of planned maintenance (PM) checks identified potential issues in chemical process equipment (prior to a reported fault) this month?
- What percentage of planned maintenance checks had their timeframes adjusted to ensure that equipment was checked for safe operation rather than failure in the last year?

⁵ Some workplaces may limit the number of people that can isolate machinery to fitters, electricians, engineers, supervisors, or other key staff as a way of reducing the risks of poor isolations being performed

⁶ A competent person would ideally be a workplace assessor under the NQF or equivalent

⁷ Further ideas for chemical process controls can be found in HSG254 Developing process safety indicators (HSE, 2006)

Risk management

- What percentage of risk controls have been reviewed and higher-level controls introduced this month?
- What percentage of planned maintenance (PM) checks carried out on machinery guards this week showed the guards compliant with AS/NZS4024?
- What percentage of total plant and equipment has been professionally assessed against AS/NZS4024 Safeguarding Machinery prior to installation, or within the last 2 years?
- What percentage of pre-change risk assessments this month included workers or representatives?
- How many risk assessments have been carried out this week?

- What percentage of process vessels, valves, pressure plates, ducting, pipework, and other process equipment has had PM checks completed in the last month?
- What percentage of bunds have been inspected for integrity in the past month?
- Have all emergency procedures for chemical containment (including spill, vapour cloud, fumes, mists, gases, dusts or fire/explosion) been tested⁸ as identified in the Safety Case or within the last 6 months (whichever is shorter)?⁹
- What percentage of workers are using personal protective equipment (PPE) appropriate to the task today?
- What percentage of fixed plant on the site has local exhaust ventilation (LEV) fitted and operational?
- What percentage of hand-held equipment on the site has local exhaust ventilation (LEV) fitted and checked for airflow at least annually?
- What percentage of specific ventilation process piping, inlets and exhausts have had a ventilation flow assessment in the last year?
- What percentage of daily checks have been completed on ventilation equipment to ensure it is within its required air flow rate this month?
- What percentage of workers have been assessed for skin exposure to chemicals in the last 6 months?
- What percentage of workers exposed to chemicals have a heavy-duty barrier cream provided for use at all times?
- How frequently are environmental tests for chemical fume/vapour/mists/dusts/gases being carried out to ensure that worker exposure is within the limits of the Workplace Exposure Standard (WES) for the chemicals in the workplace?
- What percentage of workers on the site are having health monitoring appropriate to their exposures on a regular basis (some will require more regularly than annual, some less regularly than annual) to monitor their exposure?¹⁰
- What percentage of risk controls have been changed in the last 6 months following health surveillance or worker exposure testing?

⁸ Testing for process risks should include practical testing such as drills and desktop exercises to work through likely emergency scenarios such as major vessel failure, explosion, vapour release, or major exposure events and identify any weaknesses in the current emergency controls

⁹ Health and Safety at Work (Major Hazard Facilities) Regulations 2016, Regulations 31-32; and Health and Safety at Work (General Risk and Workplace Management) Regulations 2016, Regulation 14

¹⁰ See Health and Safety at Work (General Risk and Workplace Management) Regulations 2016, Regulations 30-42

Transport

Example safety risk indicators

Mobile plant:

Capability

- What proportion of active mobile plant operators hold the appropriate Unit Standard (for forklifts, reach trucks, telehandlers etc)?
- What percentage of the long-haul fleet has fatigue shutdown systems installed in rigs that are linked to driver logbooks?
- What percentage of mobile plant operators have received additional training or reinforcement of safe driver behaviours (in addition to the requirements of their license or Unit Standards) in the last month?¹¹

Leadership

- What percentage of supervisors have completed driver safe behaviour observations with mobile plant operators this week?
- What percentage of drivers have been commended for safe driving by supervisors or managers in the last week?

Engagement

- What percentage of mobile plant operators have been involved in risk management processes in the last month?
- What percentage of risk controls have been reviewed by workers this month?
- What percentage of higher-level controls have been introduced by workers this month?
- What percentage of near misses reported by workers relate to mobile plant issues this month?

Risk management

- What proportion of the site has a one-way system in place for all mobile plant (include inside and outside the site)?
- What percentage of mobile plant on site has roll-over protection structures installed?
- What proportion of the mobile plant fleet has interlocked seatbelts to ensure that the machine cannot start operating unless the driver is wearing the seatbelt?
- What percentage of the mobile plant fleet has fixed mirrors or reversing cameras fitted and operational?

Example health risk indicators

Fatigue:

Capability

- What percentage of toolbox talks or staff briefings has included discussion of the management of fatigue in the last month?

Leadership

- What percentage of workers has the workplace assisted with purchase of light-blocker curtains and other equipment such as ear plugs to assist shift workers to have a more restful sleep between shifts?

Engagement

- Were staff involved in the design of the shift pattern?
- Has consultation on the effectiveness of the shift pattern occurred in the last six months?
- What percentage of staff attended optional fatigue management training this year?
- What percentage of staff participated in wellness campaigns this month?

Risk management

- What percentage of risk controls have been reviewed and higher-level controls introduced this month?
- What proportion of lighting in the workplace emits longer-wavelength light (rather than red/short wavelength) light, to suppress melatonin for workers?¹²
- Does the shift pattern allow for two nights off following night shifts?
- Are consecutive night shifts restricted to no more than 4 in a row?
- Do day shifts start after 7am?
- Are day shifts that start before 7am shorter than 7am-start shifts, to allow for staff to recover?
- Is overtime forbidden for staff that work 12 hour shifts?
- Is there a minimum of 12 hours between shifts?
- Is the shift rotation pattern quick (every 2-3 days)?
- Does the shift rotation pattern move forward (morning-afternoon-night)?
- What percentage of the workforce has to travel more than 45 minutes to work?

¹¹ This can include having a driver assessor on site to identify poor behaviour and reinforce good behaviour

¹² Melatonin is the hormone that increases sleepiness, and it is suppressed by short wavelength light. Workers that work with equipment or lighting that emits short wavelengths are scientifically proven to be more alert, make less errors, and respond more quickly than those who are working under lights that emit longer wavelengths.

- What percentage of the fleet is interlocked so that if there was a collision the mobile plant unit would stop until released by a supervisor or manager?
- What percentage of site walk routes are physically marked (with standard NZ road markings and signage etc) where mobile plant cannot go, for example pedestrian-only zones physically protected with barriers from mobile plant, suspended walkways, emergency equipment or exit areas, or assembly areas?
- What percentage of the mobile plant fleet has had preventative maintenance (PM) checks on time and in full in the last two weeks?

- What percentage of time between shifts are staff sleeping for?
- What percentage of staff working shifts have another job?
- What percentage of staff that work shifts or long hours (including management) have their health monitored for cancer, cardiac and digestive health?

Warehousing & distribution

Example safety risk indicators

Racking/stacking collapse:

Capability

- What percentage of toolbox talks have covered the risks of racking and stacking in the last month?
- What percentage of workers have been identified as competent to stack product or access stacked product?

Leadership

- How many times have supervisors commended good stacking around traffic or pedestrian areas in the last week?

Engagement

- What percentage of near miss reporting includes near misses for racking contact in the last fortnight?
- What percentage of workers have reported unstable stacking as a near miss in the last week?
- How many racking inspections were completed by workers this month?

Risk management

- What percentage of risk controls have been reviewed and higher-level controls introduced this month?
- What percentage of racking verticals on site have a physical mobile plant-resistant barrier to prevent collision?
- What percentage of racking verticals and horizontals have been inspected by a qualified racking/structural engineer in the last fortnight on time and in full?

Example health risk indicators

Manual handling:

Capability

- What percentage of workers have been trained in safe manual handling techniques (more than just “safe lifting”) in the last year?
- What percentage of workers have been trained to use the ACC manual handling risk reckoner?

Leadership

- How many times have supervisors commended workers for using manual handling aids such as trolleys, handles, and suction lifters in the last week?

Engagement

- What percentage of near miss reporting includes early report of discomfort in the last fortnight?
- How many improvement suggestions were provided by workers for reducing repetitive strain injuries this month?

Risk management

- What percentage of manually handled items have had their size, weight, or handling characteristics (such as presence of handles, slippery or mobile loads) reviewed to make them easier to handle¹⁴ in the last 6 months? This includes changing packaging to make it smaller, lighter, or easier to handle.
- What percentage of risk controls have been reviewed to eliminate or substitute manual handling out of tasks in the last 6 months?

- Does the site apply a simple racking assessment process such as SEMA¹³ (or equivalent) for identifying when racking should be offloaded?
- What percentage of racks have the Safe Working Load (SWL) displayed on the racks?
- What percentage of racking has had its SWL changed by an engineer due to damage in the last month, and is this marked on the racking unit and/or entered into stock management systems?
- What percentage of the racks have maximum load heights (for sprinklers and racking capacity) clearly marked on the racking unit?

- What percentage of tasks requiring manual handling have been assessed using the ACC manual handling risk reckoner (ACC5122)?

Postal

Example safety risk indicators

Dog attack:

Capability

- What percentage of workers are competent to refuse to deliver to properties with unrestrained dogs?
- What percentage of workers have been trained in safe dog approach strategies and how to fend off attacking dogs (eg by dog pound or dog trainers)?
- What percentage of toolbox, pre-start talks, or training have covered how to manage dangerous dogs in the last month?

Leadership

- What percentage of workers that have refused to deliver to properties with dogs have been commended by management for refusing in the last month?

Engagement

- What percentage of near miss reporting includes near misses with dogs (such as rushes to the fence, dog pursuit, threatening behaviour etc) in the last fortnight?
- What percentage of workers have refused to deliver to properties with dogs in the last month?
- What percentage of toolbox, pre-start talks, or training (led by workers) have covered how to manage dangerous dogs in the last month?

Example health risk indicators

Sun exposure:

Capability

- What percentage of workers have had basic training on identifying skin spots in the last year?
- What percentage of workers on site today are competent to recognise signs of heat stress, heat stroke, and heat exhaustion?
- What percentage of toolbox talks included discussion of sun and heat risks this month?
- What percentage of workers have had training in sun smart and hydration techniques in the last year?

Leadership

- What percentage of senior leaders asked questions about managing sun exposure during site walkthroughs this month?

Engagement

- What percentage of near miss reporting includes assessment of the risk of sun exposure this month?
- How many improvement suggestions have been made by workers for reducing risks to sun exposure this month?
- What percentage of near misses reported by workers relate to sun exposure this month?
- What percentage of observations / tool box talks conducted by workers discussed sun exposure this month?

¹³ Storage Equipment and Manufacturing Association UK: <http://www.sema.org.uk/guides.asp>

¹⁴ This can include making loads smaller and lighter, installing handles etc?

Risk management

- What percentage of risk controls have been reviewed and higher-level controls introduced this month?
- What percentage of workers carry a dog repellent such as pepper spray or high-pitched sound emitters?

Risk management

- What percentage of risk controls have been reviewed and higher-level controls introduced this month?
- What percentage of tasks that would have been done outside have been moved under cover in the last month?
- What percentage of workers are using ankle to wrist protective clothing to protect from sun today?
- What percentage of workers are wearing a broad-brimmed hat or other protection for exposed neck and face skin today?¹⁵
- What percentage of workers have applied sunscreen today?
- What percentage of fleet vehicles include sunblock of at least SPF50+?
- What percentage of workers are using a cooling towel, bandana, or other body cooling technology today?

Public administration

Example safety risk indicators

Driving:

Capability

- What percentage of drivers have completed advanced driver training that includes skid avoidance and management in the last year?¹⁶
- What percentage of drivers have been trained in identifying the signs of driving fatigue in the last six months?

Leadership

- What percentage of drivers and others on work trips stayed overnight this month to manage the length and fatigue of a trip?
- What percentage of managers encouraged drivers to stay overnight to manage driver fatigue?

Engagement

- What percentage of drivers handed in daily vehicle safety check sheets in the last fortnight?
- What percentage of drivers logged a planned route in the last fortnight?
- Were drivers involved in the selection and comfort fit checks for prospective new fleet vehicles prior to purchase or lease?

Example health risk indicators

Stress:

Capability

- What percentage of workers (including managers) have received resilience training in the last year?

Leadership

- Has the organisation's stress policy been reviewed within the last 2 years?

Engagement

- How have findings from worker surveys been included in the risk control processes for stress?
- How many self-reports of stress and pressure have been received in the last month?
- What percentage of workers have participated in health surveillance for cardiac, digestive, and cancer risks in the last year?
- What percentage of staff participated in wellness campaigns this month?
- What are the in percentage results from annual employee engagement surveys?
- What percentage of employees participated in annual employee engagement surveys?

¹⁵ This can include brims and neck flaps added onto hard hats, or sunsmart buffs worn around the neck. Caps do not provide sufficient sun protection in New Zealand.

- What percentage of drivers are reporting their driver hours to managers?

Risk management

- What percentage of fleet vehicles have GPS tracking installed to identify worker positions and protect remote workers?
- What percentage of vehicles have emergency equipment such as fire extinguishers, accident warning signs, day/night high visibility clothing, and a first aid kit installed?
- What percentage of vehicles have secure storage areas for luggage and equipment?
- What percentage of vehicles have additional communication equipment installed to account for areas with poor or no cellphone coverage (such as CB radio, satellite phone, cellphone mobile repeaters etc)?
- What percentage of vehicles have equipment for poor weather as standard (for example, wet weather gear, chains, or winter tyres where required)?
- What percentage of drivers changed a planned route because of weather or other concerns in the last week?

Risk management

- What percentage of workers' work requirements have been actively managed to reduce workload or stressors in the past month?
- What percentage of managers have been trained to recognise signs of stress and fatigue in their staff in the last year?
- How many job descriptions and job activities¹⁷ have had a risk assessment completed in the last year?
- Are questions about worker stress and demands included in performance and exit interviews?
- How many surveys seeking information about stress and work demands have been carried out in the last year?
- What percentage of staff have used EAP or other external agencies in the last month?
- What percentage of major events have EAP or other external agency staff¹⁸ attend as a matter of course to help workers deal with the event?

¹⁶ Advanced driver training should prioritise higher-risk drivers: those that have high mileage annually, poor accident records, and drivers new to the job

¹⁷ Job activities are what the person actually does, which may not be fully described in a formal job or position description

¹⁸ Such as Skylight etc

Disclaimer

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