

Uusi malli ennakoivaan työturvallisuuden, työterveyden ja työhyvinvoinnin mittaamiseen

Lähde: Zwetsloot et al. 2020 Developing proactive leading indicators for safety, health and wellbeing at work

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Development of indicators

- A set of 14 proactive leading indicators for safety, health and wellbeing (SHW) at work was developed to support the International Social Security Association's (ISSA) Vision Zero strategy and seven golden rules
- Phases of the project included
 - Review of literature and industry input (32 organizations and experts participating e.g. VZ network)
 - Quantitative evaluation
 - Online pilot survey (to e.g. VZ network and researchers' business networks)
 - Qualitative evaluation
 - Open-ended questions included in the online survey as well as feedback provided by key stakeholders and the ISSA Steering Committee and organizational representatives
 - Consensus-building workshop with the ISSA Steering Committee

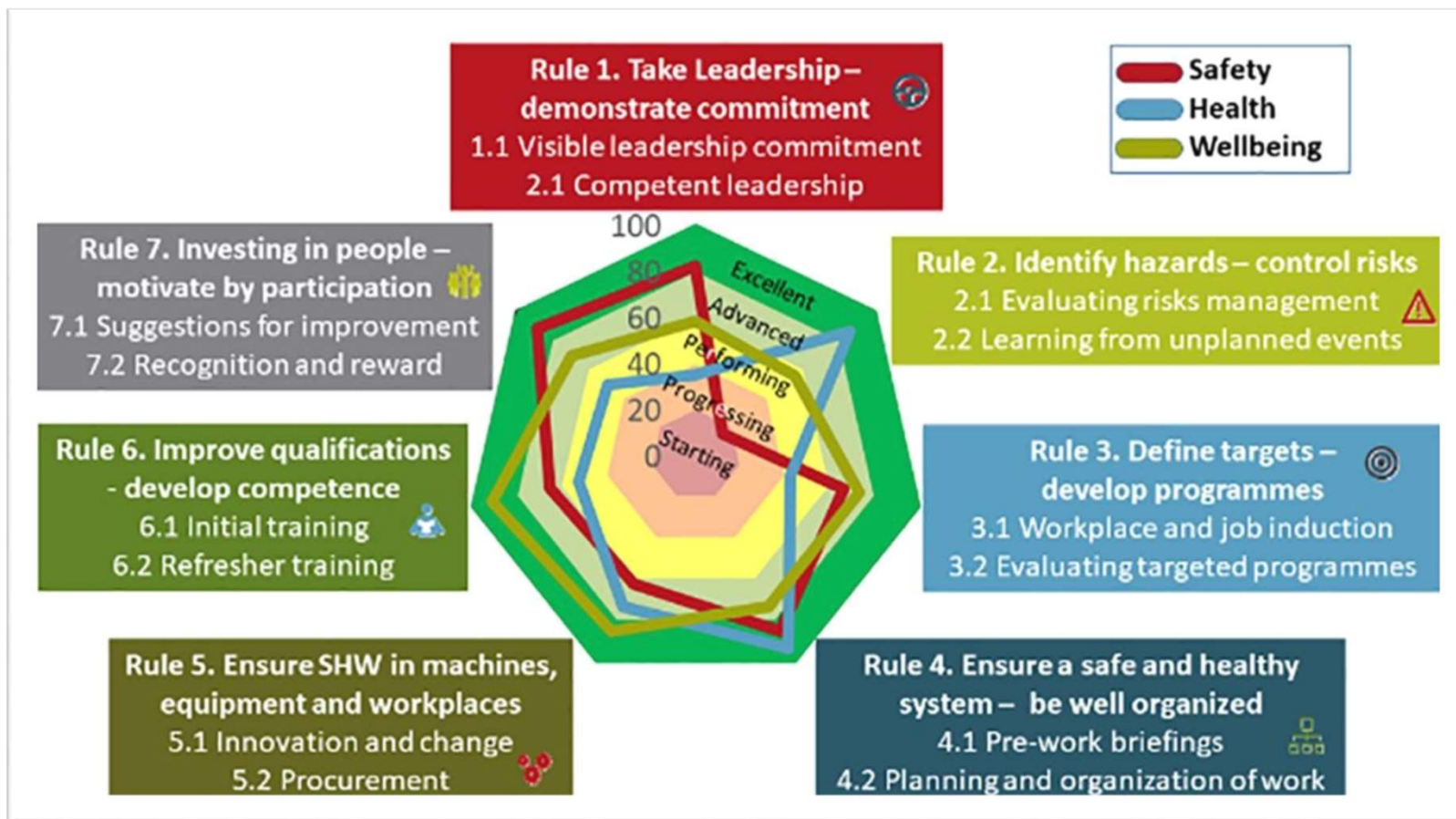
Definitions

- **Lagging indicators** focus on outcomes such as reported accidents, injuries, sickness absence, premature retirement and fatalities
- **Leading indicators** focus on processes such as auditing, provision of formal training, OSH meetings, employee surveys
- **Proactive leading indicators** reflect the actionable, current and ongoing processes, activities and performance that are doing more than merely controlling existing risks, but focus on recognising, creating and using opportunities for improvement, e.g.,
 - ensuring that safety, health and wellbeing are an integrated part of regular production meetings and
 - ensuring that there is follow-up and learning from reported issues

Relation to Vision Zero strategy

- Indicators were related to Vision Zero seven golden rules for promoting SHW at work (see Table 5 in Zwetsloot et al. 2020)
- Indicators deal with integrating each aspect of SHW
 - Visible and competent leadership
 - Procurement
 - Pre-work briefings
 - Evaluating risk management and targeted programmes
 - Learning from unplanned events
 - Innovation and change
 - Work organization
 - Onboarding
 - Refresher training

Proactive leading indicators (picture: Zwetsloot et al. 2020)



Indicators 1/2

1. Take leadership – demonstrate commitment
 1. Do leaders visibly demonstrate their commitment to SHW in their work processes and behaviour?
 2. Are new leaders selected based on their intrinsic motivation for or proven record in SHW?
2. Identify hazards – control risks
 1. Are SHW risk reduction measures evaluated?
 2. Are reported unplanned SHW events followed-up by leaders for investigation, SHW learning/improvement, and feedback to those directly involved?
3. Define targets – develop programmes
 1. Are SHW an integrated part of induction processes?
 2. Are targeted programmes and their SHW improvement goals evaluated?
4. Ensure a safe and healthy system – be well-organized
 1. Are SHW an integrated part of discussions in pre-work meetings?
 2. Is the organization systematically considering SHW when planning and organizing work?

Indicators 2/2

5. Ensure SHW in machines, equipment and workplaces
 1. Are technological or organizational innovations used to reduce SHW hazards and risks in the design stage?
 2. Is the promotion of SHW included in procurement processes?
6. Improve qualifications - develop competence
 1. Are SHW covered in initial training?
 2. Are SHW covered in refresher training?
7. Investing in people – motivate by participation
 1. Are worker suggestions for improving SHW followed-up adequately?
 2. Are workers given recognition for excellent SHW performance?

Results and their utilization

- Results can be presented
 - qualitatively and quantitatively as e.g. 'yes' or 'no' responses
 - on a Likert or continuum (five–point) scale
 - with frequencies and percentages.
- Indicators can be used
 - by both small and large organizations
 - across all sectors
 - for benchmarking
 - as key performance indicators.
- Indicators are intended to
 - better direct and control SHW processes
 - support the development of a prevention culture

Selecting the indicators

- Every indicator has a fact sheet
 - Aims
 - Key concepts
 - Good practices
 - Limitations
 - How to measure
- Provides guidance and examples of
 - tailoring the use of indicators
 - presenting the outcomes
- See example

Indicator No 1.1 Visible Leadership Commitment

Rule No. 1: Take leadership – demonstrate commitment

Aims:

Through visible leadership commitment and being exemplary role models, leaders demonstrate their commitment to SHW, and actively promote and support SHW improvement processes and the development of a prevention culture.

Limitations:

Leaders cannot always be ‘physically visible’ in all workplaces and to all workers (such as lone workers, e.g. truck drivers), but should ensure that everybody is aware of their commitment to SHW.

Good practice

1. As role models, leaders set the standards for SHW, and promote them through their behaviour, verbal and non-verbal communication.
2. Carry out regular ‘walkthroughs’ of the workplace and engage in dialogue with workers to understand SHW risks at the operational level and promote SHW behaviour.
3. Ensure that SHW are an integrated part of formal and informal meetings, and be eager to identify opportunities for improvement.
4. Ensure that SHW are an integrated part of all business activities, including procurement, planning, human resource management, performance evaluation, incident investigations, ensuring remedial action, follow-up and learning.
5. Share SHW as core values with business partners, and ensure that contractors and suppliers also adhere to the organization's commitments to SHW.

How to measure (See more details in the ISSA guide to proactive leading indicators)

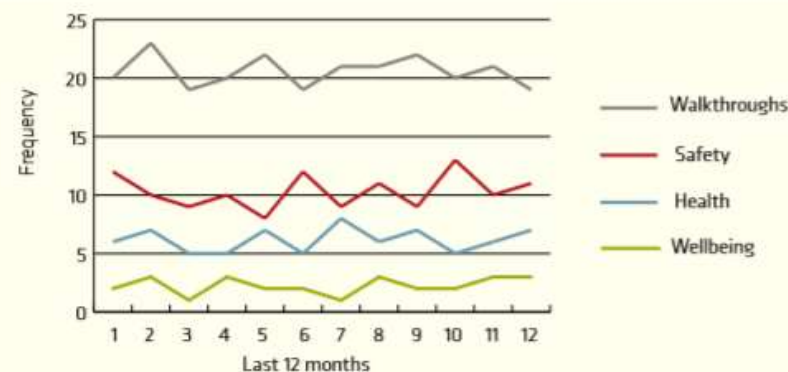
Option 1: Do leaders visibly demonstrate their commitment to SHW in their work processes and behaviour? (Yes/No)

Option 2: How often do leaders visibly demonstrate their commitment to integrating SHW in their work processes and behaviour?

(Always or almost always, Frequently, Occasionally, Rarely, Never or very rarely)

Option 3: Determine the frequency (daily, weekly) with which leaders visibly demonstrate their commitment to integrating SHW in their work processes and behaviour.

Example option 3: A leader carries out daily walkthroughs in a department during working hours. With 20 walkthroughs held in the first month, safety issues were addressed in 12 of the walkthroughs, health in 6 and wellbeing in 2.



Indicator No 1.2 Competent Leadership

Rule No. 1: Take leadership – demonstrate commitment

Aims: Committed and competent SHW leadership is essential to drive the development processes of VISION ZERO. Such leaders are intrinsically motivated to improve SHW and promote SHW as personal and organizational core values. Leaders then regard SHW as integrated parts of business processes, and support processes of continual improvement of SHW, while creating a strong prevention culture.

Limitations:

Even SHW competent leaders may be confronted with ethical and practical dilemmas and unexpected and undesired consequences of well-intended actions. These are treated as opportunities for learning and continuous development.

Good practice

1. Selection criteria for (new) leaders should include a proven record in actively and effectively promoting SHW and good emotional intelligence.
2. Good SHW leaders often have personally contributed to preventing (serious) accidents or work-related ill health; they reflect on SHW, and adopt SHW as key personal values.
3. As SHW values are more difficult to change than skills and knowledge, their values are most important in the selection of good leaders.
4. Ensure that SHW leadership is an essential part of any leadership development or training programme.
5. Committed and competent leaders recognize that information on critical processes and undesirable events is crucial for the development of their SHW competences and performance.

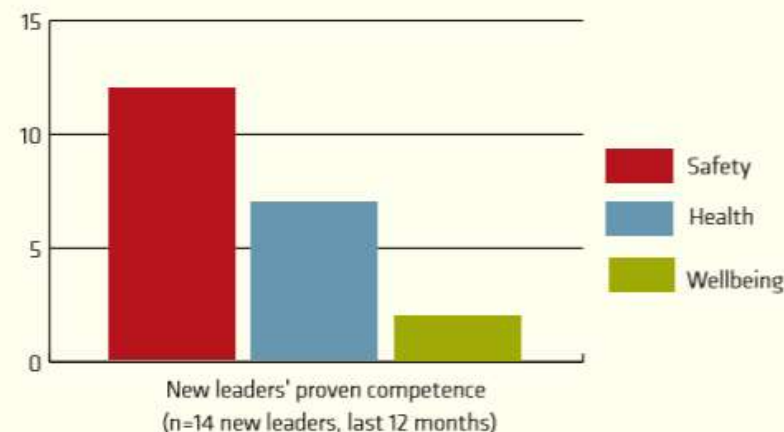
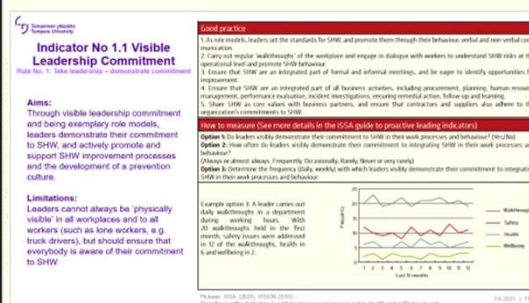
How to measure (See more details in the ISSA guide to proactive leading indicators)

Option 1: Are new leaders selected based on their intrinsic motivation for or proven record in SHW? (Yes/No)

Option 2: How often are new leaders selected based on their intrinsic motivation or proven record in SHW?

(Always or almost always, Frequently, Occasionally, Rarely, Never or very rarely)

Option 3: Determine the number of new leaders that came into office during the last 12 months. During the assessments in the selection process, what percentage showed a proven record in actively promoting SHW?



Indicator No 2.1 Evaluating risk management

Rule No. 2: Identify hazards – control risks

Aims:

Evaluation of the effectiveness of SHW risk management shows leadership focus and commitment to improving SHW, and stimulates active participation and influence of workers. It allows leaders and workers to improve the effectiveness and sustainability of SHW promotion measures as an integrated part of business. In addition, it allows for organizational learning and continuous development.

Limitations:

Formal evaluations of SHW risk management should not replace daily, informal checks on risk control measures that arise through discussions between leaders and workers about their current work.

Good practices

1. Ensure that SHW risk assessments and the evaluation of their effectiveness are a normal part of leaders' job description and make them accountable for it.
2. Involve leaders, SHW professionals and workers in the risk management evaluation processes.
3. Apply the principles of the hierarchy of risk control (in prioritized order: elimination, substitution, isolation, engineering controls, administrative controls, person protective equipment, instruction) in the evaluation.
4. Use the evaluations to reinforce, adapt or alter the measures taken to be even more effective.
5. Include evaluation of risk assessments and action plans relevant for contractors.

How to measure (See more details in the ISSA guide to proactive leading indicators)

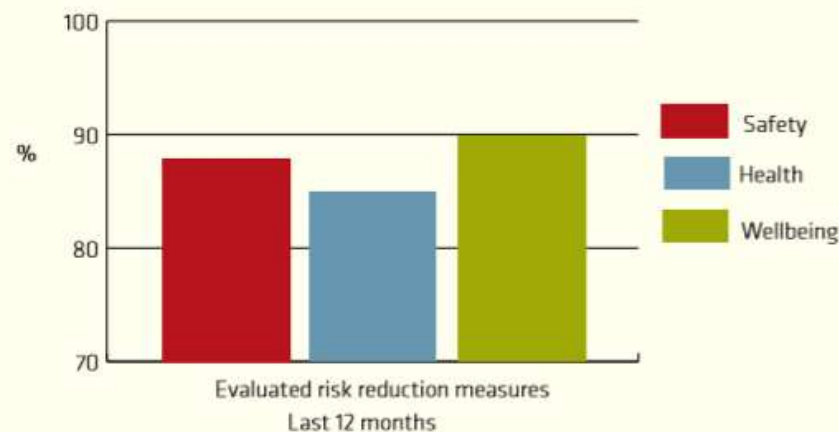
Option 1: Are SHW risk reduction measures evaluated? (Yes/No)

Option 2: How often are SHW risk reduction measures evaluated?

(Always or almost always, Frequently, Occasionally, Rarely, Never or very rarely)

Option 3: Determine the number of SHW risk reduction measures that were planned to be implemented as a result of SHW risk management over the last 12 months. Determine the percentage of measures that were evaluated concerning their effectiveness and relevance for each aspect of SHW. For example., evaluate a case in which the effects of noise reduction measures (for health and wellbeing purposes) were implemented through technological innovation or organizational and behavioural measures.

Example option 3: During the last 12 months, 55 risk reduction measures were planned to be implemented. 22 of the 25 (88%) related to safety were evaluated, 17 of the 20 (85%) related to health were evaluated, and 9 of the 10 (90%) on wellbeing were evaluated.



Indicator No 2.2 Learning from unplanned events

Rule No. 2: Identify hazards – control risks

Aims:

Learning from unplanned events (incidents, events, cases) is necessary to prevent similar undesirable events from reoccurring, and to create a culture of SHW prevention and learning. Adequate follow-up of reported unplanned events will increase reporting and learning.

Limitations:

Learning from unplanned events is complementary to the risk assessment process, but is not a substitute for an adequate SHW risk assessment process (including implementation and evaluation of preventive measures). Learning from unplanned events is very much depending on social processes and trust.

Good practices

1. Encourage reporting of unplanned events by providing positive feedback to those who report them, even when they are communicated as complaints.
2. Unplanned events should be regarded as an opportunity to learn and improve, not as a failure, and are also opportunities to show commitment to SHW.
3. If similar events have been analysed previously, then focus on the contributing causes of their reoccurrence.
4. Learning from incidents and near-misses to improve safety is accepted as a good practice in many organizations. Ensure also to learn from unplanned events relevant for improving health and wellbeing.
5. Involve leaders and workers in the investigations and definitions of lessons learned.

How to measure (See more details in the ISSA guide to proactive leading indicators)

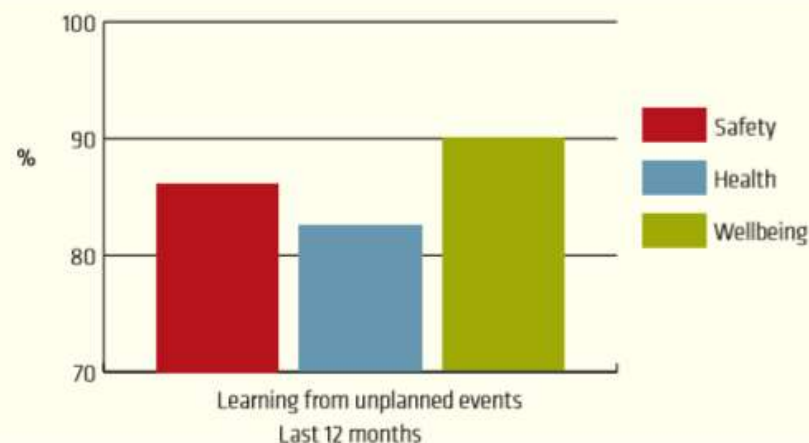
Option 1: Are reported unplanned SHW events followed-up by leaders for investigation, SHW learning/improvement, and feedback to those directly involved? (Yes/No)

Option 2: How often are reported unplanned SHW events followed-up by leaders for investigation, SHW learning/improvement, and feedback to those directly involved?

(Always or almost always, Frequently, Occasionally, Rarely, Never or very rarely)

Option 3: Determine the number of reported unplanned events of the second to last month. Determine the percentage of those which were followed-up within a month with some investigation and (if relevant) lessons learnt, and feedback to the person who reported the event.

Example option 3: During the last 12 months, 55 unplanned events were reported, seven of which were relevant for more than one SHW aspect. Investigations, follow-up and learning occurred for 25 of the 29 (86%) events related to safety, 19 of the 23 (83%) events dealing with health, and 9 of the 10 (90%) events associated with wellbeing.



Pictures: ISSA. (2020). VISION ZERO - Proactive Leading Indicators A guide to measure and manage safety, health and wellbeing at work.

Indicator No 3.1 Workplace and job induction

Rule No. 3: Define targets – develop programmes

Aims:

Integrating SHW in induction (on-boarding) processes demonstrates that SHW is an integrated part of each job and each business process. SHW are an essential part of leaders' and workers' new job in a workplace. It can be both a formal and informal way of welcoming new personnel to an organization, group and/or job function, and highlights SHW purpose, values and goals.

Limitations:

Integrating SHW in induction processes will only have a positive effect if the business and work culture in the organization reflects integrating SHW as part of everyone's profession.

Good practices

1. Ensure relevant, qualified and structured induction, and do not solely rely on a 'buddy system'.
2. The induction process demonstrates that active involvement in SHW is the norm for everyone in the organization.
3. Discuss the SHW aspects of the work and clarify the practicalities of SHW, so that people can apply it as an integrated part of their work.
4. Ensure each inducted worker receives an active SHW coach or mentor.
5. Ensure that newly inducted personnel are aware that they should not always follow traditional habits in the organization. Ensure that newly inducted personnel are aware of how to contribute proactively to building a prevention culture.

How to measure (See more details in the ISSA guide to proactive leading indicators)

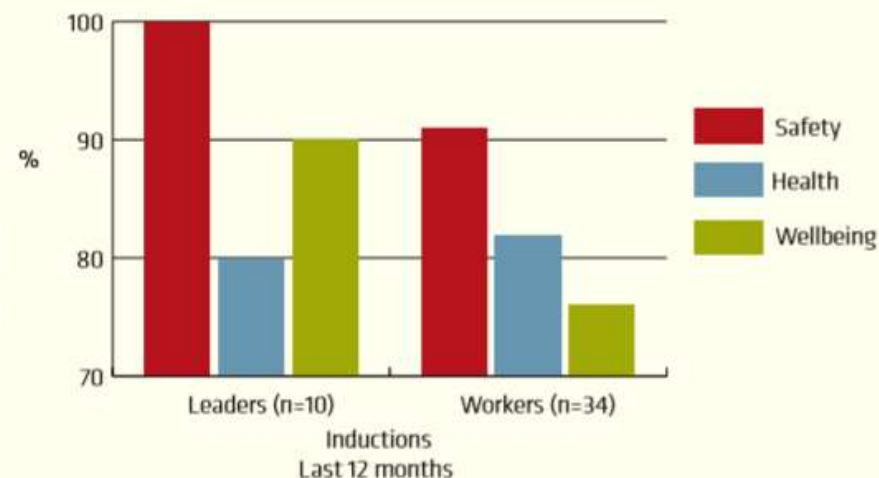
Option 1: Are SHW an integrated part of induction processes? (Yes/No)

Option 2: How often are SHW an integrated part of induction processes?

(Always or almost always, Frequently, Occasionally, Rarely, Never or very rarely)

Option 3: Determine the percentage of newly inducted leaders and workers, for whom each aspect of SHW is an integrated part of their induction process (over the past 12 months).

Example option 3: For 10 newly inducted leaders over the last 12 months, safety was an integrated part of the induction process for all 10 (100%) of the leaders, health for 8 (80%) and wellbeing for 9 (90%). For 34 newly inducted workers safety was an integrated part of the induction process for 31 (91%) of the workers, health for 28 (82%), and wellbeing for 26 (76%).



Pictures: ISSA. (2020). VISION ZERO - Proactive Leading Indicators A guide to measure and manage safety, health and wellbeing at work.

Indicator No 3.2 Evaluating targeted programmes

Rule No. 3: Define targets – develop programmes

Aims:

Evaluating targeted programmes (such as temporary campaigns) that integrate SHW in work processes helps to verify that they are implemented as intended, and that the improvement goals for SHW are met.

Limitations:

The conditions that allow for targeted programmes may also restrict focus on other relevant areas for promoting SHW. The programmes need to be periodically revised and adapted to ensure their relevance, for example due to seasonal and production changes.

Good practices

1. Ensure commitment to the targeted programmes from all relevant leaders and workers in the organization, and include contractors, partner organizations and other stakeholders.
2. Ensure specific SHW improvement goals have been established for both leaders and workers, following consultation based on strategic goals, evidence and legal requirements, and linked to accountability.
3. Ensure that the targeted programmes use a variety of approaches, are adapted and targeted to the various organizational levels, and involve leaders, workers and SHW professionals in the evaluation.
4. Emphasize the value that targeted programmes have for the organization's business and ethics.
5. Promote the synergy of targeted programmes with other business programmes such as reducing defects and errors, production loss, downtime, or becoming an employer of choice.

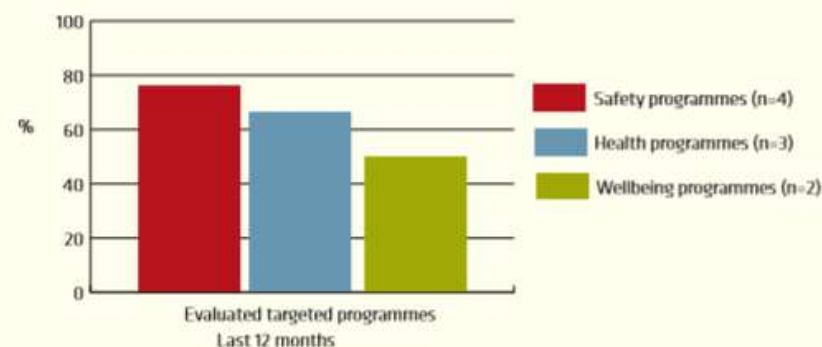
How to measure (See more details in the ISSA guide to proactive leading indicators)

Option 1: Are targeted programmes and their SHW improvement goals evaluated? (Yes/No)

Option 2: How often are targeted programmes and their SHW improvement goals evaluated?
(Always or almost always, Frequently, Occasionally, Rarely, Never or very rarely)

Option 3: Determine the percentage of targeted programmes and their SHW improvement goals that were evaluated over the past 12 months.

Example option 3: An organization had nine targeted programmes in the last 12 months. Three of the four (75%) focusing on safety were evaluated, two of the three (66%) health programmes were evaluated, and one of the two wellbeing programmes was evaluated.



Indicator No 4.1 Pre-work briefings

Rule No. 4: Ensure a safe and healthy system – be well-organized

Aims:

Integrating SHW in pre-work briefings allows leaders and workers to identify context specific hazards, risks and prevention measures. This shows leadership focus and commitment to SHW, and a commitment to stimulating the active participation and influence of workers.

Limitations:

Pre-work briefings should not replace periodic SHW training.

Good practices

1. Ensure that pre-work briefings are a normal part of leaders' job description, and make them accountable for it.
2. Provide an open atmosphere, wherein two-way communication is central. Ask questions to trigger workers to think for themselves, and employ active listening skills. Be aware of positive and negative body language, and be culturally and linguistically sensitive.
3. Use the briefings to confirm or update the job SHW risk analysis.
4. Ensure to focus on safety issues, health (such as exposure to noise, chemical substances, heavy lifting) and wellbeing (for example mutual support and teamwork, time pressure and work load).
5. Pay attention to challenges that may arise during the work and those known from previous experiences: including unexpected deviations from the norm, dangerous situations, near misses, exposure to hazardous chemical, physical or biological factors, and cases of discrimination or bullying.

How to measure (See more details in the ISSA guide to proactive leading indicators)

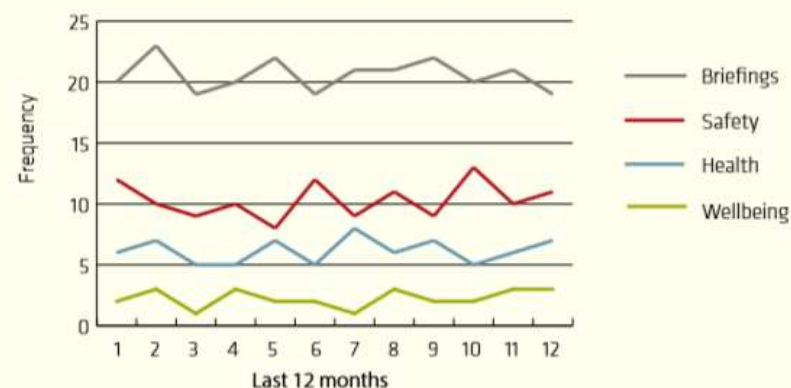
Option 1: Are SHW an integrated part of discussions in pre-work meetings? (Yes/No)

Option 2: How often are SHW an integrated part of discussions in pre-work meetings?

(Always or almost always, Frequently, Occasionally, Rarely, Never or very rarely)

Option 3: Determine the number of pre-work meetings held (per group/ leader) per month over the last 12 months in which each aspect of SHW was an integrated part of the discussions. Some meetings may have included all three topics, whereas others may have focused on only one or two of them. The frequency of the briefings will depend on the hazards and variations in tasks and the workplace.

Example option 3: Assuming SHW should be addressed in pre-work briefings each working day - with 20 briefings held in the first month, safety was an integrated part of the discussions in 12 of the briefings, health in 6, and wellbeing in 2.



Indicator No 4.2 Planning and organization of work

Rule No. 4: Ensure a safe and healthy system – be well-organized

Aims:

Planning and organization of work are essential for the success of every organization and for ensuring SHW. This is because planning can make an organization competitive and efficient. Several issues need to be considered in effective planning and work organization in order to promote SHW. Good planning and work organization promote good morale and a healthy organizational culture.

Limitations:

Organizations may neglect planning and work organization under challenging conditions (such as financial constraints, time pressure). It is even more important that they plan and organize work well when under these conditions.

Good practices

1. Planning and work organization create clear job roles and expectations that align with the organization's overall goals.
2. Planning and work organization should consider possible impacts on SHW. Use SHW job analyses to identify SHW critical tasks.
3. Good planning and work organization should not only mitigate negative impacts but also create conditions at work that promote positive SHW.
4. Employees at all levels should know what the vision of the company is, and how their work is contributing to the short-term and long-term goals of the organization.
5. Workers should be consulted and participate in planning and organization of their work. They are the experts in their work.

How to measure (See more details in the ISSA guide to proactive leading indicators)

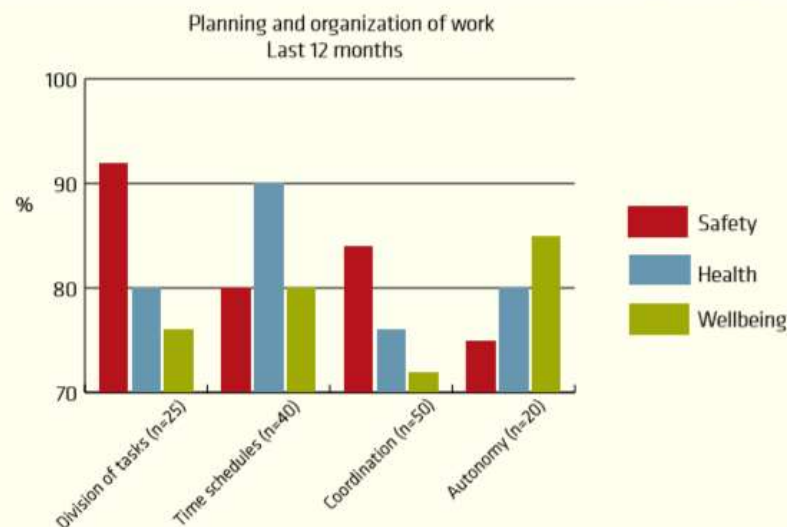
Option 1: Is the organization systematically considering SHW when planning and organizing work? (Yes/No)

Option 2: How often are SHW systematically considered when planning and organizing work?

(Always or almost always, Frequently, Occasionally, Rarely, Never or very rarely)

Option 3: Determine the percentage of times that SHW were systematically considered when planning and organizing work.

Example option 3: In the last 12 months, SHW were systematically considered in key planning and work organization activities by the organization: Wellbeing was considered in 19 of 25 division of work tasks (76%), 32 of 40 time schedules (80%), 36 of 50 coordination/collaboration tasks (72%) and 17 of 20 autonomy tasks/issues (85%).



Indicator No 5.1 Innovation and change

Rule No. 5: Ensure SHW in machines, equipment and workplaces

Aims: Technological, organizational and personnel changes occur frequently in organizations. Instead of assessing SHW risk after the changes, these changes should be considered proactively, and innovations should be utilized to improve SHW right from the start in the design phase.

Limitations:

Innovations and changes used to reduce SHW hazards and risks in the design stage are no guarantee that SHW problems will not occur in later stages (for example during planning, production or maintenance).

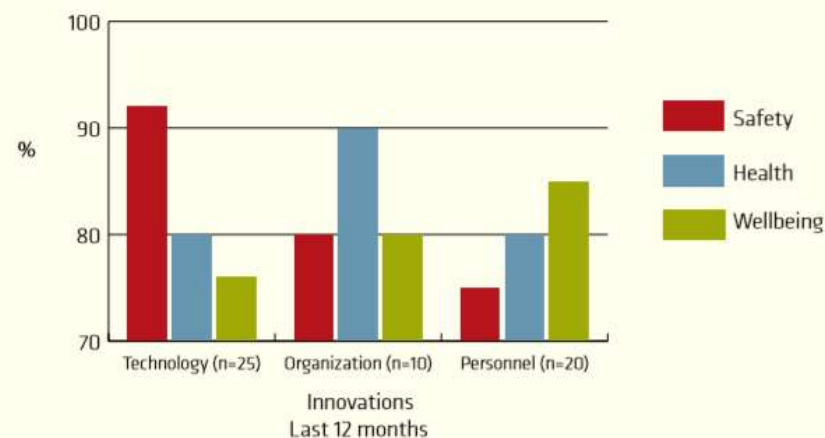
Good practices

1. An explicit written commitment of senior management to use technological and organizational innovation and change as opportunities to proactively improve SHW.
2. Identify alternative technological and organizational options, assess the associated SHW risks, and identify the preferred options with minimum SHW hazards and risks.
3. SHW benefits can be obtained at low cost by integrating SHW in the early stages of innovation and change.
4. Involve SHW professionals as well as workers or end users.
5. Apply the principle of technology supporting the people, not the other way around.

How to measure (See more details in the ISSA guide to proactive leading indicators)

- Option 1:** Are technological or organizational innovation used to reduce SHW hazards and risks in the design stage? (Yes/No)
- Option 2:** How often are technological or organizational innovation used to reduce SHW hazards and risks in the design stage? (Always or almost always, Frequently, Occasionally, Rarely, Never or very rarely)
- Option 3:** Determine the number of technological or organizational innovations implemented during the last 12 months. For each case assess whether SHW were addressed systematically at an early stage (proactively), when alternative choices were still possible. Calculate the percentage of innovations and changes used to reduce SHW hazards and risks over the last 12 months.

Example option 3: A total of 55 technological and organizational innovations were implemented during the past 12 months: 25 technological, 10 organizational, and 20 involving key personnel. Technological innovations were to a greater degree reviewed in the design stage for safety issues (23/25=92%) than for health (20/25=80%) and wellbeing (19/25=76%), whereas organizational innovations were more often reviewed for health issues (9/10=90%), than safety or wellbeing (8/10=80%).



Indicator No 5.2 Procurement

Rule No. 5: Ensure SHW in machines, equipment and workplaces

Aims:

The indicator aims to trigger the systematic use of procurement for SHW improvement. Procurement, particularly of hardware, can determine SHW risks for a long period of time, while procurement of services such as maintenance, is often associated with increased SHW risks.

Limitations:

Good SHW in procurement is no guarantee that SHW problems will not occur during the lifetime of the goods or in the service processes. Innovative SHW requirements can be a challenge for (regular) suppliers. Be aware that management of change procedures are often focused only on maintaining, and not improving SHW through procurement.

Good practices

1. Ensure that those managing the procurement process are held accountable for the systematic use of procurement for SHW improvement.
2. Ensure that SHW improvements are treated as an investment rather than a cost.
3. Involve workers and SHW experts in specifying SHW needs at an early stage of the procurement process (use their experience and expert knowledge).
4. Focus on identifying options to eliminate or substitute major SHW risks (such as carcinogenic substances, heavy lifting, noise) in defining demands and selection of suppliers.
5. Select suppliers or contractors that take care of the SHW of their personnel and personnel further down the supply chain (for instance by evaluating the SHW indicators they use).

How to measure (See more details in the ISSA guide to proactive leading indicators)

Option 1: Is the promotion of SHW included in procurement processes? (Yes/No)

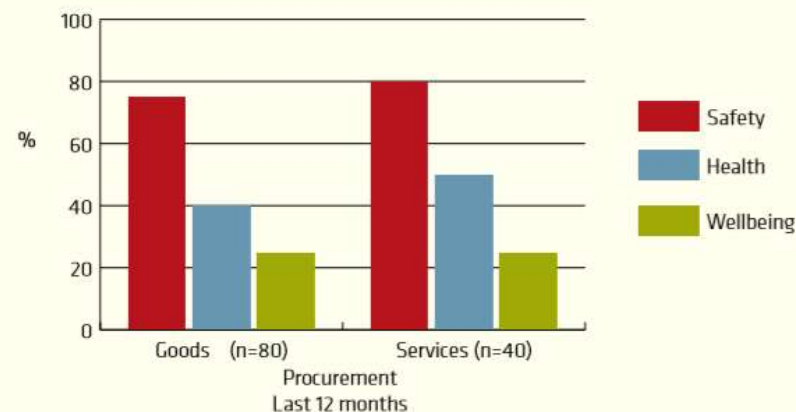
Option 2: How often is the promotion of SHW included in procurement processes? (Always or almost always, Frequently, Occasionally, Rarely, Never or very rarely)

Option 3: Determine the number of procurement processes in the last 12 months. Calculate the percentage of cases where SHW were included in the procurement processes.

Example option 3: In the last 12 months, there were 120 procurement activities, 80 regarding goods and 40 for services.

Goods: Procurement requirements for safety were considered 60 times (75%), for health 32 times (40%), and for wellbeing 20 times (25%).

Services: Procurement requirements for safety were considered 32 times (80%), for health 20 times (50%), and for wellbeing 10 times (25%).



Indicator No 6.1 Initial training

Rule No. 6: Improve qualifications - develop competence

Aims:

Competence is key to ensuring good SHW. Being proactive requires training/qualifying leaders and workers before they start their job. It also shows that no job or task should be carried out without the relevant SHW competences, and that SHW are an integrated part of any job or profession.

Limitations:

Initial training does not make regular refreshment courses superfluous. Practical aspects of SHW prevention and promotion will come to the fore only after one's job starts.

Good practices

1. Ensure that initial training is developed based on SHW values, good practices, risk control principles, and legal requirements.
2. Initial training demonstrates that active involvement in SHW is the norm for everyone.
3. Initial training is provided to leaders and workers as an integrated part of their professional development, and should be tailored and applicable to their job.
4. Initial training includes practical skill development, relevant to leaders' and workers' jobs. This may also include social skills.
5. Initial training is evaluated and updated on a yearly basis.

How to measure (See more details in the ISSA guide to proactive leading indicators)

Option 1: Are SHW covered in initial training? Yes/No

Option 2: How often are SHW covered in initial training?

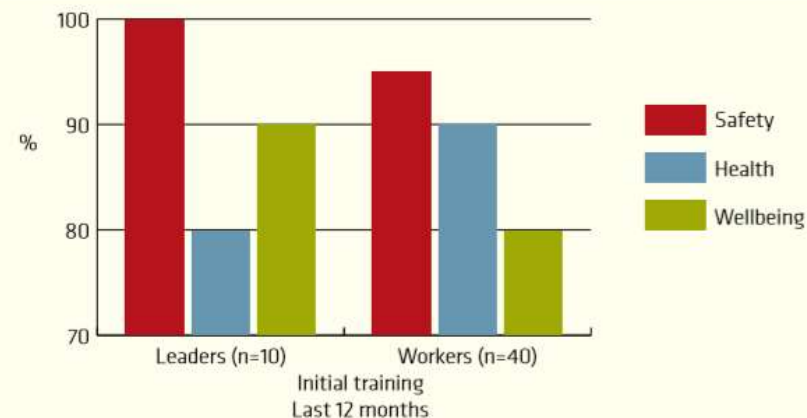
(Always or almost always, Frequently, Occasionally, Rarely, Never or very rarely)

Option 3: Determine the number of new leaders and workers (including leaders and workers who changed internally to a new job and temporary personnel) who started a new job in the last 12 months. Determine the percentage of leaders and workers for whom SHW were covered in their initial training.

Example option 3: An organization had 10 leaders and 40 workers start a new job over the last 12 months.

In the initial training, safety was covered for all 10 (100%) of the new leaders, health for 8 (80%), and wellbeing for 9 (90%).

Safety was covered for 38 (95%) of the new workers, health for 36 (90%), and wellbeing for 32 (80%).



Indicator No 6.2 Refresher training

Rule No. 6: Improve qualifications - develop competence

Aims:

Developing SHW competence should be an aspect of continuous professional development. Refresher training ensures that leaders' and workers' knowledge and skills on SHW remain up to date and include new SHW insights.

Limitations:

Refresher training is not sufficient to guarantee that SHW good practices are translated into everyday work.

Good practices

1. Ensure that refresher training is periodically updated in all three topics (SHW) and is available to everyone (leaders and workers) in the organization.
2. Refresher (SHW) training should reflect practical situations, and deliver solutions that are easily applicable in the job.
3. Refresher training should facilitate SHW learning on the job.
4. Refresher training should be interactive and stimulate reflection and dialogue on SHW issues.
5. Refresher training should include practical skill development and internalization of SHW values, relevant to the trainees' jobs.

How to measure (See more details in the ISSA guide to proactive leading indicators)

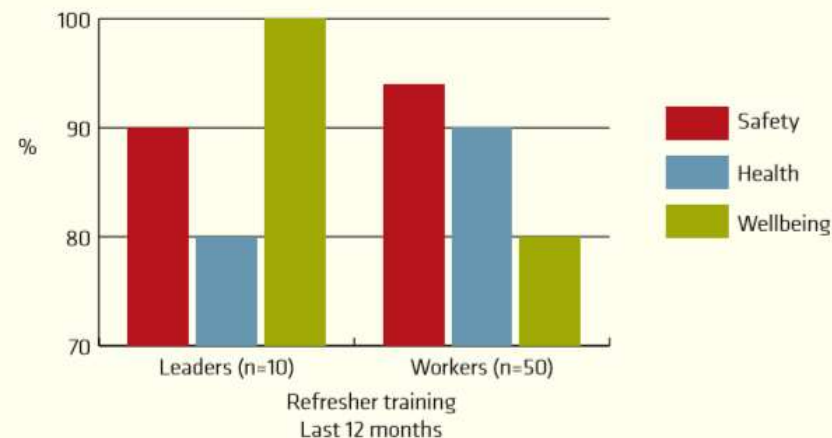
Option 1: Are SHW covered in refresher training? Yes/No

Option 2: How often are SHW covered in refresher training?

(Always or almost always, Frequently, Occasionally, Rarely, Never or very rarely)

Option 3: Determine the percentage of leaders and workers for whom SHW were covered in their refresher training over the last 12 months.

Example option 3: An organization consists of 20 leaders and 100 workers. 10 of the leaders received refresher training over the last 12 months, in which safety was covered in the training for 9 (90%) of the leaders, health for 8 (80%), and wellbeing for all 10 (100%) leaders. 50 of the workers received refresher training in which safety was covered in the training for 47 (94%) of the workers, health for 45 (90%), and wellbeing for 40 (80%).



Indicator No 7.1 Suggestions for improvement

Rule No. 7: Investing in people – motivate by participation

Aims:

In the development of a prevention culture and the active involvement of workers, it is important that suggestions of workers for SHW improvements are welcomed and are taken seriously. This will stimulate workers' active commitment to SHW and demonstrate their leaders' commitment to improving SHW.

Limitations:

SHW suggestions from workers and completed follow-ups on suggestions cannot replace systematic SHW risk assessments and their follow-up.

Good practices

1. Any suggestion for SHW improvement is welcomed as an opportunity for learning and improvement (and not as 'yet another problem to solve').
2. A suggestion that – after evaluating it – turns out not to be useful, is also appreciated and deserves positive feedback.
3. If a SHW improvement takes considerable time – keep the person(s) who suggested it informed of its progress.
4. Communicate broadly in the organization about the suggestions used, the implemented measures and the positive effects they have had on SHW.
5. Check whether the suggestions are also useful in other departments or units of the organization.

How to measure (See more details in the ISSA guide to proactive leading indicators)

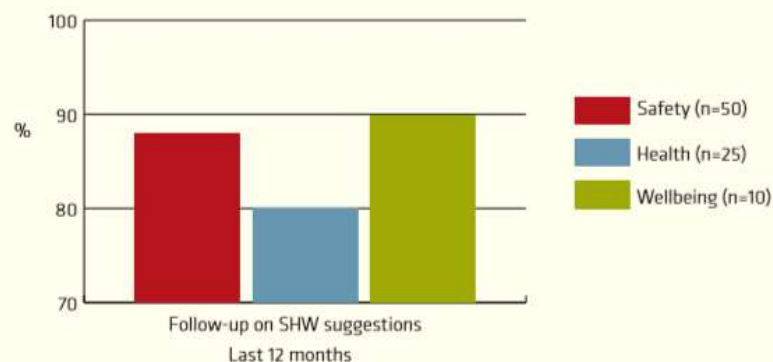
Option 1: Are worker suggestions for improving SHW followed-up adequately? (Yes/No)

Option 2: How often are worker suggestions for improving SHW followed-up adequately?

(Always or almost always, Frequently, Occasionally, Rarely, Never or very rarely)

Option 3: Determine the number of received suggestions for improvement SHW and the extent to which they have been adequately followed-up. The outcome is both the number of suggestions received and the percentage of suggestions followed-up on in the past 12 months.

Example option 3: The organization received 50 suggestions for improving safety and followed-up on 44 of the suggestions (88%); received 25 suggestions for improving health and followed-up on 20 (80%) of them; and received 10 suggestions for improving wellbeing, of which they followed up on 9 of the suggestions (90%).



Indicator No 7.2 Recognition and reward

Rule No. 7: Investing in people – motivate by participation

Aims:

Providing timely, proactive and relevant recognition and reward for excellent SHW performance to both leaders and workers is essential for fostering a SHW culture that is based on trust, respect, participation and cooperation.

Limitations:

Recognition or reward systems, which focus on narrowly defined outcomes for SHW behaviour, may become an aim in themselves, and may lead to unintended negative effects such as underreporting of unplanned events.

Good practices

1. Organizations show appreciation for their workers by actively involving them in SHW decision making within the enterprise, and giving them a certain degree of autonomy.
2. Participation in decision-making helps to improve motivation and positive SHW behaviours, and leads to significant return on investment.
3. Learning from errors should be encouraged. Those who actively contribute to dissemination of lessons learnt from errors/incidents/problems should be praised (instead of criticized for their errors; human errors cannot be fully avoided).
4. Speaking up in undesirable or unexpected situations requires courage of workers and deserves recognition by leaders and co-workers.
5. Provide remedial feedback to those who engage in undesirable SHW behaviours (e.g. unsafe actions) and provide sanctions after negative behaviour of workers only in cases where rules were consciously violated, and conditions for good behaviour were available (e.g. reliable tools and effective PPE).

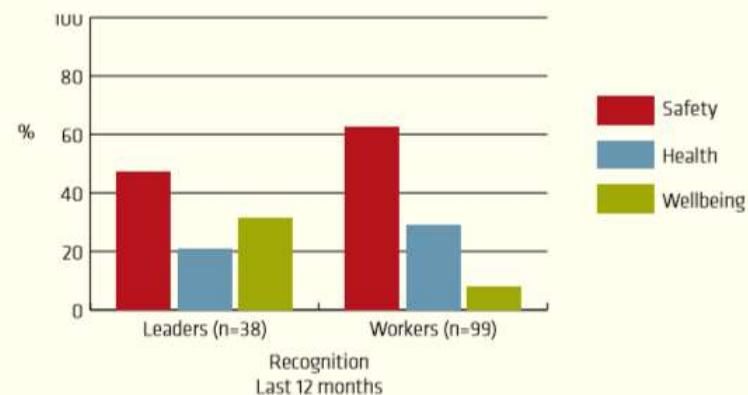
How to measure (See more details in the ISSA guide to proactive leading indicators)

Option 1: Are workers given recognition for excellent SHW performance? (Yes/No)

Option 2: How often are workers given recognition for excellent SHW performance?
(Always or almost always, Frequently, Occasionally, Rarely, Never or very rarely)

Option 3: Determine the number of identified cases of excellent SHW performance, and calculate what percentage were recognized in the past 12 months.

Example option 3: In the last 12 months, 38 instances of 'excellent' SHW performance were identified for leaders, and 99 instances for workers. Leaders were recognized 18 times (47%) for their safety performance, 8 (21%) for their health performance and 12 (32%) for their wellbeing performance. Workers were recognized for their safety performance 62 times (63%), 29 (29%) for their health performance and 8 (8%) for their wellbeing performance.



Reference

- Zwetsloot, G., Leka, S., Kines, P. & Jain, A. (2020) Developing proactive leading indicators for safety, health and wellbeing at work. *Safety Science* 130 (2020), 104890.
- ISSA (2020) Proactive Leading Indicators. A guide to measure and manage safety, health and wellbeing at work.