Leading Indicators as Useful Tools for Managing Safety Culture and Supporting Safety Leadership

January 2017
The Assembly of Manitoba Safety Professionals
Thinking About Leading Indicators

Policies

Where Does Safety Culture Fit in?

Programs and Procedures

Where Does Safety Climate Fit in?

Practices
Lagging Indicator Total Recordable Injury Rates for BP Upstream and Transocean less than 1 for previous 5 years

11 Fatalities
17 Critical Injuries
Do You Want To Be Compliant to a Guideline or Effective in Preventing Illness?
Roles For Leading Indicators

- Have Safety Part of Operational Conversations
- Have Conversation About Opportunities for Improvement
- Start Conversation
If You Give Someone a Hammer
They Will Find a Nail
Two Projects in the IWH Leading Indicators Program

Organizational Performance Metric (OPM)

www.opm.iwh.on.ca

Ontario Leading Indicators Project (OLIP)

www.olip.iwh.on.ca
# IWH - Organizational Performance Metric (OPM)

1. Formal safety audits at regular intervals are a normal part of our business

2. Everyone at this organization values ongoing safety improvement in this organization

3. This organization considers safety at least as important as production and quality in the way work is done

4. Workers and supervisors have the information they need to work safely

5. Employees are always involved in decisions affecting their health and safety

6. Those in charge of safety have the authority to make the changes they have identified as necessary

7. Those who act safely receive positive recognition

8. Everyone has the tools and/or equipment they need to complete their work safely

Respondents are asked to rate the percent time the practices are going on inside the organization from (1 = 0-20% of the time to 5 = 80-100% of the time). Scores vary from 8 (low) to 40 (high)
IWH-OPM (Organizational Performance Metric) Predicts Future (3 Years) Workers Compensation Claims
Where in Canada is the OPM?
Over 1,900 Firms Have Participated

Over 85% of Firms Small and Medium Sized

Evidence-based Benchmarks
Representative of Small and Large Firms in all Parts of Ontario
Metrics Cloud

Safety Practices
Health and Safety Leadership
Ergonomics Policies & Practices
Disability Management Policies, Procedures and Practices
Employee Engagement

Hazard Assessment
Emergency Response
OHS Control, Monitoring & Review
Benchmarking
Procurement & Contracting

JHSC Compliance and Functioning
OHS Policies
Worker Participation
OHS Training
Communications

Safety Culture
Safety Climate
What Is The Best Leading Indicator?

IWH Tools Assessment Checklist
Reliability ✔
Validity ✔
Do We Need to Ask More Than One Key Informant?
Along with the OPM IWH Recommends Using the Organizational Policies and Practices Questionnaire

- Employee Engagement
- Health and Safety Leadership
- Safety Practices
- Ergonomic Policies and Practices
- Disability Management Policies and Practices
- Hazard Identification and Control (new)
- Violence Prevention Policies and Practices (new)
Leading Indicators Utility

Tailoring and Targeting of Services

Support Motivating Change Over Time

Defining Outcomes of Success Within the System, Labour Markets, Companies and Workplaces

Capturing Change Over Time to Assess Impact of Policies, Programs Procedures and Practices

Support Changing Social Norms and Building a Provincial Culture of Health and Safety
Which Tools Can Be Used To Support Conversations About Change?

- Safety Climate/Perceptions
- Opportunities and Gaps Analysis (OLIP)
- OPM
<table>
<thead>
<tr>
<th>Area</th>
<th>Your organization’s score</th>
<th>Your sector [if numbers permit]</th>
<th>All participating organizations</th>
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</thead>
<tbody>
<tr>
<td><strong>Organizational Policies and Practices (OPP)</strong></td>
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<tr>
<td>Health &amp; safety practices</td>
<td>2.9</td>
<td>3.6</td>
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<td>2.6</td>
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<tr>
<td><strong>JHSC Index (5-19 employees)</strong></td>
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<td>4.0</td>
<td>3.6</td>
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<td><strong>JHSC Index (20+ employees) (scored out of 10)</strong></td>
<td>10</td>
<td>7.2</td>
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## OLIP Leading Indicators Scorecard

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<th>Measures</th>
<th>Low score range</th>
<th>Medium score range</th>
<th>High score range</th>
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One Example of How Leading Indicators are Being Used By Employers
H&S Summit in 2010 to Build Roadmap

Safety Culture?

2010
Focused on Leadership
Supervisory Training
RTW management

2009
Introduced new policies
Safety Training
Incident Reporting & Mgmt.

Late 2008
Kicked off New National
Health and Safety Program

Early 2008
Hazard Assessments
And along came OLIP…2010

Red targeted areas for improvement; Black industry benchmarks
Visible Leadership
Preventative Activities
   Near Miss and Hazard ID Reporting
   Incident Investigation
   Corrective Action Closure
Empower committees and safety reps
Ergonomics
Increased Employee Engagement
Quarterly Senior Management Checkpoints
Senior Management Objectives
Branch Inspections
Safety “conversations”
100% completion on safety training
Participation in committee meetings
Monthly supervisory webinars
Monthly supervisor observations – engaging WITH employees
Focus on Proactive Behaviours

Set targets for near miss and hazard ID reporting

Focus on incident investigation and root cause analysis
  Trained supervisors and committees on incident investigation
  Set targets for incident completion (10 business days)

Tracked closure on corrective items

Invested in tools which allow tracking of incidents, action items, etc.
Worker Participation

Annual JHSC workshop
Quarterly JHSC Webinars on topics, new legislation, etc.
Increased training available to committees
Input on policies, procedures, PPE and tooling

Workers writing and delivering daily safety talks

“This is a major project of utmost importance, but it has no budget, no guidelines, no support staff, and it’s due in 15 minutes. At last, here’s your chance to really impress everyone!”
Ergonomics Study (WSPS)

- 30% of injuries MSD’s
- Ergo friendly tooling
- Training on ergonomics and safe work habits
- Stretching Program
- Case by case ergonomic assessments (office, shop, etc.)
Safety Roadmap

Goal: Engage every single employee in H&S every day!

Take positive action
Be involved!
Safety is a way of life!
We appreciate your commitment to safety!
Safety Scorecard
95% leading indicators
Results communicated quarterly
Focus on right behaviours
Positive Recognition
2005 – 53 LTI’s
1160 lost days
Leading Change
What Works & What Doesn’t
Safety Culture

Values (what’s important):
• People value and expect safety and health in the workplace
• People in the workplace are our most valuable resource
• Safety and health is valued with productivity, quality and pay

Beliefs (how we achieve our values):
• Workplace injuries and illnesses can be prevented
• Leaders drive improvement
• We all play a part in building healthy and safety workplaces.
Dimensions of A Strong Safety Culture Within A Workplace

- Safety and Health Hazards and Concerns Addressed
- Leadership Commitment
- A Respectful Work Environment
- Accountability
- Inclusiveness
- Continuous Learning
Figure 1: Certification Process

Intent to Apply → No

Apply → Withdraw

Request Audit → Withdraw

External Audit → Certified or Not Certified

Reduced Injuries and Illnesses and Stronger Safety Culture
Thank You

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The views expressed in this document are those of the authors and do not necessarily reflect those of the Provinces of Ontario or Manitoba.

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