

NSTEPS Quick Benchmarking Poll: Leading and Lagging Indicators or Metrics

Since OSHA rolled out the new recordkeeping rule suggesting that companies should not use lagging indicators or metrics for incentive programs, there has been an extensive effort across industry segments and organizations to develop meaningful leading indicators.

Please assist by answering a few questions. There are no wrong answers.

The results of the poll will not list company names, and all companies participating will receive the correlated results.

What are some of the key performance indicators or metrics your company uses?

1. *Does your company primarily rely on Lagging or Leading indicators to gauge H&S program progress?*
 - a. *Is this an owner/ management or H&S department decision?*
2. *Please list lagging indicators used by your company.*
3. *Please list leading indicators used by your company.*
4. *Do you have any suggestions for OSHA or others for communicating the benefits of Leading vs Lagging indicators or metrics to industry?*
5. *If you track leading indicators: What have been the most valuable to your company in improving safety?*
6. *How do you track and collect your leading indicators or metrics? Please describe.*
7. *What departments within your organization collect/report health and safety metrics? (i.e. operations, H.R., risk management, H&S)*
8. *Does your company currently list one or more Health related indicators or metrics? Please describe.*
9. *What leading indicators would you track if there were no barriers (i.e. cost of implementation, ease of collection)?*

Example definitions and performance indicators:

Lagging Indicator: A statistical measure of Safety and Health progress and culture based upon past work-related incidents and data.

- Injury frequency and severity
- Fatalities, Recordable injuries. DAFW, chronic illnesses, etc.
- Workers Compensation costs
- Vehicle incident data
- Near miss reporting (this could be a leading or lagging indicator)
- Learnings from incident investigations
- Delinquent action item closure and training

Leading Indicator: A statistical measure predicting the likelihood of future events used to strategically focus specific improvement.

- Management/ team Leader/Front Line Supervisor leadership metrics
 - Management time in the field/ audits/ observations/ stop work
 - Stand Downs/Interventions/Hazard Alerts/ Campaigns, and resulting metrics
- Worker participation in the safety program and evaluations/ Safety Energy
- Management of change utilized for significant changes
- Safety and health training hours/on-time completion/ of training and verification of knowledge transfer
- Evaluation of company S&H management programs with continual improvement cycle
- Host employer verification of contractor/service company operations, appropriate for the level of work
- Safety walkthroughs and identification of hazards during safety walkthroughs/inspections
 - Reporting and responding to hazards and close calls/near misses
 - Verifiable action items with owner, and timeline
 - On-Time action item closure from all inspections/walkthroughs and observations
 - Behavior-based observations and action items
- Conformance to planned preventive maintenance schedules
- Reporting culture: open and honest reporting
- Percent of short service employees on the work team
- Fatigue factors: hours worked; hours of overtime, availability of work-rest schedule
- Standard Operating Procedures/ JSA reviewed prior to tasks
- Compliance with legitimate workplace safety policies, standards and procedures
- Contractor/Subcontractor/Service Company program Pre-approval: HSE Questionnaire
 - Field review of equipment/operations prior to approval
- Contractor/Service Company participation in host Safety and Health program
- Contractor/Service Company participation in host field HSE evaluations/ operations