



*ISSA Proactive Leading Indicators
for Vision Zero
Safety, Health and Wellbeing at work*

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(also on behalf of Gerard Zwetsloot, Pete Kines,
Aditya Jain)*

Vision Zero Strategy



Model based on: Zwetsloot, Leka, Kines (2017). Vision zero: from accident prevention to the promotion of health, safety and well-being at work; in *Policy and Practice in Health and Safety*, 15(2), 88-100.

- All occupational accidents, harm and diseases are preventable
- A **process** – rather than a target
- A **transformational approach** to prevention
- Building a **culture of prevention** that integrates both **safety, health and well-being at work**

Why leading indicators?

Lagging indicators do not provide any clues as to what is needed for improvement, or how it should be done

Leading indicators (prospective):

- Have predictive value for SHW performance
- Help organizations to identify strengths and weaknesses
- Provide feedback and feedforward mechanisms
- Can support benchmarking and mutual learning between organizations



Organizations can use the Proactive Leading Indicators to:

- Formulate (more) concrete ambitions in SHW
- Improve existing SHW/OSH policies and plans
- Stimulate leaders, managers and workers to become more active in promoting SHW and increase their commitment
- Create conditions that facilitate active preventive behaviour
- Help to develop a broad prevention culture
- Learn from experiences in Safety to improve Health and Wellbeing
- Set up a global system for SHW benchmarking in the perspective of Vision Zero

Inputs from literature and industries

No.	ISSA Golden Rule	Leading indicators		Success factors (indications)	
		Literature	Industry	Literature	Industry
1	Leadership commitment	12	6	6	17
2	Identify and control hazards and risks	7	10	3	10
3	Targets and programmes	14	8	6	12
4	Ensure SHW System	10	24	8	18
5	Well-designed equipment and workplaces	1	5	2	9
6	Qualifications, competences	10	8	2	12
7	Investing in people and participation	10	11	12	16
Totals		64	72	39	94

Evaluation of draft set of seven indicators

- The draft set of indicators was shared with a variety of organizations
- On-line survey from mid September to end of November, 2019
- Evaluation criteria:
 - Is the indicator clearly defined?
 - Is it meaningful for the industries?
 - Would they consider adopting them?
 - Are the fact sheets useful?
 - What could be improved?
- Further discussion and evaluation through ISSA

The 14 Proactive Leading Indicators

- | | |
|-----------------------------------|---------------------------------------|
| 1.1 Visible leadership commitment | 1.2 Competent leadership |
| 2.1 Evaluating risk management | 2.2 Learning from unplanned events |
| 3.1 Workplace and job induction | 3.2 Evaluating targeted programmes |
| 4.1 Pre-work briefings | 4.2 Planning and organization of work |
| 5.1 Innovation and change | 5.2 Procurement |
| 6.1 Initial training | 6.2 Refresher training |
| 7.1 Suggestions for improvement | 7.2 Recognition and reward |

Leading indicator - fact sheets - structure

- Aims
- Key concepts
- Good practice
- Limitations
- How to measure (3 options)
- Example of graphical results

Fact sheet
Proactive Leading Indicators
For Safety, Health and Wellbeing at Work

Rule No. 1 Take leadership - demonstrate commitment
Indicator No. 1.1 Visible leadership 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.

Key concepts
Visible leadership commitment implies that leaders actively and consistently demonstrate that SHW are core values of the organization, which should never be compromised. SHW is regarded an essential part of good business. By being good role models, leaders stimulate workers to actively contribute to SHW improvements, both in their actions and behaviour. When work or production pressures increase, **committed leaders** still ensure a high level of SHW. **Committed leaders** are aware that people are the greatest asset to the organization. They build trust and engagement with workers for open communication to report hazards and improve SHW as an integrated part of their profession and the business.

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.

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



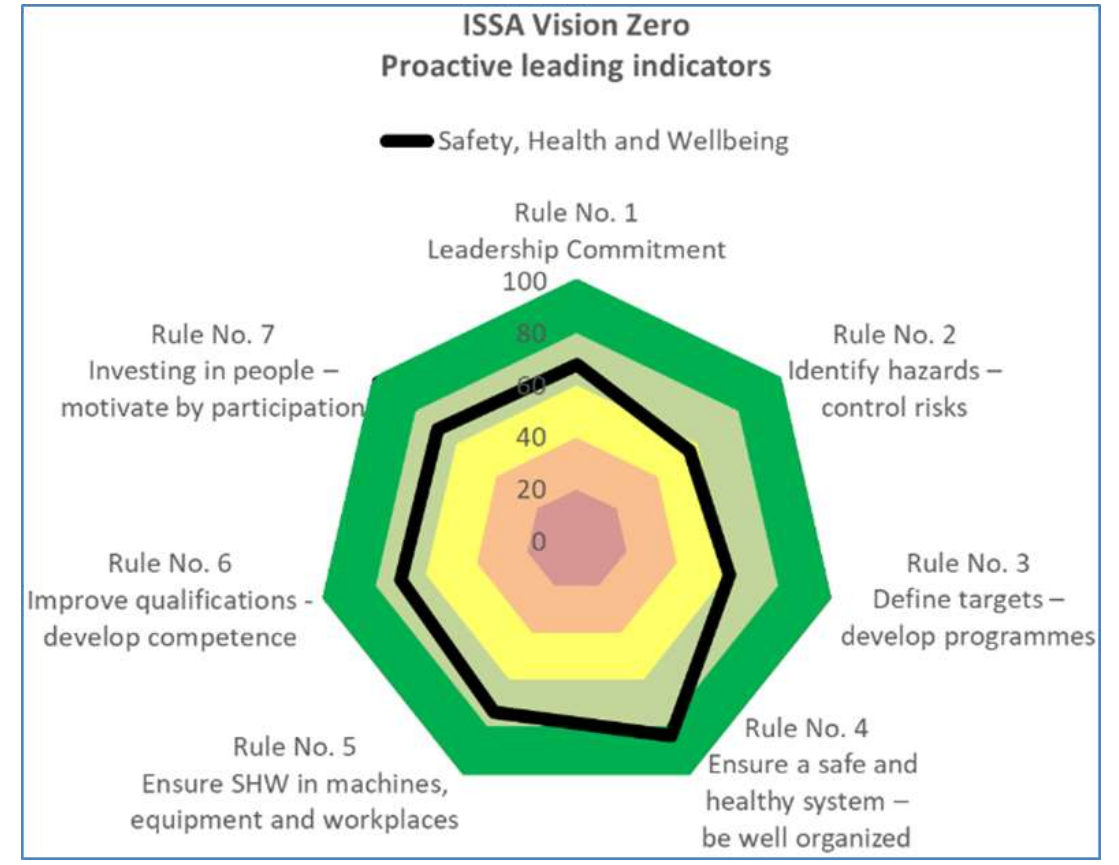
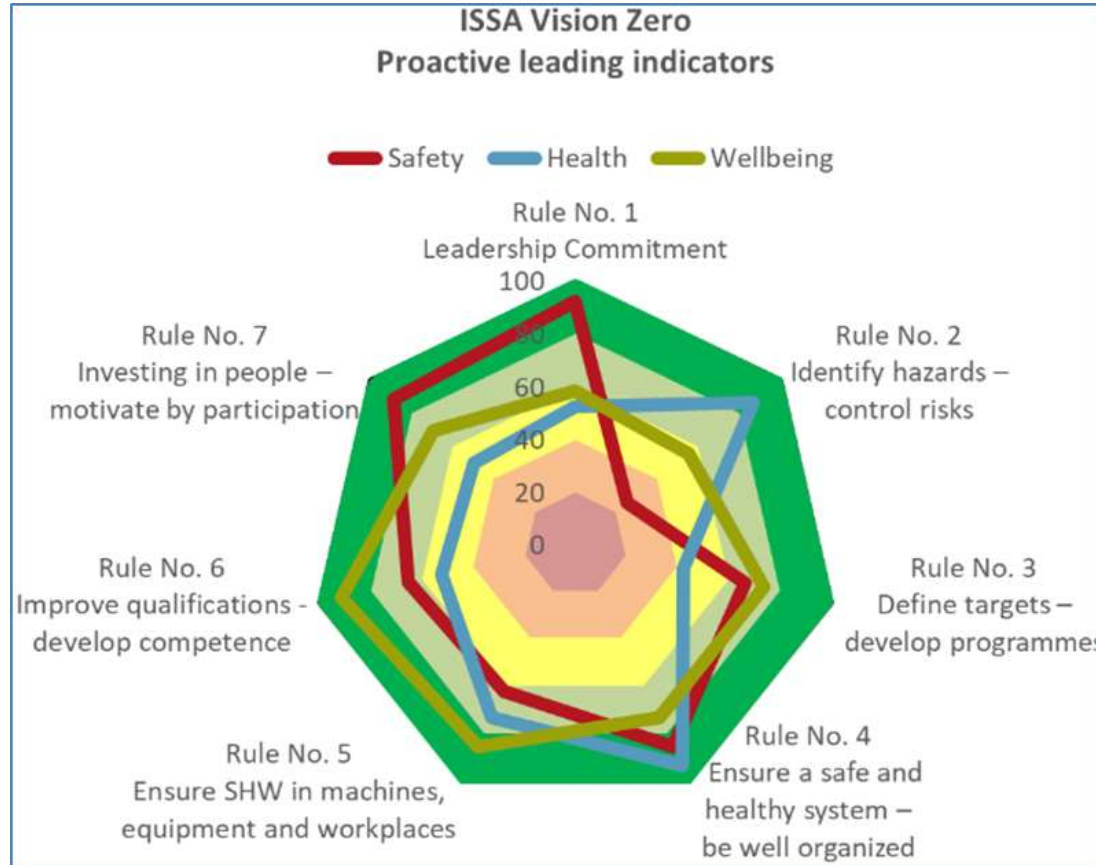
Three options for using the indicators

Option 1: The YES / NO Checklist, is a simple approach focusing on the key activities for good SHW processes

Option 2: The Frequency Estimation, addresses the frequency with which key activities for good SHW processes are carried out in a systematic and consistent manner

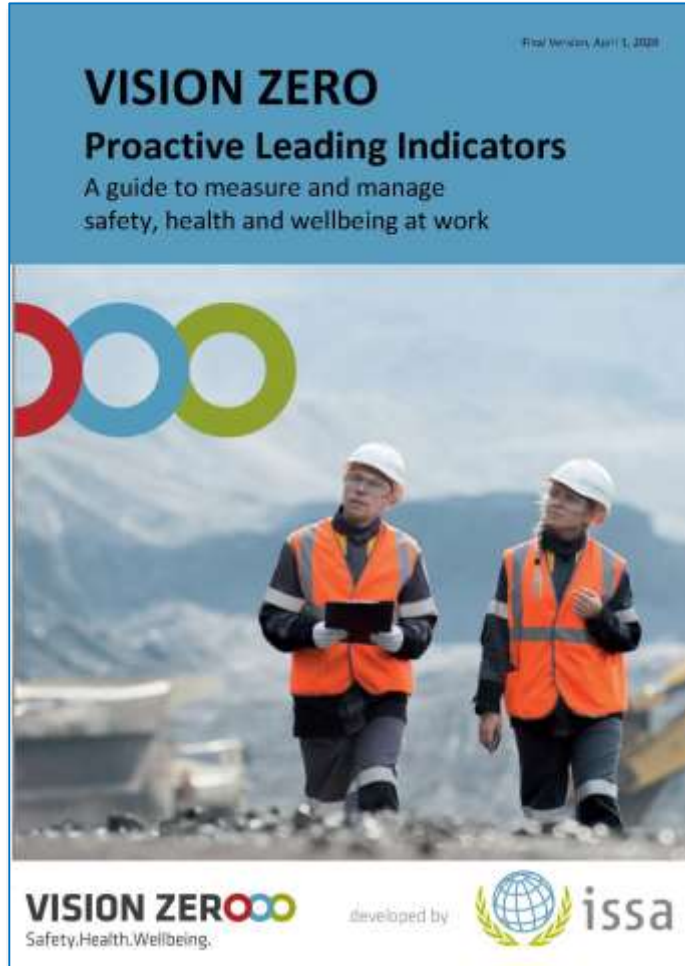
Option 3: The Quantitative Measurement, involves measurements of the key activities in terms of frequencies or percentages

Presenting the outcomes (overview)



Excellent	81-100%
Advanced	61-80%
Performing	41-60%
Progressing	21-40%
Starting/beginning	0-20%

Guide and 14 Fact Sheets



VISION ZERO
Construction Industry

Fact sheet
Proactive Leading Indicators
For Safety, Health and Wellbeing at Work

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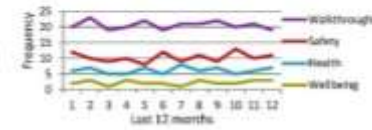
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Scientific Publications on Vision Zero from the project team

- Zwetsloot, Leka, Kines, Jain (2020). Vision Zero: Developing proactive leading indicators for safety, health and wellbeing at work. *Safety Science*. 130, 104890. Open Access at: <https://doi.org/10.1016/j.ssci.2020.104890>
- Zwetsloot, Leka, Kines. (2017). Vision Zero: from accident prevention to the promotion of health, safety and wellbeing at work. *Policy and Practice in Health and Safety*, 15(2), 88-100.
- Zwetsloot, Kines, Ruotsala, Drupsteen, Merivirta, Bezemer (2017). The importance of commitment, communication, culture and learning for the implementation of the zero accident vision in companies. *Safety Science*, 96, 22-32.
- Zwetsloot, Kines, Wybo, Ruotsala, Drupsteen, Bezemer (2017). Zero Accident Vision based strategies in organisations: Innovative perspectives. *Safety Science*, 91, 260-268.
- Zwetsloot, Aaltonen, Wybo, Saari, Kines & Op De Beeck (2013). The case for research into the zero accident vision. *Safety Science*, 58, 41-48.

Thank you for your attention

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