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)
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) |
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<tbody>
<tr>
<td></td>
<td></td>
<td>Literature</td>
<td>Industry</td>
</tr>
<tr>
<td>1</td>
<td>Leadership commitment</td>
<td>12</td>
<td>6</td>
</tr>
<tr>
<td>2</td>
<td>Identify and control hazards and risks</td>
<td>7</td>
<td>10</td>
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<tr>
<td>3</td>
<td>Targets and programmes</td>
<td>14</td>
<td>8</td>
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<tr>
<td>4</td>
<td>Ensure SHW System</td>
<td>10</td>
<td>24</td>
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<tr>
<td>5</td>
<td>Well-designed equipment and workplaces</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>Qualifications, competences</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>7</td>
<td>Investing in people and participation</td>
<td>10</td>
<td>11</td>
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<tr>
<td><strong>Totals</strong></td>
<td></td>
<td><strong>64</strong></td>
<td><strong>72</strong></td>
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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
2.1 Evaluating risk management
3.1 Workplace and job induction
4.1 Pre-work briefings
5.1 Innovation and change
6.1 Initial training
7.1 Suggestions for improvement

1.2 Competent leadership
2.2 Learning from unplanned events
3.2 Evaluating targeted programmes
4.2 Planning and organization of work
5.2 Procurement
6.2 Refresher training
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
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)
Guide and 14 Fact Sheets
Scientific Publications on Vision Zero from the project team


• 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.


Thank you for your attention

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