



Business Leaders'
Health & Safety Forum

ZERO HARM WORKPLACES

Monitoring what matters

How to identify the critical health and safety indicators needed to understand performance in your business

A guide for CEOs

May 2016



Monitoring what matters

Maintaining effective oversight of health and safety can be challenging for CEOs.

It can be hard to get the information you need – or to even know what you need.

This guide aims to help you do that.

It provides questions to help you identify what drives health and safety performance in your business. It then offers examples of indicators that could answer these questions.

Some will be forwarding-looking or 'lead' indicators that help prevent injuries in future. Others will be 'lag' indicators to measure past performance.

And because not everything that matters to health and safety can be measured, some indicators will be descriptions, assessments, and analysis of the information, to help your decision-making.

Based on research commissioned by the Forum, and including input from Forum organisations, this document should help you keep your people healthy and safe. It could also help you meet your due diligence duties under the Health and Safety at Work Act.

The CEO's role in monitoring health and safety





The CEO's role in monitoring risk

Use these pages to consider how well your current monitoring is answering key questions about risk.

- Good risk management takes into consideration acute harm, harm to health, and catastrophic events.
- It reflects the vision of senior leaders and involves workers.
- It spans all business activities including procurement, resourcing, and the supply chain.
- *Critical risk controls* – those designed to prevent serious injuries or illnesses – are a key thing to monitor.

Questions about risk

1. Are both our safety and our health risks understood?

2. Are our health and safety risks controlled to tolerable levels?

3. Are our risk controls understood and implemented by everyone?

4. Do we learn from success and failure?

5. Are our risk controls in line with industry practice?

1 Not confident,
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Probing questions

How confident are you that your current monitoring answers these questions?

Specifically, is there clarity about:

- Existing risks that could cause:
 - Acute harm (e.g. serious injuries or death)
 - Harm to health (e.g. illness, cancers, hearing loss etc.)
 - Catastrophic events (e.g. fires, explosions)?
- Indirect risks, like the impact of procurement decisions on risks?
- Emerging risks, like those created by new technology?
- The critical controls necessary to effectively manage these risks
 - those controls that if they fail will lead to serious injury or illness?

1 2 3

Where are the gaps?

Specifically, have we:

- Defined what is a tolerable risk level?
- Identified the critical elements of risk control (things that must happen to ensure safety and health) and implemented them?
- Ensured the controls in place are appropriate to the level of risk?
- Defined and communicated who has authority to accept a risk as tolerable?
- Captured all controls identified with workers?

1 2 3

Where are the gaps?

Specifically:

- Are the controls communicated in a way that's appropriate for our workers?
- Does everyone know the controls, and have the ability and authority to implement them?
- Is there ongoing checking to ensure the controls are in place and are effective?

1 2 3

Where are the gaps?

Specifically, are we:

- Asking why things go wrong and why they go well?
- Reviewing risk controls in light of changes in circumstances or other events?
- Confident there is communication across the business about risk
 - with no silos or inconsistency in information delivery?

1 2 3

Where are the gaps?

Specifically, do we:

- Learn from other businesses in our industry?
- Lead and support opportunities to do better in the industry?

1 2 3

Where are the gaps?



Examples of indicators – risk

CEOs and/or their executives can use these pages to identify indicators for risk that are relevant to their business.

Interrogate the information you receive and ask yourself:

- Does it answer my questions?
- Does it tell a coherent story of performance?
- How well are we performing?
- Are we doing things right?
- Are we doing the right things?
- How can we improve?
- Could we do things better?
- Could we do better things?

Sources of information to learn about performance

- Risk assessment activities, such as 'bow ties' or hazard and operability study (HAZOPs) methodologies
- Corporate risk framework
- Accident and near-miss information (within own and others businesses)
- Health and safety committee minutes
- Training and induction records and processes
- Reports on exposure monitoring
- Health surveillance reports
- Information in procurement documentation
- Information about what others in the industry are measuring gained from publications, websites, networking meetings etc.
- HR metrics (demographics, turnover, recruitment and recruitment health screening)
- Observations and conversations with workers
- Reviews and audits (internal and external)
- Legislation, regulations, industry guidance and standards
- Advice from consultants or other competent people
- Business plans (identification of future work/projects)
- Maintenance records
- Financial data such as capital or operational expenditure.

Examples of indicators

Everyone should have access to this information

- Number of risk assessments completed for activities/locations/items of equipment versus total number identified as required
- Injury frequency rates such as Total Recordable Injury Frequency Rate and Lost Time Injury Frequency Rate
- Absence/ illness/ Employee Assistance Programme (EAP) attendance rates with corrective actions
- Follow-up actions taken in response to worker-raised ideas or issues, or accidents
- Number of ACC/insurance claims.

Many will have access to this information

- *Critical risk* presentations by owners of each critical risk covering where the risk occurs, who is impacted, the control measures, any gaps in the controls, and monitoring practices to ensure controls are effective and implemented
- Near miss or unexpected loss of control events – e.g. loss of containment, deterioration of equipment, items found without tags. Or reports on hazards and corrective actions taken
- Progress against the health and safety plan of the business
- Summary of emerging issues and trends
- Number of health monitoring tests done versus number of workers exposed to a health risk
- Results of exposure or environmental monitoring, and actions taken.

Some will have access to this information

- Indicators for specific risk controls in your business – e.g. number of alarms activated, instruments operating outside safe limits or work permits signed out incorrectly
- Stories of success
- Number of health impact assessments completed prior to projects or processes commencing, or new equipment introduced
- Number and nature of projects where health and safety have been built in during the design phase – prior to procurement or start-up.

Frequency of reporting will depend on the indicator, nature of the risk and nature of the organisation.



The CEO's role in monitoring relationships

Use these pages to consider how well your current monitoring is answering key questions about relationships.

- Effective relationships are essential for business success – and to achieve good health and safety.
- Relationships with workers will affect the culture in your business. Relationships in your supply chain and with others you work along side will affect your 'overlapping duties' as a PCBU.
- So you need to understand the state of these key business relationships.

Questions about relationships

1. Do leaders demonstrate commitment to both health and safety in all relationships?

2. Is there an effective partnership between leaders and workers on health and in safety?

3. Is communication effective in all business relationships?

4. Are the health and safety roles, responsibilities and expectations in key business relationships defined and managed?

5. Is our sphere of 'influence' and 'control' understood and effectively managed? *

** Under the Health and Safety at Work Act, the steps that businesses must take to meet their legal requirements depend on how much influence and control they have over what has created the risk.*

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Probing questions

How confident are you that your current monitoring answers these questions?

Specifically, are our leaders:

- Demonstrating clear vision and commitment?
- Being highly visible on health and safety in their communications?
- Getting personally involved in health and safety activities like safety walks or briefings?
- Calling out good and poor practice?
- Doing what they say they will do?

1 2 3

Where are the gaps?

Specifically, are we:

- Giving others authority to take action on health and safety?
- Embedding health and safety in decision-making at the leadership table?
- Managing operational pressures so they don't directly or indirectly compromise health and safety?
- Ensuring ideas and concerns can be freely raised, and are acted on?
- Creating effective ways workers can participate in health and safety, including in decision-making?
- Building trust in our commitment and plans for health and safety?

1 2 3

Where are the gaps?

Specifically, are we:

- Tailoring information to the needs (literacy level, ethnicity etc.) of the audiences?
- Communicating frequently enough, and using appropriate delivery channels?
- Ensuring communication is two-way, and extends across the supply chain and to others we work with or alongside.

1 2 3

Where are the gaps?

Specifically, have we:

- 'Mapped' or categorised the nature of our relationship with each business we work with or alongside (including contractors and others in our supply chain, and businesses we share locations with) to help us understand the impact of those relationships on health and safety?
- Defined and agreed our approach to health and safety for each relationship?
- Set and communicated clear expectations?
- Ensured we've implemented the agreed approach?

1 2 3

Where are the gaps?

Specifically, do we:

- Understand who, what and how we influence?
- Understand who, what and how we control?

1 2 3

Where are the gaps?



Examples of indicators – relationships

CEOs and/or their executives can use these pages to identify indicators for relationships that are relevant to their business.

Interrogate the information you receive and ask yourself:

- Does it answer my questions?
- Does it tell a coherent story of performance?
- How well are we performing?
- Are we doing things right?
- Are we doing the right things?
- How can we improve?
- Could we do things better?
- Could we do better things?

Sources of information to learn about performance

- Annual reports, business plans/strategies
- Health and safety strategy
- Executive team meeting minutes
- Health and safety committee minutes
- Worker surveys
- Conversations with workers and observations of work activities
- Stories of recognition
- Documents (like MOUs and stakeholder 'maps') that describe our relationship with various partners, and who is doing what in relation to health and safety
- HR metrics
- Health and safety audits, and potentially other types of operational audits
- Advice from consultants or other experts
- Customer complaints or worker grievances
- Accident/incident data
- Project debrief meetings
- Communication plans and language used in communications and training material
- Contractor reviews.

Examples of indicators

Everyone should have access to this information

- Number of key actions from engagement forums completed or outstanding
- Number and type of deficiencies identified during monitoring of contracted work
- Number and type of contracts that have successful health and safety outcomes and practices
- Number of contractors with current verified health and safety capability versus number unverified
- Number of inspections of contracted work conducted and a summary of the findings.

Many will have access to this information

- Number of 'push-backs' – when someone said no to a task or asked that work cease – and the actions taken as a result
- Percentage of corrective actions and investigation findings communicated through the business
- Staff turnover rate
- Number and nature of people celebrated for their actions
- Summaries of outcomes of health and safety audits, and potentially other relevant operational audits
- Complaints/issues/incidents/ideas from those who work with us.

Some will have access to this information

- Percentage of contracts or product procurements that meet the required health and/or safety weighting of the business at first attempt
- Number of sector-wide health and safety forums attended by senior leaders
- Scores from engagement or culture surveys, and actions taken as a result
- Summary of how well the organisation is working with different types of stakeholders, and actions taken across key groups of stakeholders to achieve improvements.

Frequency of reporting will depend on the indicator, nature of the risk and nature of the organisation.



The CEO's role in monitoring resourcing

Use these pages to consider how well your current monitoring is answering key questions about resources.

- It goes without saying that appropriate resourcing is essential to good health and safety.
- Resourcing of health and safety needs to cover:
 - Physical assets like plant and equipment
 - Capital and operational spending
 - People with the capacity and capability to do the job
 - Processes and systems
 - Infrastructure including IT.

Questions about resourcing

1. Are the appropriate plant, equipment and assets in place to ensure effective risk management?
2. Are the allocated financial resources ensuring effective risk management?
3. Are our processes aligned to our risk profile, and effectively supporting our people?
4. Do all workers have the capability and capacity to manage risk in their roles?
5. Is there visibility of health and safety practices through the layers of our business?



1

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I can answer the
questions and we
monitor it well**Probing questions****How confident are you that
your current monitoring
answers these questions?***Specifically, are they:*

- Fit for purpose?
- Designed to be safe and healthy?
- Maintained in good working order?



1



2



3

Where are the gaps?

Specifically,

- Do we allocate sufficient capital and operational spending to support good health and safety?
- Do those responsible for health and safety outcomes also have the authority to approve spending on for health and safety?



1



2



3

Where are the gaps?

Specifically,

- Have we been clear about our expectations?
- Do we have effective formal and informal policies, standard operating procedures, guidance, information and tools?
- Have they been deployed and regularly checked to ensure they stay up-to-date?
- Are they agile and do they change as the business changes?



1



2



3

Where are the gaps?

Specifically, do workers:

- Have sufficient time to do the job in a safe and healthy way?
- Have the right information?
- Get the support, training and supervision they need?
- Get assessed to ensure they have the knowledge, skills, and fitness required for the job?
- Maintain the knowledge, skills and fitness required to do the job?



1



2



3

Where are the gaps?

Specifically, do we:

- Have visibility over all locations and across the supply chain?
- Have a mechanism to get the information we need from all layers of the business (including that contained in different IT systems, decentralised record-keeping systems, spreadsheets etc.)?



1



2



3

Where are the gaps?



Examples of indicators – resourcing

CEOs and/or their executives can use these pages to identify indicators for resourcing that are relevant to their business.

Interrogate the information you receive and ask yourself:

- Does it answer my questions?
- Does it tell a coherent story of performance?
- How well are we performing?
- Are we doing things right?
- Are we doing the right things?
- How can we improve?
- Could we do things better?
- Could we do better things?

Sources of information to learn about performance

- Asset maintenance records and processes
- Procurement standards
- Capital and operational expenditure
- Health and safety management documentation, and potentially documentation for other management systems like quality, environment etc.
- Conversations with workers and observations of work taking place
- Health and safety committees and minutes from meetings
- Notifications from ACC and insurance companies about reported injuries
- Industry news via associations, magazines and websites etc.
- Health and safety audits – internal and external
- Analysis of training needs
- Analysis of the quality of performance and development plans
- Conversations and meetings with businesses working alongside or with your business
- Information gathered from contractors through review meetings, evaluations, conversations, etc.
- Findings from project debrief meetings
- Summaries of how well the business has managed change.

Examples of indicators

Everyone should have access to this information

- Number/percentage of training programmes completed, with a description of what they are
- Number of items of equipment removed or replaced for deficiencies or maintenance defects
- External audit score for health and safety management system.

Many will have access to this information

- Number of supervised assessments of worker capability
- Summaries of project debriefs
- Number of standard operating procedures, policies and procedures that have been updated versus the number that need reviewing.

Some will have access to this information

- Proportion of overall operational and capital expenditure that is focused specifically on management of risks
- Percentage of workers in safety-critical roles assessed for their physical fitness to work
- Number of incidents or near-miss events where plant/equipment design is a contributory cause
- Summaries of how health and safety is being built into the design of the work
- Audit results on percentage of health and safety data stored in appropriate software, log books or spreadsheets versus what is not recorded
- Surveys of assets for asbestos and summary management plans
- Percentage of business-as-usual processes that have health and safety integrated into them
- Summaries of workload levels for high-risk teams.

Frequency of reporting will depend on the indicator, nature of the risk and nature of the organisation.

The following are three examples of health and safety dashboards for fictitious companies. They draw on more than 30 health and safety reports provided by Forum members, as well as international research. They are illustrative only – and are meant to inform and inspire rather than to offer templates.

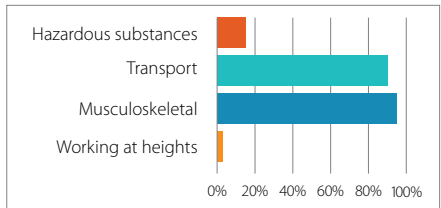
Example 1 – health and safety dashboard

AREA OF INTEREST	DATA	VARIATION ON LAST QUARTER	COMMENTARY
Number of notifications	4	+ 20%	Investigating reason for increase
% emergency response tested and on time	20%	+ 50%	Role clarity identified as an issue in warehouses
% buildings inspected for asbestos	80%	n/a	1 building with asbestos. Management plan being developed
% vehicles serviced on time	95%	+ 20%	Remaining 5% relates to staff absences
Number speeding incidents	10	+ 60%	Investigating use of GPS technology
% contractors meeting safety standards on review first time	50%	- 10%	Work at heights identified as a key issue
% staff inducted onto site	100%	Same	New IT system working well
Number of leadership safety conversations	4	+ 80%	Tier-four to be included in next round
% turnover	12%	+ 2%	Turnover increased in warehouses. Better engagement to be investigated
Absence rate	18%	n/a	New metric introduced in last quarter
Number EAP visits	7	+ 5%	2 for specific safety reasons.

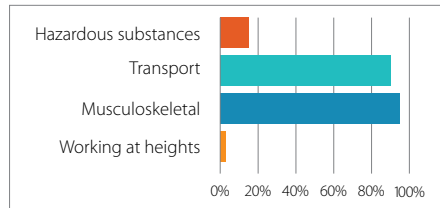
PROGRESS ON INITIATIVES

RISK PROFILE

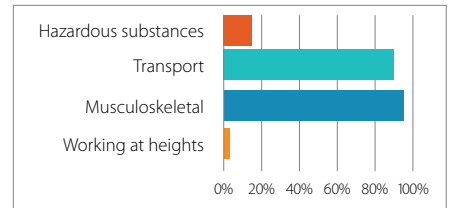
Risk assessments – % completed



Controls implemented – % completed

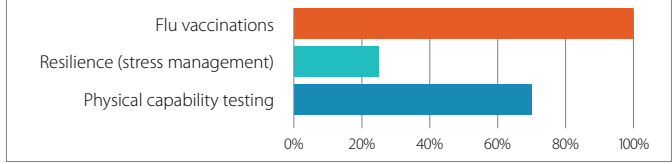


Verifications controls are in place – % completed

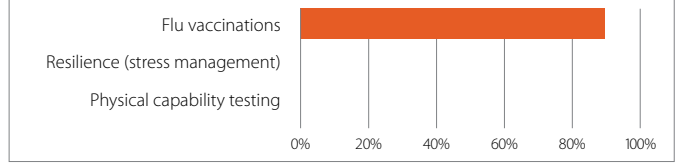


FITNESS FOR WORK INITIATIVES

Planning for initiatives – % completed



Initiatives executed and reviewed – % completed



LEARNING AND IMPROVEMENT

Summary of learning opportunities from our successes and failures:

- Transport-related accident investigation – this has led to a new one-way system being implemented in Petone warehouse. Cost of \$25,000 to re-plan warehouse layout. To be rolled out across all sites.
- No hazardous substances incidents have occurred in Christchurch warehouse since 2013 – only warehouse to record this result. This was investigated and it was found to be the result of procurement changes. Reviewing all sites to ensure same substances are used where possible nationally.

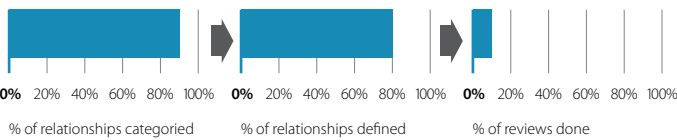
TAKE OUTS

A summary of key insights in this dashboard:

- Performance – we are on track with initiatives and metrics are trending well. Level of activity is in line with strategic plan.
- Actions/decisions needed – additional resourcing required for warehouse one-way system of \$25,000.
- Emerging trends
 - **Risk** – hazardous substance management is improving. Increased visibility of transport safety.
 - **Relationships** – a process to map our overlapping duties as a PCBU under the new law. Good engagement with other businesses and staff.
 - **Resourcing** – H&S management system being reviewed. New communication approach needed.

WORKING WITH OTHER PCBUS

Categorised the nature of our relationship with each business we work with or alongside. Defined our approach to working with each business on H&S (e.g. they take the lead, we take the lead, we do it together). Reviewed the approach to check it's working and see if any changes are needed.



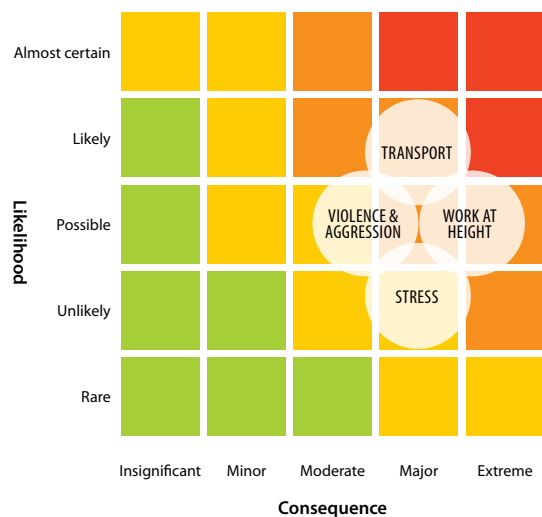
ENGAGEMENT AND PARTICIPATION

Key items raised at H&S committee meetings, and other worker feedback

- Workers have suggested that worker engagement teams that include people from across the organisation, including contractors, are created to work on specific H&S issues. Budget and authority to be defined.
- Key points from the last H&S Committee meeting were:
 - Sign off completed for new terms of reference for engaging employees on health and safety
 - Identified that security needs to be improved at rear of Rotorua warehouse.

Example 2 – health and safety dashboard

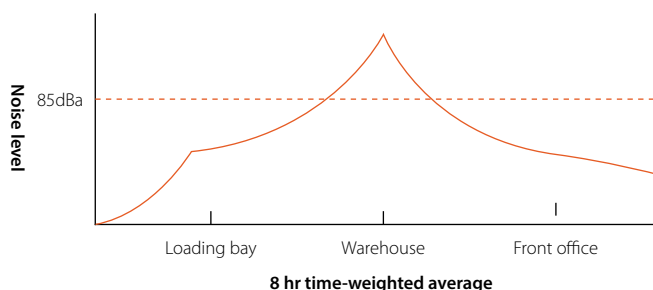
RISK PROFILE



Commentary on risk profile

- There have been no changes to the H&S risk profile this month.
- A review of office H&S risk registers was completed with the H&S committee.
- A risk profile review was completed on service delivery operations by the H&S team, the H&S committee and the service delivery leadership team.

EXPOSURE MONITORING



EQUIPMENT/PLANT CONDITION

Type	Comment
Vehicles	Fleet is aging. New 4-wheel drives required.
Buildings	Asbestos survey required.
Materials-handling equipment	Speed limiters to be fitted to reach trucks. Seat belts required on counter-balance.

SUPPLY CHAIN COLLABORATION

Supplier	Project	Status
Logistics Ltd	New transport routes	Time and motion study to be completed on new routes taking into account H&S.
DNA Suppliers	Manufacturing goods	Safety-in-design review needed for proposed new products.
Plumb Works	Significant maintenance work	Approach to how we work with them on H&S still being defined.

KEY METRICS

METRIC	MTH/ QTR	YTD	SAME PERIOD LAST YEAR
TRIFR rate	1.2	1.7	1.8
LTIFR	0.52	0.57	0.76
Near-miss reports	7	25	13
Fitness to work assessment completed	20	40	10
Hazard management assessments completed	10	15	n/a
# violence & aggression incidents	6	12	12
# positive drugs & alcohol tests	0	1	2
Absence rate	5%	5.5%	Not known
Turnover rate	15%	12%	17%
% health exposure tests with results over thresholds	0	0	1

Commentary on metrics

- Injury rates appear to be improving off the back of safety initiatives.
- New protocols around hazard management supporting increase in assessments completed.
- Turnover rate continues to have implications for H&S.

LEARNING OPPORTUNITIES

Opportunity	Learning	Action
New materials-handling equipment implemented with no injury/near-misses, plus an increase in stock deployment	Staff improved warehouse flow by working in pairs.	CEO sending personal email to each member of the staff working group that led the project.
Incident at transport depot	Signage is confusing.	Feedback to H&S reps reminding them they are empowered to take action when they identify such issues.

PROGRESS AGAINST H&S PLAN

Action	Status	Comment
Revision of processes by Q3	New processes going through consultation with H&S reps.	Additional H&S team resource needed to cope with BAU workload. Explore temporary contact.
Flu vaccinations by May	80% customer-facing staff vaccinated.	Issues with allocation of time to attend vaccinations. Roster team to be consulted next year.

FORUMS & PARTNERSHIPS

Forum	Activity	Summary
H&S committee	Currently meeting quarterly. H&S plan objectives to be reviewed to give direction to members.	Internal forums working well. Good staff engagement.
Logistics sector forum	Working to define industry standards on PPE on site – specifically type of hi-vis vests to be worn.	Sector forums proving useful in learning good practice.
Business Leaders H&S Forum event	Attended meeting where businesses shared learnings on working with contractors under the new Act.	Providing opportunity to learn about leading practice.

Example 3 – health and safety dashboard

SUMMARY OF ALL CRITICAL RISKS

Risk	Description	Management overview	Level of assurance	Incidents/issues/events
Hazardous substance use	Use of multiple chemicals and compressed gasses for cleaning, maintenance, repair, along with storage of chemicals and gas for sale.	Training completed for some workers. Contractor safety not verified for all contractors. Storage conditions under review, MSDS missing for most substances. Spill kits and first aid not appropriate to the substance. Decanting into unlabelled containers. Exposure monitoring not undertaken.		Review of substance procurement underway and refresher training for staff by Q3.
Workplace transport	See this month's drill down.			
Violence and aggression	Customers can become aggressive if we don't serve them restricted goods. There is a potential for robbery.	Full review almost completed of security across site. Additional lighting to carpark ordered. Staff de-escalation training booked. Risks assessments almost completed.		Robbery in New Plymouth. No staff harmed. Full security review underway.

HEALTH

Activity	Explanation	Actions required
Health impact assessments undertaken	Impact on health from roster systems.	Roster under review. Complete Q2.
Fitness to work process	Security personnel.	Fitness assessment to be implemented two-yearly.
Health surveillance results	Hearing testing for plant room workers.	On track.
Flu vaccinations	All customer-facing staff.	Set dates for vaccination programme by Q1.

LEARNING AND IMPROVEMENT

Summary	Findings
A truck was involved in an accident in the loading bay in which a customer drove a car through the security gate and was struck by the truck as it was reversing. The collision badly damaged the front of the car and caused it to get stuck under the truck. The driver suffered minor injuries and had to be cut from the car.	<p>Main contributing factors were:</p> <ul style="list-style-type: none"> Carpark layout is confusing and road markings were worn almost to the point of being invisible. Personal factors may have contributed (issues known to manager resulting in light duties and counselling the day prior to the incident). <p>Recommendations:</p> <ul style="list-style-type: none"> Consider redesign of traffic route and repaint road markings. That drivers, after being stood down, are assessed appropriately, either by driver trainers or other appropriate person to ascertain suitability to return to work.

LEADERSHIP AND ENGAGEMENT

Action	Finding/outcomes/ issues raised	Future plan/ recommendations
Safety conversations by executive team	Issue raised by workers – not enough staff to do the job on some rosters.	Review roster system. Complete Q2


CONTRACTOR SAFETY MANAGEMENT

Contractor safety verifications completed	Number of contractors on-site	Contractor monitoring findings
5	30	Contractors working at heights with no harnesses. Contract review undertaken.

INTERACTION WITH OTHER BUSINESSES

Issues raised	Actions (us and others)
PPE inconsistency for drivers to site	Standardised rules developed and communicated to all parties by Q2.
ABC Coolstores moving in next door	Ammonia is the refrigerant gas and joint emergency committee to be established with ABC to ensure all aware of management and response by Q2.
Role confusion during unloading	A meeting to clarify roles and responsibilities in unloading is planned with Logistics & Co in June.

MONTHLY CRITICAL RISK DRILL DOWN: TRANSPORT

Risk	Description	Person exposed	Management	Gaps/improvement/progress	Level of assurance	Incident/issues/events
Workplace transport	<p>There is a risk of vehicle/vehicle collision and person/vehicle collision on our site in the following locations:</p> <ul style="list-style-type: none"> • Carpark • Delivery bay • Warehouse. <p>We have forklifts operating in the warehouse next to people unloading and packing goods manually.</p> <p>We have delivery trucks and forklifts operating in the loading bay, with people helping the trucks to reverse and to park.</p>	<p>Workers (ours and contractors). Visitors to site. Customers.</p>	<p>Operation of forklifts requires licence. Forklifts are designed to cut out if there is an impact pending supervisor attention. Forklifts are speed limited.</p> <p>Deliveries are scheduled for early morning during quiet customer hours.</p> <p>All delivery operators are required to wear high-vis vests to our set standards on our site.</p> <p>There is a 3 metre rule around forklifts in operation.</p> <p>If any person comes within 3 metres they stop.</p>	<p>60% of contractors exposed to this risk have had their capability verified. 80% of our workers exposed to this risk have attended training.</p> <p>Considering redesign of traffic routes throughout the warehouse to make the traffic flow one-way. Decision by May.</p>		<p>1 issue (see details below)</p> <p>Monitoring and observations indicated potential for injury on multiple occasions.</p>

ASSETS, PLANT AND EQUIPMENT

Issue	Details	Action
Service of vehicles behind schedule	Vehicles are old and need replacing. Only have 4-star Ancap rating.	Programme to replace with 5-Star Ancap rated vehicles by 2018.
Safety in design review	Multiple opportunities for improvement highlighted.	Recommendations with leadership team.

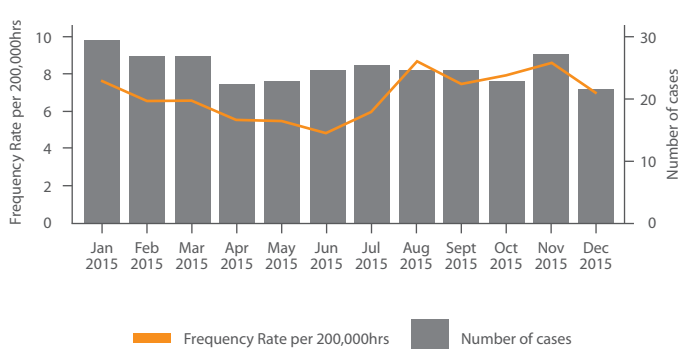
PROCESS DEVELOPMENT AND DEPLOYMENT

Audit summary	Strengths	Areas for improvement
Internal audit of processes	Staff understand the processes in place.	There are not processes in place for all pieces of equipment or activities.

INJURY RATES

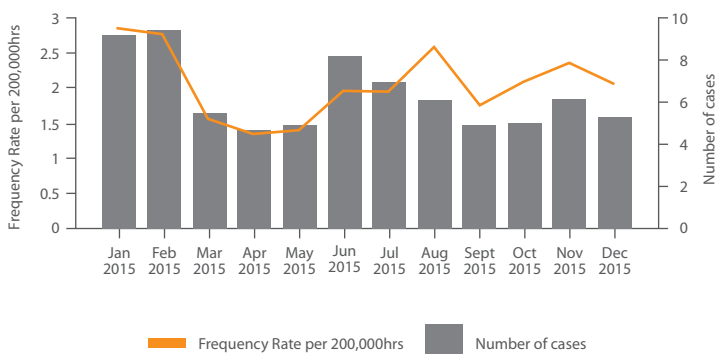
Total Recordable Injuries

The following shows TRI actuals and per 200,000 hours reported by workers (including contractors).



Lost Time Injuries

The following shows LTI actuals and per 200,000 hours reported by workers (including contractors).



More information

For more inspiration on indicators you could use see:

- http://www.safeworkaustralia.gov.au/sites/SWA/about/Publications/Documents/150/GuidanceOnUseOfPPIs_2005_PDF.pdf
 - <http://www.mbie.govt.nz/publications-research/research/labour-market-and-skills/health-safety-good-business-sense.pdf/view>
 - <http://www.hse.gov.uk/research/rrpdf/rr734.pdf>
 - [http://www.iosh.co.uk/~media/Documents/Books and resources/Guidance and tools/Reporting performance.pdf](http://www.iosh.co.uk/~media/Documents/Books%20and%20resources/Guidance%20and%20tools/Reporting%20performance.pdf)
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About this guide

This guide was written with the help of health and safety consultancy **Cosman Parkes (cosmanparkes.co.nz)** and includes input from several Forum members. The examples of indicators were drawn from reports provided by Forum members and from the research.

It is a joint initiative of the Forum and WorkSafe NZ.



About the Forum

The Business Leaders' Health and Safety Forum inspires and supports its members to become more effective leaders on health and safety.

The Forum has more than 240 members, who are Chief Executives or Managing Directors of significant New Zealand companies.

Contact us

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Or find out more at: www.zeroharm.org.nz
