

GUIDANCE FOR SMALL BUSINESS ON THE USE OF POSITIVE PERFORMANCE INDICATORS



Australian Government
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TO IMPROVE WORKPLACE
HEALTH AND SAFETY

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What are positive performance indicators?

Positive performance indicators (PPIs) measure those actions that provide good occupational health and safety (OHS) outcomes. PPIs are a measurement of the success of good OHS practice. They are a way of measuring the OHS performance in your business.

PPIs can include:

- the number of workplace inspections that have been completed in a business
- corrective actions that have been put in place in a business to improve OHS, and
- the number of employees trained in OHS.

PPIs should be used in conjunction with standard OHS performance measures, such as the number and frequency of injuries.

You can use PPIs to measure if you, as a business operator, are carrying out agreed management control processes and if those processes are effective in reducing the number of fatalities, injuries and diseases in the workplace.

Why measure OHS performance?

If your business measures OHS performance, it shows that you recognise that a commitment to sound OHS performance contributes to overall business success.

Poor OHS leads to higher accident and injury rates. Poor OHS can also increase business operating costs and lower productivity, workplace culture and morale.

Commitment to OHS is best sustained through a focus on performance outcomes which can be reported on and monitored over time. Measurement of OHS performance demonstrates that a business is committed to improving the safety of its workers.

How can I start using PPIs?

Use this step-by-step process to put your PPI program in place.



How to develop PPIs for your business

Step 1

List workplace hazards in your business

- List hazards you have identified and assessed in your workplace. You may want to refer to risk assessments you have made in the past.

Step 2

Identify current hazard controls you already have in place

- List controls that your business has already put in place to manage the hazards. Think about what procedures you've put in place to improve health and safety.

Step 3

Choose areas for your business to measure

- Identify areas from your list of controls that you may want to improve further.
- Decide which areas from your list you want to use to measure OHS performance.

Step 4

Develop your PPIs

- Select or develop PPIs based on areas you wish to measure or improve - PPIs may include such things as rating of management commitment to OHS, percentage of workplace inspections undertaken, percentage of contracts with OHS clauses etc.

Step 5

Develop your methodology – what, how and when

- Select indicators that will be relevant and cost effective to collect, easily understood by people in the workplace and can be quickly and easily measured.
- Choose how you'll collect the information – surveys, interviews, observations and inspections are some useful ways.
- Work out how often you'll need to collect the information for it to be useful.

Step 6

Collect and analyse your information

- Start collecting the information.
- Once you've collected your information, work out whether or not your OHS initiatives are done as you planned – if not, why not?
- Decide how you can improve your current OHS initiatives.

Step 7

Review the performance and effectiveness of your PPIs

- Review the performance of your PPIs by checking whether they are effective measures of the areas that you identified.
- Undertake the review periodically or when processes or equipment change.



Example

Developing PPIs for the safe use of forklift vehicles

Step 1

List workplace hazards

- Unlicensed forklift drivers
- Pedestrians and forklifts using the same workplace area
- Overloaded forklifts, and
- Passengers on forklifts.

Step 2

Identify current hazard control requirements

- All forklift operators have to have an appropriate certificate of competency.
- Workplaces to have a traffic management plan – that is distinct areas within the workplace to be designated, using appropriate signage and zone lining, for forklift use and for pedestrian use only.
- Workplace forklift safety procedure - no passengers, no overloading.

Step 3

Identify areas for your business to measure

- Number of forklift certificates or licenses obtained.
- Development and implementation of a traffic management plan – signage & zone line marking on floor.
- Information sessions/training on your workplace forklift safety procedure.

Step 4

Develop positive performance indicators

- Percentage of licences successfully obtained.
- Effectiveness of the designated forklift only and pedestrian only zones & signage.
- Number of information sessions undertaken for forklift drivers on your workplace forklift safety procedure.

Step 5

Develop your methodology

What will our measures be?

- 100% of licences successfully obtained from January – June 2005.
- 90% of employee feedback from surveys rates the traffic management plan at 8 on a score of 1-10.
- A session on your workplace forklift safety procedure is completed each month (January to June 2005).

How will our business measure these?

- Examine training register and employee records for copy of certificates and licences.
- Develop and distribute employee feedback questionnaire to all employees on the effectiveness of the traffic management plan.
- Meet with training manager to determine how many completed sessions on workplace forklift safety procedure were held.

Step 6

Collect and analyse your information

- 100% of licences successfully obtained by employees authorised to undertake accredited forklift driving training.
- 75% of employees rated the traffic management plan 8 or above.
- Five information sessions on your workplace forklift safety procedure were held, but a session not undertaken in June.

Step 7

Review performance and effectiveness of PPIs

- Hold a meeting of the OHS committee or consult with employees within two weeks to review employee feedback to questionnaire with the objective to look at improving the traffic management plan.
- Organise an additional workplace forklift safety session to be held in July.



PPIs Tips

What types of things can I measure through PPIs?

The level to which my business:

- ✓ identifies workplace hazards and eliminates or controls associated risks
- ✓ implements safe systems of work which are already in place
- ✓ has a working environment which gives people opportunities and capabilities to effectively contribute to OHS problem solving and decision making
- ✓ has a working environment which gives people the opportunity to receive education and training
- ✓ addresses OHS in the design, planning and procurement phases and activities of projects, and
- ✓ self-assesses or has OHS independently audited for effectiveness of systems and practices.

What PPIs can I develop?

Risk management

- Time taken to rectify high risk hazards, and
- Percentage of high risk hazards rectified within the specified time frame.

Management of work processes

- Effectiveness of use of safe work procedures as rated by the workforce
- Rating of management commitment to OHS, and
- Percentage of incident investigation recommendations implemented.

Participation, communication and skills

- Rating of the effectiveness of OHS communication at toolbox/work meetings
- Percentage of employees that have received OHS training such as induction, job-specific, emergency procedures, and
- Percentage of managers that have received OHS training.

Planning, design and procurement

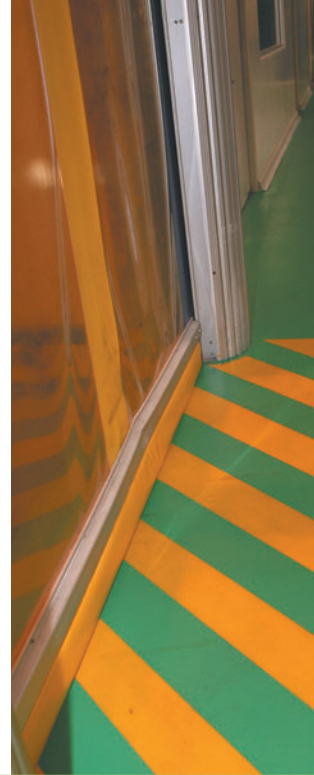
- Number of instances where purchase decisions include OHS considerations.

Monitoring and review

- Percentage of workplace inspections undertaken.

How can I measure them?

- Observation – walk through
- Employee questionnaires or surveys
- Inspection audits
- Examination of hazard reports and logbooks
- Examination of records, and
- Workplace inspection records.





Further information

For further information on positive performance indicators

- ▶ *Guidance on the Use of Positive Performance Indicators to improve Workplace Health and Safety*

For further information on OHS

- ▶ ascc.gov.au