



Mining & Quarrying
OCCUPATIONAL HEALTH &
SAFETY COMMITTEE

Work Health and Safety Performance Standards Guide

Promoting Work Health and Safety in the Workplace

The South Australian Mining and Quarrying Occupational Health and Safety Committee

Promoting Work Health and Safety in the Workplace

This workplace industry safety resource is developed and fully funded by the Mining and Quarrying Occupational Health and Safety Committee (MAQOHSC).

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Contents

AIM.....	2
1. Legal Requirements	2
2. What is Work Health and Safety Performance?.....	3
3. Why do we Measure Work Health and Safety Performance?	3
4. Objectives and Targets.....	3
5. Work Health and Safety Performance Indicators	5
6. Process Improvement Model.....	6
7. The Systematic Management of Work Health and Safety.....	7
FURTHER ASSISTANCE.....	10
ADDITIONAL INFORMATION.....	10
REFERENCES.....	10
Appendix 1: Objectives and Targets example	11
Appendix 2: Work Health and Safety Management System Performance Indicators.....	12
Appendix 3: Work Health and Safety Management System Positive Performance Indicators for Small Organisations.....	14

Work Health and Safety Performance Standards Guide

This Guidance Material has been developed in accordance with Chapter 10, Part 2, Division 1, Performance Standards and Audit of the *Work Health and Safety Regulations 2012* (SA).

AIM

This Guidance Material has been developed to assist mining / quarrying operators in establishing performance standards for measuring the effectiveness of their Safety Management Systems and Work Health and Safety Performance outcomes in accordance with the *Work Health and Safety Regulations 2012* (SA).

1. Legal Requirements

Under the *Work Health and Safety Regulations 2012* (SA), a person who conducts a business or undertaking (PCBU) has a duty of care to ensure, so far as is reasonably practicable that:

- Workers and other persons are not put at risk from work carried out as part of the business or undertaking.

In addition, Chapter 10 (Mines) of the *Work Health and Safety Regulations 2012* (SA) has specific requirements in relation to the management of workplace health and safety matters:

- Regulation 622, a mine operator of a mine has a duty to establish and implement a Safety Management System
- Regulation 623, a Safety Management System for a mine must include:
 - The performance standards for measuring the effectiveness of all aspects of the safety management system that –
 - are sufficiently detailed to show how the mine operator will ensure the effectiveness of the safety management system
 - include steps to be taken to continually improve the safety management system
 - The way in which the performance standards are to be met
 - A system for auditing the effectiveness of the safety management system for the mine against the performance standards, including the methods, frequency and results of the audit process.

2. What is Work Health and Safety Performance?

Work Health and Safety Performance can be described as a measure of the level of effectiveness of business activities aimed at the prevention of injury and disease to persons in the workplace.

Dependent upon what aspects of Work Health and Safety Performance are being measured, the evaluation may demonstrate:

- Historical Work Health and Safety Performance and trends;
- Compliance with legal obligations;
- Visible commitment in the provision of duty of care responsibilities; and
- Adoption of best practices commonly used within the industry.

3. Why do we Measure Work Health and Safety Performance?

While Legislation now requires a mine / quarry to implement performance standards to measure the effectiveness of the safety management system, it also makes good business sense to measure an organisations performance to determine whether objectives or targets set, are being achieved and Work Health and Safety is continually improving.

Measuring Work Health and Safety Performance, using performance indicators, provides information on the effectiveness of processes in place to minimise the occurrence of workplace injury/disease.

Monitoring activities and initiatives and recording the level of success aimed at preventing workplace injury and disease will identify how an organisation is performing and additionally, identify areas where Work Health and Safety can be improved.

It also provides effective immediate feedback to workers and management as to whether or not the things that should / could be done are being done.

This information provides an indication of management commitment to Work Health and Safety improvement.

4. Objectives and Targets

Objectives and targets can assist you in implementing your Work Health and Safety policy and provide milestones towards improved management of Work Health and Safety. There should be no difference between the commitments in the policy and those in the objectives.

They should cover your significant impacts and meet your commitment to continual improvement (particularly if you are aiming to achieve a formal Work Health and Safety standard).

Objectives will not be achieved if personnel either do not understand, or do not want to support the goals, so it's important to get staff involved in the process of setting the objectives from an early stage to gain commitment.

Objectives and targets are not static and will need to be reviewed and updated regularly according to the progress and continual improvement of the Work Health and Safety management system.

Examples of Key Work Health and Safety Objectives:

- To go home from work without injury and illness.
- To define and communicate Work Health and Safety objectives, principles, expectations and requirements.
- To provide a uniform approach to the management of Work Health and Safety requirements.
- To establish the program goals, targets and Key Performance Indicators (KPIs).
- To establish contractor performance requirements to ensure Work Health and Safety compliance.
- To define responsibilities and accountabilities for all personnel to ensure effective implementation of the Work Health and Safety Management Plan.
- To establish and reinforce relationships between the Work Health and Safety Management Plan, site procedures and relevant standards.
- To pro-actively facilitate communication with, consultation with and the participation of all staff (including managers, supervisors, and workers) in Work Health and Safety matters relevant to their scope of operations.
- To identify, assess and implement control measures for workplace hazards and risks within our control (so far as reasonably practicable).
- To ensure processes for the effective management and reporting of Work Health and Safety incidents.
- To facilitate the continual improvement process of Work Health and Safety.
- To provide information and training for personnel at all levels to meet responsibilities.

Targets are the 'stepping stone' to achieving the overall 'goal' of a Work Health and Safety objective. A Work Health and Safety target is a detailed performance requirement, measured where practicable, which needs to be set and met to achieve objectives.

Both the individual targets and the overall 'goal' objectives should be **SMART**:

Specific

- The broader the objective, the more complex the series of targets needed to address it.

Measurable

- It is important to choose the right Work Health and Safety Performance indicators for the desired outcome.
- Ask yourself 'how will the impact look once the objective has been achieved?'
- Is the outcome quantifiable?

Achievable

- 'Stretch' goals will encourage high performance; however, unachievable goals will be a disincentive.

Realistic

- Closely monitor your objectives and targets to assess their success and whether the expected progress is being made.

Time-bound

- If you don't set a date you expect the above to be met by, then their impact is lost. Try to set dates that will give results in time for regular management review meetings.

Refer to Appendix 1 for examples

5. Work Health and Safety Performance Indicators

A performance indicator is defined as “a statistic or other unit of information which reflects, directly or indirectly, the extent to which an expected outcome is achieved, or the quality of processes leading to that outcome”.

In order to measure particular aspects of an organisation's Work Health and Safety Performance, performance indicators need to be developed for areas that are to be measured.

Performance indicators can be either:

- **Quantitative** – An indicator that can be counted or measured and is described numerically. For example, number of safety audits conducted, injury frequency rates.
- **Qualitative** – An indicator that would describe or assess a quality or a behavior. For example, worker ratings of management commitment to achieving 'best practice' in Work Health and Safety.

Measurement of safety performance indicators can be outcome-focused or process / positive focused.

Outcome indicators (lagging indicators)

Outcome indicators focus on the measurement of loss, such as lost time injury frequency rates (LTIFRs), workers' compensation costs or fatality / incidence rates.

These indicators generally measure failure to control or manage risks. However, outcome indicators are limited in their use as the numbers recorded are generally low which makes establishing trends difficult. They also give no indication how to address key risks and are therefore not appropriate for identifying problem areas.

Process / Positive performance indicators (PPIs) (leading indicators)

Positive Performance Indicators are aimed at evaluating how successfully an organisation is performing in its management of Work Health and Safety by monitoring the processes that provide good Work Health and Safety outcomes and highlight the areas where systems and procedures could be improved.

They can be developed on an organisation / industry basis, or on a departmental / workgroup basis, and normally involve consultation with workers and other stakeholders in the development of relevant measures.

Examples of Process / Positive performance indicators include:

- The number of safety audits conducted;
- The % of non-conformances identified and corrected as a result of a safety audit;
- The % of workers receiving Work Health and Safety training; and
- Hazard reporting.

When Positive Performance Indicators are used in conjunction with outcome measures, they can offer a comprehensive overview of Work Health and Safety Performance and assist the search for the underlying causes of work-related injury and illness.

It is important that organisations develop and use a balanced combination of both outcome indicators and Positive Performance Indicators to effectively measure Work Health and Safety Performance.

Refer to Appendix 2 for examples

6. Process Improvement Model

In the model for process improvement, Positive Performance Indicators may be one of the following:

Inputs (key activities)

Input Positive Performance Indicators are measures of what actions or initiatives have been undertaken in the workplace to improve Work Health and Safety and can provide useful information on participation, leadership and communication. Although they are seen as good indicators of commitment and effort, they are not indicators of the effectiveness of the activities.

In practical terms, organisations will need to define those activities in their safety management system that needs to be promoted and reinforced. A focus on these activities can be used to visibly drive the safety culture in the workplace. Positive Performance Indicators can be developed for these activities.

Processes (monitoring key risks)

Process Positive Performance Indicators are measures that are used to monitor the major risks in an organisation. These can be developed by identification of the key contributors to the outcomes of concern and developing measures to monitor behaviours and practices.

- For example, if a high number of injuries from hazardous manual tasks were an 'outcome of concern' and key contributors to this occurrence were factors like poor manual handling techniques and infrequent use of lifting aids, then performance measures would be developed to monitor these practices.
- In developing Positive Performance Indicators of this type, organisations should focus on all core risks and ensure that measures are in place to provide an indication that risk control practices are being followed.

Outputs (milestones)

Output indicators are used to measure outcomes in terms of the achievement of objectives, and on the progress towards the achievement of targets and higher level goals.

- For example, if the goal is that within a particular time period, storage and handling requirements for hazardous materials are understood by staff, a suitable indicator of this type would be number or % of staff competent in the storage and handling requirements for hazardous substances.

7. The Systematic Management of Work Health and Safety

In order to improve the level of Work Health and Safety Performance, a systematic approach needs to be undertaken.

The focus of Work Health and Safety management has to shift from an outlying position (where the safety management system is not integrated into the overall management system of the organisation) to one of total integration into an organisation's management systems. For this to occur, managers must see good Work Health and Safety Performance as a critical part of good sustainable business practice.

To achieve this, a reliable system for Work Health and Safety Performance measurement, in terms of evaluating the systematic management of Work Health and Safety in the workplace, will need to be developed and used. This is the role of Positive Performance Indicators.

It should be noted that, unless an organisation has a systematic approach to the management of Work Health and Safety, and in particular to the planning of prevention activities, then Positive Performance Indicators will be of little assistance.

This 'systematic approach' can take many forms but usually consists of a number of key elements that together are often referred to as a Work Health and Safety Management System. There are many variations of Work Health and Safety Management System in use, but all have the following principles:

- Leadership commitment
- Planning
- Implementation
- Measurement and evaluation
- Reviewing and revising the system to facilitate continual improvement

The format of a Work Health and Safety Management System will be based on the core functions of an organisation and appropriate to the specific needs of that organisation.

The type and complexity of the Work Health and Safety Management System in place may range from highly developed systems that are independently audited against a formal standard for certification (AS 4801), to less structured informal management processes.

Smaller organisations with limited Work Health and Safety resources are likely to have a basic management system, but in all cases the systematic management of Work Health and Safety should have the process of risk management principles at its core.

- The identification of hazards, assessing the risk associated with those hazards and applying measures to control the risks should form the focus of Work Health and Safety management support in any organisation, irrespective of its size.
- Other important components in a Work Health and Safety Management System include responsibility and accountabilities of key staff, competencies for managers and workers, policies and procedures, emergency preparedness, monitoring and review, and plans for continual improvement.

Accordingly, the type of Work Health and Safety Management System that an organisation has in place, and the nature of the risks that it needs to control, will ultimately determine the types of performance measures that it will need to develop to evaluate the effectiveness of that system.

Categories of Positive Performance Indicators

While individual Positive Performance Indicators will need to reflect the characteristics of Work Health and Safety problems and strategies applying to particular organisations and workplaces, there are a number of core categories of Positive Performance Indicators that are common to most large organisations.

For the purposes of this guide, the categories of Positive Performance Indicators outlined below represent those principles and core elements incorporated into the Work Health and Safety Management System model for continual improvement.

- **Commitment and policy** – Measures demonstrated commitment to improve Work Health and Safety Performance.
- **Planning** – Measures what procedures and actions are in place to eliminate workplace injury and disease.
- **Implementation** – Measures the capability and support mechanisms that are necessary to achieve Work Health and Safety objectives and targets.
- **Measurement and evaluation** – Measures the extent to which workplace health and safety is monitored and evaluated so that issues can be identified and corrective action taken.
- **Review and improvement** – Measures the effectiveness of the Work Health and Safety management system, and its continuing suitability.

Refer to Appendix 2 for examples

In recognition of the needs and limited resources of small organisations, an alternative example of core Positive Performance Indicators categories is provided below as a guide to measure their Work Health and Safety Performance using Positive Performance Indicators.

These indicators reflect processes designed to maintain a high level of Work Health and Safety Performance and compliance.

- **Risk management** – workplace hazards are identified and associated risks eliminated or controlled.
- **Management of work processes** – safe systems of work implemented.
- **Participation, communication and skills** – workers are trained and competent and are actively involved in problem solving.

- **Planning, design and procurement** – Work Health and Safety issues are addressed in the design, planning and procurement phases and activities of the operations.
- **Monitoring and review** – Work Health and Safety is self-assessed and / or independently audited for effectiveness of systems and practices.

Note: *The above Positive Performance Indicators categories are not considered to be the definitive set, and organisations may wish to use alternative categories that follow more closely the elements in their own Work Health and Safety Management System.*

Refer to Appendix 3 for examples

Selection of Positive Performance Indicators

In general, the following issues need to be considered when selecting Positive Performance Indicators:

- The categories of Positive Performance Indicators should reflect the elements of the Work Health and Safety Management System (or in the case of small business, the processes designed to maintain a high level of Work Health and Safety) in any specific workplace.
- They should also measure the most significant risks in the workplace – after all, it is ‘what matters most’ that should be measured.

In addition, it should include at least:

- Hazard identification;
- Risk exposure;
- Risk reduction and control measures; and
- Attainment of competencies in Work Health and Safety by managers and staff.

The types of Positive Performance Indicators selected should also reflect the needs and priorities of the organisation.

For example:

Input Performance Indicators - Can be used as a measure to ensure that commitment and effort continues as planned.

Process Performance Indicators - Can be used to monitor key risks.

Output Performance Indicators - Can be used to measure progress towards specific goals.

Organisations should avoid selecting too many Positive Performance Indicators. The task of collecting information on a large number of indicators may result in an evaluation system becoming unworkable.

It is better to start with a small number of Positive Performance Indicators and develop additional measures as the Work Health and Safety Management System matures.

FURTHER ASSISTANCE

MAQOHSC Work Health and Safety Specialists are available to provide further advice and assistance on all Work Health and Safety matters.

MAQOHSC Work Health and Safety Specialists are able to be contacted via our website at www.maqohsc.sa.gov.au or email maqohsc@sa.gov.au.

ADDITIONAL INFORMATION

Work Health and Safety Legislation, Codes of Practice, fact sheets, Health and Safety Representatives (HSR) information and guides can be found at the following websites:

SafeWork SA – www.safework.sa.gov.au or call 1300 365 255

Safe Work Australia – www.safeworkaustralia.gov.au, or call 1300 551 832

REFERENCES

Work Health and Safety Act 2012 (SA)

Work Health and Safety Regulations 2012 (SA), Chapter 10, Mines, Regulations 622, 623

Guidance on the use of Positive Performance Indicators (Australian Safety and Compensation Council)

Positive Performance Indicators (Comcare)

Positive Performance Measures : a Practical Guide (Minerals Council of Australia)

Appendix 1: Objectives and Targets example

Action No.	Origin of Action	Brief Description of Action	Justification	Objectives	Targets	Status	Accountability	Time frame for Completion	Priority
SAFETY									
1	Implementation of Work Health and Safety legislation	Work Health and Safety Legislation compliance register	Work Health and Safety Legislation passed through parliament and implemented 01 January 2013	Conduct review of compliance register against new legislation and coordinate project to ensure compliance to new legislation	Full compliance with regulatory requirements	In Progress	Safety Coordinator	Q3	High
2	Contractor Management	Contractor Compliance Auditing	Work Health and Safety Act 2012, Part 2, Division 2, Section 19 - Primary Duty of Care	All contractor companies to be audited for compliance to Work Health and Safety requirements	Full compliance with regulatory requirements	Complete	Safety Coordinator	Q2	Mod
3	Risk Management	Review of risk register	Work Health and Safety Regulations 2012, Chapter 3, Part 1 - Managing risks to health and safety	Review of risk register	Ensure all foreseeable hazards are identified; ranked and effective controls are in place.	In Progress	Site Management	Q3	High
4	Injury performance 2012	Electric Shock Incidents	4 electric shock incidents in Q4 2012	Implement strategies to reduce electric shock incidents.	Increased awareness of electrical hazards in the workplace	Complete	Safety Coordinator	Q1	High
5	Injury performance 2012	Musculo Skeletal Injuries	Injury statistics show 47% of all injuries are musculo skeletal related	Implement strategies to reduce musculo skeletal injuries	Reduction of 20% in musculo skeletal injuries across site	Complete	Health and Safety Committee	Q2	High
HEALTH									
7	Implementation of Work Health and Safety legislation	Occupational Hygiene Monitoring	Duty to ensure that appropriate health monitoring is provided	6 monthly monitoring of dust, noise and diesel particulate exposure	Ensure personnel are not exposed to excessive levels	Complete	Safety Coordinator and Human Resources	Q1	Mod
8	Harmonisation legislation	Periodic and Exit Medicals	Legislative requirement - Bill before parliament February 2012	Develop process for ensuring all workers have a periodic and exit medical	All workers have regular (within 5 years) and exit medicals	In Progress	Safety Coordinator and Human Resources	Q2	Mod
WORK HEALTH AND SAFETY MANAGEMENT SYSTEM									
10	Implementation of Work Health and Safety legislation	Safety Management System	Draft Code of Practice developed for Work Health and Safety Management Systems in Mining.	Conduct review of current Safety Management System	Full compliance with requirements of code of practice	In Progress	Safety Coordinator	Q4	High
TRAINING									
11	Identified gap by Management Team	Develop verification of competency for processing & maintenance operations	Work Health and Safety legislative requirement	Have verification of competency in place for processing and maintenance operations	All personnel completed relevant verification of competency	In Progress	Safety Coordinator and Supervisors	Q4	Mod

Appendix 2: Work Health and Safety Management System Performance Indicators

PROCESS / POSITIVE INDICATORS

LEADING INDICATORS	MEASUREMENT	VALIDATION	TARGET
Leadership Commitment	Work Health and Safety and Safety Management Plan Commitment	<ul style="list-style-type: none"> Signed - Roles and Responsibilities. (Line Management and Above) 	<ul style="list-style-type: none"> 100%
	Work Health and Safety Activity Planner	<ul style="list-style-type: none"> Work Health and Safety Compliance audits validate implementation 	<ul style="list-style-type: none"> 100% fully implemented
	Performance and Compliance Review	<ul style="list-style-type: none"> Weekly and monthly project reports completed by set timeframes Audit reports Work Health and Safety forum agendas and minutes 	<ul style="list-style-type: none"> 100% - Senior Management to review all project performance and compliance requirements
	Personal Work Health and Safety Plan	<ul style="list-style-type: none"> Implementation of Personal Work Health and Safety Plans (Line Management and Above) 	<ul style="list-style-type: none"> 100% - All project personnel complete their top 5
	Completed and documented – Inspections and Time in Fields	<ul style="list-style-type: none"> Inspection Records + Time in Fields 	<ul style="list-style-type: none"> 1 Inspection + 2 Time in Field (TIF) per site visit
Compliance with all company standards, plans and other requirements	Audits conducted as per schedule	<ul style="list-style-type: none"> Audit schedule with audit reports including a non-conformance database 	<ul style="list-style-type: none"> 100% - audits executed as per schedule Minimum 85% compliance on any audit 100% Non-conformances and TIF closed out within agreed time
	All inspections executed as scheduled on site Work Health and Safety activity planner	<ul style="list-style-type: none"> Activity Inspection records 	<ul style="list-style-type: none"> 100% - all inspections executed as per schedule
	Time in Field (TIF) conducted	<ul style="list-style-type: none"> TIF based statistical reporting (set % ratio of TIF to # of personnel on site) 	<ul style="list-style-type: none"> Minimum 10% workforce per week
Planned Work Health and Safety Activities	All Work Health and Safety activities identified and scheduled on Work Health and Safety Activity Planner	<ul style="list-style-type: none"> Activity planner developed and implemented with individual identified to complete each week Inspection and audit records completed 	<ul style="list-style-type: none"> Minimum - 95% of activities completed, and schedule up to date at any time
Communication and Consultation	Daily Pre-Start Meetings held Toolbox Meetings Work Health and Safety Committee Meetings	<ul style="list-style-type: none"> Attendance register and records Meeting Agenda Meeting minutes Training support material and Compliance Audits 	<ul style="list-style-type: none"> 1/ crew / daily Toolbox Minimum 1 per week Committees 1 / monthly
Incidents, inspections and review actions closed out on time	100% of actions closed out within allocated time	<ul style="list-style-type: none"> Formal Incident Reports Audit reports and registers Work Health and Safety Monthly reports (stats / data) 	<ul style="list-style-type: none"> 100% of all actions closed out within allocated timeframes

OUTCOME FOCUSED INDICATORS

LAGGING INDICATORS	MEASUREMENT	MONITORING MECHANISM	TARGET
LTIFR	Total # of Lost Time Injuries sustained for the hours worked based upon 1,000,000 hours	<ul style="list-style-type: none"> Injury and hourly data reported in Work Health and Safety Reports 	<ul style="list-style-type: none"> 0 (aspiration)
TRCFR	Total # of Total Recordable Injuries sustained for the total hours worked based upon 1,000,000 hours	<ul style="list-style-type: none"> Injury and hourly data reported in Work Health and Safety Reports 	<ul style="list-style-type: none"> 0 (aspiration)

LAGGING INDICATORS	MEASUREMENT	MONITORING MECHANISM	TARGET
ADIFR	Total # of Alternative Duty Injuries sustained for the total hours worked based upon 1,000,000 hours	<ul style="list-style-type: none"> Injury and hourly data reported in Work Health and Safety Reports 	<ul style="list-style-type: none"> 0 (aspiration)
FACFR	Total # of First Aid Injuries for the total hours worked based upon 1,000,000 hours	<ul style="list-style-type: none"> Incident and hourly data reported in Work Health and Safety Reports 	<ul style="list-style-type: none"> 0 (aspiration)

Examples of performance indicators against each of the Work Health and Safety Management System core categories

POSITIVE PERFORMANCE INDICATORS	POSITIVE PERFORMANCE INDICATORS IN THIS CATEGORY MEASURE:	PERFORMANCE INDICATORS	HOW TO MEASURE
COMMITMENT AND POLICY	Demonstrated commitment to improve Work Health and Safety Performance	<ul style="list-style-type: none"> Evidence of Work Health and Safety policy statement signed by most senior manager Frequency and quality of Work Health and Safety reporting by or to Senior Management Senior managers performance appraisals include Work Health and Safety Percentage of workforce and contractors covered by consultation and processes and Work Health and Safety representation Rating of effectiveness of worker participation in Work Health and Safety management 	<ul style="list-style-type: none"> Worker survey / questionnaire Examination of records
PLANNING	Procedures established to eliminate workplace injury and disease	<ul style="list-style-type: none"> Operating procedures are developed and relevant The extent to which an organisation requires risks to be managed using a process of hazard identification and risk assessment and control Extent to which health and safety information is accessible to workers Extent to which purchasing guidelines and contracts include specific health and safety requirements (for the delivery of the goods or services) 	<ul style="list-style-type: none"> Worker survey / questionnaire Examination of records
IMPLEMENTATION	Capability and support mechanisms that are necessary to achieve Work Health and Safety objectives and targets	<ul style="list-style-type: none"> <input type="checkbox"/> Percentage of workplace inspections conducted over a specified timeframe <input type="checkbox"/> Percentage of high risks identified over a specified timeframe <input type="checkbox"/> The proportion of items identified through safety walks and inspections that are repeat items measured over a specified timeframe <input type="checkbox"/> The proportion of reported incidents that do not result in injury compared with those that do, over a specified timeframe <input type="checkbox"/> Percentage of planned management visits conducted over a specified timeframe <input type="checkbox"/> Percentage of managers and workers that have received Work Health and Safety training (e.g. induction, job-specific, hazard management, emergency procedures) 	<ul style="list-style-type: none"> <input type="checkbox"/> Observation - walk through inspections / audits <input type="checkbox"/> Examination of hazard reports <input type="checkbox"/> Examination of hazard logs <input type="checkbox"/> Review of maintenance log <input type="checkbox"/> Analysis of accident and incident reports
MEASUREMENT AND EVALUATION	The extent to which Work Health and Safety is monitored and evaluated so that issues can be identified and corrective action taken	<ul style="list-style-type: none"> The extent to which health and environmental monitoring is undertaken and records are maintained and evaluated Extent to which accident and incident records maintained and evaluated to identify trends Extent to which corrective action is taken to address the identified issues 	<ul style="list-style-type: none"> Worker survey / questionnaire Examination of records
REVIEW AND IMPROVEMENT	The effectiveness of the Work Health and Safety Management System and its continuing suitability	<ul style="list-style-type: none"> Percentage change in internal or independent Work Health and Safety Management System audit over a specified period of time 	<ul style="list-style-type: none"> Management systems audits Examination of records

Note: These are examples only; organisations must develop their own Positive Performance Indicators applicable to the particular organisation’s needs. It is recommended that when selecting Positive Performance Indicators, choose a range of indicators to cover all of the categories listed from above.

Appendix 3: Work Health and Safety Management System Positive Performance Indicators for Small Organisations

Examples of performance indicators against each of the Core Categories for small organisations

POSITIVE PERFORMANCE INDICATOR CATERGORY	POSITIVE PERFORMANCE INDICATORS IN THIS CATERGORY MEASURE:	PERFORMANCE INDICATORS	HOW TO MEASURE
RISK MANAGEMENT	The extent to which workplace hazards are identified and associated risks are eliminated or controlled	<ul style="list-style-type: none"> • Percentage of planned risk assessments • Percentage of reported incidents investigated • Percentage of planned workplace inspections completed 	<ul style="list-style-type: none"> • Observation - walk through inspections / audits • Examination of hazardreports / hazard logs • Examination of maintenance log • Examination of accident and incident reports
MANAGEMENT OF WORK PROCESS	The extent to which safe systems of work are actually implemented	<ul style="list-style-type: none"> • Percentage of risk assessment recommendations completed • Percentage of workplace inspections recommendations completed • Percentage of incident investigations implemented 	<ul style="list-style-type: none"> <input type="checkbox"/> Observation - walk through inspections / audits <input type="checkbox"/> Examination of hazard reports / hazard logs <input type="checkbox"/> Examination of maintenance log <input type="checkbox"/> Worker survey / questionnaire
PARTICIPATION, COMMUNICATION AND SKILLS	<p>The extent to which the working environment provides people with opportunities and capabilities to effectively contribute to Work Health and Safety management</p> <p>The extent to which they are actively involved in problem solving and decision making and receive education and training</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Worker perception of management commitment <input type="checkbox"/> Rating of the effectiveness of Work Health and Safety <input type="checkbox"/> Communication at toolbox/work meetings <input type="checkbox"/> Rating of the effectiveness of worker participation in Work Health and Safety management (including involvement in the Work Health and Safety Committee) <input type="checkbox"/> Percentage of employees that have received adequate Work Health and Safety training <input type="checkbox"/> Percentage of managers that have received Work Health and Safety training 	<ul style="list-style-type: none"> • Worker survey / questionnaire • Examination of records
PLANNING, DESIGN AND PROCUREMENT	The extent to which Work Health and Safety is addressed in the design, planning and procurement phases and activities of the project	<ul style="list-style-type: none"> <input type="checkbox"/> Percentage of contracts with Work Health and Safety clauses <input type="checkbox"/> Number of instances where procurement decisions are based on Work Health and Safety considerations over the life of the project <input type="checkbox"/> Number of instances where design changes are made to address identified 	<ul style="list-style-type: none"> • Worker survey / questionnaire • Examination of records
MONITORING AND REVIEW	The extent to which Work Health and Safety is self-assessed and / or independently audited for effectiveness of systems and practices	<ul style="list-style-type: none"> <input type="checkbox"/> Percentage of workplace inspections undertaken <input type="checkbox"/> Percentage change in overall rating over a specified timeframe 	<ul style="list-style-type: none"> <input type="checkbox"/> Worker survey / questionnaire <input type="checkbox"/> Examination of records

Note: This is an example only; organisations must develop their own Positive Performance Indicators applicable to the particular organisation’s needs.

