

AGMFA Leading WHS Performance Measures

Introduction

Traditionally, work health and safety (WHS) performance measurement has focussed on what are known as lag indicators, such as 'number of fatalities', 'Lost Time Injuries (LTIs)' and 'Lost Time Injury Frequency Rate (LTIFR)', 'Total Recordable Injury Frequency Rate (TRIFR)', 'All Injury Frequency Rate (AIFR)' and 'Duration Rate (DR)', etc. Whilst these lag indicators may suffice for industry measurement there is however an underlying problem with them – that is, a worker has to be killed or injured in order to register a performance measurement.

To give an example on why the above metrics are flawed, as per AS1885.1 *Workplace Injury and Disease Recording Standard*, a fatality is also treated as an LTI with 220 working days used in the LTIFR calculation. That fatality is now treated with the same severity as two stitches in a finger resulting in one day lost. Further, using Duration Rate as another example, this is largely out of a Participating Agency's (hereafter Agency/s) control as it is a doctor that prescribes time lost for a work-related injury.

Realistically there should be a greater emphasis placed on the need for Agencies to use leading performance measures (LPMs) or positive performance measures to record and demonstrate the good management practices (input) an Agency may have, and the resulting outcomes (output).

The use of LPMs in WHS is focused on using the indicators to improve safety performance, by promoting early action to correct potential weaknesses, without waiting for failures i.e. incidents. Research has shown where an organisation focuses on leading performance measures there is a demonstrable reduction in workplace injuries and lost time.

It is highly recommended that Agencies develop LMPs to assist them in monitoring the effectiveness of the AGFMA.

Why develop leading performance measures and what is its purpose?

LPMs are part of a process to guide actions that will improve future performance within the Agency. A LPM provides information that helps an Agency:

- Respond to changing circumstances, and take actions to achieve desired outcomes, or avoid unwanted outcomes;
- Obtain information on the progress and current status of the strategies, processes and activities used within the Agency or at its Designated Locations to address health and safety risks; and
- To periodically monitor progress and review objectives to identify if targets are being met.

Given the vast differences between Agencies and their Designated Locations it is not recommended to establish a generic or standard set of LPMs that will apply across government or a set of LPMs that will be relevant to an Agency indefinitely. It is important that where possible, LPMs are linked to achieving the agency's WHS Policy objectives.

Types of leading performance indicators

In general, three types of LPMs can be identified to measure the proactive, leading activities to improve WHS performance:

1. **Input (Activity Measures)** – these are the simplest of measures and are usually described numerically i.e. number of subcontractors inducted or number of Site Risk Exchanges performed;
2. **Process (Focus Measures)** – these measure the indicator within the process. For example, if an agency identified a gap with their subcontractor induction (poor information transfer i.e. lack of Site Risk Exchange) and implemented a control to close this gap (staff training), the LPM monitors the control and the data gathered measures the performance; and
3. **Output (Action Plan Measures)** – these measure outputs in terms of achievement of objectives or whether a target or goal has been met. For example, an Agency may require all managers that are responsible for managing assets are required to attend 'Safety, Risk and Compliance Training', then the performance indicator is 'manager attendance at the training', and the LPM is actual attendances recorded, measured and reported as a percentage against the targeted attendance e.g.
 - Target – 20 managers selected to attend a training session
 - Actual attendance – 15
 - LPM = 75%
 - With this information at hand, agency leaders can then question why the target was not met and implement appropriate action to address the gap.

Note there are two key messages with the above:

1. Worker injuries are not used to measure WHS performance; and
2. It is the actual 'effort' attributed to managing safety that is measured.

Steps for developing leading performance indicators

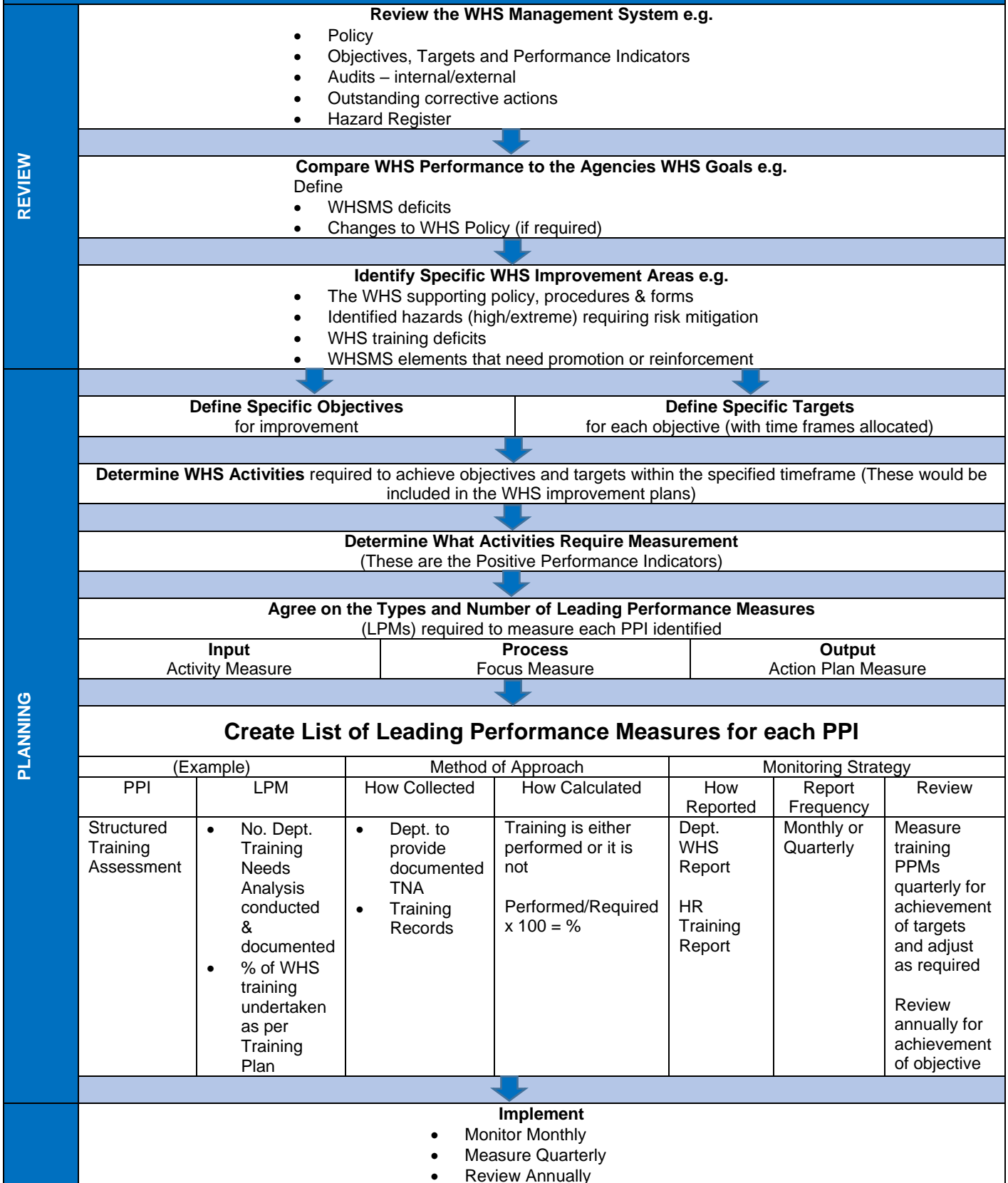
LPMs quantify and qualify objectives and targets set during the health and safety management planning phase/s to meet the WHS Policy Objectives and are refined after a period of monitoring. The process of defining LPMs requires an agency to determine:

- Where they are at – by assessing their current level of safety performance for example, by using audit/inspection data;
- Where they want to be – by setting objectives and targets; and
- Strategies of how they are going to get there – by developing WHS improvement or action plans.

The steps involved include:

1. Review where the agency has been vs where they want to be;
2. Identify what needs to be done in order to get there;
3. Define the goal posts;
4. Determine how the agency is going to get there; and
5. Select type and quantity of LPMs and how they are to be captured, recorded and reported.

Positive Performance Measures (PPM) Selection Process



An example of how the process is applied is outlined below (Note: this is only an example that may be used however Agencies should develop specific LPMs).

PPI	LPM	Method of Approach		Monitoring Strategy		Review
		How Collected	How Calculated	How Reported	Report Frequency	
All staff, supervisors and managers are suitably trained to meet their WHS responsibilities and accountabilities for contractors and subcontractors	No. of employees attending specific Safety, Risk and Compliance training	Training Attendance Record	Total No. of attendees at scheduled session	WHS Report	Monthly Quarterly	Focus Group Meetings
	% of personnel who undertook the training	Training Records	% = Total attendees / targeted attendees x 100			Governance Meetings e.g. FMGG or Sterco
	% of total staff now competent	Training Records	% = Total trained / Total staff x 100			Review annually for achievement of PPI and to target areas for improvement
	No. attendees saw value in training	Review training evaluation forms for feedback	No. of training evaluation forms received with feedback			Review annually post WHS audit to ensure that courses are relevant and effective

Summary of Roles and Responsibilities

Role	Responsibilities
Participating Agency Chief Executives	<ul style="list-style-type: none"> Endorse, approve and support establishment of a suite of leading performance measures. Recognise that as a concurrent duty holder, the Agency has a responsibility for all workers.
Participating Agency Directors/WHS Managers	<ul style="list-style-type: none"> Develop leading performance measures relevant to the Agency. Provide performance reports to relevant management review forums.
Facilities Management Service Providers	<ul style="list-style-type: none"> Engage with Agencies and assist where required with the development of leading performance measures. Develop and provide WHS reports with lead performance measures on contracted workers conformance to standards. Participate in Agency Focus Group meetings and other management review forums.
Contracted Workers	<ul style="list-style-type: none"> Engage with the FMSP and Agency representative/s as required.