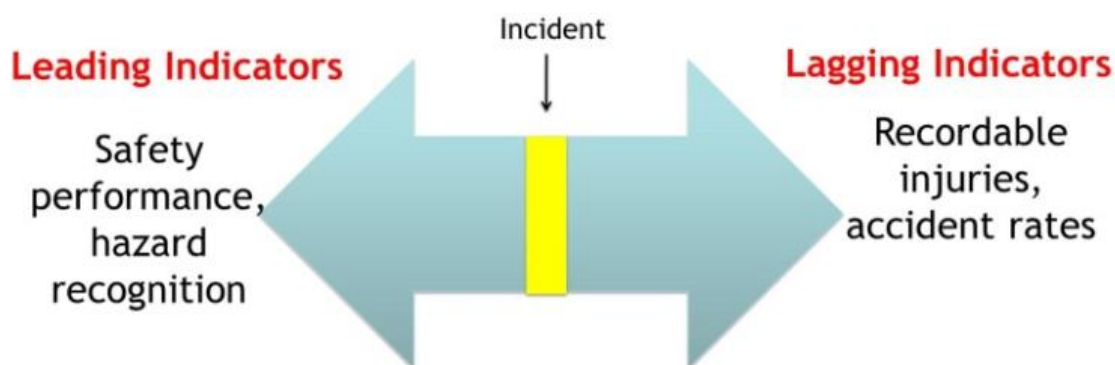




Monitoring performance – Leading and Lagging Indicators

Leading indicators are pre-incident measurements, as opposed to lagging indicators, which are measurements collected after an incident occurs. For example, a flat tire is a lagging indicator because the blowout already has occurred, but an inspection that notes the poor quality of the tire and prevents a blowout from taking place is a leading indicator.

A key competent of leading indicators is that they are measurements of safety events or behaviours that precede incidents and have a predictive quality.



By measuring leading indicators including conditions, events and sequences that precede and lead up to accidents and as such have some value in predicting the arrival of the event can provide the opportunity to introduce controls measures to stop the event happening. Leading indicators such be relevant to the school and worth measuring. They should present the important aspects of the schools safety management system.

Leading indicators include but are not limited to;

Leading Indicator	How to measure this	How to make improvements
Maintaining a high profile for safety in meetings	Is safety an agenda item for key management meetings? Are relevant safety issues discussed at the meeting? Are actions reported back and signed off?	Ensure that safety is on the agenda Allocate areas of safety to different people and ensure safety is reported on. Ensure actions are signed off.
Personal attendance of managers in safety meetings and safety audits	Are senior members of the school active in your safety committee? Do senior members of your school and PI's attend walk rounds, inspections and audits?	Encourage engagement. Require your leadership team to report back at senior management meetings.
Face-to-face meetings with employees that	How many safety related meetings or events ran in your school in the last year?	Report back at your safety committee and senior management meetings.



feature safety as a topic	What was the level of attendance? Were any actions raised completed?	
Jobs descriptions that include safety roles	Commission a review of job descriptions or ask your senior team to report back after the PDPR process. Ensure those with a safety role are given the time and recognition in meeting their goals.	Task your senior managers to add safety related duties to PDPR goals. Set school or departmental safety targets and add as goals as part of the PDPR process.
Providing adequate safety resources	What is your safety budget? Do you and the senior team think it is adequate?	Review your safety budget
Percentage of incident reports on which root cause analysis was undertaken	Ensure that the root cause of accidents are reported at your safety committee	Use this data to inform your risk register and focus your attention on key areas for improvement.
Number of safety training sessions delivered	Set annual KPI's and report back at your safety committee	Review the school activities and ensure that training covers your key activities and risk areas.
Ergonomic opportunities identified and corrected	Log any interventions and report back at the safety committee.	Review was ergonomic hazards your employees and students are likely to face and ensure controls are in place.
Number of DSE assessments completed	Create a log of your DSE users and when their last DSE assessment was completed.	Raise awareness of the DSE process and ensure that you have enough school or departmental DSE assessors to support the process.
Number of safety inspections and actions completed	Set KPI's for the number of inspections to be carried out and time frames for key actions to be completed.	Ensure actions that have not been completed are noted by the safety committee and reasons recorded, develop action plans to deal with these areas.
Number of safety audits	Set KPI's for the number of inspections to be carried out and time frames for key actions to be completed.	Ensure actions that have not been completed are noted by the safety committee and reasons recorded, develop action plans to deal with these areas.
% of jobs for which risk assessments are carried out	Create a register of jobs that require a risk assessment (and SOP and training records). Set and monitor KPI's for	Ensure that your staff are competent to complete a risk assessment by adding the



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	ensuring they are carried out or updated in the required timeframe	requirement for training to your training matrix
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Why use leading indicators?

- Allows you to see and celebrate small improvements in performance
- Measure the positive rather than failure
- Increase constructive problem solving
- Track impact rather than intention
- Produces clear actions and enable frequent feedback to stakeholders.