

Track Progress Toward Program Goals

Ready for Level 2?

	YES (✓)	NO (X)
You have designated a team of managers, supervisors, and workers to lead program evaluation	<input type="checkbox"/>	Visit Monitor Performance (1PEI_1)
You use a range of evaluation processes to see if you are meeting program goals	<input type="checkbox"/>	Visit Monitor Performance (1PEI_1)
Your team is using key questions to determine if each element is being implemented as intended	<input type="checkbox"/>	Visit Verify Program Operation (1PEI_2)
You have started correcting program shortcomings identified through the evaluation process	<input type="checkbox"/>	Visit Correct and Improve Your Program (1PEI_3)

To-Do

- Emphasize leading indicators and improved lagging indicators.
- Identify and remove obstacles to improving program performance.
- Ensure accountability throughout the organization for improved program performance.

Improve your suite of metrics

As your program evaluation evolves, you'll use a range of metrics and evaluation processes to evaluate program elements (see, for example, Monitor Performance [1PEI_1]). Among these are indicators. The rest of this worksheet will focus on indicators to walk you through how to improve the way you evaluate your program. You can use these steps for improving any metrics or evaluation processes you use in your workplace.

Indicators can be either **lagging** or **leading** (see Set SMART Goals [1ML_2a]):

- Lagging indicators are immediately useful while safety and health programs are being established. They measure events in the past, such as the number of incidents. They can alert you to a hazard or to something that's failed in your safety and health program.

- As safety and health programs mature, leading indicators should become the major focus. They measure preventive actions—steps to address hazards or potential program failures before they lead to an incident.

Lagging indicators can sometimes be misleading. For example, a drop in injury rates can make it look like your program is working as intended. But the drop may really mean that managers, supervisors, and workers are afraid to report incidents.

This means it's time to look more closely at leading indicators. These might include:

- The number of worker reports of unsafe conditions.
- The percentage of workers who finish safety training.
- The time it takes for management to respond to a hazard report.

Pro Tip: Consider Qualitative Measures

When first choosing performance indicators, organizations often use quantitative ones. These count actions or events—the percentage of workers trained, the number of incident investigations, the number of corrective actions taken.

It's important to also measure the quality of the actions or events. For example, is safety training being applied on the job? Do incident investigations yield accurate reports and appropriate recommendations? Are corrective actions preventing similar incidents?

(See OSHA's [Using Leading Indicators to Improve Safety and Health Outcomes](#).)

Also think about other types of indicators that could reflect potential safety and health risks, for example, the rate of machinery and equipment breakdown. This could point to risks related to troubleshooting/repair and to production pressures.

Lagging indicators are still useful and shouldn't be ignored. Think about whether you can improve the way they're tracked. For example, rather than just tracking the number of injuries, focus on the number of repeat incidents and near misses. Repeat incidents are a clear sign that corrective actions are not being taken or are inadequate.

Remove obstacles to program improvement

As you gain experience in evaluating each program element (e.g., through the questions in Verify Program Operation [1PEI_2]), you can start to pinpoint challenges to the success of your program. For example, you might find that, although management maintains commitment to a robust training program, management has placed too much emphasis on production over safety. As a result, training has been centered around meeting production quotas and not around safe work practices.

Evaluating your safety and health program is also an opportunity to look at whether people at all levels of the organization are fulfilling their roles and responsibilities. Review the roles you've given managers, supervisors, and workers (Expect

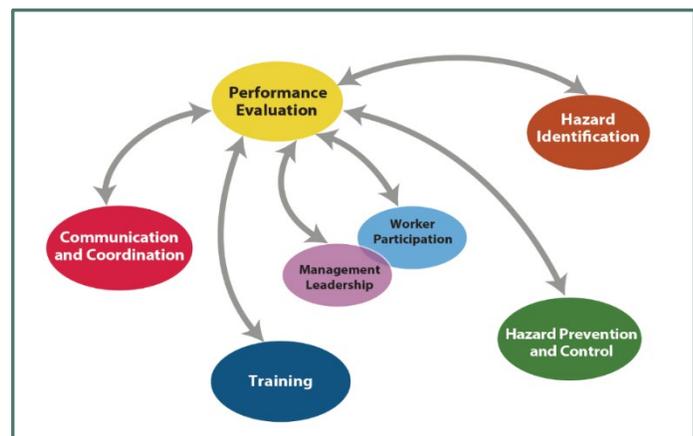


Figure 1. Information you gather from each program element feeds into your overall evaluation of the program. The evaluation sheds light on adjustments needed within each element to make it more effective.

Performance [2ML_3]). Check in with key people to make sure they are getting the support and resources they need to carry out their responsibilities. See if roles need to be adjusted.

Activity: Updating indicators

Convene your evaluation team and ask them to:

- List the indicators now being tracked in the safety and health program.
- Confirm that those indicators are still relevant to your program.
- Brainstorm other indicators (leading indicators, improved lagging indicators, other types of indicators) that could help track safety program performance.
- Choose three to five of these other indicators to track in the coming year as part of your program evaluation. Create a plan for tracking each of these indicators.

You can do a similar exercise to update other metrics, such as worker input or results of incident investigations (not just indicators).

Jumpstart the conversation by identifying the top 10 indicators for safety and health you use in your role:

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