



**International Conference on
Process Safety Performance Indicators
Results of Working Session 4
31st January – 1st February 2012**



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Session IV

Navigating ahead with leading indicators

Answer KEY Question Working Session 4



- *What are the success factors and pitfalls to consider when implementing leading indicators?”*
- To prescribe or not to prescribe Leading Indicators?
- Pro's
 - Workforce involvement and ownership
 - Not a push from above
- Con's
 - Reliant on experience and maturity of site
 - Staff retention issues has impact
 - They may not know what the don't know. Examples given of issues only being uncovered by direct questioning

Answer KEY Question Working Session 4



- *What are the success factors and pitfalls to consider when implementing leading indicators?”*
- Can standard leading indicators be set?
- Survey of those companies where this has been shown to work to investigate
- Definition of KPIs
- Leading – yes, but exactly what to measure i.e. what should maintenance backlog include?
- Automation of KPI’s can and should still involve the workforce
- Staff still need to be involved in setting and reviewing KPIs
- Leading indicators should be predictive and tested against this criteria
- Culture is key, know what to report and then what to do
- Monthly frequency may be too late
- Debate on 5 KPIs or 300?

Answers from Working Session 4



1. *What indicators are most commonly chosen by major hazard operators?*
 - Mechanical integrity
 - Inspections & Testing
 - Follow Up and close out
 - Accident investigations
 - Audits
 - Competence
 - Shift handover

Answers from Working Session 4



2. *What differences are apparent in the type of indicators?*
- Measures of safety activity
 - Failures revealed by safety activity
 - Failures in use
 - Legal compliance not an explicit measure but demonstrated through safety activity and follow up actions

Answers from Working Session 4



3. *Is there a suggested model path to implementation?*
- No – but requires basic hazard awareness and competence to manage those hazards before introduction of leading indicators – a semblance of safety culture
 - Implementation of leading indicators might provide antidote to safety performance plateau

Answers from Working Session 4



4. *What are the costs and the benefits?*
- Costs depends on type of approach be it local decentralised or standardised centralised approach – both require significant initial investment –esp. winning senior management support and workforce engagement



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