

ISO 45004:2024-03 (E)

Occupational health and safety management - Guidelines on performance evaluation

Contents		Page
Foreword		iv
Introduction		v
1 Scope		1
2 Normative references		1
3 Terms and definitions		1
4 Performance evaluation		2
4.1 General.....		2
4.2 Why performance evaluation is important.....		2
5 Performance evaluation process		2
5.1 General.....		2
5.2 Elements of a performance evaluation process.....		3
5.3 Performance evaluation sources of information and tools.....		3
5.3.1 General.....		3
5.3.2 Inspections.....		3
5.3.3 Pre-activity and post-activity reviews.....		4
5.3.4 Exposure assessments and occupational health surveillance.....		4
5.3.5 Health and safety meetings.....		5
5.3.6 Focus groups.....		5
5.3.7 Surveys.....		5
5.3.8 Interviews.....		5
5.3.9 Injury and ill health tracking.....		6
5.3.10 Incident investigations.....		6
5.3.11 Audits.....		7
5.3.12 Management review.....		7
6 Performance indicators		7
6.1 General.....		7
6.2 Selection of performance indicators.....		7
6.3 Key characteristics of indicators.....		8
6.4 Life cycle of indicators.....		9
6.5 Types of indicators.....		10
6.5.1 General.....		10
6.5.2 Leading and lagging indicators.....		11
6.5.3 Quantitative and qualitative.....		11
6.5.4 Potential unintended consequences.....		12
6.5.5 Value and limitations of benchmarking.....		13
7 Integration of OH&S performance evaluation into business processes		13
8 Monitor, measure, analyse and evaluate		14
8.1 General.....		14
8.2 Uncertainty.....		15
8.3 Monitor and measure.....		15
8.4 Analyse.....		15
8.5 Evaluate.....		16
9 Communication		16
10 Act on results		17
11 Review performance evaluation processes		17
Annex A (informative) Performance evaluation examples		19
Bibliography		30