Advanced Health & Safety Management: Leadership and KPIs

11 – 15 January 2027
London (UK)

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Advanced Health & Safety Management: Leadership and KPIs

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Advanced Health & Safety Management is a 1-week advanced course for HSE leaders, operations heads and senior supervisors who already run an occupational protection framework and now need to lead it. You work on leadership commitment, workforce behavior, human factors and leading and lagging KPIs, and you take back an HSE Performance Leadership Plan. Mercury Training Center delivers this advanced health and safety management course.

About This Course

Many sites hold certified procedures and still suffer serious incidents, because leaders track only injury rates, frontline behavior goes unobserved and audit findings repeat. To follow the course you should already own or oversee HSE arrangements at work. You practice with incident data, observation records and KPI dashboards from industrial settings.

Who It Is For

- HSE leaders who set direction, targets and resources for occupational protection.
- Operations heads who are accountable for incidents in their areas.
- Senior supervisors who run permits, inspections and frontline briefings.
- Specialists who analyze incidents, audits and performance data for leadership.
- Worker representatives who sit on joint HSE committees.

This course is not for newcomers who need the basics of workplace hazards and controls, who are better served by a foundation occupational protection course, nor for readers who need site security and asset protection, who suit a combined health, safety and security course.

Competencies You Will Build

- Visible HSE Leadership: you lead site walks, set expectations and follow up on what you find.
- Framework Review: you test policy, organization, planning, checking and review against ISO 45001 and the Plan-Do-Check-Act cycle.
- Human Factors Analysis: you separate individual, job and organizational causes when an incident happens.
- Behavior Observation: you plan observation rounds and use ABC analysis to change critical behaviors.
- KPI Design: you select leading and lagging indicators and read trends rather than single numbers.
- Major Accident Thinking: you use HAZOP findings, permits and isolation controls to prevent rare, severe events.

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What You Will Be Able to Do

By the end of the course you will be able to:

- Using ISO 45001 clauses, review your organization's arrangements and name the three weakest elements.
- From incident reports, classify causes into individual, job and organizational factors and set the right fix for each.
- Given observation records, run an ABC analysis of a critical behavior and plan feedback and consequences.
- From current monitoring data, build a balanced set of active and reactive indicators for a monthly dashboard.
- Given a HAZOP report and permit records, check that major accident controls are in place and working.
- Using audit and review results, write a leadership action plan with owners and dates.

Course Content

Day 1: Leading the HSE Framework

- ISO 45001 Structure Applied to an Existing Site Framework
- Plan-Do-Check-Act Review of Policy, Organization and Planning
- Leadership Accountability and the Four Cs: Control, Cooperation, Communication, Competence
- Legal Duties of Employers for Assessing and Controlling Workplace Dangers
- Major Hazard Industries: Process Protection Requirements and Their Purpose

Day 2: Human Factors and Organizational Climate

- Individual, Job and Organizational Factors in Incident Causation
- Climate Surveys and Maturity Ladders for Site Assessment
- Motivation Theories From Taylor, Maslow, Herzberg and Vroom Applied to Compliance
- Just Culture Principles for Reporting and Accountability
- Error Types and Error-Tolerant Task Design

Day 3: Behavior-Based Observation

- Geller's Behavior-Based Approach for Frontline Teams
- ABC Analysis: Antecedents, Behavior and Consequences
- Critical Behavior Lists and Observation Round Planning
- Coaching Feedback Conversations After Observations
- Natural Penalties, Recognition and Consequence Management

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Day 4: Measuring and Reviewing Performance

- Leading and Lagging Indicators for a Monthly HSE Dashboard
- Active Monitoring: Inspections, Tours and Permit Audits
- Reactive Monitoring: Incident Data, Near Misses and Ill Health Records
- HAZOP Findings, Permit to Work and Lockout Tagout Controls Review
- Management Review Agenda and Audit Follow-Up

Day 5: Practice Building the HSE Performance Leadership Plan

- Exercise: Cause Analysis of a Process Plant Explosion
- Exercise: ABC Analysis of a Recurring Unsafe Act
- Exercise: KPI Dashboard From a Year of Site Data
- Exercise: Leadership Site Walk Plan and Follow-Up Log
- Completing the HSE Performance Leadership Plan for Your Site

Case Studies and Exercises

These are suggested activities.

- Case study: a chemical plant with a long injury-free record suffers a major explosion; you trace which leading indicators were missing and what leaders should have seen.
- Case study: a construction contractor sees repeated falls despite training; you run an ABC analysis and decide which consequences to change.
- Exercise: a utility's maintenance crews bypass isolation steps under time pressure; you review permit audits and set leadership actions.
- Exercise: a warehouse operator reports only lost-time injuries; you build a dashboard with leading indicators for the next quarter.

What You Take Back

The HSE Performance Leadership Plan is the plan you complete for your own site during the course. In your first month back, you use it to agree KPIs with senior leaders, start observation rounds in one area and schedule the first leadership site walks.

- A framework gap review against ISO 45001.
- A leading and lagging KPI dashboard.
- A behavior observation and feedback plan.
- A leadership action list with owners and dates.

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Quick Answers FAQ

What should I know before advanced health and safety management training?

You should already own or oversee HSE arrangements, such as risk assessments, permits, audits or incident investigations. Knowing how your site's framework is organized helps, since you review it during the course.

How does advanced health and safety management training differ from a combined health, safety and security course?

It concentrates on leading occupational protection: human factors, behavior, major accident controls and performance indicators. A combined course also covers site security and protection of people and assets at a broader, less advanced level.

What are leading and lagging indicators in health and safety management?

Lagging indicators count harm after it happens, such as injuries and lost time. Leading indicators measure the activities that prevent harm, such as completed inspections, closed actions and observation rounds. A balanced dashboard uses both.

What do I take back from Advanced Health & Safety Management?

You take back the HSE Performance Leadership Plan for your site: a framework gap review, a KPI dashboard, a behavior observation plan and a leadership action list.

For Your Manager

After the course, the team member can review the site's HSE framework, analyze human factors in incidents, run behavior observation and build a balanced KPI dashboard. They return with an HSE Performance Leadership Plan for the site, first used to agree indicators with senior leaders and launch observation rounds in one area.