

INCIDENT PREVENTION & REPORTING BEHAVIOUR SCORECARD

A PPC Insight Diagnostic for CEOs, Boards, HSE Directors & Operational Leaders

INTRODUCTION

Incident prevention is not driven by procedures, systems, or controls alone — it is driven by **behaviour, reporting confidence, leadership response, and the organisation's ability to learn before harm occurs.**

The greatest predictor of future incidents is not the number of hazards identified, but the **quality, frequency, and honesty of reporting behaviour** across the organisation.

The **Incident Prevention & Reporting Behaviour Scorecard** evaluates:

- Reporting confidence & psychological safety
- Supervisor response behaviour
- Near-miss quality & frequency
- Weak-signal detection
- Learning from events
- Predictive reporting-risk indicators

Unlike traditional lagging-indicator scorecards, this tool measures **future incident likelihood**, not just past performance.

It is a **predictive behavioural-risk assessment** designed to help leaders see where incidents are most likely to occur — before they happen.

WHY THIS ASSESSMENT MATTERS

Executives and Boards are increasingly accountable for:

- incident prevention
- reporting culture
- leadership behaviour
- worker welfare
- operational resilience
- governance failures

Yet most organisations rely on lagging indicators:

- TRIR
- LTIFR
- number of incidents
- number of near-misses

These metrics tell leaders **what has already gone wrong**, not what is about to go wrong.

This assessment reveals:

- where reporting is suppressed
- where supervisors create fear
- where weak signals are ignored
- where near-misses are low-quality
- where learning is weak
- where future incidents are predictable

It is not a compliance tool.

It is a **strategic incident-prevention intelligence system**.

WHO SHOULD COMPLETE THE ASSESSMENT

Primary Respondents

- HSE Managers / Directors
- Operational Managers
- Senior Supervisors
- Site Managers
- Quality Managers or Risk & Compliance Leaders

Optional Additional Respondents

- Worker committees
- Union representatives or selected frontline teams

These groups directly influence or experience reporting behaviour and incident prevention.

WHO SHOULD *NOT* COMPLETE IT

CEOs and Board Members should **not** complete the assessment.

Their role is to **interpret the results**, not generate them.

Incident-prevention behaviour must be evaluated by those who see the truth daily.

HOW OFTEN SHOULD IT BE DONE?

Recommended Frequency: Every 6 months

To track:

- reporting confidence
- supervisor response behaviour
- near-miss quality
- weak-signal detection
- learning effectiveness
- emerging incident-risk patterns

High-Risk Industries:

Mining, Energy, Construction, Petrochemical → **Quarterly**

After a major incident or leadership change:

Repeat within **60 days**.

Incident-prevention behaviour changes rapidly under pressure — regular assessment prevents drift.

THE TOP 5 INDICATORS EXECUTIVES MUST LOOK AT FIRST

Executives do not need to read all 30 items.

They must focus on the **five predictive reporting-risk indicators** that reveal the organisation's true incident trajectory.

1. Near-Miss Reporting Quality & Frequency

Low near-miss reporting = high hidden risk.

Why it matters:

Every major incident begins as a near-miss someone chose not to report.

2. Supervisor Response Behaviour

Supervisors determine whether reporting increases or collapses.

Why it matters:

Defensive supervisors create silence — silence creates incidents.

3. Weak-Signal Detection & Escalation

Weak signals are the earliest signs of failure.

Why it matters:

Ignoring weak signals accelerates drift toward incidents.

4. Reporting Confidence & Psychological Safety

If people fear reporting, leaders are blind.

Why it matters:

Silence is the most expensive risk in any organisation.

5. Learning From Events & System Weaknesses

If learning is weak, incidents repeat.

Why it matters:

Poor learning = predictable failures.

FULL 30-ITEM INCIDENT PREVENTION & REPORTING BEHAVIOUR SCORECARD (150 Points)

SECTION 1 — REPORTING CONFIDENCE & SPEAK-UP BEHAVIOUR

No.	Assessment Item	Rating (1–5)	Explanation
1	Employees report near-misses consistently.	1–5	1 = Never, 5 = Always
2	Reporting leads to improvement, not punishment.	1–5	1 = Punitive, 5 = Learning-focused
3	Near-misses are high-quality and detailed.	1–5	1 = Poor, 5 = Strong
4	Supervisors respond constructively to reports.	1–5	1 = Defensive, 5 = Supportive
5	Anonymous reporting is available and trusted.	1–5	1 = Not trusted, 5 = Widely trusted

SECTION 2 — SUPERVISOR BEHAVIOUR & ACCOUNTABILITY

No.	Assessment Item	Rating (1–5)	Explanation
6	Supervisors encourage early reporting.	1–5	1 = Never, 5 = Always
7	Weak signals are escalated early.	1–5	1 = Ignored, 5 = Escalated
8	Supervisors avoid blame and focus on learning.	1–5	1 = Blaming, 5 = Learning-focused
9	Employees feel safe raising concerns to supervisors.	1–5	1 = Never, 5 = Always
10	Supervisors model safe behaviour consistently.	1–5	1 = Rarely, 5 = Always

SECTION 3 — INCIDENT PREVENTION BEHAVIOUR

No.	Assessment Item	Rating (1–5)	Explanation
11	Workers proactively identify hazards.	1–5	1 = Rarely, 5 = Always
12	Workers challenge unsafe decisions.	1–5	1 = Never, 5 = Always
13	Workers stop work when conditions are unsafe.	1–5	1 = Never, 5 = Always
14	Leaders ask “What conditions made this possible?”	1–5	1 = Never, 5 = Always
15	Drift and unsafe patterns are detected early.	1–5	1 = Rarely, 5 = Consistently

SECTION 4 — LEARNING FROM EVENTS

No.	Assessment Item	Rating (1–5)	Explanation
16	Investigations focus on systems, not blame.	1–5	1 = Punitive, 5 = Learning-focused
17	Lessons learned are shared across teams.	1–5	1 = Rarely, 5 = Consistently
18	Corrective actions address system weaknesses.	1–5	1 = Weak, 5 = Strong
19	Leaders follow up on corrective actions.	1–5	1 = Rarely, 5 = Always
20	Supervisors take accountability for system gaps.	1–5	1 = Avoid, 5 = Own

SECTION 5 — SYSTEMS, CONTROLS & PREVENTION CAPABILITY

No.	Assessment Item	Rating (1–5)	Explanation
21	Controls are robust and not reliant on perfect behaviour.	1–5	1 = Weak, 5 = Strong
22	Preventive maintenance is timely and effective.	1–5	1 = Poor, 5 = Strong
23	The organisation learns from near-misses before incidents occur.	1–5	1 = Rarely, 5 = Consistently
24	Leaders understand operational pressures that increase risk.	1–5	1 = Poorly, 5 = Deeply
25	Near-miss investigations are thorough and learning-focused.	1–5	1 = Weak, 5 = Strong

SECTION 6 — PREDICTIVE INCIDENT-RISK INDICATORS

No.	Predictive Indicator	Rating (1–5)	Explanation
26	Reporting anomalies (drops, spikes) are tracked.	1–5	1 = Not tracked, 5 = Actively
27	Leaders detect early signs of reporting suppression.	1–5	1 = Never, 5 = Always
28	Workers escalate concerns beyond their supervisor.	1–5	1 = Never, 5 = Always
29	Leaders take accountability for system failures.	1–5	1 = Avoid, 5 = Own
30	The organisation prevents incidents before they occur.	1–5	1 = Rarely, 5 = Consistently

TOTAL SCORING (150 Points)

GREEN — High Incident-Prevention Maturity (120–150)

Strong reporting, strong learning, strong prevention.

Future incident risk is low.

AMBER — Developing Incident-Prevention Maturity (80–119)

Strengths exist, but reporting and learning vulnerabilities are emerging.

Future incidents are possible.

RED — High Predictive Incident Risk (0–79)

Reporting suppression, weak learning, and supervisor behaviour issues present.

Future incidents are predictable.

Immediate leadership intervention required.

EXECUTIVE INTERPRETATION

If GREEN:

- Strengthen learning loops
- Maintain reporting confidence
- Prevent drift

If AMBER:

- Align supervisor behaviour
- Strengthen near-miss quality
- Improve weak-signal detection
- Monitor reporting patterns

If RED:

- Supervisor behaviour reset
- Rebuild reporting confidence
- Strengthen learning from events
- Redesign fragile systems

CEO SUMMARY PAGE — Incident Prevention & Reporting Behaviour Scorecard

1. Executive Overview

This scorecard provides a consolidated view of the organisation's **incident-prevention maturity, reporting behaviour, and predictive incident-risk exposure**.

It integrates 30 indicators across:

- Reporting Confidence & Speak-Up Behaviour
- Supervisor Behaviour & Accountability
- Incident Prevention Behaviour
- Learning From Events
- Systems, Controls & Prevention Capability
- Predictive Incident-Risk Indicators

It gives executives a rapid understanding of:

- where reporting is strong
- where reporting is suppressed
- where supervisors create risk
- where learning is weak
- where future incidents are most likely

2. Overall Scores

Category	Score	Rating	Interpretation
Incident Prevention Maturity Score	___ / 100	 /  / 	Current prevention strength
Predictive Incident Risk Score	___ / 50	 /  / 	Future incident risk
Total Score	___ / 150	 /  / 	Combined maturity + predictive risk

3. Top 5 Priority Indicators for Executive Attention

Priority Area	Indicator	Score	RAG	Why It Matters
1. Near-Miss Reporting Quality	Items 1, 3, 25	—	● / ● / ●	Low near-miss reporting = high hidden risk
2. Supervisor Response Behaviour	Items 2, 4, 17, 20	—	● / ● / ●	Defensive supervisors create silence
3. Weak-Signal Detection	Items 7, 15, 24, 30	—	● / ● / ●	Weak signals predict incidents
4. Reporting Confidence	Items 9, 12, 13	—	● / ● / ●	Fear of reporting = predictable failures
5. Learning From Events	Items 14, 18, 23	—	● / ● / ●	Poor learning = repeated incidents

4. Key Strengths

- _____
- _____
- _____

5. Key Vulnerabilities

- _____
- _____
- _____

6. Predictive Risk Outlook (12–24 Months)

- Low Incident Risk
- Moderate Incident Risk
- High Incident Risk

7. Recommended Executive Actions (Next 90 Days)

- Supervisor behaviour alignment
- Strengthen near-miss reporting
- Improve weak-signal detection
- Reinforce learning from events
- Monitor reporting anomalies monthly
- Redesign fragile controls

8. CEO Closing Insight

Incident prevention is not defined by the absence of incidents — it is defined by the **presence of reporting, learning, and leadership behaviour**.

This scorecard gives leaders the visibility needed to prevent predictable failures.