WORKSHEET 1.11

Objectives and the Indicators That Predict

Subchapter 1.11 · case in the book: Windhoek

GUIDING QUESTION

Your safety objective for this year is a reduction in recorded injuries. If somebody in your hotel wanted to achieve it without making anything safer, what exactly would they have to do, and would you be able to tell?

This worksheet turns the tools of the subchapter into a form you can fill in. The texts come from the book; the empty columns are for your own property. Adapt it before use: an unadapted checklist is exactly what the book warns against.

Practical application: what to do in your property

Step (from the book)	Done?	What we found / owner
Apply the concealment test to every objective you currently hold. How would somebody hit this without making anything safer? If the answer is short, the objective is measuring the record rather than the work.		
Separate the thermometer from the thermostat. Keep counting injuries, honestly and without a target; set the objectives on the conditions that produce them. And tell the owner, in advance, that the first honest quarter will look worse.		
Build the objectives from the two inputs you are not using. Take the significant risks from 1.9 and whatever came out of the mechanisms in 1.7, and set this year's objectives from those. Both are named inputs in the clause and most hotels use neither.		
Choose indicators that can only be improved by doing the thing: hazards reported by non-managerial workers, time to close a reported hazard, changes assessed before purchase, inductions completed before first shift, zones walked at the loaded hour.		
Pair every activity indicator with a yield indicator. Walks completed is attendance; hazards found per walk is information. On its own the first one will reach a hundred per cent and stay there.		
Cut the list to four. The guidance is explicit that an objective is not required for each risk, and four objectives that are pursued beat twenty-six that are monitored.		
Fill in the sixth column. If nobody can say which existing business document the action lands in, the objective has no route into the operation and will be reported on for a year without moving.		

These steps are the book's method, not requirements of ISO 45001. Evidence can take whatever form suits the property; a separate document is needed only where an applicable requirement, or the property's own system, makes it necessary.

Verification Pact: what is believed, tested against the standard

What the property took to be true	What actually holds	Our position
"Our objective is a twenty per cent reduction in lost-time injuries. That is a proper objective."	It satisfies the formal criteria and it is achievable by recording less. The clause requires objectives to take into account the risk assessment and the results of consultation, neither of which produced this one.	

What the property took to be true	What actually holds	Our position
“We set objectives from last year’s performance, which is the objective evidence we have.”	Three inputs are named: applicable requirements, the results of the assessment of risks and opportunities, and the results of consultation with workers. Last year’s figure is none of them.	
“An objective has to be measurable, so we can only set objectives we can count.”	Measurable if practicable, or capable of performance evaluation. The guidance accepts qualitative measurement, including approximations from surveys, interviews and observation.	
“We have an objective for each significant risk. Twenty-six of them.”	The guidance states that an objective is not required for each risk and opportunity determined. Twenty-six monitored objectives that nobody can pursue are a self-inflicted burden.	
“Safety is in the scorecard and in the bonus, so it is integrated.”	Integration is required, and what is integrated decides the direction it pulls. A recorded-harm measure inside an incentive scheme rewards a smaller record.	
“Indicators are a matter of how we choose to report.”	How results will be evaluated, including the indicators for monitoring, is one of the six things the plan to achieve an objective must determine.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Setting the objective as a reduction in recorded harm. It is achievable by recording less, and the faster route is available to every supervisor without anyone deciding anything.		
Building objectives from last year’s figure. The clause names three inputs and that is not among them.		
Wiring a lagging measure into an incentive. Integration is required and this is the version of it that pulls the wrong way.		
Believing that an objective must be numerical. Measurable if practicable, or capable of performance evaluation, and the guidance accepts qualitative assessment expressly.		
Producing one objective per risk. Not required, and it buries the few that matter among the many that do not.		
Counting activities and calling them leading indicators. Completion rates reach a hundred per cent and stay there; what the activity found is the part that carries information.		
Failing to warn the owner that honest reporting looks like deterioration. One misread quarterly report can undo three years of work in a single meeting.		

Operative synthesis

- An objective expressed as a reduction in recorded injuries can be achieved by having fewer injuries or by recording fewer of them, and in a hotel the second route is faster and requires nobody to decide anything. Wire that measure into an incentive scheme (which is integration, correctly performed) and the property has paid for a smaller record.
- The clause names three inputs to objective-setting: applicable requirements, the results of the risk and opportunity assessment, and the results of consultation with workers. Last year’s figure is

none of them. Objectives need not be numerical, need not exist for every risk, and must carry a plan stating what, resources, who, when, how it will be evaluated including the indicator, and how the action reaches the business processes. Keep counting harm without a target attached; set the objectives on the conditions that produce it; choose indicators that can only be improved by doing the thing; pair every activity count with what the activity found; and tell the owner before the first honest quarter that the numbers are about to get worse.

› **Sixty-three events had happened in that building.** Two had reached the people who set the objectives, and the hardback book that held the other sixty-one had been kept, by hand, for thirty years, by nobody in particular, for no reason anybody could remember.

› Which leaves the question that every objective in this subchapter eventually runs into, and that a hotel answers with silence more often than with a refusal: what any of it is going to cost, and out of whose budget.

Action plan for our property

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 3a «The Helm», subchapter 1.11. Edizioni Effedore, 2026. Clause references are paraphrased; this sheet does not reproduce the text of ISO 45001. It is not legal advice: health and safety law is that of the place where the property operates.