

Safety Program Maturity Ranking System

Each facility will score a little bit different. Each faces unique needs and opportunities inherent in the nature of its operations and workplace. Look at the areas that describe different safety program focus and try to honestly grade how far up the scale you are.

	Level 1	Level 2	Level 3	Level 4	Level 5
Goal of Safety Program	Basic compliance; keep OSHA out of hair; compliance on floor occurs when convenient; safety is a necessary evil of doing business	Regulatory compliance becomes the goal; safety is not valued when no one is looking; becomes important when dollars increase	Risk based focus on injury avoidance; company safety rules are enforced most of the time; start to invest in safety	Employee engagement; safety is not compromised for productivity; coaching becomes prevalent; as do observations	Shared goals among all employees; meetings include and hopefully start with safety; safety is measured by more than just numbers
Safety Program Accountability	Safety Manager is the safety program; no formal training for others; workers are only ones held accountable for injuries; bonus on number of injuries; safety goals not established	Safety Manager gets some basic support in safety meetings; poor safety performance carries few consequences for supervisors;; workers are automatically blamed	Supervisor becomes heavily involved or “key person”; safety goals are many times OSHA or DOT compliance related; numbers of injuries or dollars are not shared; start to look for answers	Accountability at Line Management level begins; workers are recognized for identifying hazards, reporting close calls; investigations look for solutions not blame	Safety commitment and expectations are consistently shared; everyone is recognized for safety success; safety metrics are benchmarked across company; everyone is involved
Investigations	Serious injuries investigated; no bad processes found just bad employees	All injuries reported and investigated; blame on the employee for not following rules	Root cause looked for – corrective actions discussed – results kept quiet, no sharing of information	Teams verify root causes – look to improve process to reduce risk; cause mapping	Root cause vs. org. barriers; look to remove these barriers
Safety Culture	Fear to report near misses or hazards; management rarely comes to work areas; management often breaks rules thus setting poor example	Management believes that getting involved means workers being blamed or terminated for injuries; safety becomes important after a large loss	Lagging indicators are studied; management strictly conforms to OSHA and DOT rules, never more or less; safety committees meet to discuss injury; good performance is recognized	Management is visible; near miss analysis; leading indicators; daily pre shift meetings; COACH card data is analyzed; safety committees try to improve culture	Management integrates safety into all meetings; managers are held accountable; wellness at home and work; Mgmt. walks around to verify , surveys on safety

Safety Training	No real training; assumes workers are trained when they are hired;; hang posters on walls	New employees trained; mostly aimed at bad behavior; some safety rules are trained and enforced; basic tenant of safety training “don’t let me catch you doing something wrong”	Safe work procedures are used; PWM used in training – based on JSA; training records kept but not reviewed; trainers meet minimal qualifications	PWMs for every job – high risk tasks measured; proper resources are provided; safety curriculum is developed and given by qualified experts	Training aimed at continuous improvements; safety policies and PWMs are aligned with company priorities (not separate); workers get involved in training
Inspections	Only maintenance type issues reported; may get fixed	Inspections start to occur fairly regularly; looking for conditions mostly; most get fixed if not too expensive	Lots of inspections; fix most problems; still lacking any kind of real analysis for trends or employee input	Inspections look for conditions, behaviors and trends; corrective actions tracked for completion; seek out input from employees	Employee involvement in inspection program; high risk points are tracked; corrective actions are posted
Safety Rules	First rule – don’t report an injury Second rule – rules are flexible depending on situation	Safe work rules posted; enforced when convenient; discipline is inconsistent	Rules are communicated and enforced; discipline when necessary	Safe work is verified – peer to peer; rules enforced and bad behavior coached	Safety integrated into all processes; there is the best way, not safety vs. Operations; hard to find rules being broken
Improving Supervisory Leadership	No formal training; supervisors manage and punish using intimidation; blame game on accidents	Supervisors ignore crew input on potential hazards; focus on behaviors; just starting	Supervisors know and try and follow OSHA and DOT rules; company provides training for regulatory guidance	Participate and initiate safety activities; focus on improvement seek advice from workers; “walks the talk”	Supervisor is a coach and encourages innovation; motivates others to work safely and solve problems
Involving Workers in Safety	Management not interested in so workers are not involved in their or co-workers safety	Blanket safety messages only; inspection items are not tracked; committees only when injury occurs	Management shares info with workers; safety committees exist, but meetings only last a few minutes; concerns are not resolved	Workers are actively involved in identifying hazards; committees provides suggestions; workers participate in all aspects of a safe work place	Safety meetings and walk-arounds focus on solving specific problems identified by workers; concerns are promptly addressed; feedback
Contractors Involvement	Not our employees so who cares; make sure they have their own WC	Try and hire same contractors; best price usually wins;	Will discuss your expectations before job; will occasionally audit; COI HHA secured	Full verification before hired; trained before on site; audited	Work as team; jobs mapped out; security briefings; part of emergency drills
Emergency Training	Either run or duck; try and keep doors open during business hours	Talk about in safety meetings; exits kept clear; supervisors tell whether OK to leave	Hold occasional drills to support training; alarms are tested; employees know what to do	Full evacuation and shelter in place drills annually; corrective actions sought; roll calls	Everyone knows exact role; confirmed during drills; table tops with FD and or PD annually

Safety Committees	Usually relegated to discussing major losses on occasion	Management discusses safety during meetings; usually focuses on dollars and fraud	Safety Steering Committee meetings to discuss losses and goals; attendance by management is sporadic; employee meetings vote on preventable or not	SSC discusses goals, corrective actions, root causes; employee safety committee focus on hazards and injuries	SSC focuses on reducing risk; seeks employee input; employee committee focus on workforce engagement

GRADING SYSTEM ON YOUR SAFETY MATURITY - ANSWER EACH QUESTION HONESTLY

	Hardly Ever, Just Does Not Happen	Occasionally, But Less Than 30%	Sometimes, But More Yes Than No	Most of the Time Well Over 50%	Consistently or Majority of Time
There is a safety plan in place every year agreed to by management	0	0	0	0	0
Managers on floor regularly	0	0	0	0	0
Supervisors on floor more than in office	0	0	0	0	0
<u>All</u> Near Misses Are Reported	0	0	0	0	0
Supervisors Will Correct Unsafe Behavior	0	0	0	0	0
Supervisors Will Praise Great Performance	0	0	0	0	0
Workers Are Involved in Safety Inspections	0	0	0	0	0
Trainers are SME and Trained To Be Trainer	0	0	0	0	0

Root Causes Are Sought in Investigations, Not Just Blame	0	0	0	0	0
PWM are followed by Everyone, Even When No One Looking	0	0	0	0	0
All Employees Know What To Do in Emergency + Verified in Drills	0	0	0	0	0
Contractors Are Held To Same Rules As Employees	0	0	0	0	0
Everyone Knows Safety Goals and Results are Posted	0	0	0	0	0
Steering Committee Meetings and Team Committees Meet Every Month	0	0	0	0	0