

Introduction

There are several studies that map the safety maturity of a business. But unfortunately, most are wedded to a traditional safety model, and do not contemplate or measure the business impact of safety and how the two correlate.

Thank you to our clients for their input. FCW have identified 5 stages of safety maturity using an integrated business model.

Stage 1: Responsive - is rudimentary safety without systems that responds to safety and is not seen as part of business methodology.

Stage 2: Emergent - is a business that has solid safety processes, is word and paper heavy but low operational knowledge and integration.

Stage 3: Complaint - is a business where safety is integrated into business processes, meets regulatory requirements, the safety system is accessible and known and operational safety is a known and expected skill.

Stage 4: Preventative - adopts the new safety model of high order risk management, is driven behaviourally throughout the business and there is parallel investment and practice in operations and safety

Stage 5: Culture - represents a cognitive understanding and commitment to safety by operational staff that assists and grows business quality and productivity.

Each stage is analysed using similar issues and how safe each stage is explained.

The safety maturity of a business is not stuck in one stage. It is inclined to be spread across several.

The below 5 stages of safety maturity evidence how safety, performed at it is highest, is a driver of good business and safety. Stage 5 is aspirational, and businesses are inclined to climb in and fall out based on energy, leadership, resources and financial drivers.



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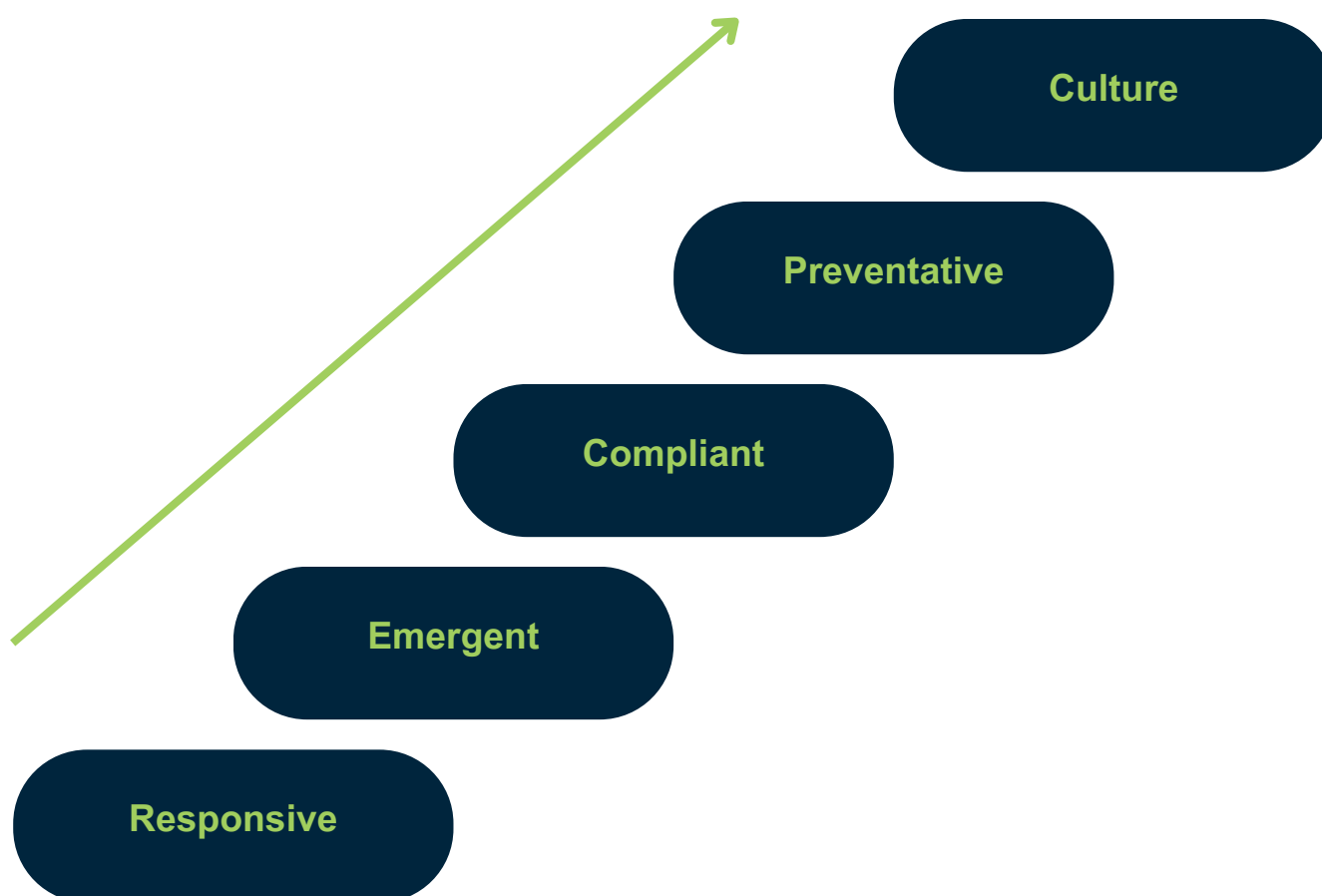
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Please review the various stages and see where your business predominately lands. Then use the explanatory comments to work out the gap.

The best way to start is to obtain a skilled assessment of where you are from an external safety practitioner who is not obsessed with all hazards and paperwork, rolls up their sleeves, tests safety (and your systems) in operation and is courageously candid. From there, look at your gaps, and with an understanding that successful change is always incremental, design the next critical steps that must be taken. Part of that is winning the owners/leaders buy in through a leaders/board/executive charter-the things they promise to do and will do every day. It is the cornerstone of all change. Without leadership commitment the business will wallow between stages 1-3.

Finally, develop your Board/Exec report based on a Stage 2-3 performance, and (informed by your safety review) start the pathway forward. See attached draft report.



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Stage 1: Responsive

Safety Element	Outcome
Safety Practitioner Skill	Low investment and expectation
Safety Systems	Issues not systems focussed
Safety Management (organisationally)	Siloed, called into fix
Operational Safety Skills	Low
Organisational responsibility for safety	Safety manager
Safety Integration in business planning	Nil
Plant and Process improvement	Nil
Operational Perceptions of safety	Just common sense
Operational perceptions of safety manager	Irrelevant, just use when need
Measurement of safety	Nil
Resources for safety	PPE and manager salary
Who does safety report to?	Stand alone

Safety and Business Performance at a Glance

Risk of injury	Risk of prosecution Officers	Risk of Prosecution Company	Risk of prosecution Employee	Business Systems	Profit	Innovation	Workplace safe?
Extreme	IM	IM	RE	Idiosyncratic	Low and unpredictable	By accident	Very dangerous

IM = Industrial Manslaughter, RE = Reckless Endangerment



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Stage 2: Emergent

Safety Element	Outcome
Safety Practitioner Skill	Committed practitioner drawn from operational part of business low formal qualification
Safety Systems	Owned by safety, complex and detailed
Safety Management (organisationally)	Safety Manager deals with operational issues, bureaucratic
Operational Safety Skills	Poor, aware there are systems, not always follow and struggle to understand rules
Organisational responsibility for safety	Safety Manager
Safety Integration in business planning	Seen as bolt on not involved at the ground floor
Plant and Process improvement	At commissioning time only
Operational Perceptions of safety	Cost to business
Operational perceptions of safety manager	Policeman
Measurement of safety	Lag indicators and incidents
Resources for safety	Software system, induction process and some training costs
Who does safety report to?	HR

Safety and Business Performance at a Glance

Risk of injury	Risk of prosecution Officers	Risk of Prosecution Company	Risk of prosecution Employee	Business Systems	Profit	Innovation	Workplace safe?
High	RE	RE	RE	Ritualised and inflexible	Once good now dropping	Part of structured continuous improvement but sluggish and bureaucratic	Dangerous, particularly for High Consequence low frequency incidents



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Stage 3: Compliant

Safety Element	Outcome
Safety Practitioner Skill	Competent practitioner with team
Safety Systems	Deliberate and structured
Safety Management (organisationally)	Seen as advisor and trouble shooter for operations and ensures compliance
Operational Safety Skills	Aware of system and mostly follows it but does not identify hazards and measure risk reliably
Organisational responsibility for safety	Seen as executive and board responsibility but in fact all driven by safety manager. Executives adopt behavioural safety leadership style but not throughout business
Safety Integration in business planning	Has a say in business planning but lacks organisational seniority to impact it
Plant and Process improvement	Adviser on CAPEX/OPEX and process change
Operational Perceptions of safety	Key player in helping operations comply with safety obligations
Operational perceptions of safety manager	Trusted advisor
Measurement of safety	Lag and lead-reports inclined to be voluminous and Board/Exec seeking paper assurance
Resources for safety	Deliberate investment of workplace safety and education
Who does safety report to?	HR

Safety and Business Performance at a Glance

Risk of injury	Risk of prosecution Officers	Risk of Prosecution Company	Risk of prosecution Employee	Business Systems	Profit	Innovation	Workplace safe?
Moderate	PD	RE	RE	Thorough	Reliable and moderate	Deliberate and industry driven	Moderate

PD = Primary Duty Breach



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Stage 4: Preventative

Safety Element	Outcome
Safety Practitioner Skill	Strategic Practitioner focusing on High Order Risk Management and behavioural leadership
Safety Systems	Cover all risks, simple to understand, easy access based on style and age of operational employee. High Order Risks focus and hierarchy embedded behavioural safety
Safety Management (organisationally)	Integrated within operations
Operational Safety Skills	High level of understanding of High Order Risks and understand how to readily access process and learning. Embedded behavioural safety
Organisational responsibility for safety	Board and Executive driven down through line management. Behavioural leadership style
Safety Integration in business planning	Seat at the table – trusted advisor status
Plant and Process improvement	Involved at design stage
Operational Perceptions of safety	Integrated in safety behaviour as part of business
Operational perceptions of safety manager	Trusted advisor
Measurement of safety	Focus on skill development, lead indicators, financial acumen to identify and hold safety budget within operations to meet safety risk management
Resources for safety	Part of whole of business budgetary process
Who does safety report to?	Head of Operations

Safety and Business Performance at a Glance

Risk of injury	Risk of prosecution Officers	Risk of Prosecution Company	Risk of prosecution Employee	Business Systems	Profit	Innovation	Workplace safe?
Low	Nil	PD	PD	Coherent, practical, and agile	Good	Constant	Low



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Stage 5: Culture

Safety Element	Outcome
Safety Practitioner Skill	Integrating safety into values of the business and building cognitive safety within the business
Safety Systems	Very simple, clear, accessible and aligned with productivity
Safety Management (organisationally)	Cognitive awareness of safety as a driver of best performance
Operational Safety Skills	High, reliable and engaged
Organisational responsibility for safety	Everyone
Safety Integration in business planning	A values driven lens into all business activity
Plant and Process improvement	All aspects
Operational Perceptions of safety	Key lever of success and brand
Operational perceptions of safety manager	Business leader
Measurement of safety	Clear, simple and skilled based
Resources for safety	Part of operational behaviour and performance
Who does safety report to?	CEO

Safety and Business Performance at a Glance

Risk of injury	Risk of prosecution Officers	Risk of Prosecution Company	Risk of prosecution Employee	Business Systems	Profit	Innovation	Workplace safe?
Remote	Nil	Nil	Nil	Elite, nimble, understood and owned by everyone	High	Unique driving business model and purpose	Very



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