Safety Maturity Assessments
Mapping What is Possible

Terry Foster – Leadership Coach
Typical ways to measure safety performance

The Safety Maturity Assessment (SMA)

The assessment process

Why is it important to measure performance?

How is it different?

What are the benefits for the organisation?

Questions and wrap up
Why measure performance?

• **Goals** - Purpose, direction, values, shared commitments and expectations.

• **Measures** - Outcomes versus process/behaviours.

• **Feedback** - Alignment, confidence, adjustment, positive reinforcement.

• **Review** - Continuity, resource allocation, reality check.
Typical ways to measure safety performance

1. Interference Method
2. Recordable incidents/costs
3. WHS audits
4. Safety climate surveys
The Key Components of a Safety Maturity Assessment (SMA)
Hudson Model

Generative
WHS is how we do business around here

Proactive
Safety leadership & values drive continuous improvement

Calculative
We have systems in place to manage all hazards

Reactive
Safety is important, we do a lot every time we have an accident

Pathological
Who cares as long as we don’t get caught

Increasingly informed

Increasing trust & accountability

Safety Maturity Assessment Elements

- We are competent and learn from our mistakes
  - Learning & Development
- Supporting great people and great practices
  - HR Systems
- It starts at the top
  - Visible WHS Leadership
- We need the right instructions
  - HSW Systems
- Measurement & Reporting
  - Feedback is our lifeblood
- HSW Strategy
  - Vision and Purpose
- Performance Standards
  - Consequences determine behaviour
- Exposure to Risk
  - A focus on risk, not just enquiry
- Care & Fairness
  - Treated fairly and with respect
- Workforce Involvement
  - Informed, engaged advocates
- Responsibility & Capability
  - Clear expectations, competent implementation
- Communication
  - Communicate, communicate, communicate

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# Safety Maturity Assessment Matrix

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>LEADERSHIP</th>
<th>STRATEGIC ELEMENTS</th>
<th>CULTURE</th>
<th>ORGANISATION</th>
<th>OPERATIONAL ELEMENTS</th>
<th>ADMINISTRATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>80% PROACTIVE</td>
<td>55%</td>
<td>65%</td>
<td>47%</td>
<td>49%</td>
<td>59%</td>
<td>54%</td>
</tr>
<tr>
<td>60% TRANSITIONAL</td>
<td>Overall Score 50%</td>
<td>65%</td>
<td>47%</td>
<td>59%</td>
<td>49%</td>
<td>58%</td>
</tr>
<tr>
<td>40% REACTIVE</td>
<td>47%</td>
<td>49%</td>
<td>49%</td>
<td>54%</td>
<td>41%</td>
<td>48%</td>
</tr>
<tr>
<td>20% VULNERABLE</td>
<td>49%</td>
<td>49%</td>
<td>59%</td>
<td>54%</td>
<td>41%</td>
<td>48%</td>
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</tbody>
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## Sub Element Word Pictures

**Element 12. Learning & Development**

<table>
<thead>
<tr>
<th>Factor/Maturity</th>
<th>WHS Training System</th>
<th>WHS Training Scope</th>
<th>Training Quality</th>
<th>Training Records</th>
<th>Learning Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Centre of Excellence (Resilient)</strong></td>
<td>A programmatic approach to L &amp; D is present, based on systematic needs analysis. Strategic goals together with clear accountabilities are demonstrated and integrated throughout the organisation. Training is not limited and includes all levels of management and executive.</td>
<td>The L &amp; D program is driven by an Organisational L&amp;D strategy. Goals are reviewed quarterly and updated as required. Systematic Needs Analysis occurs and is reviewed and changes with the needs of the business.</td>
<td>Learning and development people are professionally qualified. The L&amp;D team have a high quality Learning and Development program in place. The program is characterised by an environment of continuous improvement. It has a profound impact on the WHS L &amp; D culture.</td>
<td>A programmatic approach to L &amp; D is present. A comprehensive, accurate and up to date set of L&amp;D records is kept. The records are a reliable source for the update of learning strategy and currency update.</td>
<td>Learning is a value within the organisation. Lessons Learned are ingrained in all organisational activities. There are many examples of feedback rich discussions around WHS improvement. Learning is an integral part of the leadership culture.</td>
</tr>
<tr>
<td><strong>Programmatic (Proactive)</strong></td>
<td>A programmatic approach to L &amp; D is developing, based on needs analysis. Strategic goals together with clear accountabilities are developing.</td>
<td>A Training Needs Analysis drives the training program. Consideration of training needs extends beyond workers to those outside the organisation e.g. contractors, volunteers. The L &amp; D program is driven by a developing Organisational L&amp;D strategy. Goals are reviewed quarterly and updated as required.</td>
<td>Learning and development people are professionally qualified. The L&amp;D team are developing a high quality Learning and Development program. The program is implementing a wide spread continuous learning culture across the organisation.</td>
<td>A programmatic approach to L&amp;D is developing. The rudiments of an accurate and up to date set of L&amp;D records is in progress. They are developing into a reliable source for the update of learning strategy and currency update.</td>
<td>A mature learning culture exists. Lessons learned are a routine part of organisational activity. There are a significant number of feedback rich discussions around WHS improvement for most business units in the organisation.</td>
</tr>
<tr>
<td><strong>Professional (Transitional)</strong></td>
<td>A training policy and procedure document describing how training activities and initiatives are sourced and conduct is present. WHS Training policies and procedures are communicated and well understood. Regular training occurs to a plan.</td>
<td>A Training Plan determines the training delivered. The scope is inconsistent across business units.</td>
<td>Trainers are very effective and have a high level of training design capability. Training quality is formally assessed and evaluated. Trainers have a high level of competency &amp; significant experience.</td>
<td>A training policy and procedure document describing how training records are to be kept is present. Training records are available from corporate and business unit sources. They are accurate and reasonably current.</td>
<td>There is routine sharing of lessons learned. Considerable evidence of sharing information about incidents between teams, business units and external to the organisation.</td>
</tr>
</tbody>
</table>
The Assessment Process

Key Steps

01. Planning Meeting
02. Document Review
03. Site Visit
04. Report Writing
05. Share Report
   • Next Steps
1. It is aspirational and at the same time describes the maturity playing field from worst to best.

2. The process and the report focus on improvement and possibility for the future. It doesn’t get stuck on what is wrong.

3. The data collection and analysis coordinates a number of different measurement methods, triangulating the information to determine key themes that influence health and wellbeing in the organisation.

4. The assessment is semi-quantitative using word pictures that describe every element/sub element.

5. While it aspires to be objective, at the end of the day you are relying on the experienced professionals to make judgements about the organisation’s maturity profile.

How is it different from other tools?
Benefits

Self Directed & Growth Focused
The report is designed to focus on growth and leverage opportunities based on the client's energy and interest.

Assigns Priority
Assists to prioritise what to focus on in order to achieve greatest impact.

Allows for Comparison
Allows for both criteria and norm based workplace health and safety (WHS) and wellbeing maturity comparisons through benchmark scores.

Identifies Gaps
Describes the gap between present and desired state semi-quantitative and qualitative manner.

Strategic Focus
Guides improvement in WHS through expert recommendations and strategic planning.

Best Practice

Inbuilt Coaching
Delivers WHS maturity insights to people who participate in the process through inbuilt coaching characteristic.

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Questions & Wrap Up