



Safety Process Maturity Grid

Measurement Categories	Emerging Level 1	Managing Level 2	Involving Level 3	Cooperating Level 4	Continually Improving Level 5
Management Understanding & Attitude	No comprehension of safety as a management tool. Tendency exists to blame safety individual or department for "safety problems."	Recognizing that safety management may be of value but not willing to provide money or time to make it all happen.	While going through a safety program development process, managers are actually learning about mainstreaming safety into routine management actions. Becoming supportive and helpful with safety initiatives.	Participating leaders acknowledge the financial and quality of life benefits of a well developed and implemented safety program, accepting their personal roles in continuing the emphasis on safety.	Considers safety management an essential part of leadership and management.
Safety Organization Status	Safety is hidden in activities personnel or engineering functions. Physical inspections or program assessments not part of organization. Safety, the United Way campaign and the Sunshine Club of equal importance.	A stronger safety leader increased operations tempo but main emphasis is still high production despite safety cost. Still part of a hidden management function.	Safety section reports to commander; all leaders are responsible and accountable for their safety performance and for the performance of those under their direction.	Safety professional is a part of senior leadership, involved with public, affairs, special assignments and communicating the success story at conferences and training sessions.	Safety has become basically an institutional value. The services and agencies appear to take as much pride in their safety program as they do in their services.
Problem Handling	Problems are fought as they occur; no resolution; inadequate definition and funding to resolve concerns. Workers can always use safety and health as an issue in their favor. Lots of yelling and accusations.	Safety committees are formed as the solution to the all installation safety problems. Safety problems are still handled the same as any other management problem.	Corrective-action communication established. Problems are faced thru normal channels openly and resolved in an orderly way. Powerless committees are not expected to resolve problems, only to advise.	Problems are identified early in their development by in-place mechanisms. All functions are open to suggestion and improvement.	Except in the most unusual cases, problems are prevented. Systems techniques have not only been considered, they're in use.
Safety & Health Program Improvement Actions	No organized activities. No understanding of such activities. A "siege mentality" permeates whenever inspectors appear at the door.	Trying obvious "motivational" short range approaches such as safety posters, an occasional film, or incentive gimmicks.	Implementation of a comprehensive safety and health program with accountability, follow-up and some charting of progress.	Continuing the "enlightenment" stage with the addition of cost centers or "charge-backs" of loss prevention and cost avoidance.	Safety program improvement is a normal and continued activity. Safety activities are kept fresh and inspired.
Summation of Welfare Posture	<i>"We don't know why we have problems with safety."</i>	<i>"Is it absolutely necessary to always have problems with safety?"</i>	<i>"Through commanders, commitment and safety/health program improvements we are identifying and resolving our problems."</i>	<i>"Accident prevention is a routine and important part of our operation."</i>	<i>"We know why we do not have problems in safety and health."</i>

Increasing Consistency

Improving Safety Culture