

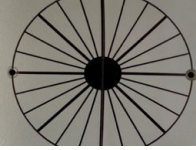
human engineering

Performance evaluation strategy and the safety culture maturity level

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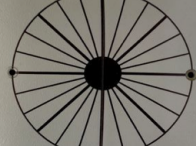
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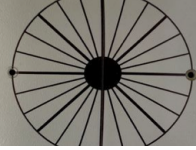
Topics

- Safety maturity
- Safety culture maturity
- Performance evaluation strategy relevance
- SafetyCard
- Final notes

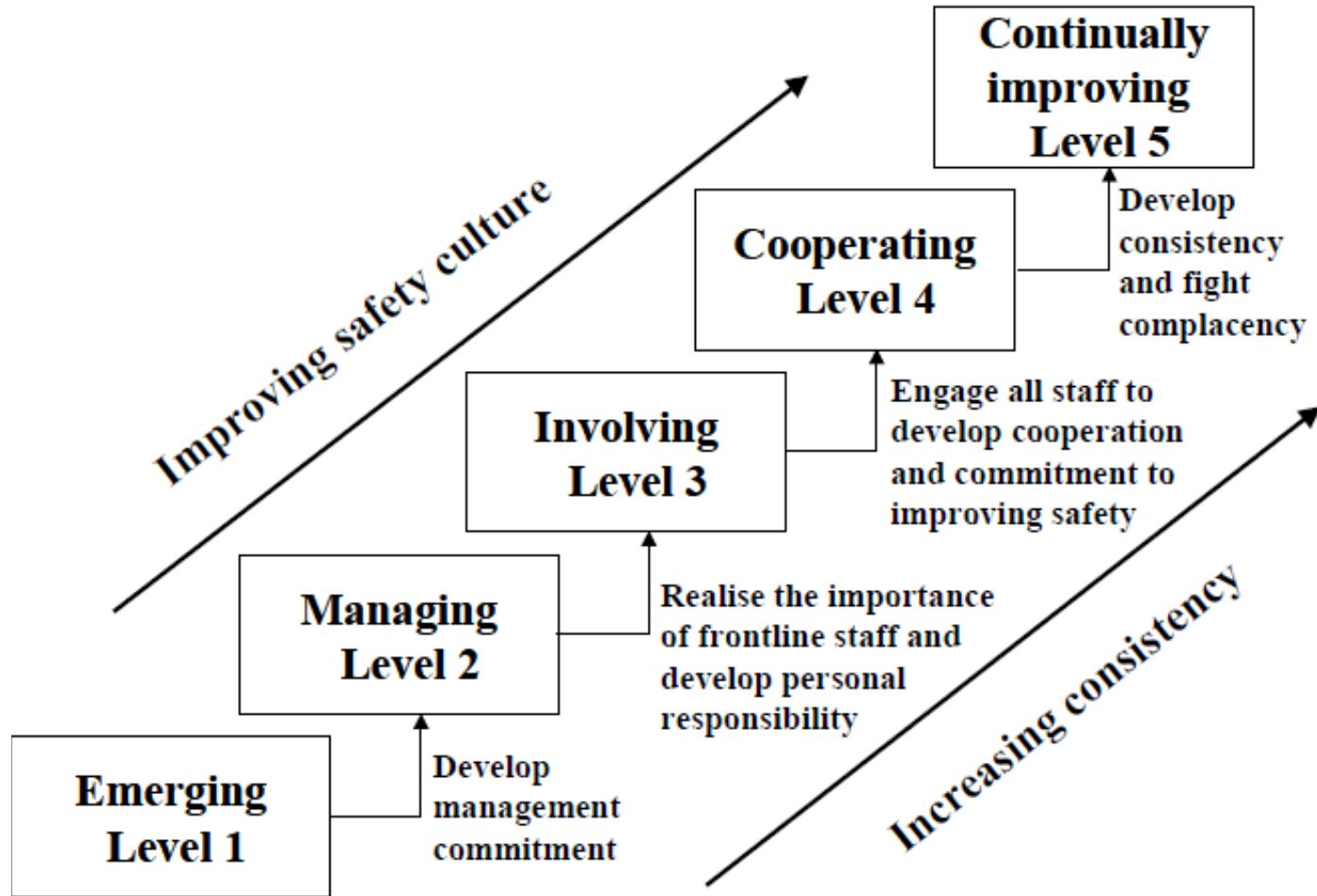


Safety Maturity

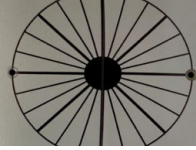
- The safety maturity concept appears with the adaptation of Humphrey's Capability Maturity Model developed in the 1980s to improve software development processes in organizations (Nissanke and Flynn, 2002).
- This model was successfully adapted to different domains such as project management, human resource management, OSH, services and infrastructure quality (Fleming, 2001).
- The adaptation to OSH was made for three dimensions:
 - (i) **organizations safety culture maturity** (examples: Westrum, 1993; Hudson, 2001; Fleming, 2001);
 - (ii) **organizations safety management maturity** [e.g., Safety Maturity Model developed by Nissanke and Flynn (2002)];
 - (iii) **workers safety maturity** (Neto, 2011).



Safety Culture Maturity

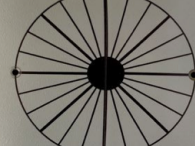


Source: Fleming(2001).



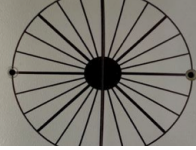
Performance evaluation strategy relevance

- The **highest maturity level** requires a commitment to continuous improvement, which is not achieved without a clear commitment with performance monitoring and analysis.
- This **commitment** requires a strategy and an internal system of performance evaluation and is not consistent with the use of a disintegrated set of indicators.
- Requires a **structured matrix of indicators**, which should hold an intrinsic articulation capacity with the organization global matrix of indicators.
- **SafetyCard - Performance Scorecard for Occupational Safety and Health Management Systems** (Neto, 2012) > can help organizations locate and improve their performance and maturity levels.



Analytical Domain	Analytical Segment	No. of Indicators
1. Organizational Design	Technical coverage	4
	Systemic approach	2
2. Organizational Culture	Values	3
	Norms and basic standards of evaluation	7
	Workers basic assumptions	12
3. Occupational Health Service	Surveillance	6
	Promotion	2
4. Operational Service of Occupational Hygiene and Safety	Organization and operability	3
	Loss ratio	11
	Training	7
	Prevention	5
	Protection	3
5. Internal Emergency Plan	Planning	5
	Attributes and responsibilities	7
	Devices	10
6. Monitoring, Measurement and/or Verification Structure	Control of Environmental Conditions	10
	Monitoring, measuring and/or verification mechanisms	4
	Corrective action	2
7. Safety of Work Equipments	Maintenance	4
	Safety prescriptions	3





Final Notes

- Nowadays, organizations cannot afford not having a structured and integrated view of safety performance.
- It is precisely from this perspective that **SafetyCard** must be understood :
 - have a flexible modular structure that favors a global and partial evaluation;
 - integrates mechanisms for measuring, monitoring and verifying performances;
 - is able to generate solid learning processes within and between organizations (benchmarking);
- Can help to determine the safety maturity level and can put organizations on the path of continuous improvement.



Thank you

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