

THE GLOBAL SAFETY INDEX - SAFETY CULTURE, LEADERSHIP & PERFORMANCE MATURITY MODEL



We need to change how we define Safety performance. Simply looking at 'results' only tells us half the story. We need to understand how and why we achieved these results by also measuring the inputs that delivered these results. Assessing our **safety leadership capability** and identifying our level of **safety culture maturity** at all levels, in real time, informs us of the 'Cause' and 'Effect' relationship of safety performance. From this insight comes enhanced and more targeted proactive decision making.

'It is the organisation's leaders who are ultimately responsible for developing strategy, setting priorities, allocating resources and managing WHS performance. They are instrumental in shaping the safety climate that can inform change, for better or worse, in an organisation's safety culture(s).'

Performance Measurement, Incentives and Organisational Culture
O'Neill, Wolfe & Holley. October 2015

Organisations who are measuring more than just the output results will be better equipped to break the Plateau effect not only faster but more efficiently and in a SUSTAINABLE fashion.

Doing the same thing over and over and expecting a different result is the definition of insanity, however this is the approach offered by many organisations to address what is commonly known as the Plateau Effect (*2 to 3 periods of similar performance with limited improvement*).

Many organisations have and will find themselves in the situation of delivering results to Executive and Boards which are not dissimilar to that of the previous year. This often causes a negative or dissatisfied response from this most senior group who in many cases have become accustomed to year on year improvement in lag indicators. The response is often a series of questions as to 'Why' this has occurred and 'What' are we going to do about it, often qualified with limited data.

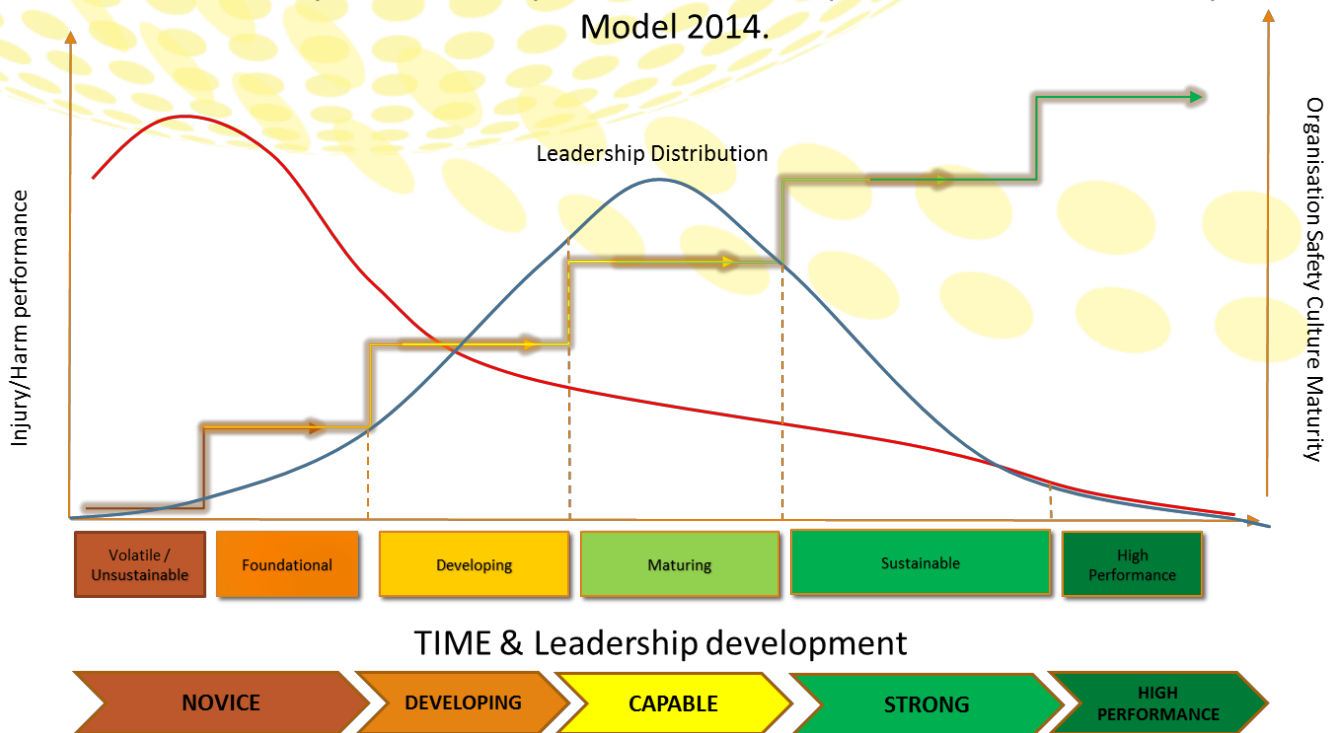
The resulting communication from the 'Why' questions to the organisation is "We need to increase our reporting, improve our safety performance and reduce the number of incidents we are having". This communication whilst accurate has the

risk of being misinterpreted by stakeholders as we need to improve the numbers! Which may be true but now avoids the critical aspect of 'HOW'.

The GSI perspective is that by simply looking at the Output results in isolation of the inputs does not tell the entire story. We understand the effect and not the cause! Therefore we must look at both the inputs and the outputs to determine our true level of performance.

The GSI Safety Culture, Leadership and Performance Model helps organisations consider a holistic measure considering both inputs and outputs. Organisations who choose to invest in culture and capability will over time see sustained improvement in input performance. At the same time Output measures may vary. Organisations should reconsider the definition of MEASURES and RESULTS. The GSI Maturity model encourages organisations to include input measures of Safety Culture maturity and Safety Leadership capability when reporting output safety performance results.

Global Safety Index – Safety Culture, Leadership & Performance Maturity Model 2014.



Model 1.0 GSI Safety Culture, Leadership, Performance Model demonstrates the integration of Input and Output performance measures over time.

How do you align with the Maturity model?

Perform a simple exercise – start with how are we performing? Place a mark on the red line where you see your results by asking yourself if there has been a rapid decrease in performance or have we slowly been getting better. Second mark where do we think our cultural maturity is (stepped yellow line)? Last, place a mark where you believe your average leader's capability sits within the bell curve? Do you have a high or low distribution between your leaders?

Now does the output performance mark, line up with the maturity mark and the safety leadership capability mark? If not then why and what is this telling us?

The possible answer is we have a gap, we have an element of luck in our results and therefore opportunity to improve! Those who do have tight alignment between the inputs and output performance is a reflection of the investment in the Organisations' safety culture and people leaders.

The learning – The measure of performance should be in ensuring all three elements are as closely aligned as possible, as when they are it suggests we have high reliability and therefore sustainability. Where we have a gap we have a question mark around sustainability.

Measuring and monitoring both inputs and outputs allows for higher reliability in the effective control of risk. Those who measure both the inputs and outputs of the model (above) learn that **measuring the action and engagement of people in safety, which is required before any sustainable results can be achieved, better reflects the reality of their organisation's current state performance.**

Knowing inputs such as leadership capability and current culture may also assist in providing supporting data to qualify the plateau effect (demonstrated by historic lead and lag results). A plateau in output performance may simply be a 'consolidation' period that an organisation goes through as it is preparing for a step up in performance.

This evolution graphically represented may also more accurately demonstrate the reality of organisations who go from 'Good to Great' performers in safety. For example in cultural transformation programs many organisations realise all of the significant performance improvement (lead and lag indicators) in years 1 and 2. However these same organisations would also acknowledge that the true change in culture and the organisations capability only really happens in years 2 – 5 as these are the years where the perceived fad of safety is either tested or disproved. The organisation moves from undisciplined to disciplined, from low trust to increased trust and from low awareness, understanding and competence to high capability.