

randstad®

workplace safety excellence.

is your safety culture
leading by example — or
falling behind?





the high cost

of poor safety.

4.6 million

U.S. workers are injured
each year.

\$1 billion

in weekly costs result from
occupational injuries and illnesses.

104 million

hours of productivity are lost
every year due to injury.

\$60 billion

in lost productivity related
to occupational injuries and
illnesses accrued each year.

49 percent

of employees have quit jobs
because employers didn't "get
it" regarding safety.

less than a third

of safety committees are rated as effective.*

*Spherion, "Linking Engagement to Better Safety Outcomes."

safety isn't first — but it should be

OSHA reports that almost 13,000 American workers are injured on the job every day, and each of those injuries has the potential to impact productivity, morale and retention. Little wonder, then, that U.S. businesses right now are spending an estimated \$1 billion per week on workers' comp alone.

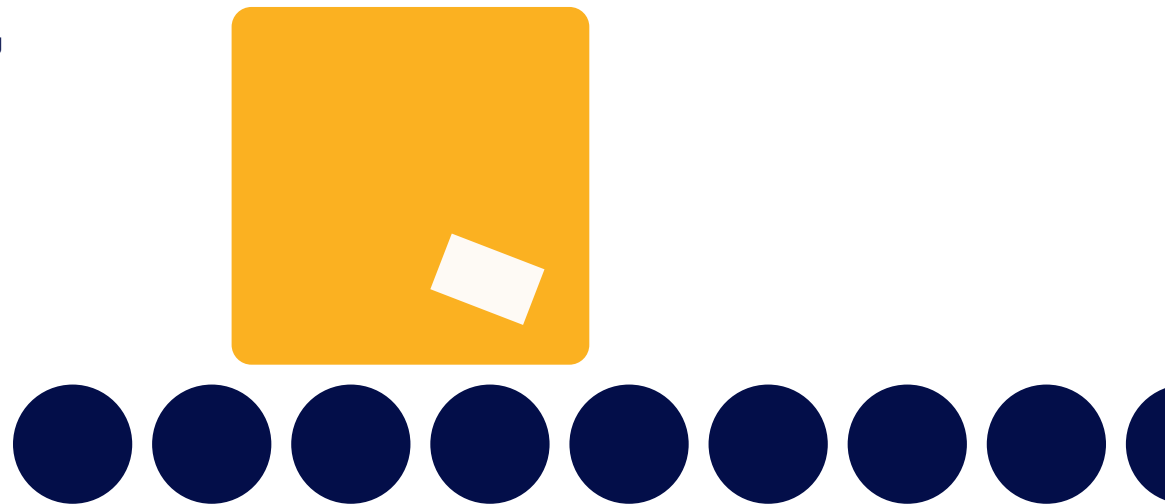
Manufacturing has the second-highest number of work-related illnesses annually, while transportation and warehousing have the second-highest incidence rate of injury and illness. These numbers demonstrate just how deeply safety impacts manufacturing and logistics companies today.

With so much at stake, leaders in these industries must treat safety as a values-driven initiative, rather than simply a box to check. Fortunately, there are steps you can take to improve safety in your workplace today — and it starts with knowing your organization's "current state" capabilities around leadership, employee engagement, hazard recognition/control and how the organization integrates goals and objectives into its planning cycles.

there's no sprint to safety

You likely have a safety program in place today, with policies communicated to new hires and trainings and refreshers for the whole staff happening on a semiregular basis. But to build a truly safe workplace — one that delivers all of the benefits we've discussed here — you need to be proactive, vigilant and continually improving. It's a journey that requires measurement, management and refinement, and the first step toward that goal is developing a strategy.

Most organizations don't have a safety strategy, but those that do achieve true safety excellence do so by methodically addressing strategy, leadership, employee engagement and culture, as well as the role of safety professionals and metrics. This requires understanding your safety culture and developing a roadmap to safety excellence. But how do you do that — and where do you start?



from a safety program to a safety-management system

Safety culture maturity models are developed specifically to help organizations establish their current level of safety culture maturity and identify ways to improve their culture. Each company generally falls within one of the five different stages outlined at right along the path to safety excellence.

After you know what safety excellence really looks like, it's time to figure out the best path forward. Based on which stage you're in on the maturity roadmap, here's what you can do to advance your safety culture — and build a workplace where employees are safe, actively engaged and contributing more value to your bottom line.

the five stages of safety maturity

restrictive



reactive



in transition



proactive



transformative



stage one

restrictive

no-care culture



defining characteristics

- There's little or no safety ownership, and requests for improvement are unwelcome.
- Shortcuts to complete tasks are common, and accidents and injuries have been normalized.
- The overall emphasis is on satisfying legal requirements — and hiding errors.
- There's some upward communication based on “good news” or uncontainable information.

leadership's view

- Employees are the source of the problem — so punitive measures are enacted in an attempt to control them.

next steps

- Shift leadership's mindset: Injuries are no longer acceptable costs, nor are people easily replaceable resources.
- Delegate safety ownership to a person or team, provide them with a clear mandate and goals and ensure that expectations are set across each line of business.
- Demonstrate the connection between employee morale and business success, so that legal requirements are no longer the driving force behind workplace safety.



stage two

reactive

blame culture

defining characteristics

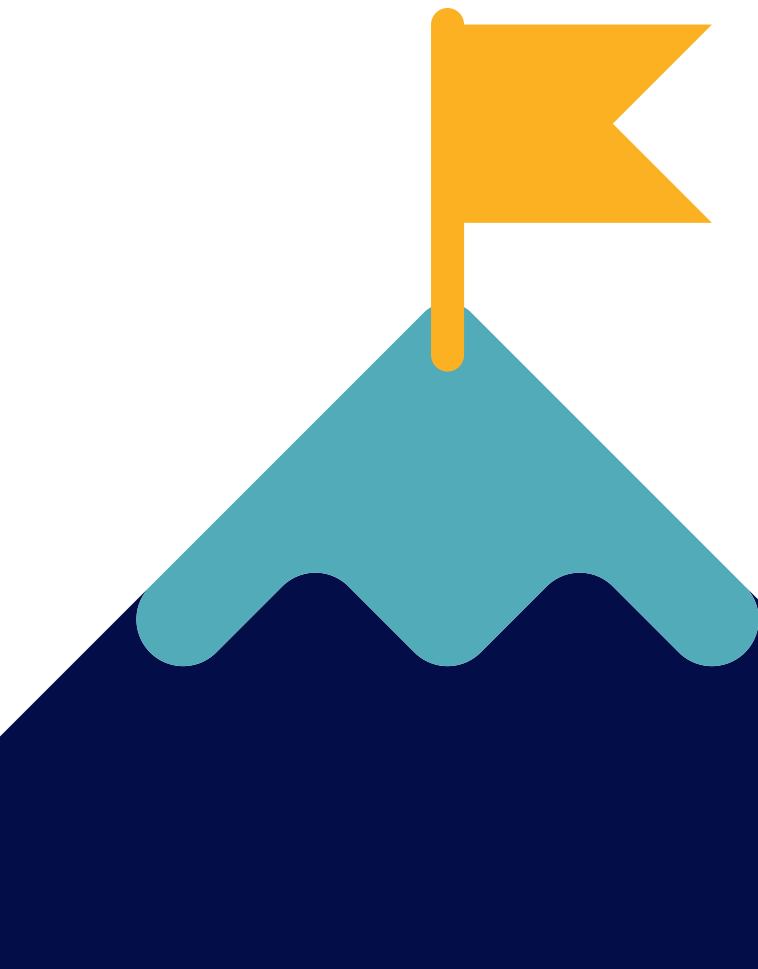
- Responsibility for safety is delegated with limited authority or resources.
- Problems are identified after incidents occur, with punitive measures introduced as an attempt to correct them.
- The safety program is built to satisfy legal and incident-reporting requirements.
- Upward communication is irregular — and not valued as a core part of operations.

leadership's view

- Safety data may inform leaders of incident type and frequency, but it's disconnected from and irrelevant to improvements or overall business strategy.

next steps

- Shift leadership's mindset: Your employees are not to blame for — nor are they the true source of — workplace injuries.
- Provide your safety team with a clear mandate, including the expectation that they'll deliver company-wide progress reports on a regularly scheduled basis.
- Eliminate punitive actions tied to injuries.
- Conduct forward-looking risk assessments, rather than simply after-injury reports.



stage three

in transition

compliance culture

defining characteristics

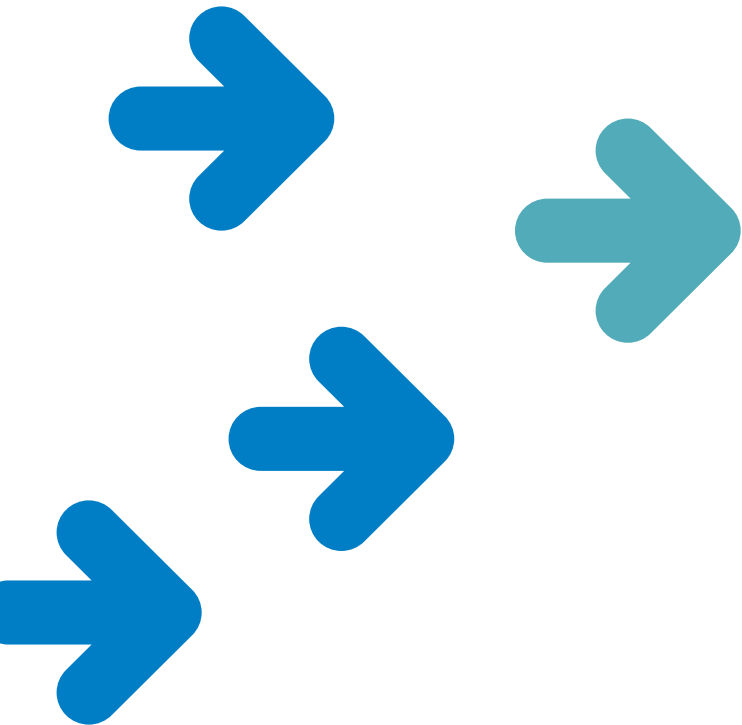
- Regulatory requirements are used to deliver messages about safety's importance — but these are considered separate from the company's desire to care for its workforce.
- Safety-specific roles and designations are seen as responsible for improvements across business units.
- Goal-setting initiatives are tied to OSHA metrics and/or related costs.
- Safety priorities get adjusted at an operational level.
- The safety program is built to satisfy legal and incident-reporting requirements, with evidence of incident-reduction efforts derived from reporting metrics.
- Interdependency for improvement among departments is increasingly visible.

leadership's view

- Leaders at these companies are usually aware of historical data but uninformed about current levels of latent risk within the organization. Nonetheless, these companies are capable of demonstrating initial improvements and increasing awareness of performance initiatives outside of compliance efforts.

next steps

- Integrate your safety strategy and goals with the overall business direction.
- Set clear safety goals and communicate them across the organization.
- Track progress toward goals, and continue to refine your approach over time.
- Make individual employees accountable for reporting hazards and contributing to a safer workplace.
- Empower your safety team to influence operational and strategic decision-making.



stage four

proactive

ownership culture



defining characteristics

- Efforts to integrate safety within business model are underway or operational.
- People in safety-specific roles are viewed as subject-matter experts, coaches and influencers.
- Front-line workforce manage and control common risks as well as serious injury and fatality (SIF) exposures.
- Clearly defined prevention metrics are in place, and the value of safety is communicated and understood among leadership teams.
- Goal setting is linked to actionable oversight and performance improvements.
- Interdependency for safety improvements is prioritized among all stakeholders and influencers, including third parties like staffing agencies — plus, operational risk assessments have informed the organization who these stakeholders are.

leadership's view

- Leaders at these companies are informed from the perspective of loss history as well as current risk assessments specific to the operations. They also embrace employees' role in safety performance improvement.

next steps

- Build and implement a clearly defined safety-management system, including a system for more efficient risk identification and analysis.
- Make preventive actions the rule, rather than the exception.
- Conduct routine trainings and refreshers for staff at all levels.
- Ensure staff members are engaged and empowered cross-functionally to improve safety.
- Identify areas of the business that may be struggling with safety and build proactive plans for improvements, engaging and working collaboratively with all relevant teams and stakeholders.

stage five

transformative

safety-as-daily-practice culture



defining characteristics

- A clearly defined safety-management system is in place.
- Intervention strategies are closely integrated within the roles and responsibilities of each function, with oversight of the process framed in terms of continual improvement and employee development.
- Competent front-line supervisors and workers operate from shared expectations and values across the team.
- The highly engaged staff works cross-functionally to make safety a collective responsibility at every level.
- Transparent communication and collaboration with all workers and business partners is the norm.

leadership's view

- Safety is led from and connected to the core values of the organization. It's fully integrated.

next steps

- Continue to measure, manage and refine safety practices.
- Share externally facing thought leadership on safety to help other organizations improve, while also increasing the perceived value of your employer brand.
- Identify and spotlight “safety stars” — people who are making key contributions toward a safer workplace — within your organization.