

Safety and Loss Control Management Maturity Profile

Instructions How to Use

The profile allows you to give a your personal ideas about the Safety and Loss Control Management situation in your plant. Eight relevant issues are being considered (left-hand column) and you can evaluate these efforts on 5 different levels going from “Uncertainty” to “Certainty”.

Loss Control is broadly defined as “the control of losses”. This definition can and does include injuries as well as property damage, production delays, product losses as well as environmental incidents, loss of clients, liability claims (including those arising out of product use/misuse), security losses, etc.

The use of the term Loss Control bridges the gap between traditional safety (injury related) and total quality management and business excellence as also intended through the use of the EFQM model.

The best way to do the assessment is to read the text provided in each row and to determine which best describes the situation in your plant. Please put an “X” in the middle of that box.

The end result of your assessment is a profile that can be made visible by connecting the X’s that you put in. The profile helps to obtain a picture as to how safety is part into your organization’s behaviour.

You can also do this exercise with people from various levels in your organization. That will give an impression as to how people at various levels feel about the safety efforts of the organization. That in itself can lead to an interesting communication and may assist getting a proper perspective when looking to improve your safety efforts.

Safety and Loss Control Management Maturity Profile

Level Category	Uncertainty	Awakening	Enlightenment	Wisdom	Certainty
Management Understanding of Safety/Loss Control	Comprehension of Safety/Loss Control as an important management tool is lacking	Monetary losses capture the attention of key managers. Beginning to recognise the role of safety in the management system, but...	“We cause our own problems.” “We can control most losses.” “Losses are greater than anticipated.”	“The savings are far greater than expected.” “We are seeing results of efforts in all areas”.	“We will survive and succeed because of our continuing efforts to control losses.”
Management Attitude Towards Safety/Loss Control	Tendency to blame others for accidents/losses. “That is why we have insurance”	Reluctant to devote time and effort to safety/loss control. Motivated only by (contractual) responsibilities to customers, employees, community, government	Safety/loss control is essential to effective management and profitability. “We cannot prevent all losses, but we can control them ... tell us what we can do more.”	Positive and enthusiastic. Frustration is an emotion of the past and is replaced by confidence. Control of loss is the guiding principle.	Loss control is an absolutely vital part of our management system.
Management Behaviour In relation to Safety/Loss Control	Management behaviour is a re-active, after-the-fact response to accidents and losses. Much fingerpointing. Getting tough on offenders (of rules).	Much sincere, concerned discussion, but ... less action. Trying motivational approaches – speeches, slogans, posters, etc. Top management is NOT visible.	Top management is listening and responding with support and action. Visibility (of Top management) is noticed.	Genuine participation and involvement by management. Top management is recognising its personal role in continuing emphasis (on safety and loss control).	Continued growth, maintenance and refinement (of the safety/loss control effort) are key goals.
Management Position Toward Safety./Loss Control	Accidents and losses are part of doing business. Low priority (of safety) in relation to other business interests.	Questioning.... “Is it necessary to have injuries and losses?” “Are we meeting legislative requirements?”	“We are committed to improving our management system through control of losses”.	Safety/loss control is a routine part of what we do and is permanently engraved in our philosophy and strategy. Safety/loss control performances are considered in management appraisals and recognition.	We know why we have few problems with control of losses
Safety/Loss Control Position in Management Structure	Safety is a part-time function within other disciplines (personnel, engineering, maintenance).	Strong program co-ordinator appointed. May still be part of another discipline. Line management is getting involved.	Safety/loss control activities broaden and interact with all business functions. The safety/loss control function is visible in the management structure.... seen as important. Line managers are “doers” and are held accountable.	Safety/Loss Control staff advisement from power base with high reporting relationship (to senior manager). Safety/Loss Control involvement in all major areas of business.	Safety/Loss Control staff advisement for loss control is a senior position. Prevention and control are vital organisational concerns.
Critical Safety/Loss related Problem Approach	Problems are dealt with as they occur. The approach is essential after-the-fact. “Quick-fix” is the standard remedy.	Problems are dealt with in meetings with key personnel. The interest is “symptom oriented”. Short term solutions to chronic problems.	(Potential) critical problems are identified and are openly confronted. Input is obtained from a variety of levels and resources. Basic causes are being identified to control recurrence.	(Potential) critical problem identification systemised and handled at the lowest possible organisational level. Specific techniques (HAZOP, SWIFT etc.) used to identify potential problems. Problem solving teams of capable people are being used.	Prevention and control efforts are effective. Potential critical problems are noted and corrected before they occur.
Safety/Loss Control Measurement System	No systematic measurement of losses. An injury log is maintained as required by law.	Increasing concerns for frequency and severity rates and trends as well as for compensation and insurance costs.	Property damage costs and rates are part of the measurement system. Incident reporting gets attention.	Accurate measurement, analysis and communication of losses. Various loss types (“output”) are being measured. Vital management system criteria (“input”) in the measurement system.	Continuing refinement of both output and input data is being used to improve performance.
Safety/Loss Control System Improvement Efforts	Improvement is not considered an option.	Safety programs begin to take shape and show results. Standards are being set and responsibilities for results are being assigned.	Continuing to develop and implement the necessary (management system) control elements. Increase of effectiveness is also being obtained through systems assessments.	Utilising comprehensive assessments of the Safety/Loss Control system to assure effectiveness and to assist in further improvement (of the system).	Improvement of the safety/loss control system is a normal and continuing activity.