SAFE

# SAFETY CULTURE GUIDE

Contractor Maturity Assessment & Alignment Framework

**About This Guide:** Safety culture goes beyond compliance—it reflects the shared values, beliefs, and operational habits that dictate how work is performed when no supervisor is watching. Use this assessment framework to evaluate your organization's safety culture maturity stage, identify gaps, and implement targeted cultural improvements.

## THE SAFETY CULTURE MATURITY CONTINUUM

STAGE 1
### Reactive
Safety is driven by compliance enforcement and incident reaction. "Safety is a priority only after something goes wrong."

STAGE 2
### Compliant
Safety is viewed as rules and engineering controls. Focus is on meeting OSHA/contractual minimums.

STAGE 3
### Proactive
Management and workers actively collaborate to identify hazards, analyze trends, and prevent incidents.

STAGE 4
### Generative
Safety is fully integrated into operational excellence and company values. High trust and continuous learning.

## Pillar 1: Leadership & Management Commitment

Tone from the Top

| CULTURAL INDICATOR | OBSERVED BEHAVIORS | MATURITY RATING |
|---|---|---|
| **1.1 Visible Safety Leadership**<br>Leaders walk the shop floor/field and actively engage crews in safety conversations. | Leaders rarely visit site (1) vs. Leaders conduct regular non-punitive safety dialogues (4) | 1 2 3 4 |
| **1.2 Production vs. Safety Alignment**<br>Safety is treated as equal to project schedule, cost, and quality priorities. | Schedules trump safety rules (1) vs. Work stops immediately when hazards arise (4) | 1 2 3 4 |
| **1.3 Resource Allocation**<br>Investment in quality tools, PPE, safety training, and adequate staffing. | Bare minimum or outdated gear (1) vs. Premium tools, safety gear, and continuous upskilling (4) | 1 2 3 4 |

## Pillar 2: Psychological Safety & Workforce Engagement

Trust & Speaking Up

| CULTURAL INDICATOR | OBSERVED BEHAVIORS | MATURITY RATING |
|---|---|---|
| **2.1 Stop Work Authority (SWA) Culture**<br>Workers feel safe and empowered to stop unsafe tasks without fear of reprisal. | Fear of retaliation or delays (1) vs. Workers praised for exercising SWA (4) | 1 2 3 4 |
| **2.2 Hazard & Near-Miss Participation**<br>Frontline crews actively report near-misses and suggest safety enhancements. | Low/zero near-miss reporting (1) vs. High hazard reporting volume with worker solutions (4) | 1 2 3 4 |

## Pillar 3: Learning Organization & Just Culture

Learning vs. Blame

| CULTURAL INDICATOR | OBSERVED BEHAVIORS | MATURITY RATING |
|---|---|---|
| **3.1 Incident Investigation Focus**<br>Investigations aim to understand systemic root causes rather than assign human blame. | Focus on "worker error" & write-ups (1) vs. Focus on latent process/system flaws (4) | 1 2 3 4 |
| **3.2 Information Sharing & Feedback**<br>Lessons learned are communicated quickly across all levels and crews. | Incidents swept under rug (1) vs. Safety alerts & lessons shared across teams immediately (4) | 1 2 3 4 |

## Pillar 4: Continuous Improvement & Field Integration

Proactive Evolution

| CULTURAL INDICATOR | OBSERVED BEHAVIORS | MATURITY RATING |
|---|---|---|
| **4.1 Leading Indicator Focus**<br>Safety success is measured by proactive metrics (audits, training, near-misses) not just TRIR. | Only track lag metrics like injuries (1) vs. Track leading behaviors & safety culture metrics (4) | 1 2 3 4 |
| **4.2 Pre-Task Planning Quality**<br>Job Hazard Analyses (JHAs) and toolbox talks are meaningful, crew-led, and adapted daily. | Copy-paste "pencil whipping" (1) vs. Dynamic, interactive crew-led risk discussion (4) | 1 2 3 4 |

### Maturity Score Summary & Action Matrix

**Total Assessment Score:** _____ / 36 **Overall Cultural Stage:** [ ] Stage 1 [ ] Stage 2 [ ] Stage 3 [ ] Stage 4

**Targeted Roadmap for Cultural Advancement:**

- **From Stage 1 to Stage 2:** Establish clear basic safety procedures, enforce mandatory PPE compliance, and conduct structured safety orientations.
- **From Stage 2 to Stage 3:** Transition from punishment to learning; incentivize near-miss reporting and implement peer-to-peer safety observations.
- **From Stage 3 to Stage 4:** Empower workers as safety designers; integrate human & organizational performance (HOP) principles into operational planning.

**Evaluator / Safety Director Signature:** _____

**Contractor Leadership Sign-off:** _____