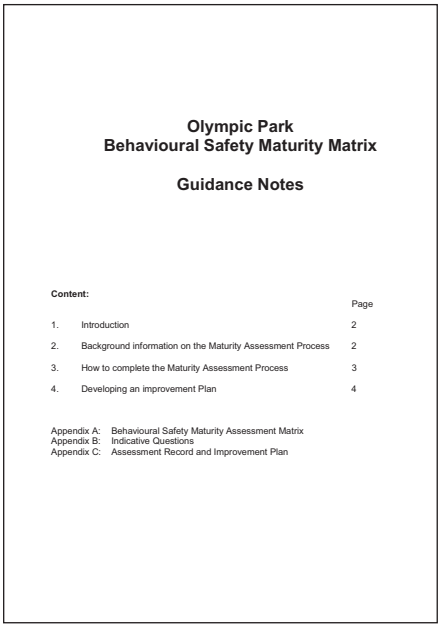
Learning legacy

Lessons learned from the London 2012 Games construction project

Behavioural-based Safety Maturity Matrices

Champion Products are examples of tools and formats used by the Olympic Delivery Authority (ODA) in executing its programme. The ODA is publishing these as part of its Learning Legacy in the anticipation that they may be of use to future projects seeking best practice examples of tools and templates that have been used successfully on a large, complex programme.



Olympic Park
Behavioural Safety Maturity Matrix

Guidance Notes

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Appendix B: Indicative Questions
Appendix C: Assessment Record and Improvement Plan

Purpose of the document, description and how it was used

The Behavioural Safety Maturity Assessment Matrix was developed to identify where Tier One contractors were on the behavioural safety 'journey' and to help them recognise what needed to be enhanced with their own behaviour and safety culture activities.

The matrix allowed Tier One contractors to continue with their own corporate behavioural safety programme, rather than comply with a programme-wide system. This set the benchmark going forward for an excellent behavioural-based safety programme, raised awareness and provided guidance on how to work towards achieving this standard.

Tier One contractors were required to put their entire workforce through a behavioural safety programme within the first three weeks of starting on site. This was an agreed key performance indicator (KPI) measured by project scorecard audits. All behavioural safety programmes were rolled out in addition to the mandatory Olympic Park introduction and project specific site induction. Standards were kept at a high level through ongoing training and initiatives.

Benefit to future projects

The matrix would be useful for all major construction projects and programmes where multiple contractors are involved.

LOTTERY FUNDED

department for culture, media and sport

MAYOR OF LONDON

LONDON DEVELOPMENT AGENCY

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BEHAVIOURAL SAFETY MATURITY ASSESSMENT MATRIX

Project: Example
Review date:

Completed by:
Key: 2009 Status 2010 Improvement Plan

This matrix highlights where an Individual Projects/Contractors believes they currently are on their behavioural safety journey. The Implementation Action Plan should be referred to for actions that demonstrate improvement towards the goal of ensuring a continuously improving safety culture.

CATEGORIES	INFANCY	DEVELOPING	EVIDENT	ESTABLISHED	INTEGRATED/ CONTINUOUSLY DEVELOPING	The safest place we've ever worked
	No strategy in place for the effective implementation of Behavioural Safety. Awareness of the key Behavioural Safety principles still in it's infancy. Little understanding across management levels of the impact and importance good leadership has on effective safety management.	**Basic strategy developed and implementation is underway. Understanding from management on how their contribution impacts on achieving behavioural & cultural change**	**Active engagement of Directors, Managers and Employees in Behavioural Safety is apparent. Leaders' commitment is unmistakable through development of relationships at every level.**	**The key characteristics of Behavioural Safety are present at all levels including parts of the supply chain. Leaders demonstrate role model behaviour in their approach to behavioural and cultural change. A culture of empowerment is encouraged and apparent**	**It is clear that safety is a core value for all stakeholders and working unsafely is not tolerated at any level. Cultural improvement programmes form part of the daily management plans. Recognised as a world class performer with regard to behaviour, culture**	
LEADERSHIP	Little awareness and promotion of Behavioural Safety principles with limited involvement in Behavioural Safety training sessions and delivery of key senior management messages	Leaders are able to demonstrate a good understanding of their key role in the promotion of Behavioural Safety. Many are actively demonstrating their commitment but some Leaders still revert to a different behaviour pattern when pressure is exerted on cost or programme.	Leaders are actively involved in Behavioural Safety and this is clearly evident to all staff. Issues from the workforce are dealt with and fed back to individuals following actions. Commitment is demonstrated in all public forums	Role model behaviour is clearly demonstrated and is considered genuine by the workforce. Leaders attend Behavioural Safety briefings/forums as a matter of course and encourage daily employee involvement. Leaders are clear about their goals regarding safety and set direction for their people.	All Leaders are totally committed to the world class performance and will not compromise their safety commitments when other pressures are exerted. Their commitment to Behavioural Safety is set above any priority that comes through their daily life.	
SUPERVISORS	Supervisors have little awareness of their role and the impact they can have in creating a zero accident culture. Production is seen as priority	Some Supervisors are beginning to implement the key Behavioural Safety principles and engaging their operatives in open communication regarding safety issues on site	Daily activity briefings and pre task planning are present on all sites. Supervisors take responsibility for creating a safe working environment, encourage their team to look out for each other at all times and recognise safe behaviours	Supervisors lead & champion the development of an Behavioural Safety Culture on their site. Working in a safe manner at all times is now becoming the norm	Supervisors proactively seek ways to improve the working environment to remove all risks. They are recognised as leading by example in relation to safety and productivity	
EMPLOYEES	Employees have had little exposure to Behavioural Safety and are unwilling to contribute to a safe working environment believing they have no empowerment. There is little communication with Senior Managers	Employees have attended the Behavioural Safety briefings/training and ad hoc near miss reporting is beginning to occur. Employees are beginning to play an active part in safety, undertaking training and being involved in promoting safe behaviours amongst their peers.	Employees are actively involved in Behavioural Safety and feel able to raise unsafe situations with line management without retribution. There is some recognition of the need to protect other employees from potential risk	All employees are confident in their ability to contribute to establishing and maintaining a safe environment. Conversations regarding working methods are based around Behavioural Safety messages and there is a strong rapport between all employees who genuinely want to protect each other from injury.	Employees confidently provide solutions to their line management regarding unsafe work practices. Employees clearly look out for each other and do not tolerate any unsafe behaviour. zero accident is a state of mind and attitude that is obvious in all EMP	
SUPPLY CHAIN	Some Supply Chain partners have little involvement in behavioural safety, their understanding and exposure is limited and mainly driven by the principle contractor.	Behavioural Safety performance requirements are understood and are being followed by the majority of Supply Chain partners through their attendance on briefing/training sessions.	Active Behavioural Safety approach is used by Supply Chain partners, engagement is evident at project and Leadership level. Supply Chain regularly achieving a high performance of HS&E	There is self motivation towards safety excellence, leading the way in many instances and prepared only to work on projects where assurances regarding excellent HS&E performance can be established and maintained.	Supply chain partners are self sufficient in their approach to Behavioural Safety, with their own resource to deliver and develop their own continuous programme. They are proactive in sharing best practice and engaging others to encourage learning across different industries	

Example

Review Comments:

Olympic Park
Behavioural Safety Maturity Matrix

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Appendix A: Behavioural Safety Maturity Assessment Matrix
Appendix B: Indicative Questions
Appendix C: Assessment Record and Improvement Plan

1. Introduction

The Maturity Matrix has been designed to assess the maturity of health and safety culture within Olympic Park. The matrix has the flexibility to be used at Olympic Park, Tier 1 contractor and Project level. The purpose of measuring the maturity of is to assist the projects in assessing their current level of embedment and to guide them through the development of improvement plans.

The assessment process involves answering a series of 'indicative questions' on the following four categories;

- Leadership
- Supervisors
- Employees
- Supply Chain

The indicative questions are aimed at identifying the level of maturity in each category with greater certainty.

The indicative questions are progressive and reflect the increased level of maturity as progress is made from the left to the right hand side of the matrix. (see Appendix A for the matrix and Appendix B for the indicative questions)

2. Background information on the Maturity Assessment Process.

The maturity assessment should be undertaken by each project operating within the Olympic Park. The assessment should be undertaken by the Project Leadership Teams from the project. The initial assessment should be undertaken in February 09, and then on 6 monthly basis.

It is important when conducting a performance assessment that the process is rigorously followed. This will this help to ensure consistency but, more importantly, it will help to ensure that plans are more effective in delivering the necessary improvements

When conducting a performance assessment, each question must be answered in turn. Jumping between different sets of indicative questions may give a false indication of a higher achievement than is justified.

The indicative questions are, mainly, written to be answered either "yes" or "no". You should provide evidence for justification of a positive answer. This allows an auditable trail to be established and will also be beneficial in future assessments to enable the process to be repeated and will aid consistency over the life of the project. The Maturity level can only be considered to have been achieved when all the indicative questions for that criterion has been answered with a 'Yes'.

Evidence can take several forms. For example:

- reports, e.g. management reports
- records, e.g. Health and Safety training, inductions, etc
- PLT minutes and Action Plan's
- Initiatives on site
- Management commitment at briefings
- Physical site inspections and audits

- Details of interventions with enforcing authorities
- Results tabled from the HS&E Climate survey, etc.

It is not always necessary to physically compile the audit information in order to undertake and complete an assessment. However, if performance is reviewed, e.g. during an internal or external audit, it will be necessary that the evidence can be produced to justify the performance rating.

3. How to complete the Maturity Assessment

Refer to Appendix A for the Maturity Matrix and Appendix B for the indicative question sets for each of the target areas and their respective Maturity Level, i.e. for infancy to integrated/continually improving.

3.1. Starting with "Leadership", read the performance standards across the matrix, i.e. from infancy to integrated/continuously developing. This will provide an overview of how Maturity develops at each level

3.2 Starting with the first set of indicative questions, i.e. infancy, answer each of the questions in turn recording a "yes" or "no" answer. Where appropriate, a not applicable, "n/a", answer can be recorded but such use should be justified and repeated use should be avoided, completing the evidence section should be completed as you progress.

3.3 Having completed all the questions in the set, review the answers. If all the questions have been answered "yes" or, if appropriate, "n/a", then it indicates that the performance standard has been achieved. Move on to answer the next set of indicative questions, i.e. 'developing', for the particular performance standard. The process outlined in paragraphs 3.2 and 3.3 is then repeated until the first "no" answer is given to one or more indicative questions for a maturity level.

3.5 The Maturity level achieved is the one below the Maturity level with the first "no" answer, i.e. up until that point all the indicative questions have been answered "yes", or "n/a" if appropriate. The achieved performance standard score should be recorded on the "assessment record and planning" sheet (see Appendix C).

This process is then repeated through the other performance areas, Supervisors, Employees, Supply Chain and Clients.

Note
The Maturity level achieved is governed by, the first "no" answer and it is not permitted to balance a "yes" answer to a question for a higher Maturity level to counteract a "no" answer to a question in lower Maturity level. Only when ALL of the questions in each of the level have achieved a "yes" answer can the category be achieved (Claiming 75% is not permitted).

The lowest Maturity level that can be reported is "infancy", i.e. baseline is still achieved even if a "no" answer is given to one of the indicative question for the target area.

4. Developing an improvement plan.

An assessment record and planning sheet has been provided in Appendix C to assist you in this part of the process.

When the maturity assessment is completed, it will have individual ratings for the 4 target areas. The Maturity Matrix should be shaded to indicate the current maturity level.

Once the project understands its current position in relation to their maturity, they should set targets for the next six months. Projects should be realistic in progressively moving their culture forward and appreciate that it is a journey that will take time and effort and will not happen overnight.

It is not necessary to identify actions to improve scores in all of the five areas during a given planning cycle as this may not be realistic. This approach allows for flexibility, but it is expected that over time, progress is made in all of the five elements of the matrix.

Improvement targets should be “SMART” i.e. specific, measurable, achievable, realistic and time based. It will also need to be visible and be able to stand up to a rigorous audit where necessary.

Once targets have been developed and agreed they should be entered into your projects HS&E Action Plan or PLT Charter.

Achievement of plans is reported against a “red”, “amber”, “blue” and “green” status as noted on the Action Plan Template. Red indicates that the plan is off target for the planned delivery and there is no recovery plan in place, i.e. it is unlikely the plan will be delivered within the timescale. Amber indicates that the plan is off target for the planned delivery but there is a recovery plan in place that is likely to return the plan to the delivery timescale. Blue indicates that the plan is on target for the planned delivery and Green that the actions to achieve a particular issue have been delivered.

Progress against the Maturity Matrix for individual projects should be reviewed at the monthly PLT meetings with an overall review of progress against the Olympic Park goals by the Safety, Health & Environment Leadership Team (SHELT).

Behavioural Safety Maturity Framework

1. Infancy

No strategy in place for the effective implementation of a Behavioural Safety programme. Awareness of key Behavioural Safety principles are still in its infancy. Little understanding across management levels of the impact and importance good leadership has on effective behavioural & cultural change

Ref	Leadership	Answer
L01 / 1	50% of your Leaders have attended a Behavioural Safety Workshop	
L01 / 2	The Safety Leadership Team for your Project is established	
L01 / 3	There are other measures in addition to the AFR to measure safety performance	

Ref	Supervisors	Answer
S01 / 1	25% of your supervisors have attended a Behavioural Safety Workshop	
S01 / 2	Supervisors communicate with their teams/workforce when they feel it is necessary	
S01 / 3	Supervisors have more than just a basic involvement in the planning of day to day work	

Ref	Employees	Answer
E01 / 1	50% of employees have attended a Behavioural Safety Workshop	
E01 / 2	There are safety committees on each project to engage and consult with the workforce	
E01 / 3	Employees are beginning to have input into safety related issues on site and are encouraged to report shortfalls in provision for safety	

Ref	Supply Chain	Answer
SC01/1	25% of our Preferred Suppliers have a behavioural safety programme in place	
SC01/2	Preferred Suppliers have attended at least one safety briefing provided by the principal contractor within the last month	

2. Developing

Basic Behavioural Safety strategy developed and implementation is underway. Understanding from management on how their contribution impacts on achieving behavioural & cultural change

Ref	Leadership	Answer
L02 / 1	70% of your Leaders have attended a Behavioural Safety Workshop	
L02 / 2	Your Project SLT has a clear set of safety objectives and strategy to deliver these.	
L02 / 3	Learning and trends from the AFR, minor incidents and near misses are reviewed lat local level to maximise and share learning to prevent reoccurrence	

Ref	Supervisors	Answer
S02 / 1	50% of your supervisors have attended a Behavioural Safety Workshop	
S02 / 2	50% of the project's workforce receive Daily Activity Briefings 5 days a week	
S02 / 3	Supervisors have active involvement in the day to day planning of work	

Ref	Employees	Answer
E02 / 1	70% of employees have attended a Behavioural Safety Workshop	
E02 / 2	All safety committees have been developed to support the active safety management of site/establishment	
E02 / 3	All employees are empowered and confident in reporting short falls without fear of retribution	
E02 / 4	Monthly paid staff are set a Health & Safety objective as part of their appraisal	

Ref	Supply Chain	Answer
SC02/1	50% of our Preferred Suppliers have attended a Behavioural Safety workshop	
SC02/2	Preferred Suppliers attend a safety related event hosted by the principle contractor at least once a year	
SC02/3	Our Preferred Suppliers have set their own Health & Safety Objectives to be achieved over the next 12 months	

3. Evident

Active engagement of Directors, Managers and Employees in the Behavioural Safety approach is apparent. Leaders' commitment is unmistakable through development of relationships at every level.

Ref	Leadership	Answer
L03 / 1	80% of your Leaders have attended a Behavioural Safety Workshop	
L03 / 2	The project Safety Leadership Team is engaging with the workforce to understand the perception of safety and how they can further support improvements in safety on the project	
L03 / 3	The monthly SLT always spends time addressing people, performance, leadership, behavioural and cultural issues as well as looking at AFR performance	

Ref	Supervisor	Answer
S03 / 1	70% of your supervisors have attended a Behavioural Safety workshop	
S03 / 2	70% of the Project's workforce (including subcontractors) receive Daily Activity Briefings 5 days a week	
S03 / 3	Supervisors engage their teams to actively get involved in the day to day planning and execution of work.	

Ref	Employees	Answer
E03 / 1	80% of employees have attended a Behavioural Safety workshop	
E03 / 2	Safety committees communicate regularly with the workforce to keep them informed of safety issues	
E03 / 3	All employees set an example with their attitude towards safety and willingness to look out for each other	

Ref	Supply Chain	Answer
SC03/1	70% of our Preferred Supplier have attended a Behavioural Safety workshop	
SC03/2	50% of our Preferred Suppliers have attended a safety related event hosted by the principle contractor twice a year	

4. Established

The key characteristics of Behavioural Safety are present at all levels including parts of the supply chain. Leaders demonstrate role model behaviour in their approach to behavioural and cultural change. A culture of empowerment is encouraged and apparent.

Ref	Leadership	Answer
L04 / 1	90% of Leaders have attended a Behavioural Safety workshop	
L04 / 2	Your SLT have engaged all leaders in the achievement of a Behavioural Safety culture for their project. They coach and support leaders in the achievement of the desired safety objectives and culture	
L04 / 3	All Leaders use the learning from AFR, near misses, behavioural and cultural issues to understand where the next accident may occur and how it can be prevented.	
L04 / 4	The responsible Director is aware of all parties that have been injured and make their recovery a personal issue	

Ref	Supervisors	Answer
S04 / 1	80% of your supervisors have attended a Behavioural Safety workshop	
S04 / 2	80% of the workforce (including subcontractors) receive Daily Activity Briefings 5 days a week	
S04 / 3	Supervisors assign, recognise, reinforce and constructively correct at risk behaviour	

Ref	Employees	Answer
E04 / 1	90% of employees have attended a Behavioural Safety workshop	
E04 / 2	The safety committee is encouraged by the Project SLT to give feedback on any safety issues, all feedback from the SLT is communicated to the workforce	
E04 / 3	Employees are encouraged to give feedback in order to assist in shaping the approach to safety on their project	

Ref	Supply Chain	Answer
SC04/1	90% of our Preferred Suppliers have attended a Behavioural Safety workshop	
SC04/2	70% of our Preferred Suppliers are attending a safety related event hosted by the principle contractor twice a year	

5. Integrated/Continuously developing

All stakeholders can clearly demonstrate improvements in Behavioural Safety. Working unsafely is not tolerated at any level. Cultural improvement programmes form part of the daily management plans. Recognised as a world class performer with regard to behaviour, culture and continuous improvement.

Ref	Leadership	Answer
L05 / 1	100% of your Leaders have attended a Behavioural Safety Workshop	
L05 / 2	Your SLT share learning and best practice with other PLTs and work with together to look at how we can continuously improve.	
L05 / 3	Your SLT benchmark against Leading organisations to enhance learning and stimulate new developments moving forward in your approach to safety	
L05 / 4	Leaders take personal responsibility for ensuring that people who have experienced major injuries at work are recuperating effectively by making one to one contact with them	

Ref	Supervisors	Answer
S05 / 1	100% of your supervisors have attended a Behavioural Safety workshop	
S05 / 2	100% of workforce (including subcontractors) receive Daily Activity Briefings 5 days a week	
S05 / 3	Perception by the workforce is that Supervisors make safety their number one priority	
S05 / 4	Supervisors actively encourage safe behaviour on site and recognise individuals or teams for their contribution	

Ref	Employees	Answer
E05 / 1	100% of employees attended a Behavioural Safety workshop	
E05 / 2	Employees are encouraged to make recommendations on how to improve safety on their project and do so on a regular basis	
E05 / 3	The perception by our supply chain and clients is that our workforce demonstrate through their behaviour that Safety is core value	

Ref	Supply Chain	Answer
SC05/1	100% of our Preferred Suppliers have attended a Behavioural Safety workshop	
SC05/2	Supply Chain partners are hosting regular safety events to share lessons learned and best practice with their own suppliers and clients	
SC05/3	Preferred Suppliers are developing their own Behavioural Safety programme and material to sustain improvements in safety within their organisation	

Key

Criteria	Definition
Leaders	Project Directors, Project Manager, Construction Manager, Function heads
Supervisors	First line team leaders
Employees	Monthly and weekly paid (unless specified)
Preferred Suppliers	Supply Chain Companies that have signed Preferred Supplier Agreement

BEHAVIOURAL SAFETY IMPROVEMENT PLAN

Project:		PLAN REVISION NUMBER	
2009 CURRENT STATUS:		PROGRESSING TO:	

This record of Improvement Plan highlights those areas of development that individual project are progressing to achieve a working environment where everybody can say this is the safest place they've ever worked; and without being put at risk of injury or ill-health. This Plan must be reviewed and monitored by the PLT and leaders of the business monthly for progress.

IMPROVEMENT AREAS	Ref	ISSUES TO BE ADDRESSED	ACTIONS TO ADDRESS ISSUES	OWNERS	DUE BY	STATUS
LEADERS	L01					
SUPERVISORS	S01					
EMPLOYEES	E01					
SUPPLY CHAIN	SC01					

OLYMPIC PARK BEHAVIOURAL SAFETY MATURITY ASSESSMENT MATRIX

Project: **Completed by:**

Review date: **Key:** 2008 Status 2009 Plan

This matrix highlights where an Individual Projects/Contractors believes they currently are on their behavioural safety journey. The Implementation Action Plan should be referred to for actions to demonstrate improvement towards the goal of ensuring everybody can say the Olympic Park is the safest place we've every worked.

CATEGORIES	INFANCY	DEVELOPING	EVIDENT	ESTABLISHED	INTEGRATED/ CONTINUOUSLY DEVELOPING	The safest place we've every worked
	No strategy in place for the effective implementation of Behavioural Safety. Awareness of the key Behavioural Safety principles still in it's infancy. Little understanding across management levels of the impact and importance good leadership has on effective behavioural & cultural change	**Basic strategy developed and implementation is underway. Understanding from management on how their contribution impacts on achieving behavioural & cultural change**	**Active engagement of Directors, Managers and Employees in Behavioural Safety is apparent. Leaders' commitment is unmistakable through development of relationships at every level.**	**The key characteristics of Behavioural Safety are present at all levels including parts of the supply chain. Leaders demonstrate role model behaviour in their approach to behavioural and cultural change. A culture of empowerment is encouraged and apparent.**	**It is clear that safety is a core value for all stakeholders and working unsafely is not tolerated at any level. Cultural improvement programmes form part of the daily management plans. Recognised as a world class performer with regard to behaviour, culture and continuous improvement.**	
LEADERSHIP	Little awareness and promotion of Behavioural Safety principles with limited involvement in Behavioural Safety training sessions and delivery of key senior management messages	Leaders are able to demonstrate a good understanding of their key role in the promotion of Behavioural Safety. Many are actively demonstrating their commitment but some Leaders still revert to a different behaviour pattern when pressure is exerted on cost or programme	Leaders are actively involved in Behavioural Safety and this is clearly evident to all staff. Issues from the workforce are dealt with and fed back to individuals following actions. Commitment is demonstrated in all public forums	Role model behaviour is clearly demonstrated and is considered genuine by the workforce. Leaders attend Behavioural Safety briefings/forums as a matter of course and encourage daily employee involvement. Leaders are clear about their goals regarding safety and set the direction for their people	All Leaders are totally committed to the world class performance and will not compromise their safety commitments when other pressures are exerted. Their commitment to Behavioural Safety is set above any priority that comes through their daily life.	
SUPERVISORS	Supervisors have little awareness of their role and the impact they can have in creating a zero accident culture. Production is seen as priority	Some Supervisors are beginning to implement the key Behavioural Safety principles and engaging their operatives in open communication regarding safety issues on site	Daily activity briefings and pre task planning are present on all sites. Supervisors take responsibility for creating a safe working environment, encourage their team to look out for each other at all times and recognise safe behaviours	Supervisors lead & champion the development of an Behavioural Safety Culture on their site. Working in a safe manner at all times is now becoming the norm	Supervisors proactively seek ways to improve the working environment to remove all risks. They are recognised as leading by example in relation to safety and productivity	
EMPLOYEES	Employees have had little exposure to Behavioural Safety and are unwilling to contribute to a safe working environment believing they have no empowerment. There is little communication with Senior Managers	Employees have attended the Behavioural Safety briefings/training and ad hoc near miss reporting is beginning to occur. Employees are beginning to play an active part in safety, undertaking training and being involved in promoting safe behaviours amongst their peers	Employees are actively involved in Behavioural Safety and feel able to raise unsafe situations with line management without retribution. There is some recognition of the need to protect other employees from potential risk	All employees are confident in their ability to contribute to establishing and maintaining a safe environment. Conversations regarding working methods are based around Behavioural Safety messages and there is a strong rapport between all employees who genuinely want to protect each other from injury	Employees confidently provide solutions to their line management regarding unsafe work practices. Employees clearly look out for each other and do not tolerate any unsafe behaviour. zero accident is a state of mind and attitude that is obvious in all employees	
SUPPLY CHAIN	Some Supply Chain partners have little involvement in behavioural safety, their understanding and exposure is limited and mainly driven by the principle contractor.	Behavioural Safety performance requirements are understood and are being followed by the majority of Supply Chain partners through their attendance on briefing/training sessions.	Active Behavioural Safety approach is used by Supply Chain partners, engagement is evident at project and Leadership level. Supply Chain regularly achieving a high performance of HS&E	There is self motivation towards safety excellence, leading the way in many instances and prepared only to work on projects where assurances regarding excellent HS&E performance can be established and maintained.	Supply chain partners are self sufficient in their approach to Behavioural Safety, with their own resource to deliver and develop their own continuous programme. They are proactive in sharing best practice and engaging others to encourage learning across different industries	

Review Comments: