

Title	Safety culture maturity model	
Publisher/Author	HSE	
Publication Date	2001	
Executive Summary	<p>This report describes the development of a draft Safety Culture Maturity Model (SCMM) and the process involved in developing this model. The safety culture maturity concept is new and therefore it was important to explore the potential utility of a SCMM to safety improvement in the offshore oil and gas industry. The draft model produced has not been validated, as this was beyond the scope of this preliminary investigation. It is therefore important to note that the model is provided to illustrate the concept and it is not intended to be used as a diagnostic instrument.</p> <p>The maturity model concept was initially developed by the Software Engineering Institute (SEI) as a mechanism to improve the way software is built and maintained. The model provides organisations with a five level process to assist them in developing their software engineering practices. The five levels are Initial, Repeatable, Defined, Managed and Optimising. The capability maturity model framework has been adapted to be used in other domains and to address issues, such as project management², human resources³, usability⁴ and quality⁵. The capability maturity model concept is useful because it enables organisations to establish their current level of maturity and the actions required to reach the next level.</p> <p>The maturity model concept appears to be appropriate to safety culture development within the offshore oil and gas industry. The industry is currently trying to achieve an overall step change improvement in safety and it is perceived that behavioural and cultural issues need to be addressed to achieve this improvement. The offshore oil and gas industry are currently putting a considerable amount of effort into establishing best practice and identifying tools and techniques that are proven to be effective in improving safety. Whilst this approach is logical, its effectiveness may be limited by the heterogeneity in the safety culture across the industry. It is likely that companies or installations in the early stages of developing their safety culture will require different improvement techniques from those with strong safety cultures.</p> <p>Consequently a safety culture maturity model has been developed to assist organisations in establishing their current level of safety culture maturity and identifying the actions required to improve their culture.</p>	
Table of Contents	1. Introduction..... 2. Developing a draft safety culture maturity model (SCMM)..... 3. Elements of an organisation’s safety culture 3.1. Ten elements of the safety culture maturity model..... 3.2. Assumptions of the safety cultural maturity model 4. Five levels of safety culture maturity..... 5. Conclusions.....	2 2 3 3 4 4 6