

I. LEADERSHIP												
DATE	REACTIVE			DEPENDENT			INDEPENDENT			INTERDEPENDENT		
	First	Second	Third	First	Second	Third	First	Second	Third	First	Second	Third
1. VISIBLE COMMITMENT	Managers show little commitment for OHS. They do not respect the basic rules and do not enforce them for their employees. OHS is seen as an expense rather than an investment.			Each manager shows exemplary and consistent OHS leadership at all times. They ensure that rules and procedures are followed. They lead by example at all times.			Employees adopt <u>required</u> OHS behavior, even when no one is around. There is no difference between employees on day and night shift following the OHS rules.			All team members support and help each other. OHS is a fundamental value for each work team.		
	Managers tolerate at-risk work. They prioritize production over health and safety when a production delay occurs.			Each manager refuses to carry out at-risk work, even when this decision may cause production delays. They ensure that corrective measures are taken before authorizing the work.			Employees refuse to carry out at-risk work, even when it may cause production delays. When possible, they take the necessary corrective measures themselves.			Work teams refuse to carry out at-risk work, even when it may cause production delays. They take the necessary corrective measures to ensure their own health and safety and the health and safety of their colleagues.		
	Managers are rarely present in the work environment. They seldomly talk about OHS with their teams and their messages are inconsistent.			Each manager is present on a daily basis in the workplace, discussing OHS issues. They are credible when talking about OHS and their messages are consistent.			Employees with specific OHS responsibilities are credible when talking about OHS with their managers and colleagues.			All team members are credible when talking about OHS with their managers and colleagues.		
	There is no housekeeping program in place or the program is not followed.			A housekeeping program is in place and is enforced by the management team.			Employees keep the workplace orderly and clean on their own initiative. They propose ideas for improvement and contribute to the implementation of their ideas.			Work teams manage the housekeeping program. Employees support each other and take improvement initiatives.		
2. FOLLOW-UP OF PREVENTIVE AND CORRECTIVE MEASURES	Only the OHS coordinator manages the measures to be taken.			Managers determine the measures to be taken for their own sector. They ensure strict follow-up and meet established deadlines.			Some measures are handled by employees. They commit to implementing the measures within the established deadlines.			Work teams manage measures to be taken. They ensure strict follow-up and meet established deadlines.		
	Most measures are established to comply with legal requirements.			Measures are identified particularly to ensure the safety of the workplace and equipment.			Documented measures also take employee behavior into account.			Documented measures also include employees helping each other.		
	Risks are mainly controlled when imposed by authorities or corporate management.			Major risks are adequately controlled. Interim measures are established in a timely manner to control risks, including new and modified equipment. The measures are enforced by management to respect them.			Employees perceive that risks are well controlled. They are actively involved to secure that the measures are sustainable.			Team members maintain the implemented measures and apply a continuous improvement process.		
3. PROGRESSIVE MOTIVATION	There is no culture of recognition in place.			The culture of recognition in place acknowledges the plant's OHS performance (activities, behavior, communication,..). Supervisors are recognized by management for their OHS involvement.			The culture of recognition is in place to acknowledge the significant improvement and performance of employees. The OHS committee participates in organizing recognition activities.			The culture of recognition in place acknowledges the significant improvement and performance of the work teams.		
	Managers rarely talk about achievements with their teams.			Managers talk about achievements with their teams as they occur.			Employees talk about their achievements with their managers as they occur.			Work teams talk about their achievements with their colleagues as they occur.		
	There is no disciplinary measures policy in place or it is randomly applied. There are very few consequences when an OHS rule is broken.			A policy for disciplinary measures is in place and is rigorously applied. Employees obey and comply with the rules.			Employees follow rules strictly and at all times, out of concern for their own safety. They adopt safe behavior at home.			Employees intervene with individuals who work unsafely or who do not observe the rules (at and off work), out of concern for the safety of others.		
4. WORK CONTEXT	Managers rarely seek the advice of their employees before making decisions that affect them.			Managers seek and consider the advice of their employees before making decisions that affect them.			Employees assume responsibilities on their own and participate with a constructive attitude. Everyone does their fair share.			Employees get along well when organizing work as a team and mutual assistance comes naturally. They support the other work teams.		
	Managers rarely convey how much they appreciate their employees' good work.			Management - employee relationships are based on mutual trust and respect. When a problem occurs, the process is assessed first before considering human error.			Employees convey their concerns freely to their managers, while being accountable for their actions.			Work teams convey their concerns freely to their colleagues. Team members react with a positive attitude when they are warned of a potential hazard by a team member.		
	The management team is not very efficient. There are major interrelational conflict issues.			The management team is efficient, without any (persisting or unresolved) interrelational conflicts. Managers encourage team spirit among their employees without interrelational conflict.			Employees feel that they are part of something bigger than just their own individual jobs. Employees make others feel included.			Work teams are effective and productive, without any (persisting or unresolved) interrelational conflict. Team members trust and count on each other.		
5. ACTION PLAN	The plant's action plan is developed by the OHS coordinator or an external source.			The plant's action plan is developed by the plant manager, with active participation from the management team.			The OHS committee actively participates in developing the plant's action plan. Employees know the contents of the action plan.			Each department proposes an objective for the facility's action plan after consulting with the entire team.		
	The sole purpose of the plan is legal compliance.			The purpose of the plan is to ensure the rigour and implementation of OHS processes. The plan relates to corporate guidelines and the analysis of trends in OHS activities.			The purpose of the plan is to encourage employees to assume more responsibility and develop strategies for the interdependence phase (e.g., interaction program).			Team members contribute to achieving the departmental objective identified on the facility's action plan.		
	The management team is not very knowledgeable about the contents of the action plan and does not ensure regular follow-ups (min. once every quarter). Managers are not accountable.			The management team ensures the strict implementation of the action plan. Each manager is accountable and takes additional measures if objectives are not achieved.			The OHS committee reviews the implementation of the action plan regularly. It proposes additional measures if objectives are not achieved. It contributes to its implementation.			Work teams review the implementation of their action plans regularly. They are accountable and take additional measures if objectives are not achieved.		
Reactive Phase Legend BLACK: Current status - WHITE: Non-applicable				Dependent - Independent - Interdependent Phase Legend GREEN: Acquired (100% - 95%) - YELLOW: Majority (94% - 50% Acquired) - ORANGE: Some (49% - 10%) Acquired - WHITE: criterion not yet undertaken or very little (9% - 0%)								
DEFINITIONS	<p><i>Work team</i> : a group of employees who share common goals, a commitment to purpose, team standards, and who openly acknowledge the team that <u>they</u> belong to.</p> <p><i>Manager</i> : manager of operational activities (production, maintenance, engineering, shipping)</p> <p><i>Mutual assistance</i> : mutual aid/support, helping one another to work safely out of concern for the safety of others.</p> <p><i>Audit</i> : evaluation of technical safety processes (lock-out, confined space, machine guarding, housekeeping,..) where the actual situation is compared to a standard.</p>											

II. ORGANIZATIONAL STRUCTURE												
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6. ROLE OF EMPLOYEES	OHS responsibilities are not clearly defined. OHS performance is not a term of employment for managers and employees.			The responsibilities and accountability related to each position is clearly described and communicated. OHS performance is a term of employment for managers and employees.			Employees are empowered to take on additional responsibilities. Competent employees are freed up to carry out their assigned tasks.			Work teams are empowered to take on additional responsibilities. They need little direction to make effective decisions or accomplish the assigned tasks.		
	Managers' OHS performance is not assessed on a regular basis.			Managers' OHS performance is assessed at an established frequency.			OHS performance is a significant criterion (> 20%) in annual employee appraisals. The immediate supervisor carries out the assessments.			Work teams assess the OHS performance of its members.		
	Managers are not held accountable for their OHS performance. They delegate their responsibilities and leadership to OHS resources.			Managers understand their responsibilities and are accountable for their OHS activities. Results affect their salary assessment.			Employees are accountable for their OHS performance. They have pre-determined OHS tasks. Managers are accountable for their teams' OHS performance.			Work teams are accountable for their OHS performance.		
	Managers' time allocation is reflected as such: Emergencies: More than 75%			Managers' time allocation is reflected as such: Emergencies: between 75% - 50%			Managers' time allocation is reflected as such: Emergencies: between 50% - 25%			Managers' time allocation is reflected as such: Emergencies: Less than 25%		
7. OHS COMMITTEE	There is no OHS committee, or if there is one, it is perceived by management to be a legal or corporate requirement.			The OHS committee is perceived by management as an added value to the organization. The committee meets according to an established frequency.			The OHS committee is perceived by both management and employees as an added value to the organization. The committee is a partnership between management and employees.			The OHS committee participates in actions to develop teamwork and interrelational skills plant-wide.		
	During meetings, communication is unidirectional and no decisions are made.			During meetings, communication is bidirectional and decisions are made jointly.			Members of the OHS committee participate actively in managing OHS activities. They participate in the problem solving and decision making processes.			The OHS committee interacts with other resources to ensure the success of their activities.		
	Employees members are rather passive during meetings. They seldom address OHS issues.			Employees members supply the "grocery list" (action items, issues, topics)			Employees members show exemplary behaviour and are very proactive and motivated in improving OHS. They encourage other employees to get involved in committee activities.			Many employees voluntarily take active part in the OHS committee. A rotation of some or all committee members is done regularly.		
8. DAILY SAFETY MEETINGS	There is no daily OHS communication process between employees and their manager.			Managers conduct daily OHS meetings with their teams. This bidirectional communication is viewed as an added value to the organization's OHS performance. Meetings are documented.			In the absence of the manager, one dedicated employee conducts the daily OHS meeting with the team. Meetings establish an emphasis on OHS for the day.			The work team conducts the daily OHS meetings. Meetings establish an emphasis on OHS for the day.		
	Managers communicate about OHS only when accidents occur.			The contents of meetings are related to the action plan and OHS issues.			The main topic of meetings is empowerment of employees and safe behavior.			Employees encourage others to participate in crew meetings.		
	The general/plant manager seldomly communicates with employees about OHS.			The general/plant manager participates actively in the meetings based on the established frequency.			Employees take an active part in meetings with a constructive attitude.			All the members of the work team actively participate in the meetings.		
9. OHS TRAINING	New employees do not receive basic training before carrying out work requiring such training.			Employees receive basic training prior to being exposed to hazards. After being trained, competencies are checked on a regular basis (e.g.: simulation, audit...).			Employees do not carry out tasks for which they do not have the skills. They ask for training if necessary.			Work teams ensure that all the members are skilled enough to carry out their work safely.		
	There is no annual training plan, or if there is, it is not completed.			The annual training plan is strictly followed. A training matrix is available and rigorously managed.			Employees take ownership of their development plan.			Work teams take ownership of their development plan.		
	Training provided is solely the training required by law.			Employees undergo training required by law and training to operate equipment safely. Training is given on an ongoing basis to suit needs; for instance, prior to a planned modification on equipment.			Employees receive training to analyze risks and to adopt safe behavior when exposed to hazards.			Employees ensure that important OHS information is communicated to employees who may not be aware.		
10. ASSESSMENT PROCESS	No audits are conducted or they are not conducted on a regular basis.			Managers schedule and conduct audits on an established frequency.			Audits are conducted with or by volunteer employees.			Work teams manage the audit process. All team members conduct audits in turn. Work teams ensure corrective actions are implemented.		
	Audits are done to ensure legal compliance.			Contents of audits are in line with the objectives and the action plan. Audits are an added value to the organization's OHS performance.			OHS behavior of the employee is self-assessed along with a manager. The results are discussed in the team.			The OHS behavior of employees is assessed by team members.		
	Managers do not see the added value in conducting audits.			Managers acknowledge audits as a continuous improvement tool.			Employees acknowledge audits and behavioral assessments as continuous improvement tools.			Work teams acknowledge that improvements have been made following the audits they conducted.		
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