

**Table 2. Selected Performance Model Findings from an Industrial Safety Assessment**

Performance Factor	Findings
<b>External regulations/standards</b>	<ul style="list-style-type: none"> <li>• None noted</li> </ul>
<b>Organizational safety culture</b>	<ul style="list-style-type: none"> <li>• There is a perception of a strong production priority over safety (1) at some facilities and (2) with some supervision.</li> <li>• Safety programs are perceived as too reactive and often do not engage facility personnel in developing meaningful safety programs and corrective actions.</li> <li>• The system for reward and punishment was the lowest scoring safety culture survey question response, indicating that opportunity exists to improve safety recognition and disciplinary practices.</li> </ul>
<b>Leadership commitment and focus</b>	<ul style="list-style-type: none"> <li>• Infrastructure problems at some facilities resulting from degradation over the last 5+ years have led to poor housekeeping and reactive, overworked, stressed personnel, which has contributed to a poor working environment, low morale, and may be contributing to higher incident rates.</li> </ul>
<b>Capable organization and resources</b>	<ul style="list-style-type: none"> <li>• Management of employee turnover and employee hiring is an ongoing challenge. Many facilities have hiring needs and high turnover in some positions, contributing to fatigue and morale issues.</li> </ul>
<b>Appropriate design and risk management</b>	<ul style="list-style-type: none"> <li>• Management practices for evaluating higher-level facility risks, such as use of process hazard analysis methodologies in project reviews, are not well defined.</li> </ul>
<b>Effective process safety systems</b>	<ul style="list-style-type: none"> <li>• Procedure and training practices are variable at different sites. Procedures are often not detailed, may not be kept current, and in some cases, may not be used routinely. Training on procedures is often informal, based on one-on-one mentoring with more senior personnel, potentially resulting in inconsistent learning.</li> <li>• While changes are not frequent, there is no effective management of change system.</li> <li>• The maintenance software program is not being used effectively to manage preventive maintenance and predictive reliability activities.</li> <li>• Incident investigation procedures in practice appear to relate primarily to injury investigations rather than other types of incidents and near misses. Many believe that investigations are “blaming” activities, leading to some reluctance on reporting of some near-miss events.</li> </ul>
<b>Operational discipline</b>	<ul style="list-style-type: none"> <li>• Low operational discipline is broadly impacting safety performance, indicating individual sites should develop OD improvement programs.</li> </ul>
<b>Feedback systems and organizational learning</b>	<ul style="list-style-type: none"> <li>• Currently, very strong injury metrics and analysis are available, but leading safety metrics are not being used effectively to monitor and improve safety performance.</li> </ul>