e-SafetyPro

Cultural Maturity Survey – Individual Perception Report

This report reflects one individual's perception of their organization's safety culture based on the e-SafetyPro Cultural Maturity Framework. It is intended for learning and development purposes and is shared confidentially with the participant and, in anonymized form, with company leadership to support cultural analysis and continuous improvement.

Overall Result

Perceived Overall Cultural Maturity Level: Dependent to Functional (Score: 60/100)

Interpretation: The respondent perceives a workplace culture that has well-defined procedures and compliance systems, but leadership presence, communication, and shared ownership of safety remain inconsistent. While risk control systems are functional, two of five cultural domains fall within the Dependent range, indicating a culture that is still largely supervision-driven rather than self-directed or proactive.

Defining Safety Culture

Safety culture represents the shared values, beliefs, and behaviors that influence how individuals and groups interact, manage risk, and ensure safety in daily work. A strong safety culture is reflected not only in systems and compliance, but in proactive leadership, open communication, and continuous learning.

Origins of Cultural Maturity Levels

The concept of cultural maturity is grounded in several well-established frameworks and research studies, including:

- Hudson, P. (1999). *Safety Culture Ladder*, Shell International.
- Reason, J. (1997). *Managing the Risks of Organizational Accidents.* Aldershot: Ashgate.
- Parker, D., Lawrie, M., & Hudson, P. (2006). *A Framework for Understanding the Development of Organizational Safety Culture.* Safety Science, 44(6), 551–562.
- International Nuclear Safety Advisory Group (INSAG-15), IAEA (2002). *Safety Culture in Nuclear Installations.*

The e-SafetyPro framework synthesizes these models into five levels of cultural maturity,

providing organizations with a practical tool for assessing current performance and identifying improvement priorities.

Cultural Maturity Levels and Score Ranges

Table 1: Cultural Maturity Levels and Score Ranges

Level	Score Range	Description
1. Reactive	0–39	Safety activity is incident-driven. Actions occur mainly in response to regulatory requirements or after accidents.
2. Dependent	40–59	A compliance-based culture focused on supervision and enforcement. Systems are present, but initiative is limited.
3. Functional	60–74	Systems are consistent and operational, but ownership is uneven. Improvement depends on leadership engagement and learning.
4. Proactive	75–84	Leaders and teams anticipate risks and act early. Learning and reporting are routine, with open dialogue and collaboration.
5. Generative	85–100	Safety is a shared value embedded into work planning, leadership, and decision-making. Learning and improvement are continuous.

Culture Domain Results (Individual Perception)

The following table shows the respondent's perceived results across five culture domains, each mapped to the corresponding cultural maturity level using the scoring framework above.

Table 2: Cultural Domain Results (Individual Perception)

Culture Domain	Score	Level	Interpretation
Risk Identification & Controls	65	Functional	Procedures and control systems are in place and well understood, though improvement initiatives are often reactive.
Planning & Resources	58	Dependent	Planning and resource allocation are formalized but not yet dynamic; ownership remains with management rather than teams.
Learning & Improvement	62	Functional	Learning from incidents and feedback occurs, but structured learning loops are not consistently embedded into work planning.
Leadership & Accountability	55	Dependent	Leadership visibility and engagement vary; accountability mechanisms are more procedural than cultural.
Engagement & Reporting	60	Functional	Reporting is encouraged, but follow-up communication and feedback loops need improvement to build trust.

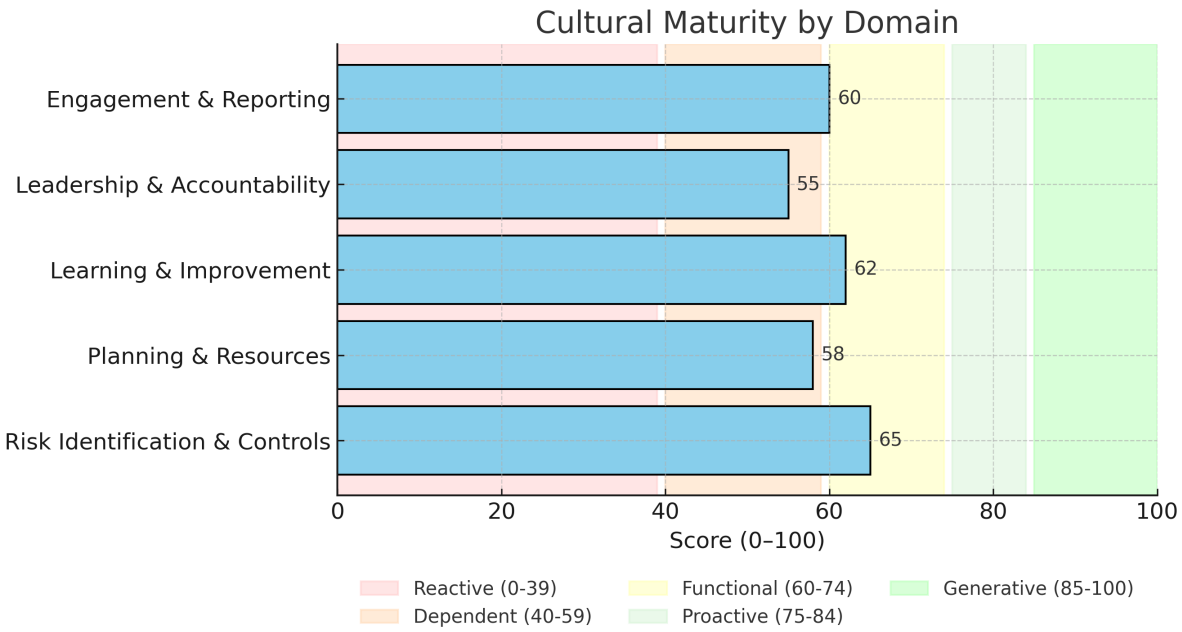

Figure 1: Cultural Maturity by Domain (Individual Perception)

Interpretation and Insights

The profile indicates a culture transitioning between the Dependent and Functional stages. Procedures are established and followed, but initiative and leadership engagement remain management-driven. The following interpretations outline domain-specific insights:

- **Risk Identification & Controls:** This domain is a relative strength. Systems for hazard recognition and risk control exist, but greater worker participation and forward-looking analysis would move the organization toward a proactive posture.
- **Planning & Resources:** Safety planning is formal but reactive. Cross-functional collaboration should be emphasized to ensure that safety is considered early in project planning and resourcing decisions.
- **Learning & Improvement:** Learning processes are operational but not fully integrated. The organization would benefit from structured lessons-learned reviews and regular sharing of near-miss trends.
- **Leadership & Accountability:** Leadership engagement appears inconsistent. To advance, leadership should model proactive behaviors, visibly recognize good practices, and balance accountability with support.
- **Engagement & Reporting:** The reporting culture is established but lacks responsiveness. Employees need timely feedback and assurance that reports lead to real change.

Recommended Next Steps by Category

Risk Identification & Controls:

• Increase participation in risk assessments and job hazard analyses.

• Use leading indicators (near misses, reporting unsafe conditions) to inform preventive measures.

Planning & Resources:
• Integrate safety into project and operational planning.
• Promote ownership of safety deliverables among functional managers.

Learning & Improvement:
• Develop structured post-incident review templates.
• Schedule quarterly culture learning sessions to promote shared understanding.

Leadership & Accountability:
• Conduct regular leadership walkdowns focused on learning, not inspection.
• Introduce leadership safety coaching training.

Engagement & Reporting:
• Improve transparency by providing regular updates on resolved issues.
• Reinforce positive reporting behaviors with recognition programs.

Overall Outlook

This perception suggests that the organization's safety culture is positioned between Dependent and Functional maturity. Leadership engagement, consistent communication, and systematic learning remain pivotal to progress. Focusing on these areas will enable movement toward a Proactive culture characterized by shared accountability, transparency, and sustained prevention of incidents.

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