

Be healthy, be safe, be well framework

Queensland public sector

Self-assessment tool: organisational HS&W maturity matrix

	1 Lagging	2 Reactive	3 Proactive	4 Leading
	Agency has limited appreciation for the benefits of proactive and integrated approaches to HS&W	Agency is reactive in addressing its HS&W needs and adopts an ad hoc approach	Agency appreciates the benefits of a proactive approach and implements some integrated HS&W	Agency adopts a wholly integrated HS&W approach and embeds it into all levels of business as usual
Leadership commitment and engagement	<ul style="list-style-type: none"> <input type="checkbox"/> Visible leadership commitment is absent <input type="checkbox"/> 'Officers' lack full awareness of their HS&W due diligence obligations under the <i>Work Health and Safety Act 2011</i> <input type="checkbox"/> Communication on HS&W is limited <input type="checkbox"/> HS&W outcomes are not identified as an important measure of business success in CEO or senior executive performance agreements <input type="checkbox"/> Investment in HS&W is not seen as a business imperative 	<ul style="list-style-type: none"> <input type="checkbox"/> Leadership commitment is only visible when accident/injury or illness occurs <input type="checkbox"/> Some 'officers' have a working knowledge of agency HS&W risks <input type="checkbox"/> Communication to all staff about the importance of HS&W occurs after an issue <input type="checkbox"/> HS&W outcomes are not identified in CEO or senior executive performance agreements <input type="checkbox"/> Benefits of investing in proactive approaches to HS&W is not valued 	<ul style="list-style-type: none"> <input type="checkbox"/> Leadership commitment is visible in pockets of the organisation <input type="checkbox"/> 'Officers' have a good working knowledge of agency HS&W risks <input type="checkbox"/> HS&W commitments are communicated to all staff on a regular basis <input type="checkbox"/> CEO and senior executives have HS&W outcomes identified in their performance agreements <input type="checkbox"/> Benefits of investing in proactive approaches to HS&W are valued and sometimes realised 	<ul style="list-style-type: none"> <input type="checkbox"/> Executive leadership commitment to HS&W is visible across the organisation <input type="checkbox"/> 'Officers' have a solid working knowledge of agency HS&W risks. <input type="checkbox"/> Executive members are key champions for HS&W and communicate to all staff on a regular basis as well as in day-to-day decision making <input type="checkbox"/> CEO and senior management identify HS&W outcomes as important and have integrated them into their performance agreements <input type="checkbox"/> Benefits of investing in proactive evidence-based approaches to HS&W are fully realised
Best practice systems and review	<ul style="list-style-type: none"> <input type="checkbox"/> HS&W strategies, action plans and initiatives don't exist <input type="checkbox"/> Programs for HS&W are sporadic and isolated <input type="checkbox"/> Governance systems are weak and manually driven <input type="checkbox"/> There are no incentives and recognition for good HS&W performance 	<ul style="list-style-type: none"> <input type="checkbox"/> Policies and plans address minimal obligations under the <i>Work Health and Safety Act 2011</i> <input type="checkbox"/> Reactive HS&W programs are developed after accidents/injuries/illness occur <input type="checkbox"/> Governance systems do not link HS&W <input type="checkbox"/> Incentives and recognition for good HS&W are ad hoc and exist at a local level only 	<ul style="list-style-type: none"> <input type="checkbox"/> Clear vision and strategies exist for HS&W beyond just obligation <input type="checkbox"/> Programs link to overall HS&W plan and evidence from research, audits or evaluations <input type="checkbox"/> Governance systems are embedded in the way work is done <input type="checkbox"/> Recognition for good HS&W performance exist at agency level, but not linked to agency performance measures 	<ul style="list-style-type: none"> <input type="checkbox"/> HS&W is linked to the agency's vision and values <input type="checkbox"/> HS&W strategies, action plans and initiatives result from a strong evidenced-based, including research, audits and evaluations <input type="checkbox"/> Governance systems are embedded in the way work is done and integrated across all HS&W functions <input type="checkbox"/> Incentives and recognition for good HS&W performance exist and are built into agency performance measures



1
Lagging

2
Reactive

3
Proactive

4
Leading

Agency has limited appreciation for the benefits of proactive and integrated approaches to HS&W

Agency is reactive in addressing its HS&W needs and adopts an ad hoc approach

Agency appreciates the benefits of a proactive approach and implements some integrated HS&W

Agency adopts a wholly integrated HS&W approach and embeds it into all levels of business as usual

Capability and development

- Capability development in HS&W is often cut at the expense of other priorities
- There are few (if any) HS&W programs/interventions
- Workers are not participating in development opportunities
- Limited professional development opportunities are provided for staff

- Capability is developed as a result of compliance issues or a select group, such as committee members or champions
- Programs/interventions focus on attendance and/or participation
- Workers attend programs/interventions only when mandated
- Professional development opportunities are offered on an ad hoc basis

- Capability is developed within specialist teams (HR, wellbeing, OH&S champions)
- Programs/interventions build awareness and participation
- Opportunities for development exist across a broad range of HS&W
- Workers have completed professional development plans and encouraged to think about their development and capability

- Capability is built across the organisation in a range of HS&W areas through targeted development programs
- Programs/interventions achieve behavioural change and organisational outcomes
- Professional development opportunities are aligned with the organisational needs and embedded into a learning organisation
- Proactive professional development assists in building personal and professional development and increases retention of talent

Worker engagement and participation

- Everyone sees HS&W as someone else's responsibility
- There is no recognition that a link exists between HS&W and positive workplace culture
- Workers are not engaged nor participate in HS&W discussions, needs assessment or planning
- Workers are not participating in HS&W programs

- Committees, champions and corporate teams drive the focus on HS&W
- There is some recognition for the role positive workplace culture plays in supporting HS&W
- Workers are passively engaged and participate in HS&W discussions, needs assessment or planning
- Workers participate in mandatory HS&W programs

- Leaders collaborate with the workforce to drive the focus on HS&W and encourage individual responsibility for their own HS&W
- There is recognition of the clear evidenced-based supporting links between positive workplace culture and HS&W
- Workers are engaged and participate in HS&W discussions, needs assessment and planning
- Some workers participate in HS&W programs

- Everyone is aware of and shares responsibility for their own HS&W as well as a focus on workplace and sector-wide HS&W outcomes
- A supportive culture is fostered to ensure optimal HS&W and is articulated within the agency's strategic and operational plan, and activities and actions
- All workers are proactively engaged and actively participate and initiate HS&W discussions, needs assessment and planning
- Workers at all levels actively participate in HS&W programs

Measurement and accountability

- There are no HS&W performance targets
- HS&W performance measures are not captured
- Some HS&W outcomes are measured and performance is reviewed, audited and evaluated only when imposed by an external body
- HS&W audits are not conducted
- HS&W performance* is below the sector average

- HS&W performance data is collected, but there are no targets or reporting
- HS&W performance measures are lag indicators
- HS&W performance is measured and performance is reviewed, audited and evaluated
- HS&W audits are conducted after an incident flags an issue
- HS&W performance* is at or near the sector average

- Most HS&W performance targets are set and reported to the senior executive team and in the annual performance report
- HS&W performance measures are a mix of lead and lag performance indicators
- HS&W outcomes are measured and performance is reviewed, audited, evaluated and focus on improved performance
- HS&W audits are conducted on a regular basis
- HS&W performance* is above the sector average

- HS&W performance targets are meaningful, set and reported in the annual performance report and CEO/SES contracts
- HS&W performance measures represent a balance of lead and lag performance indicators, and positively influence proactive risk management
- HS&W outcomes are measured and performance is reviewed, audited and evaluated to achieve benchmark performance
- HS&W audits are conducted proactively and drive continuous improvements
- HS&W performance* is the benchmark for the sector

*e.g. as outlined in the whole-of-sector report.