

TABLE 7.2. Stages in the Evolution of a COO/OD System

Stage	Leadership and Commitment	Standards and Procedures	Metrics
5 Continuously Improving	<p>Leadership drives the process for COO/OD to achieve the organization's safety goals</p> <p>Leadership gives visible, unconditional support with constant communication</p> <p>Employees own COO/OD processes and coach peers</p> <p>Employees believe that the organization is committed to safety via COO/OD</p>	<p>Work teams are empowered to upgrade standards and procedures</p> <p>Work teams network and share best practices across the organization</p>	<p>Leading indicators are primarily used</p> <p>New metrics are selected to reveal improvement opportunities</p> <p>Lagging indicator trends confirm ongoing improvement</p>
4 Management System in Place	<p>Leadership includes safety in its strategic plans on an equal footing with financial performance</p> <p>Leadership has clearly stated goals and constancy of purpose</p> <p>Supervisors and managers are championing COO/OD processes, empowering employees, and leading the development of team goals</p> <p>Employees are assuming leadership roles in COO/OD</p> <p>Employees believe that safety is a core value</p>	<p>A process is in place to ensure that standards and procedures are current</p> <p>Employees train others in COO/OD</p>	<p>Leading indicators are primarily used</p> <p>Lagging indicators confirm COO/OD success</p>

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3 Implementing	<p>Leadership sets goals for improving safety performance</p> <p>Leadership is actively communicating safety expectations and improvement goals to front-line employees</p> <p>Supervisors and managers execute elements of the COO/OD system on a planned timeline</p> <p>Supervisors are assuming COO/OD leadership roles</p> <p>Commitment to safety is a condition of employment</p> <p>Employee safety concerns are identified and addressed</p>	<p>A defined work process is in place for the development, maintenance, and review of standards and procedures</p> <p>Employees are involved in developing COO/OD standards and procedures</p>	<p>Leading indicators are defined and being collected, and they are being used to drive COO/OD activities</p> <p>Sites/facilities are measuring their progress in COO/OD implementation</p>
2 Program Development	<p>Leadership proactively attempts to improve safety performance by closing gaps in the safety management system</p> <p>Leadership discusses safety in meetings with managers, supervisors, and front-line employees</p> <p>Accountability for safety is discussed primarily during performance appraisals or after incidents occur</p>	<p>Standards and procedures are consistently enforced across each site</p> <p>An undocumented process exists for developing and reviewing standards and procedures</p> <p>Employee input on standards and procedures is solicited</p>	<p>Leading indicators are defined and being collected, but they are not being used to drive COO/OD activities</p> <p>Sites/facilities use audits to measure COO/OD implementation</p>

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1 Awareness Building	Employees believe that business performance is valued above safety Leadership has no specific goals for future safety performance Leadership addresses COO/OD issues in reaction to incidents	Supervisors inconsistently enforce standards and procedures – the emphasis is on results Employees rely on supervisors for standards and procedures	Lagging indicators (e.g., injury/illness rates) are used