

SAFETY CULTURE MATURITY & PREDICTIVE RISK ASSESSMENT

A PPC Insight Diagnostic for CEOs, Boards, HSE Directors & Quality Leaders

INTRODUCTION

In every high-risk organisation, the greatest danger is not the hazard you can see — it is the **silence you cannot hear**. Most serious incidents, ethical failures, and cultural breakdowns are preceded by months or years of weak signals, suppressed reporting, inconsistent leadership behaviour, and organisational drift.

This assessment was designed to help leaders **see the risks before they become events**.

Unlike traditional safety-culture surveys that measure only perceptions, this tool integrates:

- **Safety Culture Indicators**
- **Leadership Behaviour (HCRA)**
- **Psychological Safety**
- **Human & Organisational Performance (HOP)**
- **Predictive Reporting Signals**

This makes it one of the few assessments that evaluates both **current culture** and **future risk exposure**.

Why This Assessment Matters

Executives and Boards are increasingly held accountable for:

- organisational culture
- safety performance
- ethical leadership
- governance failures
- worker welfare
- operational resilience

Yet most leaders do not receive **early warning indicators** that show where their organisation is drifting toward risk.

This assessment provides a **single, integrated view** of:

- where silence exists
- where leadership behaviour is creating risk
- where reporting is breaking down
- where systems are failing
- where future incidents are most likely to occur

It is not a compliance exercise.

It is a **strategic risk-intelligence tool**.

Who Should Complete the Assessment

To ensure accuracy and depth, the assessment should be completed by:

Primary Respondents

- HSE Managers / Directors
- Quality Managers
- Operational Managers
- HR / People & Culture Leaders
- Senior Supervisors
- Site Managers
- Risk & Compliance Leaders

Optional Additional Respondents

- Union representatives
- Worker committees
- Frontline teams (selected sample)

Who Should NOT Complete It

CEOs and Board Members should **not** complete the assessment themselves — their role is to **interpret the results**, not generate them.

How Often Should It Be Done?

Recommended Frequency: Twice per year (every 6 months)

This allows leaders to:

- track cultural drift
- monitor leadership behaviour
- identify emerging risks
- measure the impact of interventions
- detect silence patterns early

High-risk industries (Mining, Energy, Construction, Healthcare):

Quarterly is recommended.

After a major incident or leadership change:

Repeat within **60 days**.

The Top 5 Indicators CEOs & Boards Must Look At First

Executives do not need to read all 30 items.

They need to focus on the **five predictive indicators** that reveal the organisation's true risk trajectory.

These five items act as a **CEO dashboard** — if these are weak, the organisation is exposed.

1. Near-Miss Reporting & Supervisor Response

If near-misses are not reported — or supervisors react defensively — the organisation is already in a **high-risk silence culture**.

Why it matters:

Every major incident begins as a near-miss that someone chose not to report.

2. Leadership Emotional Regulation & Accountability

Leaders who react with anger, blame, or inconsistency create fear — and fear creates silence.

Why it matters:

Leadership behaviour is the **single strongest predictor** of future incidents.

3. Weak-Signal Detection & Escalation

If weak signals are ignored, drift accelerates until failure becomes inevitable.

Why it matters:

Weak signals are the earliest warning signs of systemic breakdown.

4. Psychological Safety & Challenge-Up Behaviour

If employees cannot challenge decisions or raise concerns, the organisation is blind to its own risks.

Why it matters:

Silence is the most expensive risk in any organisation.

5. Ethical Leadership & Trust

If employees do not trust leadership to act ethically and fairly, they will not report problems — especially sensitive ones.

Why it matters:

Ethical failures destroy organisations faster than operational failures.

Final Message to Executives

This assessment is not about scoring well.

It is about **seeing the truth early enough to act**.

A high score indicates resilience.

A mid-range score indicates vulnerability.

A low score indicates **predictable failure** unless leadership intervenes.

The purpose is simple:

To give leaders the intelligence they need to protect people, performance, and reputation — before silence becomes costly.

SAFETY CULTURE MATURITY & PREDICTIVE RISK ASSESSMENT

SECTION 1 — REPORTING & SPEAK-UP BEHAVIOUR

No.	Assessment Item	Rating (1–5)	Rating Explanation
1	Employees report near-misses consistently and without fear.	1–5	1 = Never, 5 = Always
2	Reporting leads to improvement, not punishment.	1–5	1 = Strongly disagree, 5 = Strongly agree
3	Supervisors respond constructively when issues are raised.	1–5	1 = Defensive/punitive, 5 = Supportive/learning-focused
4	Anonymous reporting is available and trusted.	1–5	1 = Not available, 5 = Widely trusted and used

SECTION 2 — LEADERSHIP BEHAVIOUR & ACCOUNTABILITY

No.	Assessment Item	Rating (1–5)	Rating Explanation
5	Leaders model the behaviours they expect from others.	1–5	1 = Rarely, 5 = Consistently
6	Leaders take accountability rather than shifting blame.	1–5	1 = Never, 5 = Always
7	Leaders actively seek out weak signals and early warnings.	1–5	1 = Never, 5 = Always
8	Leaders respond calmly, fairly, and ethically under pressure.	1–5	1 = Rarely, 5 = Consistently

SECTION 3 — PSYCHOLOGICAL SAFETY & TRUST

No.	Assessment Item	Rating (1–5)	Rating Explanation
9	Employees feel safe to challenge decisions or raise concerns.	1–5	1 = Never, 5 = Always
10	Mistakes are treated as learning opportunities.	1–5	1 = Strongly disagree, 5 = Strongly agree
11	Teams openly discuss risks, concerns, and failures.	1–5	1 = Never, 5 = Always
12	Employees believe leadership genuinely listens.	1–5	1 = Strongly disagree, 5 = Strongly agree

SECTION 4 — SYSTEMS, LEARNING & HUMAN PERFORMANCE

No.	Assessment Item	Rating (1–5)	Rating Explanation
13	Investigations focus on systems and context, not individual blame.	1–5	1 = Never, 5 = Always
14	Lessons learned are shared across departments.	1–5	1 = Rarely, 5 = Consistently
15	The organisation proactively identifies drift and latent conditions.	1–5	1 = Never, 5 = Always
16	HOP principles are understood and applied by leaders.	1–5	1 = Not at all, 5 = Fully embedded

SECTION 5 — CULTURE, ETHICS & ORGANISATIONAL INTEGRITY

No.	Assessment Item	Rating (1–5)	Rating Explanation
17	Employees trust leadership to act ethically and fairly.	1–5	1 = Strongly disagree, 5 = Strongly agree
18	There is a lived commitment to worker welfare and wellbeing.	1–5	1 = Not evident, 5 = Strongly evident
19	The organisation encourages transparency and truth-telling.	1–5	1 = Never, 5 = Always
20	The culture supports accountability without fear.	1–5	1 = Strongly disagree, 5 = Strongly agree

SECTION 6 — PREDICTIVE LEADERSHIP & REPORTING RISK INDICATORS

(Integrating HCRA + Predictive Reporting)

No.	Predictive Indicator	Rating (1–5)	Rating Explanation
21	Leaders demonstrate emotional regulation under pressure.	1–5	1 = Reactive, 5 = Regulated and composed
22	Leaders respond consistently and fairly across all teams.	1–5	1 = Highly inconsistent, 5 = Highly consistent
23	Employees believe leaders act ethically when unobserved.	1–5	1 = Low trust, 5 = High trust
24	Weak signals (small concerns) are escalated early.	1–5	1 = Ignored, 5 = Actively escalated
25	Near-misses are investigated with curiosity, not blame.	1–5	1 = Blame-focused, 5 = Learning-focused
26	Leaders proactively ask: “What am I not seeing?”	1–5	1 = Never, 5 = Always
27	Employees feel safe challenging authority.	1–5	1 = Never, 5 = Always
28	Silence indicators (under-reporting, anomalies) are tracked.	1–5	1 = Not tracked, 5 = Actively monitored
29	Leaders demonstrate accountability for system weaknesses.	1–5	1 = Avoid responsibility, 5 = Own system failures
30	The organisation learns from weak signals before incidents occur.	1–5	1 = Rarely, 5 = Consistently

TOTAL SCORING (150 Points Maximum)

● GREEN High Maturity (120–150) Your organisation demonstrates strong psychological safety, ethical leadership, predictive risk awareness, and a learning culture. Future risk is low.	● AMBER Developing Maturity (80–119) Your organisation has strengths but also predictive vulnerabilities. Future incidents or ethical failures are possible if leadership behaviour and reporting culture are not strengthened.	● RED High Predictive Risk (0–79) Your organisation is at significant risk of: • future incidents • under-reporting • ethical breaches • leadership failures • cultural breakdown • operational surprises Immediate leadership intervention is recommended.
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EXECUTIVE INTERPRETATION (What the Score Means)

● If GREEN: You have a strong foundation. Focus on: • preventing drift • strengthening learning loops • embedding HOP deeper • leadership consistency	● If AMBER: This is the most common category. Focus on: • leadership behaviour alignment • improving reporting culture • building psychological safety • strengthening predictive monitoring	● If RED: This is a strategic and ethical risk. Focus on: • leadership intervention • culture reset • HOP implementation • ethical leadership development • rebuilding trust and transparency • predictive risk monitoring
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CEO SUMMARY TEMPLATE

Safety Culture Maturity & Predictive Risk Assessment

(For CEOs, Boards, Executive Committees)

1. Executive Overview

This assessment provides a consolidated view of the organisation's **current safety culture, leadership behaviour, and predictive risk exposure**.

It integrates 30 indicators across:

- Reporting & Speak-Up Behaviour
- Leadership Behaviour & Accountability
- Psychological Safety & Trust
- Systems, Learning & HOP
- Culture, Ethics & Integrity
- Predictive Leadership & Reporting Risk (HCRA + Predictive Reporting)

The purpose of this summary is to give executives a **clear, rapid understanding** of:

- Where the organisation is strong
- Where it is vulnerable
- Where future incidents or failures are most likely
- What leadership must address immediately

2. Overall Scores

Category	Score	Rating	Interpretation
Safety Culture Maturity Score	___ / 100	 /  / 	Current cultural strength
Predictive Risk Score	___ / 50	 /  / 	Future risk exposure
Total Score	___ / 150	 /  / 	Combined maturity + predictive risk

Interpretation:

- **Green (120–150):** High maturity, low predictive risk
- **Amber (80–119):** Moderate maturity, emerging risks
- **Red (0–79):** High risk of future incidents, ethical failures, or cultural breakdown

3. Top 5 Priority Indicators for Executive Attention

These five indicators predict **future incidents, ethical failures, or cultural deterioration**.

They are the most important signals for CEOs and Boards.

Priority Area	Indicator	Score	Risk Level	Why It Matters
1. Near-Miss Reporting & Supervisor Response	Items 1, 3, 25	—	● / ● / ●	Low reporting = high hidden risk
2. Leadership Emotional Regulation & Accountability	Items 6, 8, 21, 29	—	● / ● / ●	Leadership behaviour predicts silence
3. Weak-Signal Detection & Escalation	Items 7, 15, 24, 30	—	● / ● / ●	Weak signals show drift before failure
4. Psychological Safety & Challenge-Up Behaviour	Items 9, 12, 27	—	● / ● / ●	Silence = predictable incidents
5. Ethical Leadership & Trust	Items 17, 18, 23	—	● / ● / ●	Low trust = suppressed reporting

4. Key Strengths

Top 3 areas scoring highest:

- _____
- _____
- _____

These strengths form the foundation for cultural resilience and operational reliability.

5. Key Vulnerabilities

Top 3 areas scoring lowest:

- _____
- _____
- _____

These vulnerabilities represent **predictable future risks** if not addressed.

6. Predictive Risk Outlook (Next 12–24 Months)

Based on the combined indicators, the organisation's **future risk trajectory** is assessed as:

-  **Low Predictive Risk**
-  **Moderate Predictive Risk**
-  **High Predictive Risk**

Summary of Predictive Signals:

- Weak signals: _____
- Leadership behaviour risks: _____
- Reporting culture risks: _____
- Systemic drift indicators: _____

7. Recommended Executive Actions (Next 90 Days)

1. Leadership Behaviour Alignment

- Emotional regulation, accountability, consistency

2. Reporting Culture Reset

- Supervisor response training
- Near-miss escalation protocols

3. Predictive Risk Monitoring

- Track silence indicators
- Monitor weak signals

4. **Psychological Safety Interventions**

- Challenge-up behaviour
- Leadership listening practices

5. **Ethical Leadership Reinforcement**

- Integrity-in-Action™ principles
- Fairness and transparency practices

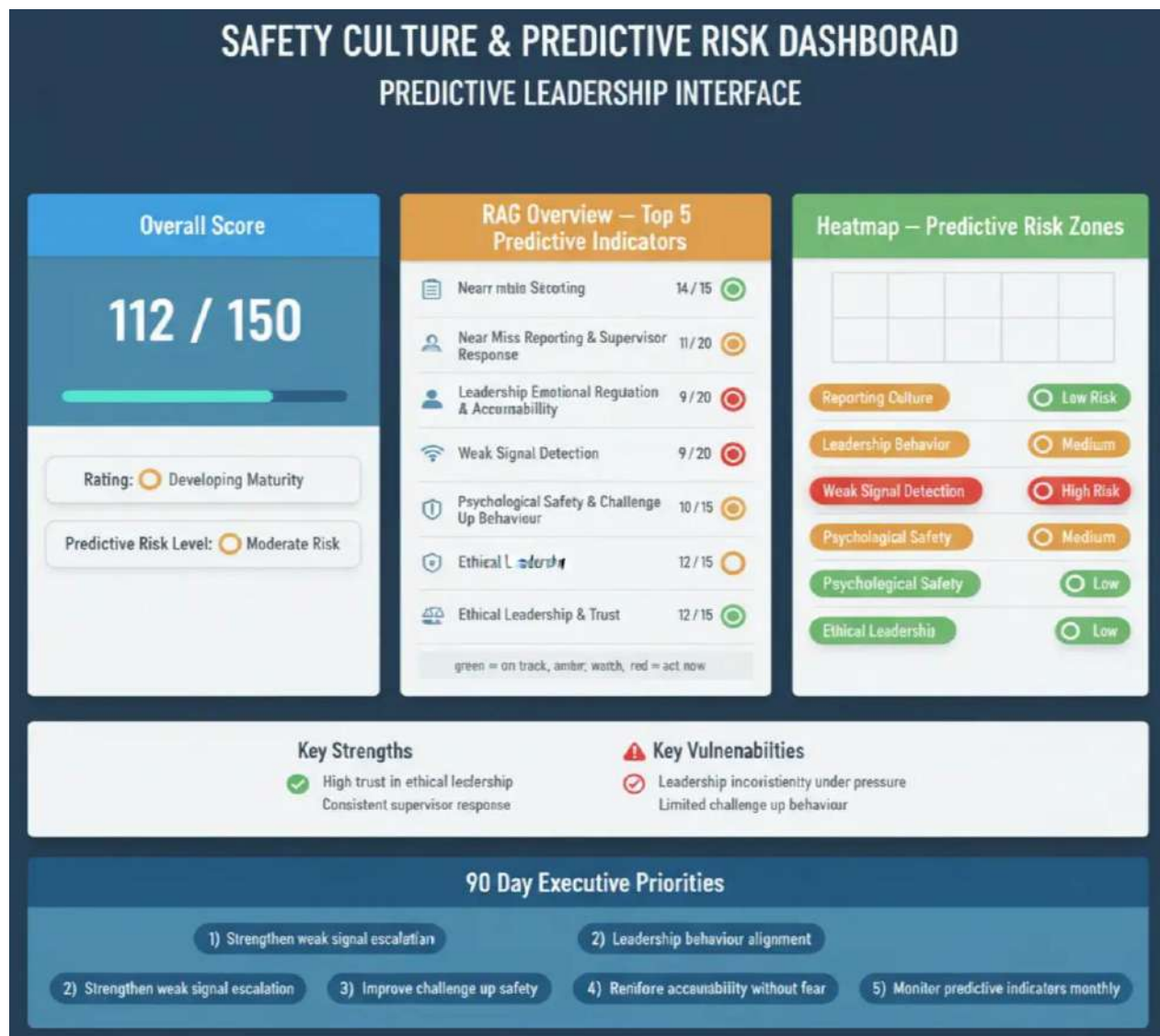
8. **CEO Closing Insight**

A strong safety culture is not defined by the absence of incidents —
it is defined by the presence of truth.

This assessment provides the visibility needed to protect people, performance, and reputation before silence becomes costly.

ONE-PAGE VISUAL DASHBOARD (EXAMPLE)

(This is a conceptual layout you can give to your designer)



RAG = Red / Amber / Green

RAG is a **traffic-light rating system** used to show the status, health, or risk level of any indicator, project, or performance metric.

● Green (G) Performance is on track. Risk is low. No intervention required.	● Amber (A) There are concerns. Performance is drifting. Risk is emerging. Leadership attention is needed.	● Red (R) Performance is off-track. Risk is high or imminent. Immediate intervention required.
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PPC INSIGHT — SAFETY CULTURE & PREDICTIVE RISK DASHBOARD

Overall Score

- **Total Score:** 112 / 150
- **Rating:** ● *Developing Maturity*
- **Predictive Risk Level:** ● *Moderate Risk*

RAG Overview (Top 5 Predictive Indicators)

Indicator	Score	RAG
Near-Miss Reporting & Supervisor Response	14 / 15	●
Leadership Emotional Regulation & Accountability	11 / 20	●
Weak-Signal Detection & Escalation	9 / 20	●
Psychological Safety & Challenge-Up Behaviour	10 / 15	●
Ethical Leadership & Trust	12 / 15	●

Heatmap — Predictive Risk Zones

Area	Risk Level
Reporting Culture	● Low Risk
Leadership Behaviour	● Medium Risk
Weak-Signal Detection	● High Risk
Psychological Safety	● Medium Risk
Ethical Leadership	● Low Risk

Key Strengths

- Strong near-miss reporting
- High trust in ethical leadership
- Consistent supervisor response

Key Vulnerabilities

- Weak-signal detection is poor
- Leadership inconsistency under pressure
- Limited challenge-up behaviour

90-Day Executive Priorities

1. Strengthen weak-signal escalation
2. Leadership behaviour alignment
3. Improve challenge-up safety
4. Reinforce accountability without fear
5. Monitor predictive indicators monthly