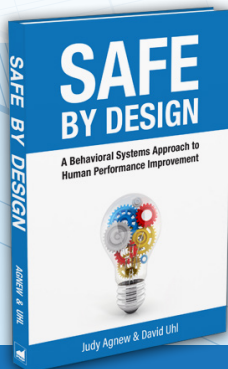


# NINE 9 SIGNS

Your Safety Management Systems Are Undermining Your Safety Culture

***Don't put good workers in bad systems!***

- 1 Measurement systems promote a reactive approach to safety.
- 2 Training or re-training is seen as the solution to all safety issues.
- 3 Incentives motivate underreporting rather than safe work.
- 4 Near misses happen but don't get reported.
- 5 Incident investigations end in blame and limited organizational learning.
- 6 Hazards either aren't reported or are reported but not addressed.
- 7 Lifesaving rules are inconsistently followed.
- 8 Safety goals fail to motivate desired performance.
- 9 Safety technology is resisted rather than embraced.



***Redesign your systems to improve safety outcomes and strengthen safety culture.***