MEASURE
your performance on key components.

STRENGTHEN
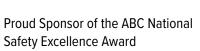and expand best practices.

BUILD
your safety culture.

2023 STEP
SUPPLIER KEY COMPONENTS

CNA

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Safety Management System
Associated Builders and Contractors

KEY COMPONENTS OF SAFETY PERFORMANCE SELF-ASSESSMENT FOR SUPPLIERS

The key components of an effective **world-class safety management system** for **suppliers** are listed below. Each component contains columns that describe four levels of safety performance. Select the column that BEST describes your company's performance. Remember, each scoring column describes a set of actions/policies that your company currently undertakes. In order to achieve a score, your safety **program must contain ALL the listed criteria.** Any scores on a STEP submission that do not match any of the four available scoring options in each of the key components for suppliers will automatically be rounded down to the nearest listed score.

What Is Total Human Health?

Total human health is focused on building a resilient workforce that is connected though relationships and engaged in performing construction work to a high standard of safety, quality and effectiveness. Traditional OSHA-required safety measures are focused primarily on the body of workers and their observable behaviors. We must look deeper into the complexity of conditions that affect the decision-making process of our workforce while performing their mission-critical tasks.

Total human health raises the bar of keeping workers safe to acknowledge and then address thoughts and preoccupying concerns that everyone experiences in daily life, incorporating:
- A whole-person approach to engage a person's body, mind, heart and soul;
- Psychological safety that is respectful and inclusive of a diverse workforce; and
- Acknowledgement of the risk of distraction and impairment and responding with appropriate care.

Why Address Total Human Health?

Our workforce is our most important resource, highly skilled and ready to build the places where America lives, works, plays, heals and prays.

The driving imperative behind total human health in our labor-intensive industry is twofold:
- Address the changing demographics of the workforce and the workforce shortage in the skilled trades; and
- Work to reduce the high suicide rate among construction workers.

Our success is directly dependent on the talent we attract and retain. Not only should we send our workforce home safely at the end of every shift, but we want our workforce to live a healthy lifestyle and enjoy the abundance that life has to offer in their careers and beyond. We must be leaders in our industry to make this happen.

TOTAL HUMAN HEALTH*

12	8	4	0
• The Employee Assistance Program is customized and includes confidential counseling. • Company provides a retirement plan with company contributions. • Company provides paid professional development opportunities or reimbursement. • Leadership utilizes metrics to measure workforce engagement in total human health activities. • Company promotes workforce engagement in and provides resources for total human health activities.	• The Employee Assistance Program includes crisis intervention services. • Company provides additional health benefits such as free biometric screenings, smoke cessation programs, flu shots or other preventable measures. • Company provides retirement and financial planning resources. • Company provides a daily huddle to promote open communication and teamwork. • Company integrates and embeds total human health activities for the workforce, such as regularly scheduled social events, community charity events and establishes various peer or employee resource groups.	• Company has taken the CIASP Suicide Prevention Pledge and the Drug- and Alcohol-Free Workplace Pledge. • Company promotes a psychologically safe culture inclusive of a diverse workforce. Normalizes conversations regarding mental health and wellness to lower stigma. • Company provides basic health insurance, paid holidays and/or PTO benefits to their workforce. • Company provides and distributes policy statements and information on all these resources through bulletins, newsletters, alerts and/or free education sessions. Additionally, awareness level information is shared via text, email, website, toolbox talks or wellness events.	• Company provides general information to the workforce regarding wellness topics and external resources.

Total Human Health will not count toward overall key component scores in 2023.

LEADERSHIP

L1. TOP MANAGEMENT ENGAGEMENT

12	8	4	0
• Owner/CEO/top management leadership directly and actively participates in the safety process • Top management instills personal accountability for safety throughout the company • Top management tracks and biannually reviews safety goals/objectives for the company • Top management solicits continuous feedback on the safety process • Top management commits resources (money, time, personnel, equipment, supplies, etc.) for the safety process necessary to achieve goals • Safety performance is assessed in everyone's performance appraisal (executives and field employees) • Top management integrates safety into every facet of company operation	• Top management participates in the safety process • Personal accountability for safety is expected, but there is little or no recourse if not demonstrated • Top management is aware of safety process goals/ objectives, but does not track progress • Top management provides the resources necessary for safety compliance	• Top management supports safety, but does not actively participate • There is little personal accountability for safety – a "just be careful" culture exists • Limited funds are provided for safety	• Top management is not involved in the safety process and demonstrates little interest in it • Safety is left to supervisory personnel to handle "as needed" • There is no accountability for safety • Little or no funding is provided for safety

L2. SAFETY POLICY STATEMENT

6	4	2	0
• Is in writing and is signed and by top management • Is explained to employees at time of new hire orientation • Explains the value of safety in the company • Commits to protecting employees, continually improving the program, involving employees in the safety process and meeting regulatory obligations • States universal accountability for safety in the company • Is posted or part of employee safety policy	• Policy exists and is in writing • Policy is not explained to employees, but most know of its existence • Explains employer's general commitment to a safe workplace • Is posted, is part of the employee safety policy or is in the company safety manual	• Policy exists, but is not posted nor in safety manual • Not explained to employees and most do not know	• No policy exists

L3. SAFETY RESPONSIBILITES

9	6	3	0
• Responsibilities for safety are clearly defined for everyone in the company, • Responsibilities include, but are not limited to, hazard and injury reporting, PPE use, safety policy compliance and all aspects of the companies safety program. • Supervisory personnel have additional responsibilities that are reviewed with them at time of hire or promotion • A policy to hold everyone accountable for safety is in place and is universally applied.	• Responsibility for safety is defined for everyone in company • Accountability for safety is not always universally applied • Explained to employees at time of new hire orientation • Is in writing and is part of employee safety policy	• Responsibility for safety rests solely with a designated safety coordinator or safety committee • Responsibilities are not in writing • All employees know is that they are responsible for "being safe" • There is little or no accountability for safety	• Responsibility for safety has not been defined within the company

L4. RESOURCES FOR SAFETY

6	4	2	0
• All safety resources (funds, time, personnel, equipment, supplies, etc.) are regularly budgeted or invested. • Return on safety investment is tracked (actual or projected) to evaluate effectiveness of resource allocation and to guide future expenditure decisions • Resource funding and expectations are explained to supervisory personnel upon hire or promotion	• Reasonable resources are budgeted or invested in safety • Supervisory personnel are generally aware of company resources available	• Minimal investments are made in safety • Money is taken from general funds as needed to react to safety needs (Regulatory mandates, OSHA fines, incidents, etc.)	• Resources are not made available for safety

L5. SAFETY PROGRAM PERFORMANCE REVIEW

6	4	2	0
• Top management reviews the safety program performance biannually • The emphasis of the review is on whether the program is producing expected results and where opportunities for improvement exist • Defined criteria exist against which performance is measured (e.g., safety surveys conducted, trainings held, incidence rates, loss ratios, progress toward annual goals, safety meetings, OSHA inspection record, prevention of recurring incidents/ hazards, employee participation, etc.) • Results are documented • Results impact safety staff and supervisor annual performance evaluations • Following each review, meetings are conducted with safety staff and supervisory personnel to discuss results and expectations	• Top management reviews the safety program annually • Some criteria exist against which performance is measured • Process is not documented • Results do not significantly affect safety staff and/or supervisor evaluations • Results are eventually discussed with safety staff and/or supervisory personnel	• Regular (pre-determined frequency) reviews of safety program performance do not occur • Limited top management involvement—mainly left to someone else (safety administrator, insurance company, etc.) • Subjective review of safety activities – mainly serves as a "year in review" and not an assessment of performance and improvement opportunity • Results may or may not be reviewed with supervisory personnel	• No review of safety program performance is performed

CULTURE

C1. EMPLOYEE PARTICIPATION

9	6	3	0
• Employees are actively engaged in the safety process (e.g., safety surveys, hazard reporting, incident investigation, safety instruction, policy development/auditing, new hire mentoring, committees, pre-planning, etc.) • Supervisory personnel are aware of these opportunities and actively encourage employee involvement • Participation opportunities are evaluated to ensure they are meaningful, necessary resources are available (time, money, staff, equipment, etc.) and potential barriers are identified and eliminated	• Opportunities for employees to participate in safety process exist, but are not specifically documented • Supervisors are provided limited training in soliciting employee participation, but nonetheless encourage involvement • Employees may be aware of opportunities, but there are no specific participation expectations • There is a limited focus on identifying and eliminating potential barriers to participation	• Employees are encouraged to participate in the safety process, but no concerted efforts are made to engage them • Employees are offered a general communication channel: "If you have any questions or concerns, speak with your foreman." • An employee suggestion/ comment process is in place	• There are no opportunities for employees to participate in the safety process

C2. SUBSTANCE ABUSE PROGRAM

6	4	2	0
• The company's safety policy explains its substance abuse program • The policy includes random, pre-employment and reasonable suspicion substance abuse testing • The policy is consistent and actively enforced • Supervisory personnel are trained in workplace substance abuse recognition • Employee substance abuse prevention education initiatives are offered • The company has an employee assistance program (EAP) • The company keeps counseling and testing records	• The company has substance abuse verbiage in the employee safety policy • Substance abuse testing is for pre-employment only • The company makes a minimal effort to enforce policy • Supervisors are trained in hazards of substance abuse on the job	• The company has substance abuse verbiage in its safety manual • Drug/alcohol testing is inconsistent • Company makes no or little effort to enforce the policy	• The company has no policy regarding substance abuse testing

C3. SAFETY PROGRAM GOAL SETTING

9	6	3	0
• A formal process is in place to annually assess or establish safety program goals • Action plans are developed, documented, and implemented to assure goals are accomplished in a timely manner • Progression of action plans are tracked, with status reports and feedback from those assigned the tasks • Top management reviews goals, action plans and status reports with staff to provide feedback, direction, and support of initiatives • Process is in place to evaluate degree of effectiveness action plan had in achieving end goal	• Safety program goals are established periodically • A plan to achieve goals has been decided, but not documented • Status of action plan is informally checked, but with no set frequency and with little follow-up or solicitation of feedback • Top management plays minor part in safety goal-setting process • No process is in place to gauge the effectiveness of the action plan in achieving end goal	• Informal or infrequent safety program goals are established • There is little or no documentation or employee knowledge of goals • No realistic action plans are developed to accomplish goals • Top management is not involved • Goals are seldom tracked, reviewed, or achieved	• There is no process of safety program goal setting

C4. SUPERVISOR SAFETY MEETINGS*

9	6	3	0

• The employer conducts weekly supervisor safety meetings
 	
• The employer begins each meeting with a safety moment
 	
• Meetings include:
  - A dedicated safety training topic, rotated weekly
  - planning discussions
  - lessons learned discussions
  - review of serious incidents
	• At least monthly, the employer conducts supervisor safety meetings
	
	• Meeting includes a status report on company safety activities
	
	• Serious incidents are reviewed
		• Supervisor safety meetings are held occasionally (less than monthly)
		
		• There is general discussion of the safety information given to supervisors
		
		• Serious incidents are usually reviewed
			• The employer does not conduct supervisor safety meetings

C5. NEW HIRE SAFETY ORIENTATION

6	4	2	0

• A documented safety orientation process is in place for all newly hired or transferred employees (i.e. who gets orientation, when, how, by whom and topics to be covered)
 	
• Safety orientation topics include, but are not limited to:
  - Explanation of employer safety commitment and expectations
  - Individual safety responsibilities and accountability
  - Personal Protective Equipment (PPE) expectations with skills demonstration (wearing harness, adjusting guards, PPE use, etc.)
  - Basic and advanced safety rules that pertain to the company's operations
  - Globally Harmonized System (GHS), (aka Hazcom)
  - Hazard, injury, and emergency reporting procedures
  - Review of substance abuse policy
  - Identity of key competent persons and their specific roles
  - Orientation platforms include, but are not limited to: instructor-led, virtual reality (VR), interactive video and other written materials
 	
• New hires are assigned a special designation or safety mentor until their orientation process is complete
 	
• New hire performance evaluation process is established to give feedback to new hires on pre-determined frequency (e.g., 30/60/90 days)
 	
• Documented records are maintained showing employee safety orientations have occurred
	• Safety orientation is given to new employees; however, the process has not been formalized
	
	• Safety orientation topics include at a minimum:
	  - Explanation of employer safety commitment and expectations
	  - Review of substance policy
	  - PPE expectations
	  - Basic safety rules that pertain to the company's operations
	  - Hazard communication
	  - Hazard, injury, and emergency reporting procedures
	
	• Process may or may not involve a special designation or safety mentor
	
	• There is no new hire performance evaluation process
	
	• Record of safety orientation, with employee signature, is maintained
		• Informal or on-the-job safety instruction is given to new hires
		
		• There is no uniform process or list of topics to cover
		
		• No documentation is maintained
			• No orientation is given to new employees

C6. EMPLOYEE SAFETY TRAINING

12	8	4	0

• Based on an annual safety training needs assessment, a database is developed and instituted (i.e., who needs what, when and who will train)
 	
• Formal safety training topics include, but are not limited to:
 	
  - Recognition and control of hazards specific to trade/work tasks (e.g., heavy equipment, forklift operations, proper lifting techniques, Globally Harmonized System (GHS, aka Hazcom), Electrical Lock Out Tag Out (LOTO) and personal protective equipment (PPE) use and inspection.)
 	
  - First Aid/CPR/AED
 	
  - Selected OSHA topics including, but not limited to, basic electrical safety, ladder/stairs, fire prevention and protection, tool safety, fall protection and prevention, etc.)
 	
  - Driver safety
 	
  - Pertinent DOT compliance and CDL annual training, where applicable
 	
• Training is conducted by competent/qualified safety instructors
 	
• Companies set minimum levels of training, annually. (OSHA refresher courses, First Aid/CPR, etc.) Offer families to participate in First Aid/CPR and allow employees opportunities to train employees. Offer safety training to anyone (position/role) within company structure
 	
• Employee training comprehension and understanding is verified and documented (e.g., test, skills assessment, etc.)
 	
• Records are kept of all training – date, attendees, topics covered and trainer
	• Safety training needs are determined each year, but a formal assessment and database are not used
	
	• Formal safety training topics include:
	
	  - Recognition and control of hazards specific to trade/work tasks (e.g., heavy equipment, forklift operations, LOTO , proper lifting techniques, Globally Harmonized System (GHS, aka Hazcom), LOTO and personal protective equipment (PPE) use and inspection.)
	
	  - First Aid/CPR/AED
	
	  - Selected OSHA topics including, but not limited to, basic electrical safety, ladder/stairs, fire prevention and protection, tool safety, fall protection and prevention, etc.)
	
	• Training is conducted by competent/qualified safety instructors
	
	• Employees are only retrained as required by OSHA and when they visibly lacking safety skills
	
	• Companies identify training by role/positions but may not have discipline to follow up or ensure employees understand the need.
		• Informal or on-the-job safety training is arranged as needed
		
		• There is no established training matrix or database
		
		• Limited or no training documentation is kept
		
		• Companies executives exempt from training classes
			• No formal safety training is provided

C7. SUPERVISOR/MANAGER SAFETY TRAINING

9	6	3	0

• All supervisory personnel receive training in:
 	
  - Company safety policy
  - Employer's supervisor safety expectations
  - First Aid/CPR/AED
  - OSHA 30 Hour General Industry Outreach Course
  - Competent person for trade/task-specific topics
  - Emergency response procedures
  - Completing an incident investigation
  - Conducting a company/office/warehouse safety inspection
  - Creating a job safety analysis
  - Key points in Leadership and Human Resources
  - Conducting effective meetings
 	
• Opportunities for professional development are offered and employees participate in annual refresher safety training
 	
• Supervisors have access to a safety subject matter expert (SME)
 	
• Dedicated training facilities are available with competent/qualified trainers
	• All Supervisory personnel receive training in:
	
	  - Company safety policy
	  - Employer's supervisor safety expectations
	  - First Aid/CPR/AED
	  - OSHA 10 Hour General Industry Outreach Course
	  - Competent person for trade/task-specific topics
	  - Emergency response procedures
	  - Completing an incident investigation
	  - Conducting a company/office/warehouse inspection
	  - Competent/qualified trainers are used
	
	• Supervisors have access to sources of safety information or knowledge
	
	• Annual refresher training is available, but not mandatory
		• Supervisory personnel receive safety training in:
		
		  - Company safety policy
		  - Employer's supervisor safety expectations
		  - First Aid/CPR/AED
		  - Competent person for trade/task-specific topics
		  - Emergency response
		  - Completing an incident investigation
		  - Conducting a company/office/warehouse
			• There is no specific training program for supervisory personnel

PROCESS

P1. INCIDENT INVESTIGATION

9	6	3	0
• Employer reviews all incidents including "good catches", (aka near-misses) and potential significant events (PSE). • Supervisors are trained in the techniques of incident investigation including, but not limited to, root cause*, casual factors and/or fault tree analysis, among others • Incidents are investigated promptly by top management and safety department personnel and a preliminary report is communicated within 24-48 hours • Reports are completed for all incidents • Documented corrective actions taken • Final incident outcomes are openly shared across the organization to improve overall safety performance	• Supervisors receive a basic level of incident investigation training • Incidents, good "catches," (aka near-misses) and potential significant events are investigated by site supervision • Reports are completed for all incidents • Remedial actions are taken to prevent recurrence of similar incidents • Employer reviews only serious incidents • Final notification of incidents is communicated to all stakeholders	• Supervisors receive little or no incident investigation training • Incidents are usually investigated by site supervision, but may be investigated by someone else • Reports are not always completed and communicated in a timely manner • Little or no attempt is made to identify causal factors or take corrective actions • Lessons learned are not shared openly across the organization	• Incidents are not investigated to determine causal factors

P2. PLANNING FOR OFFICE/WAREHOUSE SAFETY

6	4	2	0
• Project supervision and other key personnel are trained in planning for office/warehouse safety • A checklist or similar document is used to ensure a consistent and comprehensive approach to exposure evaluation and resource needs • Office/warehouse safety plans are regularly updated • Key components of the plan (including updates) are communicated with all employees before implementation	• Project supervisory personnel may have received some training in the safety planning process, but it is not required • Safety planning is required prior to start of site work • A checklist or similar document serves as a guide through the process • Safety resources are provided as needed	• There is no established procedure for project safety planning, but some planning is done • No checklist or other document is used as a guide • Safety resources are often provided only after problems or needs have been encountered	• No safety planning is done

P3. EMERGENCY RESPONSE/FIRE ELIMINATION PLAN

6	4	2	0

• Company has a comprehensive fire elimination plan (FEP) that includes the following, at a minimum:
 	
  - Training on the selection, use and maintenance of portable fire extinguishers
 	
  - Only approved flammable and combustible containers are used or allowed in office/warehouse settings
 	
  - Frequent and consistent disposal of combustible material (housekeeping)
 	
  - Evacuation, assembly point and head count procedures are published, posted, and communicated
 	
  - Compressed gas (if used) is handled, stored, and used per manufacturer's recommendations
	• Company has fire elimination plan (FEP) that includes the following, at a minimum:
	
	  - Training on the selection, use and maintenance of portable fire extinguishers
	
	  - Evacuation, assembly point and head count procedures are published, posted, and communicated
	
	  - Compressed gas (if used) is handled, stored, and used per manufacturer's recommendations
	
	• Evacuation procedures are established, but not consistently communicated
		• Company has fire elimination plan (FEP) that includes the following, at a minimum:
		
		  - Annual safety meeting and demonstration of how to use a fire extinguisher
		
		  - Informally communicated, but not documented, evacuation and head count procedures
			• No Emergency Response/FEP exists

P4. TASK-SPECIFIC SAFETY PROCESS*

6	4	2	0

• A task-specific safety process has been established and is consistently used across the company
 	
• The process is reviewed annually by top management
 	
• All personnel are trained in using the process
 	
• Each task is reviewed separately, and the process is complete when outcomes are explained to the employees and employees confirm understanding of the work hazards and mitigation process.
 	
• Change of conditions require work to be stopped, the process is reviewed and altered to complete the work safely
 	
• Policy includes, at a minimum, the following;
  - definition of scope of work
  - hazard analysis and control methods
  - continuous improvement provisions
	• A process exists and is utilized by the company
	
	• Supervisory personnel have received training on completing the task-specific planning process
	
	• The plan is completed prior to the start of onsite operations
	
	• When conditions change the plan is reviewed for corrections
	
	• Employees have read, understood, and signed off on the process
		• A policy exists but is not consistently utilized by the company
		
		• A plan exists but is only completed for high- hazard/risk operations
		
		• Forms are not reviewed after the work is completed
			• No task-specific plan exists

P5. SAFETY RULES

9	6	3	0

• Safety rules are:
  - In writing and are part of the employee safety policy
  - Explained to employees at time of new hire orientation
  - Clear, concise, and easy to understand
  - Specific to trade and/or scope of work operations
  - Enforced equally among all employees
  - Regularly updated to reflect change in company policy and/or regulation
	• Safety rules are:
	  - In writing and posted, but not necessarily in the employee safety policy
	  - Explained to employees at one time or another
	  - Specific to trade and/or scope of work operations
	  - Usually enforced equally among all employees
	  - Periodically updated to reflect change in company policy and/ or regulation
		• Some general safety rules exist, but they are not posted or reviewed with employees
		
		• Rules that do exist are boilerplate rules and are not necessarily specific to the company's trade and/or scope of operations
		
		• Safety rules are not regularly enforced
		
		• Safety rules are rarely reviewed or updated
			• There are no safety rules

P6.EMPLOYEE SAFETY MEETINGS

6	4	2	0
• Employee safety meetings are held daily • Non-salaried/hourly eemployees routinely lead the talks • The highest-level supervisors/managers are present and participate in the talks • Top management occasionally attends and participates • Attendance and topics are documented	• Employee safety meetings are held weekly • Attendance and topics are documented • Supervisors/managers actively solicit employee participation (e.g., volunteer to present talk, share experience, Q&A, etc.) • The highest-level supervisors/managers are present and participate • Top management occasionally attends	• Attendance and topics are documented • Employees are encouraged to participate	• Employee safety meetings are not held or held only occasionally (less than once per month)

P7. SAFETY INSPECTIONS

9	6	3	0
• Monthly office/warehouse safety inspections are conducted by key managers • Weekly office/warehouse safety inspections are conducted by supervisors • Daily jobsite safety inspections are conducted by first line supervisors or employees • Inspection is documented, along with assignment of responsibility and expected completion date • Potentially serious safety issues are corrected immediately • Less serious safety issues are corrected promptly • Follow-up process to confirm action taken and that it is producing expected results	• Quarterly jobsite safety inspections are conducted by key manager(s) • Monthly jobsite inspections are conducted by supervisors • Inspection is documented, along with assignment of responsibility and expected completion date • Potentially serious safety issues are corrected immediately • Less serious safety issues are corrected promptly	• Informal inspections (walk-through) are made by supervisors • There is no documentation or follow-up • Safety issues are corrected, in a timely, unspecified manner	• No inspections are conducted

P8. USE OF PERSONAL PROTECTIVE EQUIPMENT (PPE)

9	6	3	0
• Company has a written PPE policy • Company conducts an annual PPE needs assessment that is documented • Company continually invests in new and updated PPE, as needed • Processes are instituted by which the suitability and effectiveness of PPE is evaluated • Employees are informed of PPE requirements for each job • Employees are trained, prior to use, in PPE selection, inspection, use and care • PPE refresher training is conducted at least annually • Company PPE policy is consistently and universally enforced	• The company has a written PPE policy • Employees are informed of PPE requirements for each job • Employees are trained in PPE selection, inspection, use and care • Company PPE policy is consistently and universally enforced	• A PPE policy exists, but is rarely enforced • PPE is provided, and its use encouraged • Some training on PPE use is provided • Company PPE policy is enforced inconsistently	• No PPE policy exists and use of PPE is left to the discretion of each employee

P9. RECORDKEEPING AND DOCUMENTATION

6	4	2	0
• The company maintains accurate and current records and documents for: - OSHA injury and illness records (reports, 300 logs and 300A summary log) - Safety training, including verification of learning (test, skills evaluation, etc.) - OSHA-required written programs - Employee safety policy - Incident investigations, "good catches", (aka near misses) and potential significant events - Equipment inspections are documented - Office/warehouse inspections/surveys, including verification of action taken - Safety orientations - Safety planning - Loss run analysis - Employee exposure and monitoring data and reports	• The company maintains records and documents for: - OSHA injury and illness records (reports, 300 logs and 300A summary log) - Safety training - OSHA-required written programs - Employee safety policy - Incident investigations, "good catches" (aka near misses) and potential significant events - Safety inspections/surveys - Equipment, including mobile equipment	• The company maintains minimal records, which may or may not be up to date: - OSHA injury and illness records (reports, 300 logs and 300A summary log) - Basic safety policy	• No records are kept for safety-related activities or policies

RESULTS

R1. LEADING INDICATORS

6	4	2	0
• Top management reviews leading indicator data monthly • Leading Indicators are defined; are not post injury related • Leading indicator data is collected daily and inputted into a format (e.g., spreadsheet, safety app) for analysis • Company reviews leading indicator data weekly • Leading indicator data is analyzed for trends against previous week(s) • Company reviews leading indicator data weekly and adjust work practices accordingly • Company has identified a minimum of four leading indicators	• Leading indicators are defined; are not post-injury related • Leading indicator data is collected weekly and inputted into a format (e.g., spreadsheet, safety app) for analysis • Company reviews leading indicator data monthly • Company has identified a minimum of two leading indicators that are not injury related	• Leading indicator data is collected monthly • Company has identified a leading indicator that is not injury related	• No process in place to track leading indicators

R2. TRAILING INDICATORS (REVIEW OF CLAIMS AND KEY SAFETY RATES)

6	4	2	0
• Key company personnel are trained to know the meaning and relevance of key safety performance indicators (KSPI) e.g., EMR, TRIR, DART • Employer regularly reviews claims, claim costs, and claim trends to gauge impact on company and guide resource allocation	• Key company personnel are familiar with KSPI's, but may not fully understand meaning or relevance • Employer reviews claims with insurer as part of workers' comp policy renewal process	• Key company personnel are not familiar with KSPI's	• KSPI are unknown

*See Definitions