	4. Laboratory Safety											
	Basic			Developing			Advanced			Leading Edge		
	1	2	3	4	5	6	7	8	9	10	11	12
Strategic Direction	The NPHI recognizes the importance of laboratory safety but has not made this a priority.			The NPHI has begun to prioritize laboratory safety and includes funding for safety in its budget requests.			The NPHI considers laboratory safety a priority. All laboratory managers are responsible for ensuring the health and safety of their workers.			Leaders make laboratory safety a high priority; this is demonstrated by incorporating laboratory safety into all relevant planning efforts and substantial commitment of resources.		
Systems	The lab has not systematically implemented safety guidelines. It has no specific procedures for reporting laboratory hazards, injuries, or exposures, and these are rarely reported unless the person needs medical attention.			The NPHI has health and safety guidelines and standards that cover many areas, but they are not always easy for staff to access. Procedures for reporting laboratory hazards, injuries, and exposures are in place, but they are rarely followed.			The NPHI has formal health and safety guidelines and SOPs, which are easily accessible to staff. Systems are in place for routine checks of laboratory equipment and environments that may be of concern. Staff report virtually all hazards, injuries, or exposures through formal systems.			Systems are in place to ensure compliance with guidelines. An emphasis is placed on instituting systems that rely on engineering rather than human behavior change.		
Resources	Buildings are run-down and some laboratories are in spaces that are not appropriate for that use. Equipment is rarely tested for safety, and when problems are found, they are not fixed because of lack of parts or skilled technicians. Personal protective equipment is intermittently available.			Some buildings have structural problems that may result in hazards. Equipment often malfunctions, sometimes rendering it less safe to use. Personal protective equipment is often lacking. As new equipment is purchased and new activities started, efforts are made to include maintenance contracts and budget for personal protective equipment.			The NPHI's laboratory facilities are appropriate to the work being conducted. Laboratory equipment is in good working order and adequate personal protective supplies are available.			The NPHI's laboratories use state-of-the-art design to minimize the potential for risks to workers, as well as to provide for worker comfort. To the extent possible, dangerous activities are automated, reducing the opportunity for injuries or exposure to hazards.		
Quality	Because equipment is often not working right, staff do workarounds that may be less safe (e.g., working without a hood). Injuries and exposures to chemicals or organisms occur on a regular basis.			The NPHI offers some training on laboratory safety, which is reducing some unsafe practices and increasing recognition of hazards. Fewer staff are being injured or exposed to chemicals or organisms.			All laboratory staff receive periodic training in laboratory safety, and have safety as a component of their personnel evaluations. Injuries and exposures are uncommon; when they occur, staff immediately take appropriate actions. Each such event is investigated so future events can be prevented.			Injuries and exposures in the laboratory are exceedingly rare. Every event triggers a comprehensive evaluation that includes attempts to identify prevention measures that do not rely on behavior change (e.g., engineering solutions).		
Engagement	Staff are often concerned about their health and safety on the job and feel that the NPHI is not taking adequate steps to keep them healthy and safe.			Staff are beginning to take responsibility for ensuring safe conditions and practices, including asking leadership for safety-related training, equipment, and supplies. Staff recognize leadership's increasing investment in laboratory safety, but they remain frustrated with conditions.			Staff often proactively identify potential risks and suggest solutions. Leadership and staff share a commitment to safety and work together to resolve issues.			Staff and leadership are engaged in helping ensure the laboratory is a safe, healthful place to work. Staff are encouraged to think broadly about how to improve laboratory safety, productivity, and well-being of workers, through changes in laboratory design, workflow, equipment, etc.		
Impact	Unsafe conditions persist for extended periods of time and impact the health and safety of NPHI staff. Some staff have become sick or injured on the job.			More of the NPHI's laboratories are meeting generally accepted standards for safety. Injuries or exposures requiring medical attention occasionally occur.			There are few injures or harmful exposures in the laboratory. Those that occur are reviewed, and changes are made to prevent such incidents in the future.			The NPHI's program is a model for laboratory safety. The design of the laboratories and its systems, engagement of workers, and efforts to continuously improve result in an outstanding record regarding safety, and high job satisfaction and productivity.		

The Staged Development Tool (SDT) for NPHIs was developed by the U.S. Centers for Disease Control and Prevention (CDC) and the International Association of National Public Health Institutes (IANPHI) with the assistance of a consultative group of National Public Health Institute (NPHI) leaders from around the world.