

Health and Safety Attitude Survey

We believe that one of the most important aspects of our operations is to provide a safe and healthy work environment for all employees. To help us accommodate this goal, we ask your cooperation in completing the following survey by circling the appropriate number or response after each question you answer.

1 - Strongly Agree 2 - Agree 3 - Disagree 4 - Strongly Disagree

Additional comments are encouraged. Thank you for your cooperation.

Organization _____ Department: _____

Name (Optional): _____

- 1) Management visibly demonstrates an interest in the safety and health of their employees. 1 2 3 4
Comments: _____

- 2) My immediate supervisor shows interest in the safety and health of the employees in my area. 1 2 3 4
Comments: _____

- 3) I feel my department is flexible in adjusting work assignments according to employee safety considerations. 1 2 3 4
Comments: _____

- 4) The proper personal protective equipment (i.e. safety glasses, gloves, etc.) for my job is always available. 1 2 3 4
Comments: _____

- 5) Identified safety and health concerns or hazards are addressed or corrected in a timely manner 1 2 3 4
Comments: _____
Comments: _____

- 6) The health and safety rules of this organization have been clearly explained to me. 1 2 3 4
Comments: _____

- 7) Workplace accidents and/or near misses are sometimes not reported. 1 2 3 4
Comments: _____

- 8) My supervisor often observes my work practices for the purpose of protecting my safety and health. 1 2 3 4
Comments: _____

- 9) My supervisor/department conducts periodic and effective safety meetings. 1 2 3 4
Comments: _____

- 10) The health and safety training program offered by my organization meet my needs. 1 2 3 4
 Comments: _____

- 11) If I saw another employee committing an unsafe practice, I would say something directly to him or her. 1 2 3 4
 Comments: _____

- 12) If I have a concern about health and safety, and my supervisor is not available, I know whom to contact. 1 2 3 4
 Comments: _____

- 13) Health and safety is a high priority when I am performing my job responsibilities. 1 2 3 4
 Comments: _____

- 14) Rewards and positive feedback are a good way to increase health and safety awareness levels. 1 2 3 4
 Comments: _____

- 15) I know what to do in case of an emergency (i.e. fire, tornado, chemical spill, etc.). Yes_____ No_____
 Comments: _____

- 16) Safe operating procedures (SOP's) for using equipment/machines are reviewed and revised as necessary. 1 2 3 4
 Comments: _____

- 17) I have opportunities to provide input into the health and safety program. 1 2 3 4
 Comments: _____

- 18) Health and safety inspections of my work area/department are conducted at regular intervals. 1 2 3 4
 Comments: _____

- 19) The Health and Safety Committee is an active and results oriented group. 1 2 3 4
 Comments: _____

- 20) All new employees are properly trained in health and safety rules and work practices. 1 2 3 4
 Comments: _____

- 21) I report every workplace injury or illness to my supervisor that I sustain, regardless of severity. 1 2 3 4
 Comments: _____

- 22) I know the name of my organization's safety coordinator and how I can contact him or her? Yes_____ No_____
 Comments: _____

Safety Culture Scoring Sheet

Name (optional):						
Department: <input type="checkbox"/> ADM <input type="checkbox"/> ENG <input type="checkbox"/> CSO <input type="checkbox"/> POD						
Staff Level: <input type="checkbox"/> Employee <input type="checkbox"/> Supervisor/Superintendent <input type="checkbox"/> Manager/Director						
Row	Summary Description of Dimension	Pathological	Reactive	Calculative	Proactive	Generative
1.	Communicating safety issues with the workforce	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Commitment level of workforce	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Rewards for good safety performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	What does management think causes accidents?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Balance between safety and productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	Contractor management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	Are workers interested in competency?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	Size and status of the Safety Division	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	Safety planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	Work-site safety management techniques	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	What is the purpose of safety procedures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.	Incident/Accident reporting and analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.	Hazard and Unsafe Act reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.	What happens after an accident?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.	Who checks safety issues day to day?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16.	How do safety meetings feel?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17.	Audits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18.	Benchmarking, trends and statistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	PATHOLOGICAL	REACTIVE	CALCULATIVE	PROACTIVE	GENERATIVE
1. Is management interested in communicating HSE issues with the workforce?	Management only communicates safety issues by telling workers not to cause problems.	After incidents, 'flavor of the month' safety messages are passed down from top management. Any interest gets less over time as things get 'back to normal'.	Management shares a lot of information with workers and has frequent safety initiatives. Management does a lot of talking but is not really listening.	There is a two-way process of communication about safety issues in place. Asking as well as telling goes on.	There is frequent and clear two-way communication about safety issues in which management gets more information back than they provide. Everyone knows when there is an incident.
2. Commitment level of workforce and level of care for colleagues	"Who cares, as long as we don't get caught". Individuals look after themselves.	"Look out for yourself" is the rule. Public statements about caring for colleagues are made just after accidents by both management and workforce. This emphasis fades away after a period of good safety performance.	Management's increasing awareness of the costs of failure spreads down the organization. People know what to say about safety but do not always do what they say.	The staff feels proud of its safety performance and wants to do better. People care for other people and the environment.	Levels of commitment and care are very high at all levels. They are driven by employees who show passion about living up to their high personal standards. It is seen as a family tragedy if someone gets hurt.
3. What are the rewards for good safety performance?	No rewards are given or expected for good safety performance – staying alive is reward enough. There are often punishments for failure.	There are punishments for poor safety performance. Rewarding positive behavior is not common.	Good safety performance is said to be very important. Safety awards such as t-shirts or baseball hats are made. There are safety competitions and quizzes. Incident rates are used when evaluating performance.	Good safety performance is rewarded and considered in promotion reviews. Staff appraisal is based on carrying out the right process as well as not having incidents.	Recognition of good safety performance is seen as being of high value. Good performance motivates people without them needing extra rewards.
4. Who causes accidents in the eyes of management?	Individuals are blamed and it is believed that accidents are part of the job. Those directly involved in accidents are held responsible for them.	There are attempts to remove 'accident-prone' individuals. It is believed that accidents are often just bad luck. Management considers the lowest levels of the organization the cause of problems.	Faulty machinery, poor maintenance and people are seen as the cause of incidents. There are attempts to reduce exposure to hazards. Accidents are blamed on 'the system'.	Management looks at the whole safety system including processes and procedures when considering accident causes. They admit that management must take some of the blame.	Blame is not an issue. Management accepts responsibility when assessing what they personally could have done to remove underlying causes. They take a broad view of safety, looking at the overall interaction of systems and people.
5. Balance between safety and productivity	Productivity is the only concern. Safety costs money and the only important issue is avoiding extra costs.	Saving money by cost-cutting is important but money is spent to make the safety improvements to comply with legal requirements. Continuing operations is priority number one.	It is not clear how safety and productivity are balanced. Line staff spends most time on operational issues. Line managers know how to say the right things, but do not always do what they say they should do, especially if it costs money.	The organization tries to make safety a top priority while understanding that it contributes to productivity. The organization is quite good at combining productivity and safety and accepts delays to get contractors up to safety standards.	Management believes that safety improves productivity, so balancing safety and productivity is a non-issue. The organization's plans include time and resources to get contractors up to safety standards.

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6. Contractor management	Contractors are expected to get the job done with minimum effort and expense. Safety problems are entirely the responsibility of the contractor.	Contractor safety management becomes important after an incident. The most important issue when selecting a contractor is price but safety performance is also considered when selecting contractors.	Contractors have to meet extensive pre-qualification requirements based on questionnaires and statistics. Safety standards are lowered if no contractor meets the requirements. Contractors have to get up to standard using their own resources.	Contractor pre-qualification requires proof that there is a working safety-management system. There are joint organization-contractor safety efforts and the organization may help with contractor training.	No compromises are made for contractor safety capability. Solutions to safety problems are found together with contractors. Postponement of the job until safety requirements are met is accepted.
7. Are workers interesting in training?	Workers don't mind exchanging a harsh working environment for a couple of hours of training off the job. Safety training is seen as a necessary evil; they attend training when it is required by law.	Training is aimed at the person (i. e. "if we can change their attitudes, everything will be all right"). After an incident, some extra money is made available for specific training programs but the effort decreases over time.	Competence matrices are present and lots of standard training is given. Knowledge acquired in classes is tested. Employees are keen to show they have attended all the necessary courses. There is some on-the-job transfer of training to other workers.	Leadership fully acknowledges the importance of tested skills on the job. The workforce is proud to demonstrate their skills in on-the-job assessment. Some training needs are identified by the workforce.	Interpersonal skills are as important as technical knowledge. Competence development is seen as a never-ending process. The workforce asks for training and forms an integral part of the process.
8. What is the size/status of the Safety department?	If there is a safety department, it consists of one person or a small staff within HR.	The safety department is small and has little power. The staff is always on call but usually very much in the background. Safety personnel are seen as a police force.	The safety department is large with some status and power and mainly analyzes statistics. The safety manager reports to a Director who reports to the General Manager.	Safety is seen as an important job. Safety advice is appreciated by the line. All senior people in operations must have safety experience. The safety manager reports directly to the General Manager.	Safety responsibilities are distributed throughout the organization. If there is a safety department, it is small but powerful, having equal status with other departments.
9. Safety Planning	There is no safety planning and little planning overall. Work planning concentrates on the quickest and cheapest completion of the job.	Safety planning is based on what went wrong in the past. There is an informal work planning process focused on managing the time taken for a job.	There is a lot of emphasis on hazard analysis and work permits. There is little use of feedback from incidents to improve planning. People believe that 'the system' works well and will prevent incidents.	Work and safety issues are integrated in planning. Plans are followed through and there is some evaluation of the effectiveness of the planning by supervisors and line management.	There is a thorough planning process with both anticipation of problems and review of the process. Employees are trusted to do most planning. There is less paper, more thinking, and the planning process is well-known and discussed.
10. Work site job safety techniques	Work site job safety techniques are not used. Workers must look out for themselves.	After accidents, a standard worksite hazard management technique is brought in. There is little systematic use of such techniques after their initial introduction.	A commercially available job safety technique is introduced to meet the requirements of the management system. Having this technique leads to little action. Numbers of reports are used to show that the system is working.	Job safety analysis and job safety observation techniques are accepted by the workforce as being in their own interest. They think these methods are standard practice. Workers and supervisors tell each other about hazards.	Job safety analysis as a work-site hazard management technique is often used during a defined process.

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11. What is the purpose of procedures?	The organization makes safety procedures only when really necessary. They are seen as limiting people's activities in order to avoid lawsuits or harm to assets.	The purpose of safety procedures is to prevent individual incidents from happening again. They are often written in response to accidents and their overall effect may not be considered in detail.	There are many safety procedures serving as barriers to prevent incidents. Some safety procedures are replaced by training and competency requirements.	Safety procedures spread best practice but are seen as occasionally inconvenient by a competent workforce. Efforts are made to remove rules and procedures that are hard to follow.	There is trust in employees that they can recognize situations where the rules should be challenged. Non-compliance with safety procedures goes through clearly defined channels. Procedures are continuously refined for efficiency.
12. Incident/accident reporting investigation and analysis	Many incidents are not reported. Investigation only takes place after a serious accident. Analyses do not consider human factors or go beyond legal requirements. The priority is to protect the organization and its assets.	There is an informal reporting system and investigation of incidents is aimed only at immediate causes with a paper trail to show an investigation has taken place. Investigation focuses on finding who is guilty. There is little systematic follow up and previous similar events are not considered.	There are incident investigations producing lots of data and action items but opportunities to address the real issues are often missed. Follow-up concentrates on local issues. Remedial actions concentrate on training and procedural solutions.	There are trained incident investigators with systematic follow up to check that required changes have taken place and been maintained. Reports are sent out organization-wide to share lessons learned. There is little creativity in finding how the underlying issues could affect the organization.	Investigation and analysis is driven by a good understanding of how accidents happen. Issues are identified by aggregating information from a wide range of incidents. Follow up is systematic, to check that change occurs and is maintained.
13. Hazard and unsafe act reports	There are no hazard or unsafe act reports.	Reporting of hazards and unsafe acts is simple and factual. Focus is on determining who or what caused the situation. The organization does not track what actions are taken after the reports are submitted.	Hazard and unsafe act reports follow a fixed format for categorization and documentation of observations. The number of reports is what counts. The organization requires completed forms without blank spaces. Management sets goals based on the number of reports made.	Hazard and unsafe act reporting looks for 'why' rather than just 'what' or 'when'. Quick submission of reports is normal. Management sets goals for quality of reports and follow up recommendations.	All levels of the organization actively access and use the information generated by hazard and unsafe act reports in their daily work.
14. What happens after an accident? Is the feedback loop being closed?	After an accident, the focus is on the employees involved. The priority is to limit damage and get back to work.	Line management is annoyed by 'stupid' accidents. After an accident, investigation reports are not passed up the line if it can be avoided. Warning letters are sent by management.	Employees report their own incidents but maintain distance with contractor incidents. Top management gets angry when they hear of an incident as it may affect statistics.	Management is disappointed but asks about the well-being of those involved. Investigation focuses on underlying causes and the results are fed back to the supervisory level.	Top management is seen among the people involved directly after an incident. They show personal interest in individuals and the investigation process. Employees take accidents involving others personally.

	PATHOLOGICAL	REACTIVE	CALCULATIVE	PROACTIVE	GENERATIVE
15. Who checks safety on a day-to-day basis?	There is no formal system for checking for safety problems on a daily basis. Individuals are supposed to take care of themselves.	There is a reliance of outside experts to spot problems. Superficial checks are performed by line supervisors or management when they are visiting, mostly after incidents or inefficiencies. There is no formal system for follow up.	Site activities are regularly checked by workers for safety issues but not every day. Inspections aim to check that the procedures are being followed.	Supervisors encourage work teams to check safety for themselves. Managers doing walk-arounds are seen as sincere. Internal cross-inspections (i. e. between departments) take place and involve managers and supervisors.	Everyone checks for safety hazards, looking out for themselves and their coworkers. Supervisor inspections are largely unnecessary.
16. How do safety meetings feel?	Safety meetings, if they happen at all, are seen as a waste of time. They are run by the boss or a supervisor and are felt to be a formality.	Safety meetings are poorly attended and unpopular with the workforce. They provide opportunities to blame people for incidents, and form a standard response to an accident. Tailgate meetings may be dominated by non-work issues.	Safety meetings are seen as standard practice but offer limited interaction between supervisors and workforce. The regularly scheduled meetings are highly structured. Tailgate meetings are run on a strict agenda.	Safety meetings feel like a genuine forum for interaction across the organization. At lower levels all meetings are safety meetings and are used to identify problems before they occur.	Safety meetings can be called by any employee and take place in a relaxed atmosphere with managers attending by invitation. Tailgate meetings are short and focused on ensuring everyone is prepared for any problems that might arise.
17. Audits and Reviews	There is unwilling compliance with statutory safety inspection requirements. Audits are mainly financial. Safety audits are unstructured and occur only after major accidents.	People accept safety audits as inescapable, especially after serious or fatal accidents. There is no schedule for audits and reviews, as they are seen as punishment.	There is a regular, scheduled safety audit program. It concentrates on known high-hazard areas. Managers are happy to audit others but being audited is less welcome.	There is an extensive audit program including cross-auditing within the organization. Managers and supervisors realize that they may not be best able to judge and welcome outside help. Audits are seen as positive, even though they are painful.	Safety aspects are integrated in the audit system that runs smoothly with good follow up. There is continuous informal searching for non-obvious problems, with outside help when needed. Audits focus on behaviors as well as hardware and systems.
18. Benchmarking, trends and Statistics	There is compliance with statutory safety reporting requirements but little more than that. Benchmarking is only applied to finance and production.	Management worries about the cost of accidents and the organization's rank among other agencies. Statistics report the immediate causes of accidents.	Benchmarking occurs on a wide variety of industry safety data. Managers display lots of data publicly throughout the organization. There is a focus on current problems that can be measured objectively and summarized using numbers.	Benchmarking is against others in the same industry and is driven by management. Management looks for leading indicators, analyzes trends, understands them and uses them to adapt strategy. Explains findings to supervisors.	Benchmarks outside the industry using both hard (outcome) and soft (process) measures. All levels of the organization are involved in identifying action points for improvement.