

**Please note:** Questions marked in yellow are not asked from employee-level respondents.

## Safety culture maturity model

### Instructions

There are four response options for each question. The first one describes an undeveloped and the fourth describes a sophisticated level of safety culture.

You should choose the response option which best illustrates the status in your organization. When going up on the evaluation scale all the aspects described at the lower levels must be fulfilled. When there is more than one criterion in the description, all the criteria must be fulfilled in order to reach the level in question. Be as realistic as possible and use your overall impression of your workplace. If you consider that you cannot evaluate some of the aspects, you may skip the question.

The questions of this survey examine the state of safety culture in your organization. In this survey, safety refers to health and safety at work (both physical and psychosocial health and safety).

### Background information

How long is your work experience with your present employer?

	1 year –		5 years –	
Below 1	less than	3 years – less	less than	10 years
year	3 years	than 5 years	10 years	or more

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What of the following alternatives best describes your present work?

- Top management
- Middle management
- Supervisor
- Safety expert or manager
- Employee in administration
- Other employee

### Communication

#### 1. Supervisors' interest to communicate safety issues with the work force

- Supervisors communicate safety issues to employees only after a serious accident. Any interest diminishes over time as things get "back to normal".
- Supervisors do a lot of talking with employees but there are only a few opportunities for bottom-up communication.
- Supervisors realise that dialogue with the employees is desirable and so a two-way process is in place. Asking as well as telling about safety issues goes on.
- There is a definite two-way process in which supervisors get more information back than they provide. The communication process is effective and transparent.

## 2. Organisation's way to share safety related information

- Safety information is posted on a notice board or on company website.
- Safety information is shared regularly by safety newsletter or group e-mail.
- In staff meetings, safety is regularly addressed to generate open discussion about safety.
- Extensive use of technology e.g. CEO safety blogs. There are both formal and informal communication channels for raising safety concerns in the organization - up to the highest level if necessary.

## 3. Attitudes towards safety communication in the organization

- Safety communication is seen as a waste of time in the organisation.
- Safety communication is recognised to be important by the managers, but the employees are not interested.
- There is an open channel of communication between managers and the employees, because both of them consider safety related issues relevant.
- Safety communication is recognised to be important for culture change by the managers and the employees.

## 4. Overall, how satisfied are you with the attitudes towards safety-related communication in your organization?

- Very dissatisfied
- Dissatisfied
- Neither dissatisfied nor satisfied
- Satisfied
- Very satisfied

## Training

### 5. Training of supervisors

- Supervisors receive no safety training.
- Supervisors receive basic safety management training (including responsibilities of managers under safety policy and legislation).
- Supervisors receive safety leadership training.

- Supervisors' safety management and leadership skills are evaluated and developed based on their individual needs.

## 6. Training of employees

- Employees are provided with task-specific legally required safety training.
- Employees receive safety induction that include legislation and company safety policy.
- Employees are trained in how to participate in safety development, e.g. identifying hazards, making hazard reports and conduct observations.
- Employees are trained also to conduct positive safety observations and provide (and receive) feedback.

## 7. Employees' attitudes towards training

- Training is seen as a necessary evil. Training is attended only when it is compulsory.
- After an accident there is an increase in the interest in safety training. Interest in training diminishes over time.
- Employees are interested to attend safety training even when there have not been any unusual accidents. Training needs start to be identified by the employees.
- The employees are proud of their safety expertise. Needs of safety training and safety expertise are identified by the employees.

## 8. Supervisors' attitudes towards training

- Employees are assigned to safety activities based on their availability, rather than on having training or relevant experience.
- After an accident money is made available for specific training programmes. The training effort diminishes over time.
- Supervisors consider it important that the skills of employees are mapped and lots of standard training courses are given. Acquired course knowledge is tested.
- Supervisors fully acknowledge the importance of tested skills on the job. Issues like attitudes become as important as knowledge and skills. Development is seen as a process rather than a one-off event.

## 9. Systematism of the training

- There are no clear objectives for the training. Courses are given after an accident without further planning or skill evaluation.
- There are clear objectives established for training programs, but there is little knowledge about quality or the impact of the training.
- There is a mechanism in place to ensure that the scope, content, quality, and quantity of the training programs are adequate.
- After a well-planned and well executed training program, feedback is gathered from the trainees and it is utilized in developing the training program.

## 10. Overall, how satisfied are you with safety training and its requirements in your organization?

- Very dissatisfied

- Dissatisfied
- Neither dissatisfied nor satisfied
- Satisfied
- Very satisfied

## Organisational learning

### 11. Existing system for reporting incidents and safety suggestions

- There is a system which allows the employees to inform only the serious incidents occurred in the organisation.
- There is a system which allows the employees to inform all the incidents occurred in the organisation.
- There is a system which allows the employees to inform all the unusual events occurred in the organisation and receive feedback on the action taken.
- There is a system which allows the employees to make safety suggestions as well and receive feedback on the action taken.

### 12. How employees feel about reporting safety observations

- The employees do not want to inform all the unusual events occurred.
- The minority of employees want to inform all the unusual events occurred.
- The majority of the employees want to inform all the unusual events occurred.
- All the employees want to inform all the unusual events occurred and want to make safety suggestions.

### 13. Learning from reported events

- Investigation only takes place after serious accident. Analyses don't consider human factors or go beyond legal requirements.
- Investigation focuses on finding guilty parties. There is little systematic follow up and previous similar events are not considered.
- There are trained investigators, with systematic follow-up to check that change has occurred and been maintained. Reports are sent company-wide to share information and lessons learned.
- Investigation and analysis are driven by a deep understanding of how accidents happen (including human factors). Real issues identified by aggregating information from a wide range of incidents. Follow-up is systematic, to check that change occurs and is maintained.

### 14. Support for changes that might affect safety performance

- There is lack of support from the top management and there isn't an active safety specialist to drive the change.

- There is lack of support from the top management, but there is an active safety specialist to drive the change.
- There is at least passive support from the top management and an active safety specialist to drive the change.
- The change is driven by top management and a safety specialist actively supports the change.

**15. Overall, how satisfied are you with the attitudes towards safety-related learning in your organization?**

- Very dissatisfied
- Dissatisfied
- Neither dissatisfied nor satisfied
- Satisfied
- Very satisfied

## Management & supervisor commitment

**16. What causes the accidents in the eyes of management?**

- Managers believe that accidents are often just results of careless work, or bad luck, and part of the job.
- Managers understand that there are a number of different factors behind accidents. Faulty machinery and poor maintenance are identified as causes as well as people.
- Managers look at the whole system, including processes and procedures when considering accident causes.
- Managers take a broad view looking at the interaction of systems and people (e.g. human factors).

**17. Who is responsible for the accidents in the eyes of management?**

- Managers see the responsibility for accidents belonging to those who are directly involved.
- Managers consider the responsibility of the established practices as a factor of accidents, but it has no consequences.
- Managers admit that management must take some of the blame.
- Managers accept that management is responsible. Managers assess what they personally could have done to prevent the accidents.

**18. Management's attitudes towards safety**

- Managers consider safety as an employee responsibility. Lip service is paid by management to the importance of safety commitment.
- Managers are interested in participating in safety-related issues only when accidents occur.
- The majority of managers are interested in participating in safety-related issues continuously.
- Managers clearly think safety is an important part of general management.

### 19. Balance between HSE and profitability

- Safety is seen mostly as a cost, but there are some investments in preventative maintenance. Operational factors dominate in decision-making, e.g. costs are a primary factor in selecting suppliers.
- Safety is seen as discretionary expenditure. If all alternatives (such as suppliers) are unacceptable in terms of safety, the least bad is taken.
- The company tries to make safety the top priority, while understanding that it contributes to financial return. The company accepts delays to get suppliers up to standard in terms of safety. Costs still count.
- Safety and profitability are in balance, so that their priority becomes a non-issue. Managers believe that safety makes money.

### 20. Supervisors' active role in safety

- Supervisors only talk about safety.
- Supervisors carry out actions specified in formal safety policy (e.g. worksite visits and safety discussions).
- Supervisors are proactively committed to, and visibly involved in, safety activities.
- Supervisors' safety activities are evaluated, and supervisors develop their actions from the feedback received.

### 21. Supervisors' commitment to corrective and proactive actions

- Supervisors do not care if employees do not consider safety and potential risks in their work.
- Supervisors encourage to report of deviations, worries and own mistakes.
- Supervisors show concern and intervene if safe work practices are not followed.
- Supervisors give constructive feedback to employees when they do not consider safety and potential risks in their work. Positive feedback is given on safety conscious behaviour of the personnel.

### 22. Supervisors' views on auditing

- Supervisors see auditing as a necessary evil, especially after a serious or fatal incident. No schedule for audits and reviews, as they are seen as a punishment.
- There is a regular, scheduled audit program. It concentrates on known high hazard areas. Supervisors are happy to audit others but being audited is less welcome.
- Supervisors realize that they are biased and welcome outside help. Audits are considered positive.
- Supervisors see auditing as a great tool for continuous informal search for hidden problems with outside help when needed. There are fewer audits of hardware systems, and more at the level of employee behaviours.

### 23. Overall, how satisfied are you with the commitment of management and supervisors to safety development?

- Very dissatisfied

- Dissatisfied
- Neither dissatisfied nor satisfied
- Satisfied
- Very satisfied

## Employee commitment & involvement

### 24. Employees' commitment and level of care for colleagues

- "Who cares as long as we are not caught" is a common attitude.
- "Look out for yourself" is still the rule. There is a voiced commitment to care of colleagues, after incidents, but this diminishes after a period of good safety performance.
- Pride is beginning to develop, increasing the employees' commitment to safety and their care for colleagues, but the feeling is not widespread.
- Levels of commitment and care of the employees are very high. Employees also participate in defining safety standards.

### 25. Employees' attitudes towards safety

- The employees have no interest in participating in safety development.
- The employees are interested in participating in safety development only when serious accidents occur.
- The majority of employees are interested in participating in safety-development.
- All the employees are interested in participating in safety development.

### 26. Employees' actions for safety

- The employees do not engage in safety development activities.
- The employees are engaged in safety-related activities only by incident reporting.
- The employees are engaged in all safety-related activities defined by safety policy.
- Employees proactively participate in contributing to the design, implementation and measurement of safety-related changes.

### 27. Working under pressure

- It is common for the employees to take shortcuts at the expense of safety under pressure.
- Employees rarely take shortcuts at the expense of safety under pressure.
- Employees do not take shortcuts at the expense of safety under pressure but rarely intervene if someone else does.
- Employees do not tolerate any unsafe behaviour even under pressure.

### 28. Rewards for safe performance

- No rewards are given or expected. There are only sanctions for failure.

- Some lip service is paid to good safety performance. Small rewards, such as movie tickets, are given
- There are some rewards and good performance is considered in promotion reviews. Evaluation is development process-based rather than outcomes.
- Success itself is seen as high value. Good safety performance is intrinsically motivating.

**29. Overall, how satisfied are you with the commitment of employees to safety development?**

- Very dissatisfied
- Dissatisfied
- Neither dissatisfied nor satisfied
- Satisfied
- Very satisfied