

**Please note:** Questions marked in yellow require a deeper understanding of the safety situation. Thus, not all members of the organization may be able to answer the questions. These questions may be excluded, or the questions may be targeted only, for example, to safety experts.

## Maturity analysis of safety performance measurement

### Instructions

There are four response options for each question. The first one describes an undeveloped and the fourth describes a sophisticated level of measurement practices. It is important to note that top level is not always the most appropriate level in each organization.

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 performance measurement related to occupational safety and the utilization of the performance information. In this survey, **occupational safety** refers to health and safety at work (both physical and psychosocial health and safety). **Performance measurement** relates widely to all quantitative information related to occupational safety, such as lost time incident frequency rate (LTIF), number of reported hazardous situations, days lost through occupational injury, days lost through illness, safety climate scores, job satisfaction scores, or related cost follow-up. The term **performance information** relates to all quantitative information gathered for managerial purposes and the sources of this information may vary. **Indicator** is a pre-determined way of presenting performance information.

I have read the above introduction to the questionnaire and agree to complete the questionnaire under the stated conditions [ ] Yes

### Background information

How long is your work experience with your present employer?

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

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What of the following alternatives best describes your present work?

- Top management
- Middle management
- Supervisor
- Safety expert or manager
- HR expert or manager
- Other expert duties, please specify the area

## A. Performance measurement practices

Please choose an option which best corresponds the situation in your organization.

### 1. Occupational safety performance indicators aligned with the organizational strategy

- Strategic objectives are not taken into account in defining indicators.
- Strategic objectives are discussed in defining indicators.
- Indicators are defined based on strategic objectives.
- Indicators are defined to provide proactive information supporting the achievement of strategic objectives.

### 2. Occupational safety performance indicators aligned with the management system of the organization (e.g. process management, quality management)

- Management system objectives are not taken into account in defining indicators.
- Management system objectives are discussed in defining indicators.
- Indicators are defined based on management system objectives.
- Indicators are defined to provide information for continuous improvement of the management system.

### 3. Occupational safety performance indicators aligned with organizational risk management

- Risk management objectives are not taken into account in defining indicators.
- Risk management objectives are discussed in defining indicators.
- Indicators are defined based on risk management objectives and/or identified risks.
- Indicators are defined to provide proactive information supporting risk management.

### 4. Proactive nature of occupational safety performance measurement

- Measurement focuses on serious incidents.
- Measurement also records minor incidents which do not lead to employee absences or costs.
- Measurement also takes note of factors predicting occupational safety.
- Measurement focuses on factors predicting occupational safety.

### 5. Balanced approach to the measurement of occupational safety-related costs

- Safety-related costs are not measured.
- Direct safety-related costs are measured.

- Both direct and indirect safety-related costs are measured.
- Safety investments include cost-benefit evaluations.

#### 6. Links between occupational safety performance measurement objects

- Linkages between measurement objects have not been considered.
- Linkages between measurement objects are discussed in the organization.
- Factors explaining the main measurement results are partially identified.
- Linkages between measurement objects are analyzed and modeled (e.g. with a strategy map). There is a common understanding in the organization regarding the factors that should be improved in order to affect the main measurement results.

#### 7. Definition of specifications for occupational safety performance indicators

Indicator specification means that each indicator has a systematically and unambiguously defined purpose, a person responsible, a formula, data source and measurement frequency.

- Measurement specifications are not defined.
- Measurement specifications have been discussed but not documented.
- Measurement specifications are partially defined.
- All the indicators have specifications which are controlled.

#### 8. Reliability of occupational safety-related performance information

- Top managers do not trust the performance information.
- There are several interpretations of the performance information. Employees do not trust the performance information.
- There are differing interpretations of some parts of the performance information. Top managers trust the performance information.
- Indicators provide mainly unambiguous information. Employees trust the performance information.

#### 9. Process for reviewing and updating occupational safety performance indicators

- New indicators are not taken into use.
- New indicators are taken into use in a random manner.
- New indicators are taken into use when needed but the usefulness of the old indicators is not evaluated.
- There is a regular evaluation and development of indicators. Old indicators are discarded when necessary.

#### 10. Information systems in gathering occupational safety-related performance information

- Performance information is gathered manually when needed.
- Performance information is gathered manually to a large extent. Only information on a few key indicators is gathered automatically.

- Most of the performance information is gathered with information systems. Information systems enable the provision of information in real-time.
- Performance information is gathered automatically. The most important information systems communicate with each other and include consistent data.

#### 11. Information systems in reporting occupational safety-related performance information

- Performance information is not analyzed by information systems.
- The analysis and reporting of performance information is carried out with office software (word processing, spreadsheets) when needed.
- Performance information is analyzed and reported with simple and purpose-built tools such as spreadsheet models and macros. Visualization is used in refining performance information.
- Performance information is analyzed and reported with purpose-built programs. Planning and decision-making are supported with the visualization of performance information.

#### 12. Information systems in reporting incidents with bearing on occupational safety

- There is no information system support for reporting incidents affecting safety.
- Only serious incidents affecting safety can be reported through information systems.
- Information system supports the reporting of all incidents affecting safety.
- There is a mobile tool for reporting incidents affecting safety.

#### 13. Availability of occupational safety-related performance information in managerial work

- There may be performance information available but only few people know where.
- Performance information is available in separate sources.
- Performance information is centrally available but is difficult to obtain.
- Performance information is easily and centrally available.

#### 14. How satisfied are you with the occupational safety performance measurement practices and systems in your organization?

Satisfaction is related to your overall impression of the abovementioned issues (reliability of information, definition of indicators, information systems etc.).

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

Why are you satisfied or dissatisfied with occupational safety performance measurement practices and systems in your organization?

## B. Commitment and culture related to performance measurement

Please choose an option which best corresponds the situation in your organization.

15. The role of employees in gathering occupational safety-related performance information
  - Employees do not report incidents affecting safety.
  - Employees report only incidents seriously affecting safety.
  - Employees also report incidents with a minor effect on safety.
  - Employees are active in taking initiatives to improve safety performance.
16. Employee commitment to occupational safety performance measurement
  - Personnel regard measurement as an extra burden.
  - There is no major criticism of measurement among employees.
  - Measurement is regarded as useful in the work community. The views of employees are taken into account when developing measurement.
  - Employees feel that measurement improves fairness (e.g. in rewarding). Employees initiate efforts to improve measurement.
17. Managerial support for occupational safety performance measurement
  - Performance measurement has no managerial support at any level.
  - Top management supports performance measurement.
  - Supervisors regard performance measurement as important and employees are encouraged to gather and report performance information.
  - Sufficient resources and training are provided to implement performance measurement.
18. Resources for occupational safety performance measurement
  - There are no resources for sustaining safety performance measurement practices.
  - There are sufficient resources for reporting the current indicators.
  - There are sufficient resources for systematic analysis of our current indicators
  - There are sufficient resources for systematic development of new indicators and evaluation of the old indicators.
19. How satisfied are you with the commitment of your organization to occupational safety performance measurement?  
Satisfaction is related to your overall impression of the abovementioned issues (employee commitment, management support, resources)
  - Very dissatisfied
  - Dissatisfied
  - Neither satisfied nor dissatisfied
  - Satisfied
  - Very satisfied

Why are you satisfied or dissatisfied with the commitment of your organization?

## C. Use of performance measurement

Please choose an option which best corresponds the situation in your organization.

### 20. Utilization of occupational safety-related performance information in strategic planning of the organization

- Safety-related performance information is not utilized in strategic planning.
- Safety-related performance information is acknowledged in strategic planning.
- Safety-related performance information adds value to strategic planning.
- Safety-related performance information is utilized systematically in both strategic planning and questioning of earlier strategic decisions.

### 21. Use of performance information in planning occupational safety issues

- Performance information is utilized in analyzing only past incidents.
- Performance information is utilized to identify and analyze risks.
- Performance information is systematically utilized to prevent occupational safety problems and to improve work practices.
- A wide range of experts collaborates in the prevention of incidents affecting occupational safety and development of work practices. This work is supported by a wide range of performance information.

### 22. Defining action plans related to occupational safety

- Indicators are not used in identifying aspects for development.
- Indicators are used in the identification of aspects in need of development (e.g. identifying a part in the process which causes many safety hazards).
- Indicators are used to support the preparation of action plans (e.g. prioritizing of procedures).
- Definition and implementation of action plans are done systematically and mainly based on performance information (e.g. action plans are prioritized and controlled with the support of performance information).

### 23. Communicating occupational safety-related performance information to managers.

- Measurement results are not passed on to the managers.
- Managers obtain safety-related performance information in a random manner (e.g. in case of serious occupational accidents). Managers know where to find safety-related measurement results.
- Managers frequently receive safety-related performance information on their own units and utilize this information to improve the safety of their units.
- Managers also receive safety-related performance information external to their own unit (e.g. information on accidents) and utilize this information in developing the safety of their own units.

24. Communicating occupational safety-related performance information to the most important stakeholders

*In this question, the most important stakeholders refers, e.g., to owners, customers, authorities, insurance companies and investors.*

- Measurement results are not communicated outside the boundaries of the organization.
- Measurement results are communicated occasionally to key stakeholders.
- Measurement results are communicated regularly to key stakeholders but on a case-by-case basis.
- Measurement results are regularly communicated to the key stakeholders with a pre-determined reporting method.

25. Occupational safety-related performance information and rewarding

- Rewarding is not linked to performance information.
- Rewarding is linked to organizational-level performance information.
- There is a clear linkage between rewarding principles and unit level safety targets.
- There is a clear linkage between rewarding principles and personal level safety targets.

26. Allocating occupational safety improvement resources

Resources refers here, e.g., to employees, working hours or monetary resources (e.g., in training, personal protective equipment and tools).

- Resource usage is not monitored with indicators.
- Resource usage is monitored with indicators (e.g. safety-related investments).
- Resource allocation (e.g., employee training decisions) is supported with safety-related performance information.
- Decisions on resource allocation (e.g. budgeting) are made based on safety-related performance information.

27. Development of occupational safety competencies

- Indicators are not linked to occupational safety competencies.
- Indicators are used to identify occupational safety competencies (e.g. results of appraisal interviews, training costs/employees per year).
- Occupational safety competencies are constantly monitored in the organization (e.g. self-evaluations, employees fulfilling qualifications) in order to identify development targets.
- Individual competence development plans are created for the employees on the basis of performance information.

28. Use of occupational safety performance measurement at different levels

- Indicators are utilized only at the level of the whole organization.
- Indicators are utilized at the supervisor level.
- Indicators are utilized at the employee level (e.g. in appraisal interviews).

- Indicators are utilized at the level of suppliers and subcontractors operating on our premises.

29. Benchmarking and occupational safety-related performance information

- Performance information cannot be used in benchmarking.
- Performance information is used in benchmarking internal units.
- Performance information is used in external benchmarking.
- Performance information is systematically used as a support for benchmarking.

30. Use of performance information in occupational safety management of supply chains

- Supplier/contractor safety performance is not monitored.
- Supplier/contractor safety is evaluated in contract preparation and a target level for safety is set.
- Performance information regarding safety of suppliers/contractors is regularly monitored.
- Performance information supports communication and collaboration development with suppliers/contractors.

31. How satisfied are you with the use made of occupational safety-related performance information in your organization?

Satisfaction is related to your overall impression of the abovementioned issues (use made of performance information in planning, communicating, benchmarking etc.)

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

Why are you satisfied or dissatisfied with the usage of safety-related performance information?

32. The state of occupational safety performance

Answer: Strongly agree, agree, disagree, strongly disagree

Please describe your perception of how the managers and supervisors deal with occupational safety in your organization.

1. Supervisors encourage employees here to work in accordance with safety rules - even when the work schedule is tight.
2. Supervisors ensure that everyone receives the necessary information on safety.
3. Supervisors ensure that safety problems discovered during safety rounds/evaluations are corrected immediately.
4. Supervisors make sure that everyone can influence safety in their work environment.
5. Supervisors look for causes, not guilty persons, when an accident occurs.



Please describe your perception of how employees deal with safety in your organization.

6. Employees try hard together to achieve a high level of safety.
7. Employees help each other to work safely.
8. Employees never accept risk-taking even if the work schedule is tight.
9. Employees take each other's opinions and suggestions concerning safety seriously.
10. Employees can talk freely and openly about safety.