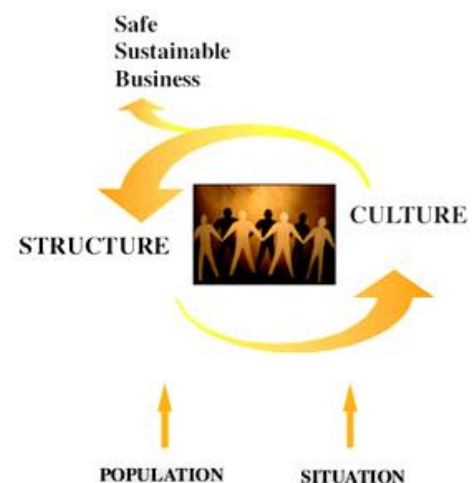# Safety Perception / Cultural Surveys

Pozniak Safety Associates Inc. believes in incorporating safety, health, environmental and system management principles that address total integration, thus ensuring continuous improvement, equal focus and best practice.

We believe in the balanced approach of structure and culture within the safety management system, to ensure safe sustainable business. Progressive companies have been utilizing safety perception survey's or profile processes as an additional method of measuring their health and safety management system, specifically the underlying factors that determine how the worker interacts within the system (i.e. trust, communication…). This survey compliments and enhances other methods of measurement (statistics, auditing / review…) and can offer valuable information and insight which provides opportunities for improvement.

We are willing to work with organizations toward their safety goals and objectives, by provision of Safety Perception Survey's and Consultation that can address some of the following objectives:

- ✓ To establish baselines by which the progress of safety culture improvement initiatives can be measured within the identified assets - for each of the business units for future comparison and progress evaluations,
- ✓ To Identify the strategic strengths and limitations of the current safety culture,
- ✓ To measure, against an energy industry baseline, supervisors, managers, and the trends in perceptions and attitudes of employees from different business units within the organization,
- ✓ To create a report that corroborates and complies statistical figures and analysis into a report that identifies and address objectives of the project,
- ✓ To provide the asset leadership with an action plan based on the report results for the way forward in a sustainable and realistic manner,
- ✓ To be prepared to support asset leadership in providing external support in communicating the results of the safety perception survey and associated action plan forward to the workforce,
- ✓ To provide recommendations to the organizations leadership on specific actions, initiatives or systems based on the results of the survey.

We are willing to work with your organization to design and develop specific processes and tools to measure the "organizational health and safety culture", utilizing theories and concepts that are specific to your organization and the industry and identifying what corporate or the individual business units are doing well and what the organization needs to improve upon in order to achieve a generative level of Safety Culture.

GENERATIVE	▸▸	Chronic unease Safety seen as a profit center New ideas are welcomed
PROACTIVE	▸▸	Resources are available to fix things before an accident Management is open but still obsessed with statistics Procedures are "owned" by the workforce
CALCULATIVE	▸▸	We cracked it! Lots and lots of audits HSE advisers chasing statistics
REACTIVE	▸▸	We are serious, but why don't they do what they're told? Endless discussions to re-classify accidents Safety is high on the agenda after an accident
PATHOLOGICAL	▸▸	The lawyers said it was OK Of course we have accidents, it's a dangerous business Sack the idiot who had the accident

We will also work with your organization to ensure recommendations to leadership on specific actions, initiatives or systems are based on the results of the survey and within the company philosophy and is utilizing concepts and philosophies that are approved by the organization.
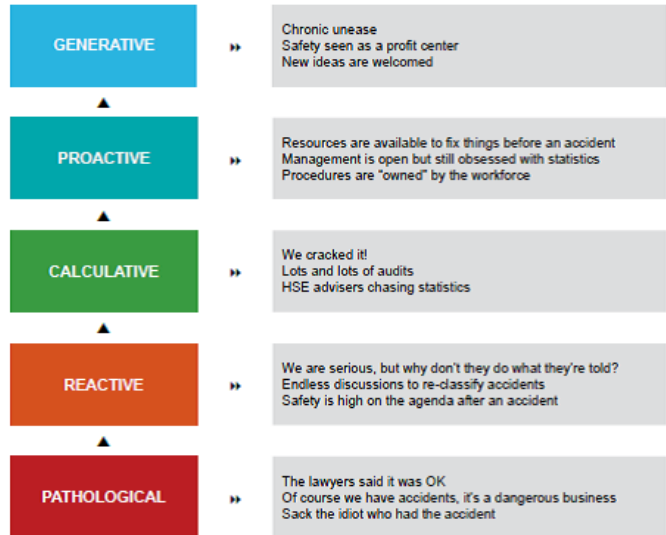
Shared beliefs, values, norms, attitudes, creditability, commitment, leadership and rewards are a few of the factors that shape perceptions of the company, management, team leaders, and workers. This will have a significant influence on how one will behave on the job in respect to safety and with respect to productivity and quality. It is the culture that dictates how one will conduct their work when the boss is not around. The results of the survey will reveal those factors that influence behavior, such as peer pressure, production pressures, group norms, management commitment, trust, training, and credibility. The results will assist your organization in formalizing the specific approaches and direction. The strategic plan will be outlined by recommendations from your other safety program measurement tools, such as the Audit process, incorporating results from the survey.

Pozniak Safety Associates Inc believes that the proposed approach has many benefits to a company, such as:
- ✓ Everyone has an opportunity to express their opinions and then your organization can make changes or put forth a strategic plan based on consideration of this information. This is the best way to build positive relationships, team concepts and gain cooperation.
- ✓ Captures sensitive information in a confidential manner.
- ✓ Based upon and emphasizes integration, diversity and inclusion concepts.
- ✓ Sets agendas for safety and health training and discussions which will increase involvement, awareness, and responsibility to support safety initiatives.
- ✓ Identify and prioritize issues and concerns and expedite solutions.
- ✓ Validate management decisions.

POZNIAK Safety Associates Inc.

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Choosing Pozniak Safety Associates Inc in partnership with Pozniak Safety Associates Inc. has benefits such as:

- ✓ Working within a collaborative, assistive approach within existing structures and individuals.
- ✓ Working in partnership, to assist in performing critical strategic reviews and modifications of existing safety management systems and utilizing principles for total safety culture
- ✓ Providing independent, unbiased assessments
- ✓ Providing a multi-disciplined team and network of highly qualified, knowledgeable, skilled and experienced professionals – so you have a team supporting you, not just an individual.
- ✓ Integration of technical expertise and experience with your business needs, providing practical and effective consultation
- ✓ Working to have a detailed understanding of and approach to client needs
- ✓ Tailor strategies and tools to meet your needs and requirements through a structured approach with clear deliverables that are pragmatic and sustainable.

Pozniak Safety Associates Inc will make every effort to provide state of the art Perception Survey services and consulting that will tell you where you are with strengths and limitations, comparing it with where you want to be, and give recommendations and consideration information on how you can get there. We will give you pertinent information for you to use in your quest to uphold the best principles of your safety management system and this specific program element.

A General Approach to Safety Perception Survey Projects:

Phase I:

Work with you and your key people – to determine, develop, explain and facilitate the profile or perception survey format, structure and process. Within the strategic project plan we can outline and agree to which activities and actions will be performed by Pozniak Safety Associates Inc and which will be the responsibilities of individuals and approve schedules that will have to be determined. We believe in working in partnership with clients and therefore are conscious of time lines and budgetary implications. Working from a strategic action plan works for us to agree upon and meet time commitments and project progression.

Determination of the tool and inclusions - as to specifically target the components of culture that the organization would like to measure, identify strengths and limitations and to ensure baseline inclusions.

Safety Culture Profile Survey

Progress / Maturity Level	Pathological	Pathological	Reaction	Calculative	Proactive	Generative	Examples
Safety Culture Value	0	1	2	3	4	5	Further Detail
Commitment	1. Worker safety is not a factor at any time - there is no commitment to safety.	Safety is only applied after fines or accidents	A safety program exists, but is not complete, and is often not applied	A complete safety program exists, but is not always applied (do people here take short cuts)	Safety is part of everything from new-hire orientations to all types of performance appraisals and being an industry leader for safety	All workers at all levels understand and apply safety - on and off the job. Safety information is developed and disseminated with participation by all. Commitment to innovation, to create new ways to continually reduce risk	
	2. Have you or do you know of someone who has taken a short cut or skipped a SOP in the last 6 months?				Yes / No	if yes - example	
	3. I do not report safety issues or concerns.	I am encouraged to report safety issues, but experience everything from being heard to being hasseled for it	I am encouraged to report safety issues, but the system does not respond to them	If we report safety issues they are often responded to.	If we report safety issues, we are included in the discussion and direction of controls.	I feel comfortable discussing safety issues with my supervisor and Management acts quickly to correct safety issues	
	4. What is your level of commitment to safety?			1 - 2 - 3 - 4 - 5			
	5. What is your co-workers level of commitment to safety?			1 - 2 - 3 - 4 - 5			
	6. What is your supervisors level of commitment to safety?			1 - 2 - 3 - 4 - 5			
	7. What is the managements level of commitment to safety?			1 - 2 - 3 - 4 - 5			
Integrity	8. . Efforts at worker safety do not exist or are not credible.	Safety efforts come mainly from outside resources.	Safety is done by committees or safety department	Safety is done by committees or safety department with some worker and management engagement	Everyone does safety - the safety department and committees are their to assist and advise	Everyone does safety and management leads with safety activities.	REWORDED
	9. . Our management acts quickly to correct safety issues?				Yes / No		
	10. Most managers are honest and truthful about information to do with the job?				Yes / No		
Morality	11.. Safety is done only to hold down the cost of insurance and fines.	Worker safety is talked about, but no one believes it.	Worker safety wins out over production, some of the time.	Safety training is provided to protect all workers, but is not always applied	Worker safety is a major part of planning and production at all levels.	Well-being of the worker is considered 100% of the time, including off the job.	

This tool would measure several factors or cultural criteria that the organization finds important and that are also critical in a company's cultural aspects, such as management credibility, management practices and leadership, supervisory team issues, individual factors, and perceptions about the effectiveness of the current safety management system. Specific in place initiatives, training and organizational change programs can be included within the criteria section of the tool to be measured for effectiveness and impact through the survey. This would be measured and recorded as a basis for recommendations and benchmarking for future initiatives or improvements.

Tool inclusions will not measure the perception and performance of human potential issues, operations, or technical support, or any other consideration outside of health and safety.

Finalize Survey Process, Plan and Schedule

Schedule of Surveys would be finalized with contact person, with consideration of the following factors – shutdown and maintenance schedules, shift schedules and locations, and travel factors. We will coordinate activities with the corporate contact, as well as site personnel, due to the short time frame of the total project.

Promotion and Communication Plan of the survey, by senior management, supervisors and other key stakeholders in the organization can be discussed and development assisted.

Phase II:

Administer the survey through the determined process: Please refer to our publication *Interviewing and Sampling Method Considerations*.

We feel that one-on-one interviews either in person conducted at each site or by phone are the best approach. Personal interviews - one -on- one process has benefits and disadvantages. These types of interview, although more costly and time consuming, are more honest and give you qualitative information to validate and support your quantitative information. Most people want to talk versus write – they are better with the verbal expression of what their perception is of what is working and what is not. Skilled interviewers can pick up on body language, as people respond to areas or topics that they like or dislike. When looking at the cross culture and cross language, one -on- one physical interviews decreases the amount of misunderstanding of what is being asked and validating your sample size, when combined with other methods of information gathering such as phone interviews and computer questionnaires.

The surveys are often administered with a sample size goal of 100% of all levels at each site. This is based upon your evident hands on approach and relationships with sites, therefore this more personal process would be first consideration.

Our general approach for each option, once on site, consists of the following steps:

- **Initial Meeting at site:**
  Once our survey team members have their induction for the site, an initial meeting to introduce the team members and discuss content and process with the key individuals on the site can occur. This strategy increases buy-in and participation, as well as makes the process industry and site specific. The meeting will take approximately half an hour on the first day the representatives are on site. A post survey meeting will be conducted to summarize activities at the end of on-site activities.

- **Schedule and Conduct Survey / Interviews:**
  Options for the conduction of the Survey include personal one-on-one interviews of a % of the population; a combination of one-on-one interviews and computer web based questionnaires. The interview and questionnaires can be done in English, Arabic, Hindi, or any other language with enough lead time.

Confidential **interviews and conversations** are conducted with individuals and at times small groups to survey and collect information. The interviews with the individual will allow collection of data that will identify the collective safety culture, as well as trends in perceptions and attitudes of employees, supervisors, and managers.

The process of conduction and tool utilized will allow us to see the culture and perceptions of each individual, business unit, regions, departments, as well as a corporate overview. We can then make recommendations on what the organization needs to improve in order to achieve a generative level of safety culture.

Personal interviews – one -on- one interview processes allow a variety of backgrounds, languages, and educational / literacy backgrounds to participate at a comfortable level.

Phone surveys would occur on a scheduled basis, during work / shift hours, and would be conducted by team members. As with the personal interview, the prior information, as well as how the questions would be asked and recorded would occur in the same way as one-on-one interviews.

Surveys would be conducted on each site by teams. Each team would have a team leader who would ensure consistency between individuals and sites in the conduction of the survey. Each of our team members would be chosen, not only for ability to effectively and efficiently conduct the survey but also having backgrounds in the field of health and safety. Being able to conduct the survey in specific languages common to the site will put people at ease.

Each individual surveyed would be provided with the following information prior to:
- That the survey is not to single out or to punish any person or group of people, but to find out what is working and what is not and to test the culture of safety.
- There is complete anonymity with the survey and statements made within the survey.
- Why the organization has decided to conduct this survey.
- Information on the survey team – objective, unbiased, non-judgmental safety consultants who work with and towards performance and safety improvement.
- Why the individuals' responses are important – to determine and examine management practices, systems and cultural issues that influence safety; results of the survey will provide a basis for planning and recommending some possible solutions related to safety.
- The survey will take about 1 hour to complete.

- Participants will be asked to answer each question, and answer the question as the situation is now, answer for your department only- even though the question may referred to a site or facility.

Upon completion the participant will be thanked and told that they will be informed of the results.

For the Computer based Questionnaires, access would be sent out to a randomly determined % of the populations via email. Instructions for access and completion will be sent via email and the confidential questionnaire would be completed on-line. Questionnaires can be provided in specific languages, such as Arabic or Hindi, at request and an additional cost.

Phase III:

Analyze and Communicate the Results

Analysis:
The information gleaned from the surveys one -on- one interviews and conversations will be used to identify the overall culture as well as strategic strengths and limitations of the culture within strategic groupings. From this information we will be able to pinpoint areas of concern, specific issues or topics and ensure resulting recommendations with each are given.

The overall report could include:
- Overall responses per organizational group – employee, supervisors, managers, senior leadership, contractors, and the like.
- Overall responses per business unit and region.
- Overall responses on most positive and most negative factor comparisons between business units and functional areas.
- The difference between employee groups, between managers and middle managers, between supervisors and specialist staff and between operators and contractors.
- Baselines and trends that come from the critical safety factor analysis and that contribute towards overall positive and negative responses, as well as alignment of the different employee groups.
- Overall conclusions and recommendations for improvement.
- The measurement, against an energy industry baseline, supervisors, managers, and the trends in perceptions and attitudes of employees from different business units within the organization.
- Identification of cultural baselines for each business unit for future comparison and progress evaluations.
- Cultural or country specific inclusions, for consideration when undergoing the management of change necessary for cultural improvements.

Communication of Results:

Reports:
The information gained through interviews and conversations will be analyzed to identify strategic strengths and limitations of the organization's safety culture and areas that are opportunities for improvement will be placed in written report form.

A report will be submitted in draft form first, to ensure that it is in a format and organized in a useful manner for you to utilize. A final report format will follow discussion of potential changes and forwarded comments.

A **full report** – outlining the elements of the survey, as well as including existing strengths and Limitation or Opportunities for Improvement, with recommendations and conclusions will be in written form. It will include a table that statistically compares the results for workers, supervisors, and managers, as well as the overall perceptions of the sites / locations.

The recommendations outlined will be on what the organization needs to improve in order to achieve a generative level of safety culture – again looking at the local to global aspects of the organization.

Reports are generally organized into the following primary sections: Executive Summary, Background, Findings and Recommendations, Our Thoughts and Perceptions and Next Steps, Communication Plan of Results and Appendixes.
- The Executive Summary and Background section contains a description of the background of the project as well as a description of the organizational Cultural Diagnostic Instrument – the tools we will utilize.
- The Findings and Recommendations section provides more detailed information by scale from the survey incorporating focus groups and criteria. It presents specific suggestions for what management should do next with these results, based on our knowledge of the organization, our history with this type of data and our experience in improving safety performance with other organizations.
- Our Thoughts and Perceptions and Next Steps provides additional information, summarize information and points out key recommendations or suggestions for what management should do next with these results.
- The Appendices contain supporting information such as;
- Checklists for next steps
- Guidelines for communicating results
- Overall summary graph of perceived cultural maturity ranking
- General issues or concerns

Examples of charts and graphs often included in the report:

Overall Responses with Commitment Culture Value:

#	%	Safety Culture Maturity Level	
6	4	GENERATIVE	All workers at all levels understand and apply safety - on & off the job. Safety information is developed & disseminated with participation by all. Commitment to innovation, to create new ways to continually reduce risk
37	24	PROACTIVE	Safety is part of everything from new-hire orientations to all types of performance appraisals and being an industry leader for safety
50	32	CALCULATIVE	A complete safety program exists, but is not always applied
57	36	REACTIVE	Safety is only applied after fines or accidents. Parts of a safety program exist, and is not always applied.
6	4	PATHOLOGICAL	Worker safety is not a factor at any time - there is no commitment to safety.

Divisional Results:
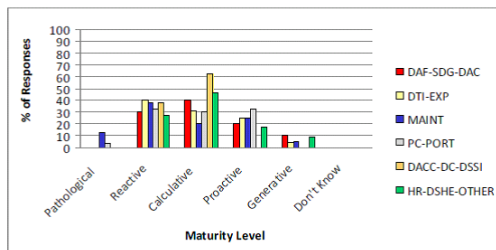
Organizational Level Results:
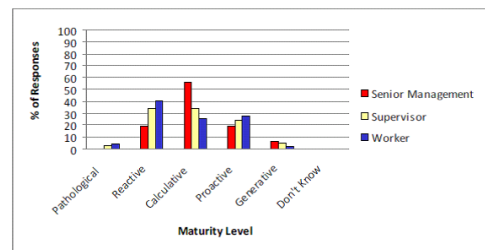
One paper copy and one PDF copy of the full report, with executive summary will go to the contact person. Copies of the report can be made available for other parties at your discretion.

These reports would create a baseline that the organization can compare themselves against other energy industry leaders, as well as provide the foundation for a plan to excel by setting the industry standard.

The information in the reports would further provide a basis for future decisions by uncovering employee preferences or specific problems. Data – focused data and key information - from the survey can be utilized to facilitate and support possible strategic decisions.

A formal presentation of findings in a post-evaluation meeting with parties concerned can occur after the report has been reviewed. It would overview the survey process, the major strengths and suggestions for improvement. A session such as this, allows for questions, concerns, comments, or further recommendations to be addressed. Presentation and facilitation is possible and is outlined within the Optional Phase IV.

Phase IV: Optional / Extra Consultation & Services

This phase is not a formal part of the proposal and is not included within the cost considerations outlined within, but please note that Pozniak Safety Associates Inc can assist with the facilitation of recommendation strategic and action plan development and implementation in areas or within groups that limitations or opportunities for improvement have been noted.

Assembling team work groups for facilitated problem solving and strategic planning of the results, can be done in a variety of ways and at a variety of levels of the organization. Based on the survey results and report recommendations, we can assist individuals or sites set up specific activities to address trends identified in the culture based report and assistance with discussion and development of a living strategic action plan. This illustration is just one example of a tailored client specific approach to address their organizational culture.
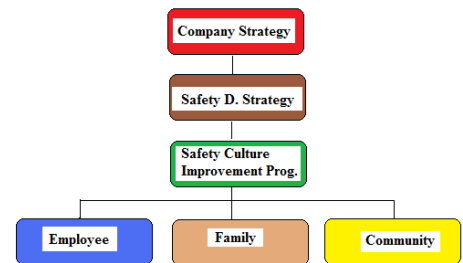
Develop an action plan. Recommendations in the report help set up specific activities to address trends identified in the culture survey that will address the potential safety management system deficiencies. Leadership engagement, supervisor support, and activities that involve community, family and the organizations people are examples of programs and initiatives that we can assist in the design and development, implementation and maintenance of.

Monitor action on the plan and note the cultural changes. It is recommended that a re-evaluation of the culture should occur every 3 years, once the baseline is established.

This is a general proposed approach to this type of project, and it is open to discussion and negotiation to make it client and culturally specific.