

Instructions for the Management of Cultural and Safety Survey and How to use the Data for demonstrating both the effectiveness of the SMS and as a tool to show “Continuous Improvement.”

Suggestion as to how to use this process to benefit from a detailed understanding of the effectiveness of the SMS within your organisation.

- This Document should be provided to 20% of the workforce or 50 persons whichever is the greater number.
- Please note there are 100 questions, and some questions are repeated as “control” questions to ensure consistency.

Suggested Letter to Communicate to your Team

Dear Colleague

You are receiving this letter because you have been selected to take part in a confidential and anonymous Safety Management System Cultural Survey.

The whole purpose of this program is to receive an honest response from our employees so that we can understand what we are doing well and where we have opportunities to improve.

This Program is supported with the services and agreement of Human Resources Department (HRD) who are tasked to issue, receive and de identify this document.

Your name does not appear on the document, only on the envelope so that HRD may track the responses, once received back into HR all envelopes will be destroyed.

Employee must complete and return the document to HRD within 7 days

When all responses are together the results will be passed to the Safety department for analysis

The results of the survey together with the proposed actions improvement (if any) will be documented and issued internally by the Safety Department

After consolidation the results will be tabulated and passed to the Leadership Team for review and the development of any necessary mitigation's or improvements.

The Following Tasks can be considered once all the Data is available

Task 1 Aggregate the total “score” for each person minimum is 100 & maximum is 500 (This exercise should be repeated each 6 months as a measure of progress)

Task 2 Identify all “Number 1 ‘s” as these are indicators of an issue / problem (use XL for this) – Segregate the top “10” - No 1’s and document the issues where there is a potential disconnect.

Task 3 Use the Top 10 issues identified as an action list, perform root cause analysis and develop an improvement / mitigation for each item – (Typically the Leadership Team should be involved in the final selection of the appropriate mitigations)

Ensure that all mitigations are clearly communicated throughout the organisation and where appropriate training is provided to all members of the organisation.

Question Number	STATEMENT	COMPANY RATING				
		<u>Strongly</u> Disagree		Agree		
1	Employees are given enough training to do their tasks safely.	1	2	3	4	5
2	Top managers are ever mindful of the human organizational factors that can endanger their operations.	1	2	3	4	5
3	There are procedures to follow in the event of an emergency in my work area.	1	2	3	4	5
4	Managers often discuss safety issues with employees.	1	2	3	4	5
5	Employees do all they can to prevent accidents.	1	2	3	4	5
6	Top managers are genuinely committed to aviation safety and provide adequate resources to serve this end.	1	2	3	4	5
7	Employees often encourage each other to work safely.	1	2	3	4	5
8	Managers are aware of the main safety problems in the workplace.	1	2	3	4	5
9	All new employees are provided with sufficient safety training before commencing work.	1	2	3	4	5
10	Top management adopts a proactive stance toward safety. That is, it does some or all of the following: takes steps to identify recurrent error traps and remove them.	1	2	3	4	5
11	Everyone is kept informed of any changes, which may affect safety.	1	2	3	4	5
12	Employees follow safety rules almost all of the time.	1	2	3	4	5
13	Safety within this company is better than in other airlines.	1	2	3	4	5
14	Managers do all they can to prevent accidents.	1	2	3	4	5
15	Accident investigations attempt to find the real cause of accidents, rather than just blame the people involved.	1	2	3	4	5
16	Managers recognize when employees are working unsafely.	1	2	3	4	5
17	Any defects or hazards that are reported are rectified promptly.	1	2	3	4	5
18	There are mechanisms in place in my work area for me to report safety deficiencies.	1	2	3	4	5

19	Managers stop unsafe operations or activities.	1	2	3	4	5
20	After an incident or accident has occurred, appropriate actions are usually taken to reduce the chance of reoccurrence.	1	2	3	4	5

Question Number	STATEMENT	COMPANY RATING				
		Strongly Disagree				Agree
20	Everyone is given sufficient feedback regarding this company's safety performance.	1	2	3	4	5
22	Managers regard safety to be a very important part of all work activities.	1	2	3	4	5
23	Safety audits are carried out frequently.	1	2	3	4	5
24	Safety within this company is generally well controlled.	1	2	3	4	5
25	Employees usually report any dangerous work practices they see.	1	2	3	4	5
26	Questions related to Safety Policy and Objective.	1	2	3	4	5
27	I am aware of my organisation's safety policy statement.	1	2	3	4	5
28	All employees at all levels are aware of the safety policy statement.	1	2	3	4	5
29	The safety policy statement is applicable to all levels within the organisation.	1	2	3	4	5
30	Management recognizes the necessity of combining reactive outcome data (i.e., the near-miss and incident reporting system) with active process information. The latter entails far more than occasional audits. It involves the regular sampling of a variety of institutional parameters (scheduling, budgeting, fostering, procedures, defenses, training, etc.), identifying which of these vital signs are most in need of attention, and then carrying out remedial actions.	1	2	3	4	5
31	There is adequate corporate support for implementing and maintaining a positive safety culture in my organisation.	1	2	3	4	5
32	There is clear recognition within my organisation of the need to develop and foster a good safety culture.	1	2	3	4	5
33	Compliance with regulatory requirements is viewed as essential in maintaining a good safety culture.	1	2	3	4	5
34	Any safety concerns can be communicated to the next level in a non-punitive atmosphere.	1	2	3	4	5

35	In my organisation the concept of human error is understood.	1	2	3	4	5
36	Wilful acts of violation are not tolerated.	1	2	3	4	5
37	There is a distinction between genuine human error and wilful acts of violation.	1	2	3	4	5

Question Number	STATEMENT	COMPANY RATING				
		<u>Strongly</u> Disagree		Agree		
38	Acceptable behaviour and unacceptable behaviour is clearly defined and understood.	1	2	3	4	5
39	Everybody is encouraged to develop and apply their own skills and knowledge in order to enhance organisational safety.	1	2	3	4	5
40	I believe that "lessons learnt" provide a valuable means of strengthening our safety culture.	1	2	3	4	5
41	Safety concerns once raised are dealt with in a timely and comprehensive manner.	1	2	3	4	5
42	Reported safety concerns are analysed and appropriate subsequent action undertaken.	1	2	3	4	5
43	Safety concerns once raised are dealt with in a timely and comprehensive manner.	1	2	3	4	5
44	My organisation is sensitive to the influence of various national cultures in determining its own organisational culture.	1	2	3	4	5
45	There is adequate corporate support for implementing and maintaining a positive safety culture in my organisation.	1	2	3	4	5
46	The effectiveness of the Quality department plays a key role in fostering a positive safety culture.	1	2	3	4	5
47	There is a willingness to learn from the experience of other organisations.	1	2	3	4	5
48	Any safety concerns can be communicated to the next level in a non-punitive atmosphere.	1	2	3	4	5
49	Safety concerns once raised are dealt with in a timely and comprehensive manner.	1	2	3	4	5
50	In my organisation everybody is encouraged to voice any safety concerns.	1	2	3	4	5
51	Reported safety concerns are analysed and appropriate subsequent action undertaken.	1	2	3	4	5
52	All staff are regularly updated on safety issues by management.	1	2	3	4	5
53	Safety reports are regularly feedback to frontline staff so that everyone learns the lessons.	1	2	3	4	5

54	Top management recognizes that error-provoking institutional factors (under-staffing, inadequate equipment, inexperience, patchy training, bad human-machine interfaces, etc.) are easier to manage and correct than fleeting psychological states, such as distraction, inattention and forgetfulness.	1	2	3	4	5
Question Number	STATEMENT	COMPANY RATING				
		<u>Strongly</u> Disagree		Agree		
55	The organization has the will and the resources to acknowledge its errors, to apologize for them and to reassure the victims (or their relatives) that the lessons learned from such accidents will help to	1	2	3	4	5
56	Strong leadership skills are instrumental in promoting a positive safety culture.	1	2	3	4	5
57	Staff training is viewed as playing an integral part in fostering a better safety culture.	1	2	3	4	5
58	Good communication is an essential mechanism in fostering a better safety	1	2	3	4	5
59	The circulation of information is viewed as key in nurturing safety culture.	1	2	3	4	5
60	All employees are regularly informed about "lessons learnt" from incidents or near	1	2	3	4	5
61	I believe that "lessons learnt" provide a valuable means of strengthening our safety culture.	1	2	3	4	5
62	In my organisation everybody is encouraged to voice any safety concerns.	1	2	3	4	5
63	Everybody is encouraged to develop and apply their own skills and knowledge in order to enhance organisational safety.	1	2	3	4	5
64	Policies relating to near-miss and incident reporting systems make clear the organization's stance regarding qualified indemnity against sanctions, confidentiality, and the organizational separation of the data-collecting department from those involved in disciplinary proceedings.	1	2	3	4	5
65	Safety reports are regularly feedback to front line staff so that everyone learns the lessons.	1	2	3	4	5
66	Staff at all levels, fully understand the hazards and risks of their own operation.	1	2	3	4	5
67	We all get induction training when we start.	1	2	3	4	5
68	We all get trained in safe work procedures for our jobs.	1	2	3	4	5

69	Our manager/supervisor makes sure we can do the work safely.	1	2	3	4	5
70	We are always made aware of safety issues.	1	2	3	4	5
71	Managers communicate with us and listen to us about health and safety.	1	2	3	4	5
72	We (or our representatives) are always involved in safety matters.	1	2	3	4	5
Question Number	STATEMENT	COMPANY RATING				
		<u>Strongly</u> Disagree		Agree		
73	Management takes notice of what we say about safety.	1	2	3	4	5
74	We (or our representatives) are involved in putting together procedures.	1	2	3	4	5
75	We always get feedback (eg minutes, tool box talks) on what's happening with our safety issues within seven days.	1	2	3	4	5
76	We know who our safety committee member (or safety rep) is.	1	2	3	4	5
77	Our company has worked out all the jobs/tasks in my area that have safety risks.	1	2	3	4	5
78	Our company has safe work procedures for all task-based activities in my area that have safety risks.	1	2	3	4	5
79	Workers are always involved in reviewing safe work procedures.	1	2	3	4	5
80	We always follow safe work procedures.	1	2	3	4	5
81	Our company reviews and updates our safe work procedures regularly.	1	2	3	4	5
82	We have enough time to learn our safe work procedures.	1	2	3	4	5
83	We always do a risk assessment when we start a new process or when a process is changed.	1	2	3	4	5
84	Managers get personally involved in safety enhancement activities.	1	2	3	4	5
85	Top management accepts occasional setbacks and nasty surprises as inevitable. They anticipate that staff will make errors and train them to detect and recover from them.	1	2	3	4	5
86	Everyone is given sufficient opportunity to make suggestions regarding safety issues.	1	2	3	4	5
87	Safety-related issues are considered at high-level meetings on a regular basis, not just after some bad event.	1	2	3	4	5

88	Managers often praise employees they see working safely.	1	2	3	4	5
89	Staff work continuously to identify and overcome threats to safety.	1	2	3	4	5
90	Past events are thoroughly reviewed at top-level meetings and the lessons learned are implemented as global reforms rather than local repairs.	1	2	3	4	5

Question Number	STATEMENT	COMPANY RATING				
		<u>Strongly</u> Disagree		Agree		
91	After some mishap, the primary aim of top management is to identify the failed system defences and improve them, rather than to seek to divert responsibility to particular individuals.	1	2	3	4	5
92	It is understood that the effective management of safety, just like any other management process, depends critically on the collection, analysis and dissemination of relevant information.	1	2	3	4	5
93	The safety policy statement is an accurate reflection of the company's commitment to safety.	1	2	3	4	5
94	Meetings relating to safety are attended by staff from a wide variety of departments and levels.	1	2	3	4	5
95	Assignment to a safety-related function (quality or risk management) is seen as a fast-track appointment, not a dead end. Such functions are accorded appropriate status and salary.	1	2	3	4	5
96	It is appreciated that commercial goals and safety issues can come into conflict. Measures are in place to recognize and resolve such conflicts in an effective and transparent manner.	1	2	3	4	5
97	Policies are in place to encourage everyone to raise safety-related issues.	1	2	3	4	5
98	The organization recognises the critical dependence of a safety management system on the trust of the workforce—particularly in regard to reporting systems.	1	2	3	4	5
99	Disciplinary policies are based on an agreed (i.e., negotiated) distinction between acceptable and unacceptable behaviour.	1	2	3	4	5

100	The organization has in place rapid, useful and intelligible feedback channels to communicate the lessons learned from both the reactive and proactive safety information systems.	1	2	3	4	5
	SAFETY CULTURE TOTAL:					