



Safety Climate Survey

December 2006

**Summary Report for
XXXX Portfolio**

Executive Summary

1.1 Background to survey and overall progress

- The following document contains details of a safety climate survey conducted on behalf of XXXX portfolio during November and December 2006.
- 252 questionnaires were received from the 7 plants in the portfolio: Redford, Portsmouth, Kettering, Gedburgh, Bedford, Hillingdon and Knightsbridge.
- The radial graph in Figure 1 shows the data for all plants for surveys conducted in 2004, 2005 and 2006. (For all factors the most desirable response option is 5, except for Involvement where it was 6. To enable a direct comparison with other factors, the mean figure for Involvement should be corrected to represent a 1-5 scale in which case the mean score for 2006 would be 3.06).

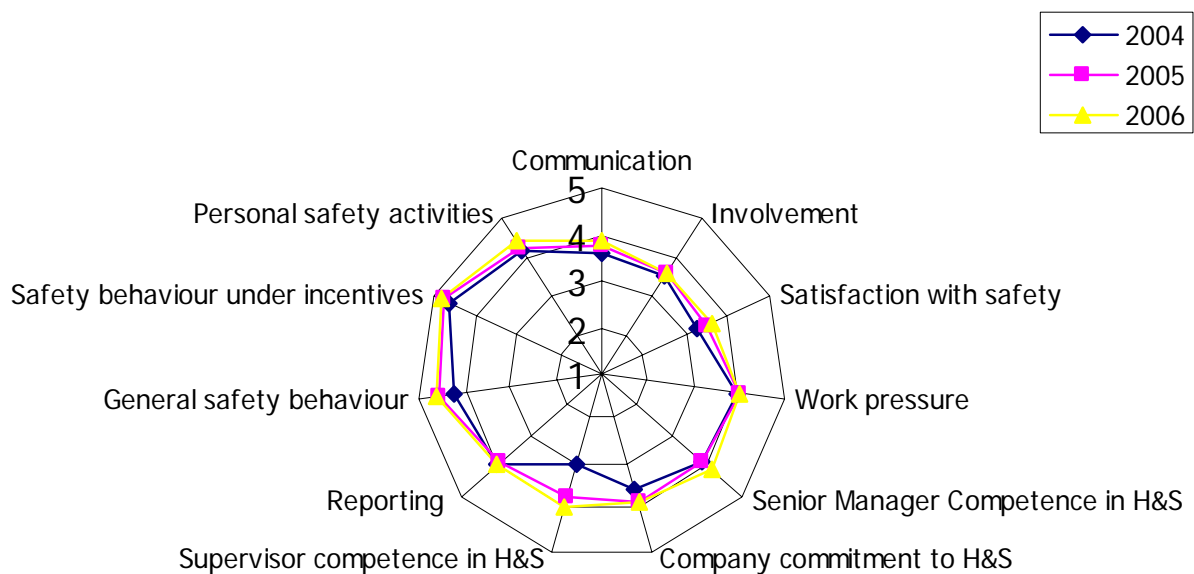


Figure 1 Comparisons of safety climate from 2004-6

- The graph indicates that for 2006 the most positive scores were achieved on:
 - safety behaviour under incentives
 - general safety behaviours
 - personal safety activities.
- This should not be taken to indicate that these are the strongest areas, as we shall discuss later.

- Table 1 below shows the means for each year for each sub-scale of the survey (this information is also presented in Figure 1).

Table 1 Summary of means between 2004-6

	2004	2005	2006
Communication	3.57	3.73	3.85
Involvement	3.46	3.59	3.58¹
<i>New involvement score</i>	<i>n/a</i>	3.87	3.83²
Satisfaction with safety	3.28	3.48	3.57
Work pressure	3.97	4.04	4.06
Senior Manager Competence in H&S	3.84	3.89	4.13
Company commitment to H&S	3.59	3.85	3.89
Supervisor competence in H&S	3.02	3.78	3.98
Reporting	3.95	3.93	3.96
General safety behaviour	4.22	4.56	4.61
Safety behaviour under incentives	4.60	4.79	4.85
Personal safety activities	4.19	4.26	4.38

- The figures indicate that the progress achieved between 2004 and 2005 has at least been consolidated and some further progress may have been made.
- There was a significant improvement overall at the plants in ratings of:
 - Supervisor competence in health and safety
 - Company commitment
 - Work pressure
- For the other scores the improvements were not shown to be statistically significant when subject to analysis. They could suggest a positive improvement in overall perceptions of safety across the plants but the best conclusion must be that previous progress appears to have been at least consolidated.
- For Involvement, there has been a slight decrease in the scores from year 2 to year 3, although this decrease is not significant and should therefore not cause concern.

1.2 Factor specific comments

- **Communication (mean score = 3.85):** As last year the majority of respondents reported that communication at the plants was good and that they were informed of health and safety matters that were relevant to them.

¹ This score is only based on Q1 & 2 for Involvement and relates to a 1-6 scale

² This makes use of Q1-6 for involvement (using unadjusted data i.e. a mixture of scales)

- **Involvement in Safety (mean score = 3.58):** Perceptions regarding involvement in both work planning and in decision making with respect to health and safety issues remain largely positive although there is some suggestion that feelings regarding the degree of involvement may have reduced compared with last year.
- **Satisfaction with Safety Activities (mean score = 3.57):** Responses produced an overall increase in the mean score compared with 2005.
- **Work Pressure (mean score = 4.06):** Responses for 2006 suggest that perceptions regarding work pressures remain little changed from last year – in the context of some difficult events and reorganisation that have occurred during 2006 this should therefore be seen as positive.
- **Perceived Senior Manager competence in H&S (mean score = 4.13):** Comparison with the 2005 mean score (3.89) suggests a marked improvement in perceptions regarding senior management competence.
- **Perceived Supervisor Competence in H&S (mean score = 3.98):** Improvement noted last year has continued although not at the same rate. The specific work focused on “people skills” seems to have had some benefit.
- **Company Commitment to Safety (mean score = 3.89):** The gain achieved last year seems to have been at least consolidated in 2006.
- **Willingness to report and rules (mean score = 3.96):** Perceptions regarding reporting and rules remain very positive. Issues, however, remain with respect to both the efficacy and the ease of use of the safety rules.
- **General Safety Behaviour (mean score = 4.61):** Once more progress has been at least maintained with the mean score showing an increase from 4.56 to 4.61. Given that this scale mainly focuses on “my behaviour”, then it seems possible that reporting may be “over-positive”.
- **Safety behaviour under incentives / social pressures (mean score = 4.85):** Again, progress has been maintained and the overall breakdown of the responses is as 2005. Whilst the response is good, it remains the case that around 10% of the respondents report that they break rules at least “occasionally”, and that this is driven by some form of outside pressure or incentive.
- **Personal Safety Activities (mean score = 4.38):** Another example where the mean figure indicates further progress has been made and where the overall score has exceeded 4. Like the previous two scales however, responses reflect own behaviour and may therefore be over-favourable.

1.3 Issues raised in response to open questions

Involvement

- Many people stated that they were satisfied with the extent of their involvement.
- Themes emerging from written responses included access to and quality of safety meetings etc, involvement in improvement and planning, time pressures preclude greater involvement, and a range of cultural issues that serve to reduce engagement.

Satisfactions with Safety Activities

- Key issues raised in this section highlighting specific areas of dissatisfaction included:
 - Safety Management System and Permit To Work
 - Incident investigation / reporting etc (8)
 - Quality of / access to safety meetings, briefings, TBTs etc (7)
 - Cultural / team building issues (5)

Safety Behaviour

- Key issues identified from the responses to this section are culture / leadership, safety rules, work pressures, and incident investigation

1.4 Comparisons of safety climate across all plants

- There is some variance in the scores derived from the individual plants, although overall the scores suggest a relatively “healthy climate”
- On the basis of the scores, the portfolio could be divided into 3 categories
 1. Relatively high-scoring (Bedford, Knightsbridge, Redford)
 2. Mixed scoring (Gedburgh, Kettering)
 3. Relatively low-scoring (Hillingdon, Portsmouth)

1.5 Recommendations

From the above we would make 3 broad recommendations:

1. Review of the current safety climate questionnaire with regard to its content and the intelligence it provides
2. Specific focus on understanding the issues relating to, and thereby improving, Communication, Involvement and Satisfaction with Safety Activities

3. Continued consideration of the behavioural issues with a view to establishing greater personal challenge, openness and honesty

In addition to the above, responses to the open questions suggest that some consideration of the following would be appropriate:

- Development of a stronger and more proactive “safety improvement” culture (including a focus on leadership issues and development of a stronger team ethic)
- Safety Management System, Permit To Work process and the “safety rules” - ease of use, consistency etc
- Incident investigation and the development of a Just Culture
- Quality of and access to safety promotion / communication activity

Section 2

Survey Sample

The overall combined response for the plants was 252 questionnaires (although one was discarded given the data provided was unusable). Demographic details of the combined plants sample are described in Table 2 below. Table 3 describes the occupational categories of respondents.

Table 2 Demographics

Location	Frequency	Percentage
Redford	37	15
Portsmouth	38	15
Kettering	28	11
Gedburgh	41	16
Bedford	32	13
Hillingdon	34	13
Knightsbridge	41	16
Missing data	1	<1

There were fewer questionnaires returned compared with 2005 and the overall response was slightly down (78% compared with 82% returned for 2005). This can be mainly explained in the lower response rate this year from Kettering. Other plants performed as 2005 (with Hillingdon's low performance being particularly evident and consistent at about 45%). The return rate across the portfolio for this type of activity is nevertheless extremely good.

Other demographics as follows:

Company		
Operating	217	86
Contracting	20	8
Missing	14	6

Position		
Manager	37	15
Supervisor	67	27
Workforce member	134	53
Missing	13	5

Supervision		
Yes	130	52
No	113	45
Missing	8	3

Table 3 Occupation

Company	Frequency	Percentage
Production/Operations	93	37
Management	35	14
Administration	29	12
Maintenance	54	22
Engineering	17	7
Other	15	6
Missing	8	3
Total	251	100

Section 3

Comparisons

3.1 Progress by factor

Communication (mean score = 3.85): As last year the majority of respondents reported that communication at the plants was good and that they were informed of health and safety matters that were relevant to them. The items eliciting the most positive responses across all plants are: C2 There is good communication between work colleagues (79% stated either yes to a high extent or yes to some extent), C1 There is good communication about safety issues that may affect me' (78%) and C7 There is good communication between this XXXX location and contractor staff (78%). The item eliciting the least positive response across all plants is 'praise for working safely' (20% of personnel said no practically not or no not at all. Whilst this does represent some improvement from last year, when the equivalent score was 26%, there still remains work to be done with respect to delivering recognition).

Involvement in Safety (mean score = 3.58): Perceptions regarding involvement in both work planning and in decision making with respect to health and safety issues remain largely positive although there is some suggestion that feelings regarding the degree of involvement may have reduced compared with last year. Whilst the reduction is not significant it nevertheless is something that could be investigated further. There is a minority who reported that there is not enough involvement (20%) and that they would like to be more involved in health and safety (33%) – these figures are very similar to 2005 responses.

Satisfaction with Safety Activities (mean score = 3.57): Responses produced an overall increase in the mean score compared with 2005. Overall, respondents reported being most **satisfied** with housekeeping, and then the permit to work system (same as 2005). Areas where there is the highest level of expressed dissatisfaction are toolbox talks, social and team building activities, emergency response training, outcomes of safety meetings, supervisor walkabouts and senior manager visibility (although even in these cases reporting is markedly more positive than negative).

Work Pressure (mean score = 4.06): Responses for 2006 suggest that perceptions regarding work pressures remain little changed from last year – in the context of some difficult events and reorganisation that have occurred during 2006 this should therefore be seen as positive. Nevertheless there remains work to be done given that over 20% of those responding feel that production at times takes precedence over safety and approaching 20% reported that low manning levels could result in rules being broken.

Perceived Senior Manager competence in H&S (mean score = 4.13): Comparison with the 2005 mean score (3.89) suggests a marked improvement in perceptions regarding senior management competence. The item on which there was the least favourable response was 'I trust my Senior Manager', although even here there is some improvement with those reporting some level of agreement being less than 20% (where previously the figure was over 20%).

Perceived Supervisor Competence in H&S (mean score = 3.98): Improvement noted last year has continued although not at the same rate. The specific work focused on "people skills" seems to have had some benefit. Although this remains the area attracting the least favourable response, the level of negative reporting has dropped from 32% to 23%.

Company Commitment to Safety (mean score = 3.89): The gain achieved last year seems to have been at least consolidated in 2006. Areas to continue to focus on are: the effects job uncertainty can have on safety and the production vs safety tension. Responses to the issue of implementing safety improvements are mixed suggesting that this would also benefit from some consideration.

Willingness to report and rules (mean score = 3.96): Perceptions regarding reporting and rules remain very positive. Issues, however, remain with respect to both the efficacy and the ease of use of the safety rules.

General Safety Behaviour (mean score = 4.61): Once more progress has been at least maintained with the mean score showing an increase from 4.56 to 4.61. Given that this scale mainly focuses on "my behaviour", then it seems possible that reporting may be over-positive. Care should therefore be taken when reviewing this scale - the prediction would be that people would rate themselves favourably - and probably more favourably than is actually the case. The fact that some (a small minority) report taking shortcuts and admit to not adhering to safety rules when under pressure, indicate that unnecessary risk taking does take place. For the future, a revised question set could be designed so as to obtain greater clarity regarding this critical issue.

Safety behaviour under incentives / social pressures (mean score = 4.85): Again, progress has been maintained and the overall breakdown of the responses is as 2005. Whilst the response is good, it remains the case that around 10% of the respondents report that they break rules at least "occasionally", and that this is driven by some form of outside pressure or incentive. Given that any one transgression / violation can produce an unplanned event then this needs to be a continued area of focus.

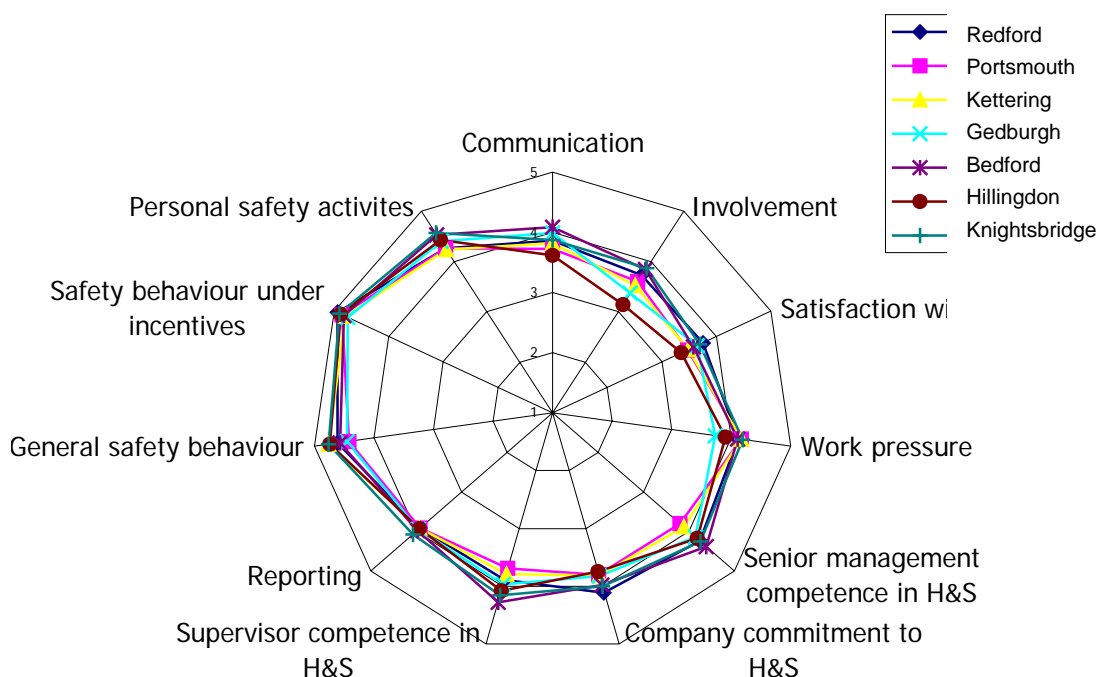
Personal Safety Activities (mean score = 4.38): Another example where the mean figure indicates further progress has been made and where the overall score has exceeded 4. Like

the previous two scales however, responses reflect own behaviour and may therefore be over-favourable. The pattern of reporting for one item - putting pressure on management for improving safety – is different compared with the other items. This suggests that people may not challenge and could be related to feelings of involvement highlighted in the responses to the Involvement scale.

3.2 Comparison between plants

The graph below shows a comparison of perceptions of safety climate across all 11 factors for each of the 7 plants.

Figure 2 Comparisons of safety climate across the portfolio



The radial graph indicates that there is considerable similarity in the way in which the different plants have responded. Closer examination however indicates that there is some difference and that the plants can be roughly divided into 3 categories: Knightsbridge, Bedford and Redford produce the overall higher scores, Gedburgh and Kettering showing more of a mixed profile, with the Hillingdon and Portsmouth plants generally associated with relatively lower scores for each of the 11 factors (producing the lowest score for 4 of the factors in each case). (Some interesting further analysis could be conducted here with respect to safety performance data for each of the plants).

More specifically, the Hillingdon plant scores least positively with respect to Communication, Involvement and Satisfaction – this may be a function of or related to the relatively low response rate (45%), which in turn may be an indicator of some more general sense of dissatisfaction that exists at the plant. In our experience, perceptions regarding safety management are often related to other more general perceptions.

3.3 Comparison between factors

A review of the graph suggests other patterns. It is evident that the top left hand quadrant produces the highest scores compared with all other factors. This may reflect a state of how things actually are but might also be the result of some other artefact. Our view is that there is some distortion in that the top left is mainly to do with attributions relating to “my behaviour” whilst the other factors are more to do with aspects that are external to the person reporting. We would predict that individuals would assess themselves more favourably and likewise assess external aspects less favourably.

This is a representation of what is known as “attribution theory” and care should be taken when comparing the scores and what they indicate. We think that this is especially important with respect to “safe behaviour” as the results could reinforce the view that “this aspect is OK” whereas it might be more appropriate to challenge the perception that this is indeed the case. In this context it is relevant to state that many accidents involve unsafe behaviour.

Although the above is important, it is also important to reflect people’s perceptions and from the data it is evident that the least positive reporting is associated with Communication, Involvement and Satisfaction with Safety Activities. In particular, Involvement produced the lowest score for 3 of the plants and Satisfaction with Safety Activities the lowest in 4 cases. These factors may form the focus for future work.

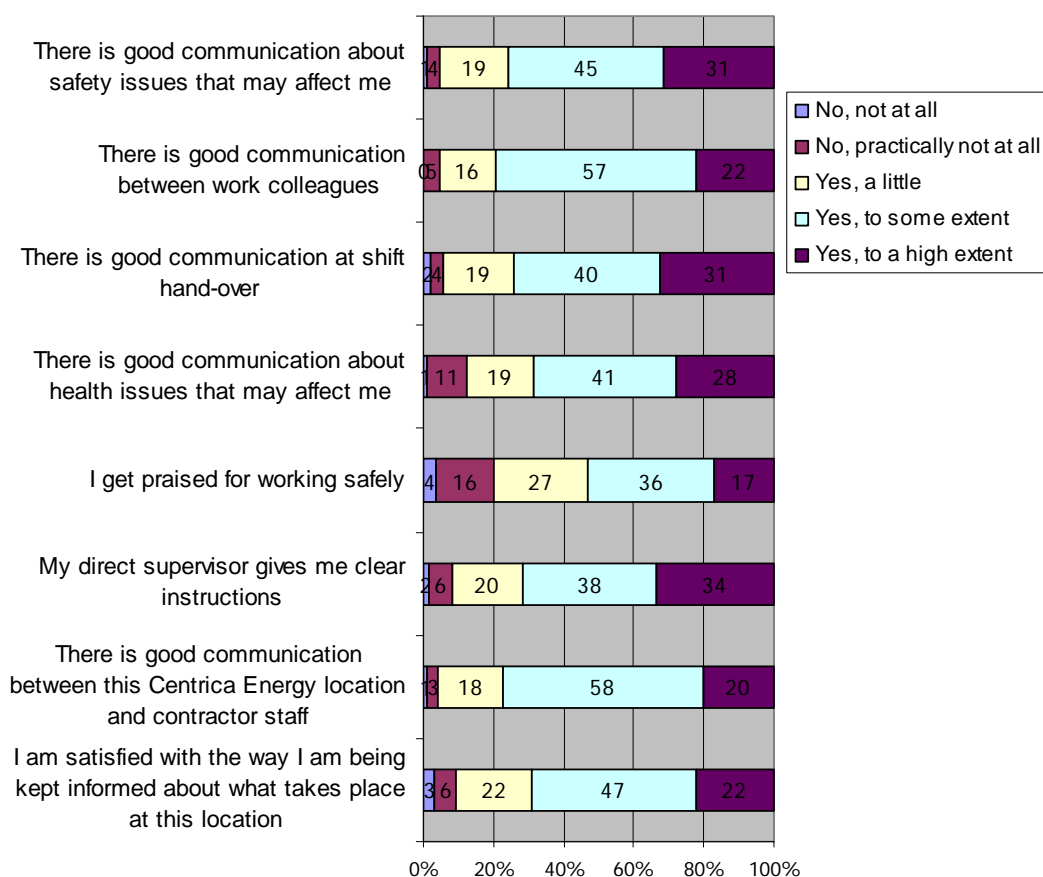
Section 4

Communication

The communication scale is made up of 8 items, and is designed to measure perceptions of communication using a five-point scale. The mean³ response for the scale was 3.85 (standard deviation⁴ 0.94) compared with the 2005 score of 3.73. This indicates that on average people responded to the items by indicating 'yes-to some extent'. The scores given ranged⁵ from 1 to 5.

The graph below illustrates individual responses to the items included in the communication scale. (Numbers included in each bar of the graph are percentages of the total number of responses to the item).

Figure 3 Responses to questions on Communication



³ The mean score, is the sum of scores for all items within the scale divided by the number of items within the scale, and gives an indication of the response pattern to the overall scale.

⁴ The standard deviation indicates the spread of responses. A large standard deviation indicates a large variation between individuals' responses on this scale. A small standard deviation indicates low variation.

⁵ The range is the lowest response from all personnel and the highest response from all personnel.

Section 5

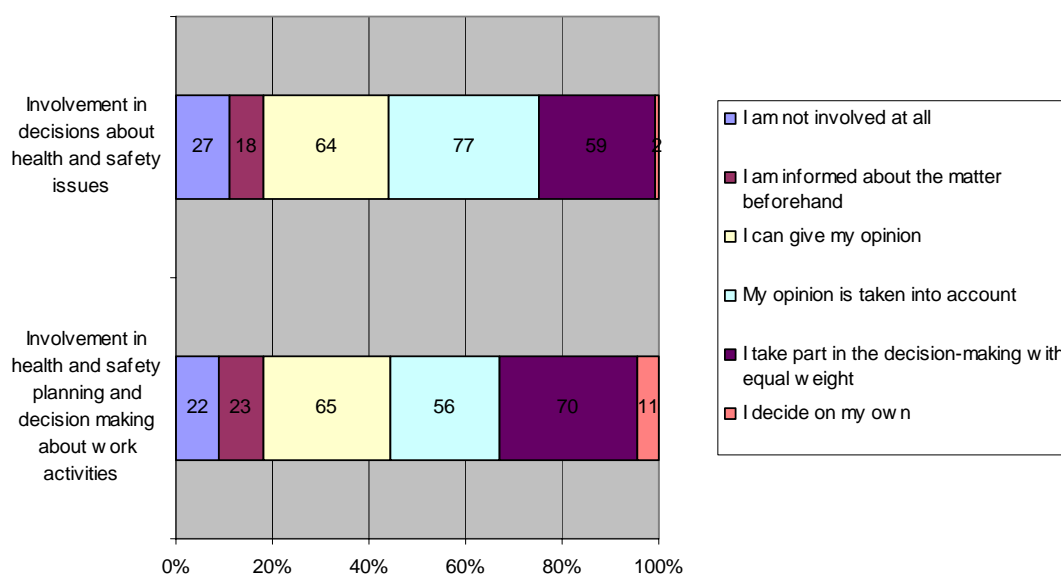
Involvement in Safety

The Involvement scale comprises 8 questions in total (4 added in 2005) relating to how involved people feel in managing and improving safety, the planning of their work activities and also in making decisions regarding related safety issues

For the first 2 questions respondents were asked to rate on a 1 ('not at all') to 6 ('I decide on my own') scale. The mean score for these 2 questions forms the involvement score that has been compared to previous years in

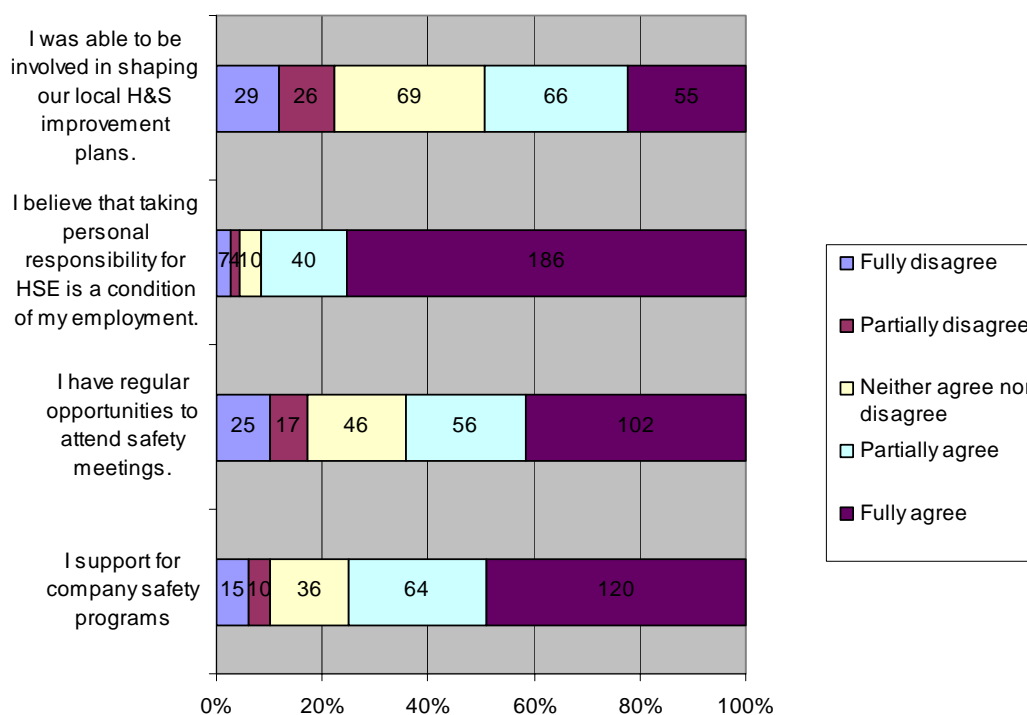
Table 1. The mean score was **3.58**, standard deviation 1.30 (based on a range from 1-6). The response was very similar to that achieved in 2005 (3.59) suggesting little change in the perceptions of the workforce people regarding the level of involvement. (Numbers included in each bar of the graph represent the number of responses recorded).

Figure 4 Responses to question 1 and 2 on Involvement



In order to measure other aspects of workforce involvement, the 2005 and 2006 surveys included 4 additional items (questions 3 to 6), each examining the participation of respondents in specific health and safety activities. Questions 3 to 6 were scored on a five-point scale. The mean score of these 4 questions was 3.96 (standard deviation 1.25). Responses indicate that around 20% of those responding feel that they have not been involved in shaping improvement plans nor do they feel they have regular opportunity to attend safety meetings.

Figure 5 Responses to questions 3 to 6 on Involvement



The table below (relating to question 7 and 8 of the scale) represents the responses to these questions, which are very similar to those achieved in 2005. The suggestion is that people are generally satisfied with the level of involvement in safety although there is a substantial minority that would like to be more involved. This is something that should be further explored.

Table 4 Responses to questions 7 to 8 on Involvement

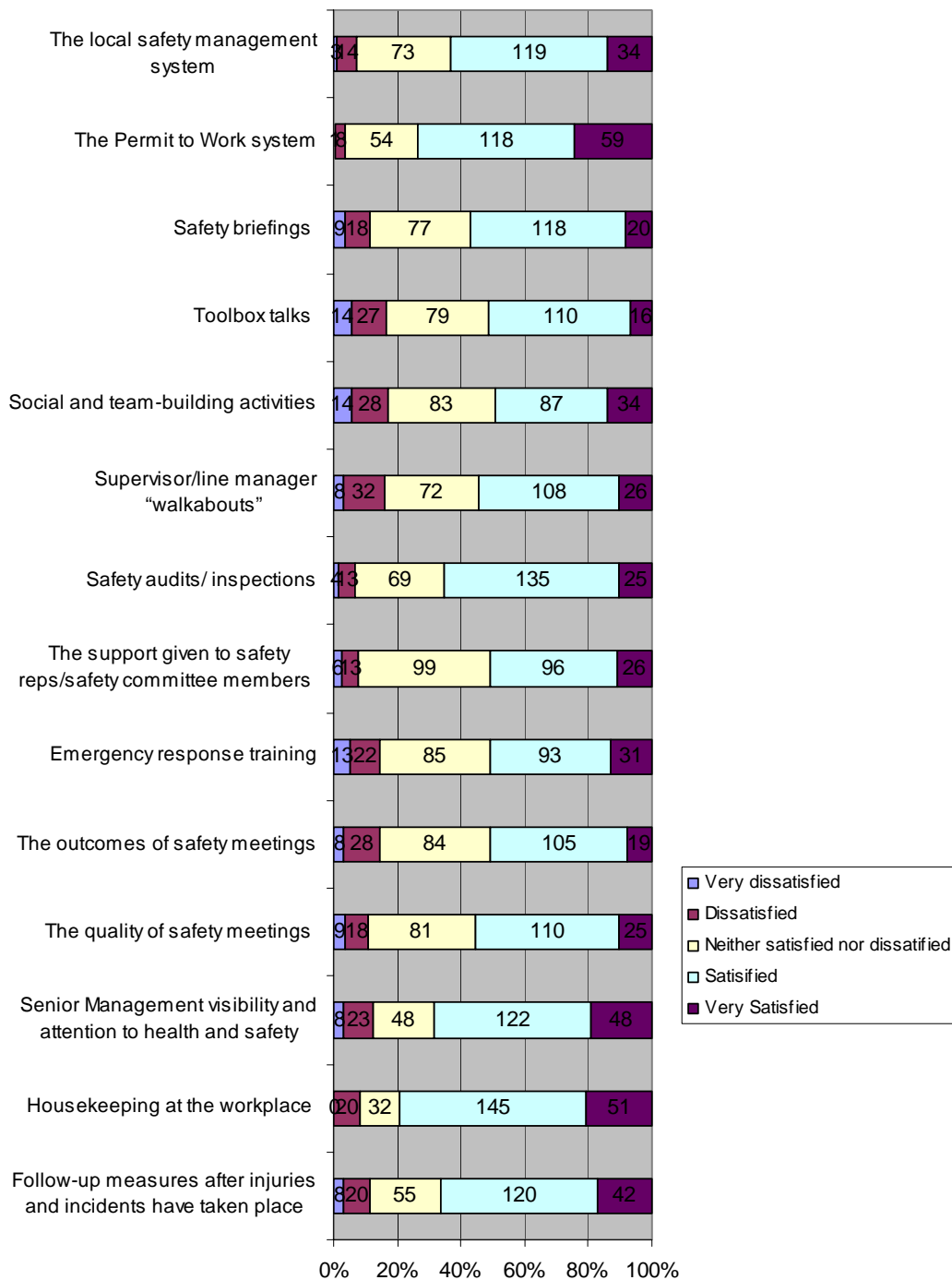
Question	Yes (%)	No (%)
Is there enough workforce involvement in H&S at this plant?	80	20
Would you like to be more involved in H&S?	33	67

Overall, the Involvement scale achieves some of the least highest scores. Adopting a different treatment of the data (ie converting the mean score to equate with a 5-point scale which would allow more direct comparison with the other mean scores), would result in an even lower score. The suggestion is that the development of greater involvement ought to be something that is given specific consideration.

Section 6 Satisfaction with Safety Activities

The satisfaction scale is made up of 14 items relating to safety systems, procedures, monitoring and other support activity.

Figure 6 Responses to questions on Satisfaction with Safety Activities

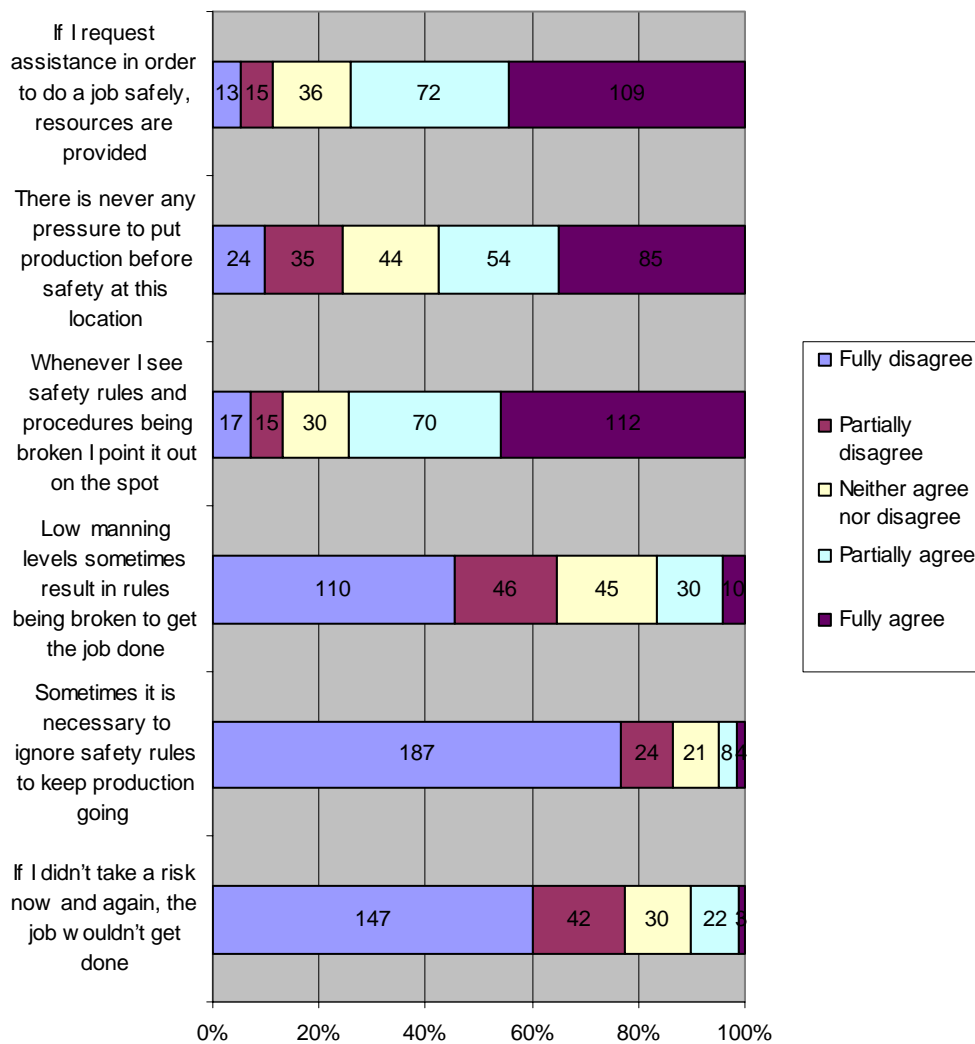


The mean score for satisfaction for 2006 is **3.57** (standard deviation 0.93) representing an improvement from the 2005 score of 3.48. Response scores ranged from 1 to 5. Satisfaction is generally high across all of the items although there are specific areas that could be targeted with respect to achieving an improvement. These are: toolbox talks, social and team building activities, supervisor walkabouts, emergency response training, and the outcomes of safety meetings (all of which are approaching 20% in terms of the number of people expressing some level of dissatisfaction).

Section 7 Work Pressure

This scale contains 6 items that relate to work pressure and the impact it could have on safety. The range of responses was from 1 to 5. The responses for the 6 items were combined producing a mean of **4.06**, very similar to the 4.04 achieved in 2005. (The relatively high standard deviation 1.79 suggests that this is scale in which there is more diverse opinion). The overall picture is that safety is considered to be relatively well insulated from the various work pressures that people encounter although a marked number (24%) report that there can exist a tendency to place production ahead of safety whilst a smaller number (16%) agree that low manning levels can result in rules being broken. Whilst these two items remain issues on the basis of these results, the data suggest an improvement compared with 2005.

Figure 7 Responses to questions on Work Pressure



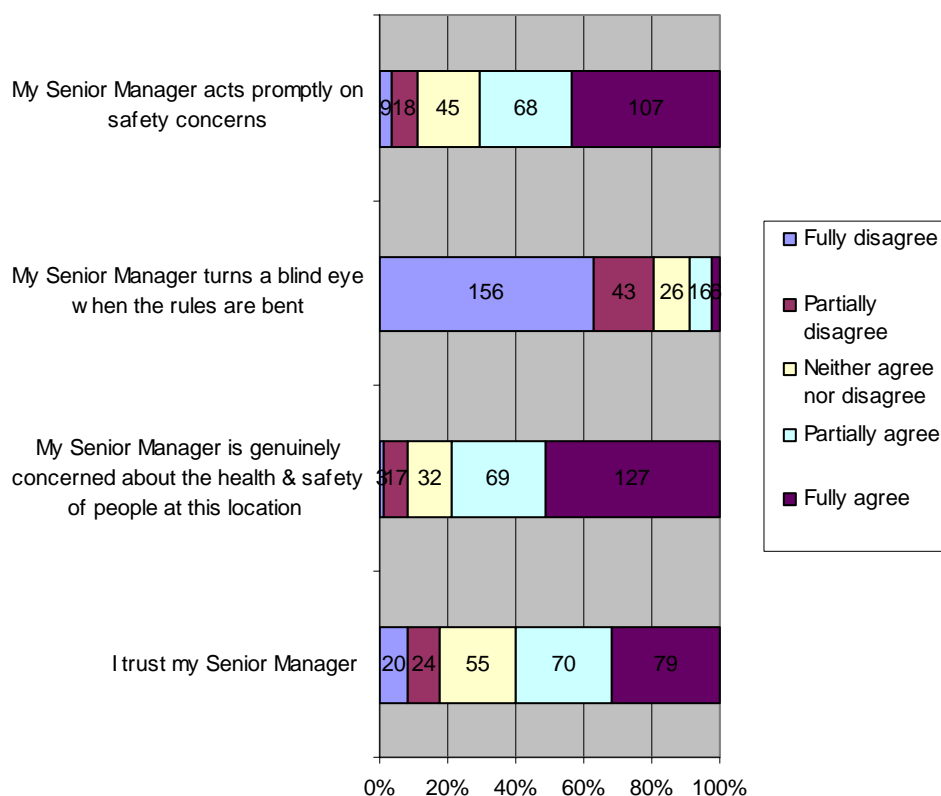
Section 8 Attitudes to Safety

This scale contains 20 items incorporating four subscales surveying attitudes towards safety: a) perceived Senior Manager competence in H&S, b) perceived supervisor competence in H&S, c) company commitment to safety, and d) willingness to report and rules. The results for the four subscales are reported separately below.

8.1. Senior Manager competence in H&S

This subscale includes 4 items and is concerned with how people regard senior managers with respect to competence in safety. The range of scores was 1 to 5. Higher scores indicate more favourable perceptions. The mean score on this scale was **4.13** (standard deviation 1.54) which represent some improvement from the 3.89 mean score achieved in 2005) indicating that there is a strengthening perception regarding the levels of safety competence attributable to senior managers. From the data, issues to focus are the speed in which senior managers act (11% indicating this is a concern) and building greater trust (18% expressing some level of disagreement with the statement “I trust my Senior Manager” - in 2005 the respective figure was 22%).

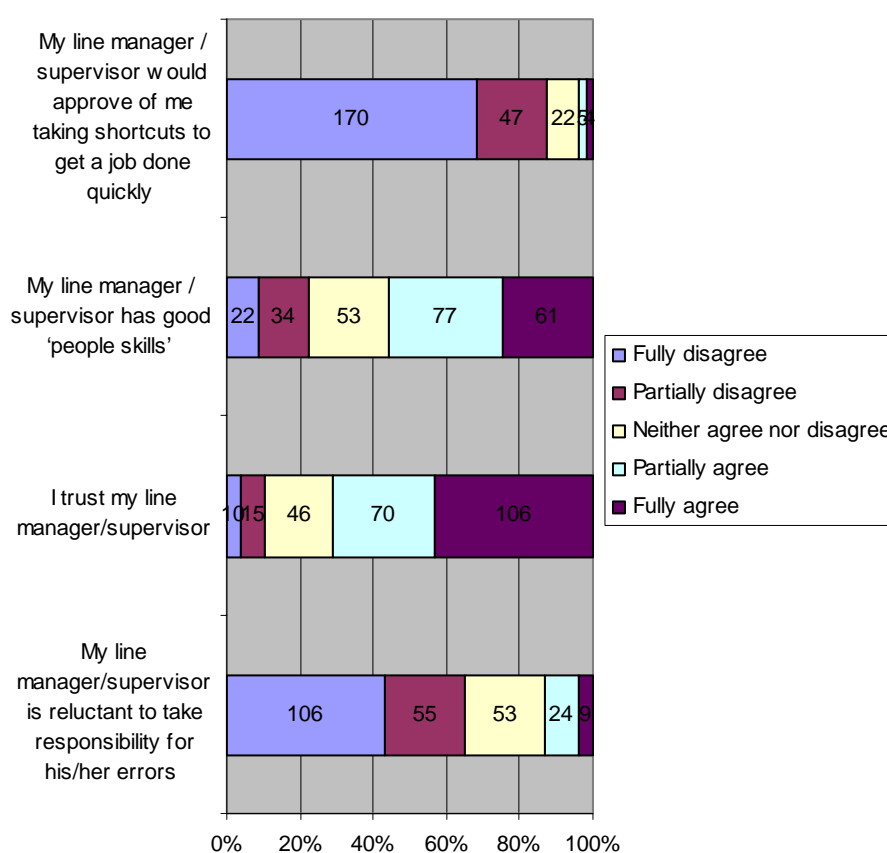
Figure 8 Responses to questions on perceived senior manager competence in H&S



8.2. Supervisor competence in H&S

This subscale also includes 4 items. The range of scores was 1 to 5. Again higher scores represent more favourable perceptions. The mean score on this scale was **3.98** (standard deviation of 1.50) comparing favourably with the 2005 score (3.78). Of the items, the one relating to “good people skills” remains one to focus on although there are now less who express some level of disagreement with the statement that “My line manager / supervisor has good people skills” – 23% 2006 compared with 32% for 2005. This represents good news in that this area has been the focus of some development.

Figure 9 Responses to questions on perceived supervisor competence

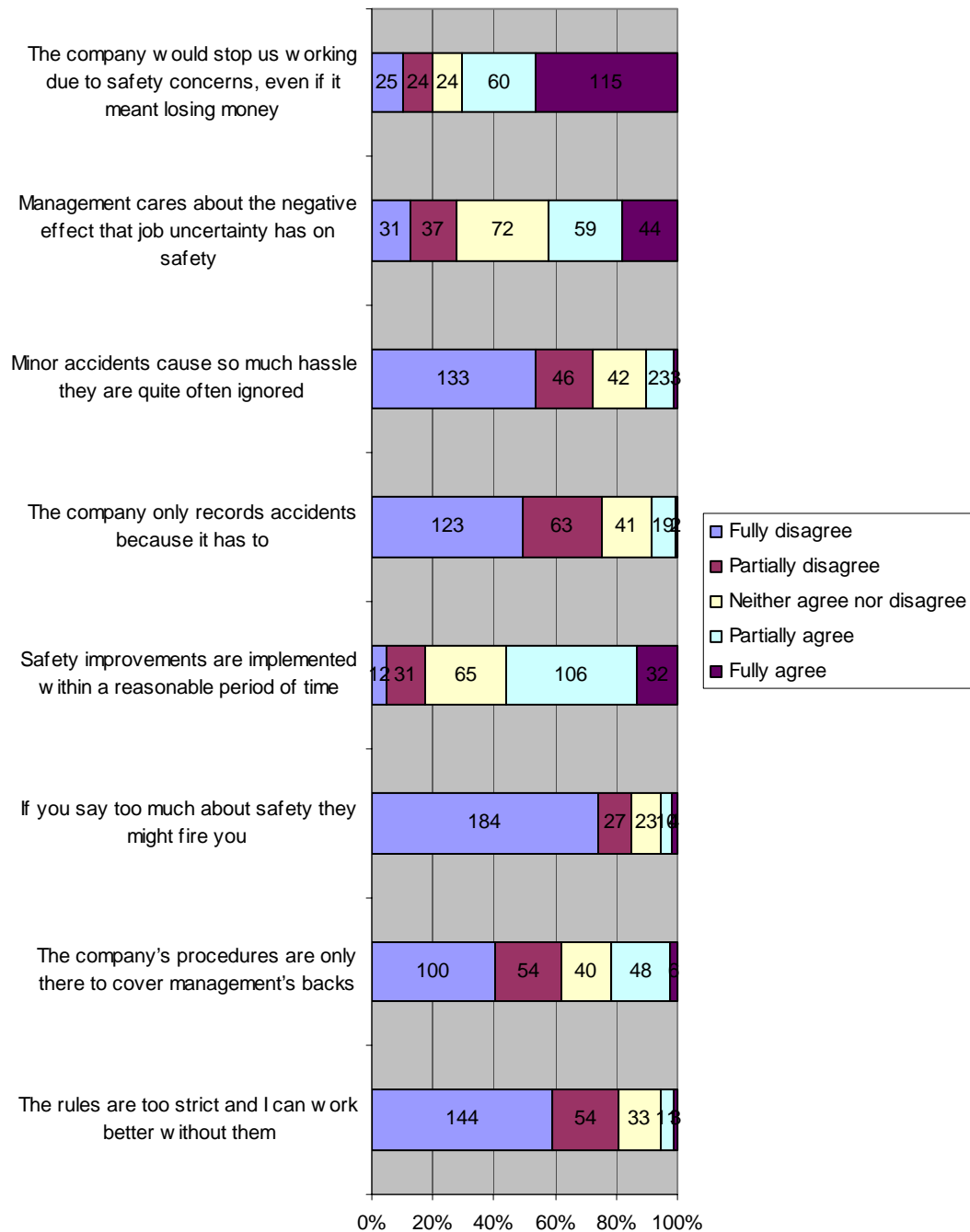


8.3. Company commitment to safety

This subscale includes 8 items. The range of scores was 1 to 5. Higher scores represent more favourable perceptions. The mean score for this scale was **3.89** (standard deviation of 1.41) which is similar to the 2005 score (3.85). Key issues to focus on regarding improvement are disagreement that: management cares about the effects uncertainty has on safety (28% - an increase from 24% in 2005), the company would stop work due to safety concerns even if it meant losing money (20%), safety improvements are implemented within a reasonable period

of time (17%). There has been no change in the number of people who agree with the statement that “company procedures are only there to cover management’s backs” (22%).

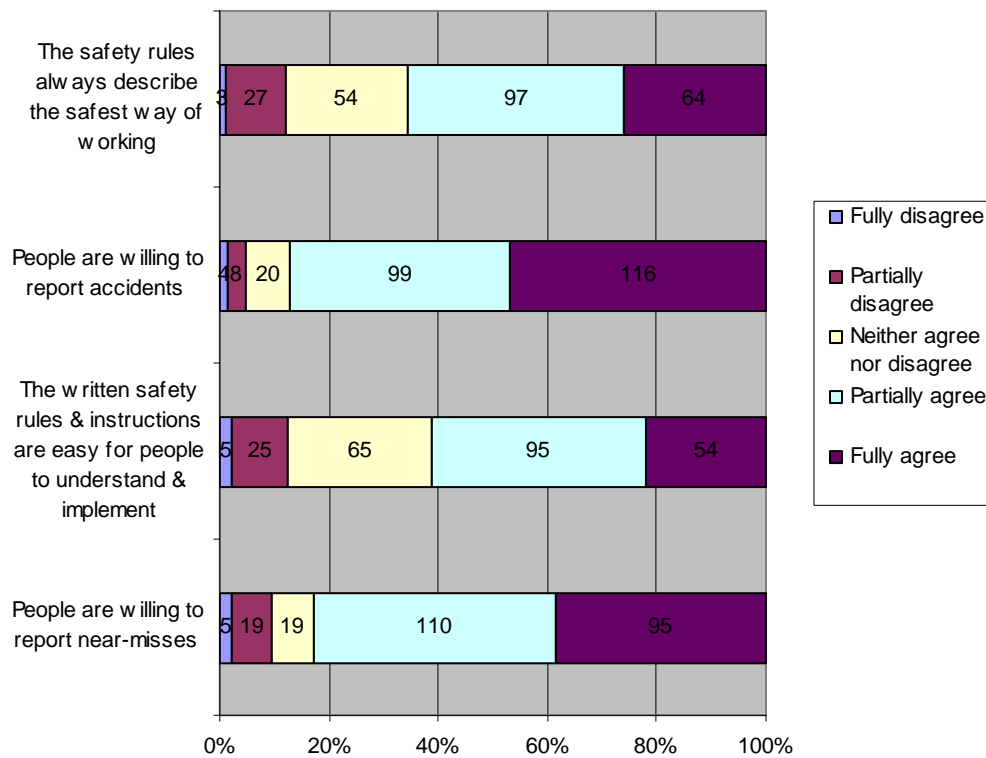
Figure 10 Responses to questions on company commitment to safety



8.4. Willingness to report, and rules

The final subscale within the Attitudes to Safety scale contains 4 items. The range of scores was 1 to 5. The mean score for this scale was **3.96** (standard deviation of 0.99) once more showing little change from the 2005 score (3.93). Like the scores given for each of the other scales, the general impression is positive. However, there remain issues regarding the rules and procedures both in terms of their efficacy and ease of use: 12% expressing some level of concern with regard to the two appropriate items. Once more this is a minority and some debate will need to centre around needing to respond or accepting the view that it is unlikely to achieve total agreement on such an issue.

Figure 11 Responses from questions on willingness to report



Section 9

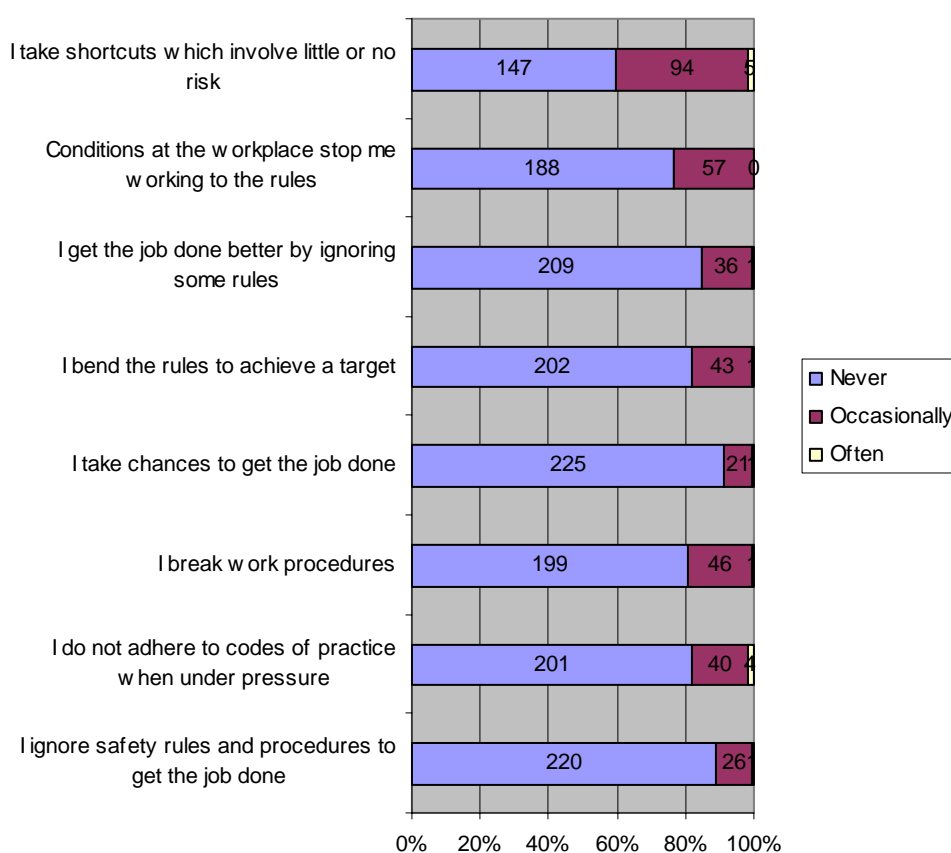
Safety Behaviour

This scale contains 11 items where the focus is on personal safety behaviour on-the-job. The items further sub-divide into 2 subscales: a) general safety behaviour, and b) safety behaviour under incentives/social pressures. The results for the two subscales are separately reported below. It is important to recognise that these items are different from many of the previous items in that the respondent is making a statement about their own behaviour. This is likely to have an impact on how some if not many respond and it seems likely that the overall scores will therefore be more favourable (which is indeed the case).

9.1 General safety behaviour

This subscale has 8 items concerned with general safety behaviour. The total scores for responses ranged from 1 to 3. The data was aligned to a five-point scale to allow comparison with the other measures. The mean score for general safety behaviours was **4.61** (standard deviation of 0.85) again similar to the 2005 score (4.56).

Figure 12 Responses from questions on general safety behaviour

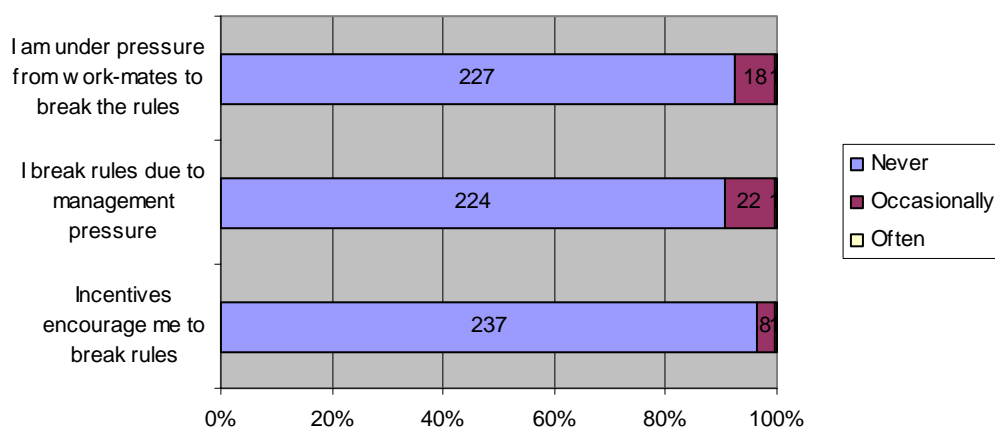


The relatively low standard deviation indicates relatively greater consensus with regard to the responses – which again tends to reflect the increased likelihood of people responding favourably to items that directly reflect their own behaviour. The results should not be taken to indicate that there is a very low incidence of unsafe behaviour, although this may be true, but that this is how people view the situation. Indeed, the fact that for each item a marked minority of people have reported that they occasionally transgress indicates that there remains a significant issue to address. In this respect the high mean score is perhaps a little misleading and needs to be viewed with some degree of caution. The danger is that the data can lead to people feeling that this is an area that is not a problem when the explanation might be more to do with a tendency to view the problem as not mine but to do with other things or other people.

9.2 Safety behaviour under incentives / social pressures

This subscale has 3 items and is more concerned with how behaviour can be a function of some external force rather than to do with simple personal choice. The total response scores ranged from 1 to 3. Again the data was aligned to a five-point scale to allow comparison with the other measures. The mean score for this subscale was **4.85** (standard deviation 0.54) showing some small further gain on the 4.79 score achieved in 2005. Again, we would advocate adopting particular care when considering this relatively high score although again this is not to say that the data is not representative of actual behaviour.

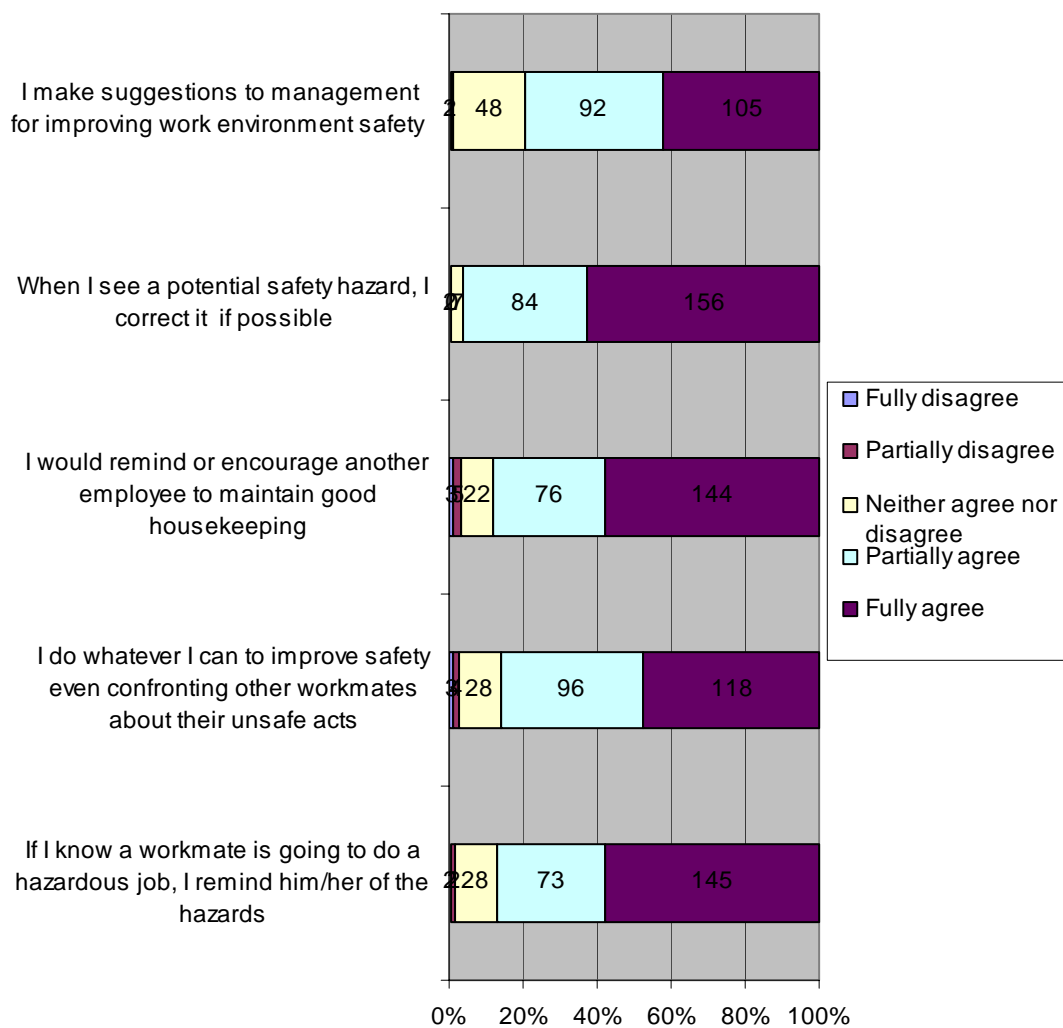
Figure 13 Responses from questions on safety behaviour under incentives

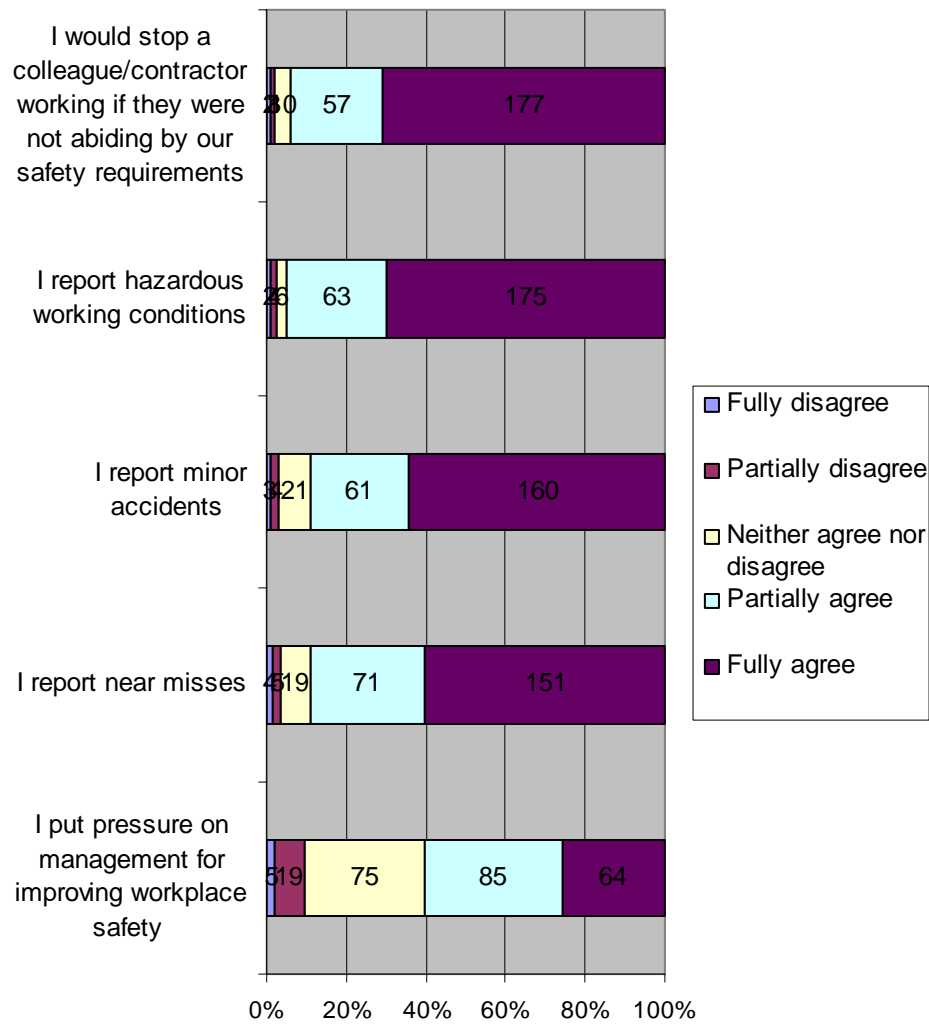


Section 10 Personal Safety Activities

This final scale consists of 9 items relating to personal safety promoting activity. Responses to items ranged from 1 to 5. Higher scores demonstrate better attitudes towards safety. The mean score for this scale was 4.38 (standard deviation of 0.83) compared with the 2005 mean score of 4.26. The scores are very positive and again given that they relate to the respondent's own behaviour there may be a tendency towards more favourable reporting. In addition, in responding to these items, respondents will have in mind their own safety standards. This may mean for example that the tendency to remind / challenge others may be a function of certain levels of risk and not others (eg perceived minor unsafe behaviour will go unchallenged). Our view is that here is a need to treat the responses made here with a certain degree of caution.

Figure 14 Responses from questions on personal safety activities





Section 11

Responses to open questions

There were opportunities within the safety climate survey for individuals to voice specific issues and concerns, beyond the forced choice responses required. The various responses made have been grouped to identify a number of potential development themes as indicated below. The responses themselves are presented in their entirety in the appendices at the end of this report.

Involvement

Many people stated that they were satisfied with the extent of their involvement. However, a number of themes emerged from the responses made to the open questions regarding promoting greater involvement. The following were the most significant in terms of the number of people who offered comments:

- Access to meetings and quality of meetings and other forms of information exchange / communication
- Promoting / enabling involvement in improving systems and development planning
- Time pressures that serve to preclude greater involvement
- Cultural issues and perceptions regarding leadership influencing commitment and buy-in

Satisfactions with Safety Activities

Issues raised in this section highlighting specific areas of dissatisfaction included:

- Safety Management System and Permit To Work (9 responses)
- Incident investigation / reporting etc (8)
- Quality of / access to safety meetings, briefings, TBTs etc (7)
- Cultural / team building issues (5)
- Senior management visibility (3), role of safety rep (3), training / induction (3), audits (2), emergency response training (2), housekeeping (2)

Safety Behaviour

Common themes raised following this section are as follows:

- Cultural / leadership (7)
- Safety rules (6)
- Work pressures (5)
- Incident investigation, Just Culture etc (3)
- Training / induction (1)

Recommendations based on the 2006 XXXX Safety Climate Survey

Recommendations - Overall Report	Hdn	Ggh	Pth	Kng	Brd	Rrd	Kge
Low Score Factors (less than 3)							
No factors in this area indicating that the plant portfolio within XXXX compares favourably with other high reliability industries.							
Mid scoring factors (between 3-4):							
Factor: Satisfaction with safety activities Overall Mean Score: 3.57							
1.							
2.							
3.							
Factor: Involvement Overall Score: 3.58							
1.							
2.							
3.							
4.							
Factor: Communication Overall Score: 3.85							
1.							
2.							

Factor: Attitudes to Safety Sub-Factor: Company Commitment to H&S Overall Score: 3.89							
Factor: Attitudes to Safety Sub-Factor: Reporting (and Rules) Overall Score: 3.96							
Factor: Attitudes to Safety Sub-Factor: Supervisor competence in H&S Overall Mean Score: 3.98							

High scoring factors (between 4-5):							
Factor: Work Pressure Overall Score: 4.06							
Factor: Attitudes to Safety Sub-Factor: Senior Manager competence in H&S Overall Score: 4.13							
Factor: Personal safety activities Overall score: 4.38							
Factor: General safety behaviour Overall score: 4.61							
Factor: Safety behaviour under incentives/social pressure Overall Score: 4.85							

Appendices

Responses to open questions

Respondents were invited to make additional comments at various points in the questionnaire. These comments are transcribed below – they have been arranged with respect to some identified themes.

SECTION 3 Involvement in Health & Safety

Would you like to be more involved in health & safety? – If ‘YES’ how would you like to become more involved?

Feedback / communication / discussions / meetings

- Feedback from issues not as well forwarded as I feel it should be. Better communication on all H&S issues & decisions is required.
- Regular discussions on H&S issues. Areas of responsibilities
- All the personnel would attend the safety meeting if available.
- More meetings, not always able to attend if involved with plant work
- Not invited to attend meetings. I have absolutely no idea what time out for safety or Sxxxx is. Thought it was a 2-day jolly for staff.
- I am unsure of what happens re H&S on site.
- More feedback
- Hold monthly site safety meetings for each dept. with topics that are relevant to the dept, ie H&S videos, discussions etc. Make the dept more aware of all site related safety issues.
- From a regional perspective & by re-invigorating the safety meetings / communications
- Participate in group discussion
- Communication
- I would like to be involved by being updated on the latest HS&E issues and to be asked for my personal opinions on what affects me.

Safety reps / committees / safety forums

- Designate HS&E reps
- Continued involvement in H&S committee & the outcome
- I have just recently become a member of the H&S committee
- To join the HS&E committee
- Would like all members to take turns yearly on the HSE committee (site)
- Chance to attend safety forum, shiftwork restricts this.
- Join forum or attend some
- As a new employee I've attended a few safety forums. This after my first six months of meetings, I will continue
- I am part of the safety committee, however, although I have developed procedures and offered opinions, certain individuals tend to overlook them and do not provide support to have them implemented.
- I spent 3 years on the local H&S forum
- By being involved in a safety committee that deals directly with issues at our work face (ie plant front line ops). Too much committee time is spent on issues affecting office administration work.
- H&S Committee
- HS&E committee meetings
- Would be willing to become a member of the safety committee
- H&S committee member

Improvement planning / development

- Developing HS&E improvement strategies, from which improvement plans will be constructed.

- Safety leadership programme development & implementation
- More proactive than reactive involvement
- Involvement with MESH group as Technical Training Manager for the PG Asset
- Be involved in changes – such as Project Bulldog
- Shaping our culture & driving brother's keeper
- I attend meetings and am involved in target setting/local programmes but I would like more available time for even greater involvement.

Safety systems

- I believe that I should have all the documentation in place & the appropriate procedures (approved) in place, to enable me to do my job as a SAP – this is not always the case.
- HAZOP – engineering change – development of XXXX safety rules
- Steering group, implementation of procedures, on the job safety representation
- By being involved in setting up safe working practices & procedures on a regular basis, well in advance of the point when it become 'too late' or 'just in time'.
- Working safely risk assessments, how this can be simplified
- As a safety controller I would like to be consulted at work planning stage regarding risk assessments, especially regarding contractors. At present the first time I see any information regarding job safety precautions is when the work order/risk assessment arrives for issue of a PTW.
- Specialisation in fire risk assessments & fire safety

Audit / monitoring

- Safety walks, audits & procedures
- Free up more of my time to spend on 'walk rounds' at assets so I can communicate directly and influence more.
- Safety tours to better understand the Ops environment. Be visible to show support – and make sure H&S has the appropriate profile in the business.
- I am new to XXXX and initially intend to become more involved through attendance at local H&S meetings and safety walks. This has already been set up.
- Would like to be involved in a safety walk.
- Working more closely with the safety function.

Training

- Would like risk assessment / first aid training
- Would like to attend the NEBOSH training but it is not available to people at my grade.
- Increased training, to improve understanding of new legislation
- Become qualified as an SAP reg safety. point presentations
- NEBOSH course very difficult to attend due to shift cover

Cultural

- Organising issues that affect me directly
- Given a sense of value!! Would be a good start!
- Ensure HS&E is a part of everyone's role and not just reflective of decisions imposed.
- Everyone should be more involved
- The nature of my job means I do not get time away from desk

SECTION 3 Involvement in Health & Safety

Would you like to be more involved in health & safety? – If 'NO' please explain why

Content with current state

- Happy with H&S at this location
- Everything is done well, but if I have an issue I can let the appropriate people know.
- I am involved enough
- I have sufficient involvement now
- My participation is involved enough
- Already enough involvement
- Not a negative response. Already fully committed and involved wherever possible
- I am already v. highly involved
- I am already involved in HS&E meetings & the implementation of some of the improvements
- As shift engineer I am already at the forefront of implementing H&S procedures and actively involved in their conception
- I believe we get a good level of engagement and participation in H&S related issues from everyone. The Management Team also participate in H&S related activities such as H&S Meetings, Team & Staff Briefings, Safety Inspections & so on. All staff & long-term contractors are also encouraged to participate in setting targets & objectives & identifying potential areas for improvement.
- Already fully involved.
- I feel that I have enough involvement in H&S, I feel that any more involvement would not improve H&S issues.
- I am quite involved with safety already
- I feel my current involvement is sufficient
- Adequately involved at present
- I am fully involved already and don't know how I could be more involved.
- My level of involvement is more than adequate at present – any more involvement and other tasks/responsibilities will suffer
- I'm involved sufficiently already. I only need to become more involved if circumstances change.
- Already very involved
- Involvement is OK at current levels
- A very large proportion of my job is H&S related already
- I'm involved already
- I am already fully involved in H&S management & do not need to be involved further.
- The infrastructure is fully supported in its current situation
- HSE part of job. No need for more involvement
- I'm contracted in when needed. Everything is shown to me and risk and methods are already done by staff on site. I point H&S problems if I see any
- It's a matter of prioritising and making time. I feel that I do prioritise H&S issues & make the best with the time that I have.
- Already have good involvement & attend meetings.
- Safety is of paramount importance on this site, I am fully involved and committed to safety for all. I am a member of the team who is involved with H&S at all levels. My only means for becoming more involved is to become a H&S practitioner, which is not a career choice I wish to make at the moment.
- I am personally responsible for many safety related tasks on site and I feel that I can give these area my full attention. I think the responsibility should be a shared one so that more people can learn and benefit from it.
- Already very involved – safety meetings, safety forum, safety walks etc
- I am actively involved in HS&E activities on a daily basis.
- I believe at present I am fully involved in all aspects of HSE
- I am already fully involved
- Because I already get involved
- I think the workforce is involved enough in H&S
- Happy with current level of involvement and opportunities to influence
- High level of participation already

- I am already on the H&S committee and already feel I contribute enough
- It's adequately covered at this site
- I have sufficient involvement at present
- Already on H&S committee
- Plenty of involvement already through general safety, safety from the system, control of contractors(?)
- Am already involved as much as I can be
- I know that I can be if I want to be and I do take part/attend H&S meetings, raise near misses, do campaigns etc. I feel I do as much as I can.
- I am involved enough
- Already fully engaged with H&S
- How can you be more involved with something you are already fully involved in? I am already a member of the HS&E committee, as secretary doing the minutes. Fully committed to HS&E matters on site. Help with safety presentations & campaigns. Prepare ROSPA annual awards application. I did not like this question last year and think it is pointless this year.
- I am involved enough
- I am presently fully involved. H&S focal point. H&S committee member

Cultural

- There is not now enough good people involved in safety at xxx. We had a good safety guy who is a good people person – the one we have now is not trusted by me.
- The present safety structure is not very good. I would not like to be part of this. The safety advisor does not go out on the plant and is difficult to work with.
- Work interferes with life too much as it is – questionnaire too long to complete.
- We have more staff in safety office than out on site!!!
- We have a 'massive', highly paid H&S department within XXXX . I have my own job roles & responsibilities to carry out competently, as well as never ending targets from surveys to meet. So why do I want to do their job as well?? Historically, its proven safety is no better, ie lost time accidents
- Too many people involved already
- There is good involvement from some members of the workforce, but some appear to have very little involvement or assigned responsibility.
- I think the managing of H&S has been spread across the team too much. Involvement is team wide but control should be kept by one person
- Feel there are enough bodies within the company to be involved in H&S
- More people have expertise in the area and can offer more to planning
- Although I appreciate the importance of H&S I believe that too much time is spent being obliged to attend meetings etc whereupon repetition of the same messages are merely regurgitated.
- Pseudo safety culture
- Majority of HSE on site concerns the operational side which I am not involved in and have little knowledge of to contribute
- The make up now at the plant is elected reps. Is there anyone from admin?
- No further interest in the subject
- Not a subject I would like to be deeper involved in
- Do not feel need to be more involved. Decisions are made higher up. There are plenty of people already involved, we are kept informed.
- I currently wish to broaden my engineering knowledge base and feel involvement with H&S would dilute this.
- H&S risk in admin block is much lower than on Ops/Maintenance side. Those directly involved in potentially high risk activities should drive the H&S agenda.

Time management / work pressures

- I am already involved with a number of HSE improvement projects. These impact on my time away from normal working hours and together with the involvement in HSE during normal working hours I believe that I already have enough to do.
- Current workload is too high
- Already fully committed

- Time restrictions, I realise that safety should have no time restrictions & take time out to ensure that does not happen – but do not have time to get fully involved.
- Too busy
- Too busy on other duties
- Other commitments
- Not enough hours in the day to become more involved.
- Because I am full up already
- Too much to do – not enough staff to conduct the work
- At this time I am involved with other projects
- I am currently involved in safety decision making as part of my role. Due to other work commitments I am unable to spend more time on safety without dropping other key tasks. Obviously dependent upon workload at the time.
- I already have too much workload
- Have too many others commitments at the moment
- General day to day workload
- Cannot cope with extra workload
- Too busy

Leadership

- We have a regional team employed to 'direct' & 'monitor' H&S. However the things they do are never visible or communicated.
- Because I do enough already, its management on site that need to become more involved at site level, its no point leaving it until the last month of the year to get involved to make the targets look good! The true H&S culture on site is driven from below the management level.
- Why bother – they cancel meetings. They talk, they agree. Off site stops any improvements. We have the H&S Empire who advise 'not me', help 'not me' come to site to take photographs after the event. Reactive, not proactive. Build safety platforms for safety, not fit for purpose, so an employee has an accident.
- I want the team to take more ownership in certain areas. There are some excellent practices on site but we can do more.
- Since managers fail to respond to issues raised it becomes pointless & demoralising to attempt to get issues resolved.
- Recommendations are very slow to fruition if at all

Other

- Smaller groups are more focussed
- As a contractor/consultant, I do not visit the site on a multiple day basis

SECTION 4 Satisfaction with Safety Activities

If you have any issues with any specific safety systems please detail them here. It would be helpful to explain them, and suggest what is needed to address them

PTW / SMS etc

- New electronic permit to work system installed without proper background work, still not working properly after 9 months.
- We have introduced the Nusoft permit to work package this year, and while we have experienced some teething problems, we are well on the way to having these resolved & ultimately I believe it will be a very good system. The manual PTW has still been available so this hasn't posed any rush.
- Training, with regard to the permit to work system needs to be greatly improved, especially for SAPs
- Our permit system needs to find consistency. We need to have more connection between the site HS&E rep and the SAPs. The bar needs raised on safety but this does not mean everybody raises more issues but for everyone to start doing more. HS&E rep seems to pick the simpler tasks of HS&E management.
- There is no safety training course with regard to safety controller or PTW system
- SMS not kept up to date, especially BMS. More resources required across the portfolio
- If our STL/Superiors could be helped to plan their involvement with STONS (?) that would be great - also I believe they need to work on their feelings of personal risk to do this.
- Local Safety system is good & utilized well. Some concern exists over regionalisation & changes it may bring
- The local safety management system - there is no proper safety office giving assistance

Incident investigation / reporting, etc

- Incident investigation and reporting is a weak area of competence amongst the team, training, mentoring & support should be reviewed and improved.
- Formal investigation is only every carried-out if there is a heavy financial cost to the company, with concentration on the tip of the triangle never the underlying causes
- Cut out the ridiculous accident investigation circuses. All we get is e-mails from safety office - useless. We had a 100% safety record before XXXX and before the safety office.
- Follow up measures after injuries and incidents have taken place & senior management visibility & attention to H&S - they rarely address & sort the root cause.
- I do not know how to raise a bad practice or record an accident / incident.
- Not always clear about the outcome of near miss action.
- Often follow up is too slow.
- We knee jerk react so violently at times, focus is lost on everything else we do as a business. At times I struggle considering we spend so much time & efforts in planning everything else.

Safety meetings / briefings / TBTs etc

- Safety briefings are just handed out by ops-coordinator - should be more involved in understanding them & disseminating them.
- I have had to mark several items as very dissatisfied as I am either not invited to meetings or briefings or there haven't been any
- Quality & attendance at safety meetings could be improved. Feel that issues arising from meetings are not well communicated - could be built more into Team Briefings. Opportunity to celebrate successes more.
- Never have toolbox talks. All safety briefings are e-mailed - majority don't look at them, just delete
- Toolbox talks don't take place. Follow-up measures are only cascaded down post HSE committee meeting
- During 2006 Outage, the main contractor gave details on most days of tool box talks with contractor staff which was quite impressive & shows if the right people & good attitude is created, good results will follow.
- On occasion some individuals are tasked to carry out H&S presentations/instruction for which they have not received appropriate training - this leads to poor quality information being cascaded to staff.

General / cultural / team building

- Xxx PS works very hard at H&S & the Environment. There have been very visible improvements here over the last 3 years. Well done.
- Training non-existent!! Team building non-existent. Reward staff on performance
- Visibility / communication must improve
- Team Building – Not enough by a big margin, other companies take staff out every month for meal as team building, we don't but it would be a good idea.
- Information: Work at Height Regulation 2005, Instruction: Fire Safety Order 2006, Training: Health & Safety at Work Act 1974, Supervision, Information, Instruction, Training, Don't Talk – Do! Duties employer to employees.

Senior management visibility

- More senior management walkabouts.
- Senior management tend to talk a lot about safety but fail to 'come up with the goods'. Some safety issues are ignored when it suits which causes distain within the workforce. People feel that being more involved is a waste of time and because of this. Colleagues told me that filling in this report was a waste of time because it would be 'swept under the carpet'. I hope this is not the case.
- No senior management understanding of how things happen here regarding H&S activities. Senior Management missed 2 of last 3 H&S meetings

Role of safety rep

- Unconvinced at this time that we support our safety reps in a way that will enable them to be effective in instigating change, when this is required
- Not enough authority to spend money is given to Safety reps. Not enough emergency training is done.
- Safety audits/inspections used to be carried out by trained safety reps. They are now completed by untrained staff.

Training / induction

- Being new to this site, I have not been made aware of the safety systems, how to report near misses / accidents etc.
- Have only been with XXXX a few months and have had no involvement or seen most of the activities listed above.
- As a relative new starter (4 months) have yet to come across / experience of the points in Section 4.

Audits

- Although audits are conducted annually, monthly or specific audits of safety processes are not conducted in the same way that ENV audits are conducted. Added to action plan for 2007.
- People outside the location should do audits

Emergency response training

- ERT – not involved
- Haven't as yet completed Emergency Response Training – to be completed Dec 06.

Housekeeping

- Housekeeping needs attention.
- Housekeeping – Fed up with having to clean workshop up after everybody else, tools left out, test gear, no thought for others having to go around after them!

Other

- The answers given relate to my lack of involvement to date due to having only just joined XXXX. They are not a reflection on the standards, its just that I am still getting up to speed with the operation and it is difficult to make a judgement at this stage.
- As a contractor I do not attend some meetings/briefings listed in Section 4 (so some responses to questions in this section are therefore 'Do not attend / not aware')
- Cross networking BPW sites, sharing information.

SECTION 7 Safety Behaviour

Any further comments about health & safety

Safety rules

- The current work permit procedure is not fully compatible with the permit system we adhere to. I fully accept that the permit system that we follow is safe and employs best practice and that the procedure is being reviewed and will be updated asap. With this in mind, I cannot say that I follow the present procedure fully, but use the new Nisoft system which I believe enhances the safety of working at Xxx.
- There are changes needed to our Safety Rules. We would welcome a standard and common set of rules so that such changes are made to the benefit of the Portfolio.
- One reason risk is another danger, as competent person we will sometimes disagree on levels of risk – ultimately the plant SAPs will determine – though they historically do not agree on certain issues.
- Some of the methods in place for extra low voltage work causes more disruptions & can cause systems being isolated for extended periods instead of minutes.
- Safety rules very good for providing safety from the system but general rules could be improved
- 'Section 6 - *'the safety rules always describe the safest way of working'* Having to wait until a generator is turning at 3000rpm before carrying out brushgear inspections is much more dangerous than doing them at standstill or on baring but is not covered under our current rules.

Cultural / leadership

- Change the Safety Advisor
- I believe H&S&E is well managed at this location by a management team who are committed to making improvements and who are able to demonstrate this commitment. However, too much responsibility rests with too few individuals – workload & responsibilities could be shared more evenly across the work team. Accountability is not an issue – clearly rests with and is acknowledged by the site management team.
- Rules – the rules make no difference to my safety. It is my own behaviour that affects my safety – NOT RULES
- Generally the lower down the rank structure, the better the quality of safety. I hope this does not sound unfair, although many team leaders, and some managers are very safety conscious.
- The general ethos of safety as dictated by regional/corporate management is very good. Local management are a bit entrenched in the old ways. Changes, whilst they do happen eventually, are very slow to happen. Some things are ignored, ie housekeeping etc. This impacts the junior staff who feel 'what is the point'. A culture change is needed but this has to be driven hard from the top.
- Senior management sits on changes / improvements to systems, reluctant to sign off. Won't take responsibility for change.
- *I put pressure on management for improving safety of the workplace* – putting pressure on management is often not welcomed by them. They do not provide adequate resources & priorities to sort things medium-long term.

Work pressures

- Manning levels are a real issue for the department although I do not believe that this leads to rules being broken. But does result in undue stress for individuals.

- Safety culture on this site is undermined by off-site management. Instead of planning work based upon the requirement of the plant, or statutory routines, we are pressurised to fit as much work as possible into very short periods, important work is abandoned only to surface as plant failure later. Site personnel have learned that it is easier to plan to fail later, than maintain plant now!
- Sometimes issues are ignored or 'turned a blind eye' to when deadlines are in question (ie outages).
- In the event of breakdown/trips we are encouraged by shift engineers/senior management to break safety rules to get the plant running, ie no work orders or risk assessments.
- Travelling between sites creates a world where tiredness can be ignored to the detriment of driving quality.

Incident investigation, Just Culture etc

- Depending on the person who breaks the procedures/rules is how far it goes. Some members are ridiculed for minor events/incidents when serious ones are swept under the carpet.
- 'Section 6 - *people are willing to report accidents*' - The in-depth nature of investigations may be putting people off from reporting minor accidents.
- Near miss reporting is actively discouraged. This is not I believe a 'management' policy, just the action of a single manager.

Training/ induction

- Although there is a short induction on arrival to site for the first time there is then no other induction process or training in H&S for new starters. I feel this is a real weakness at XXXX.