



SAFETY CULTURE ASSESSMENT

The **Safety Culture Assessment** consists of six (6) sections, each with specific objectives used to measure the safety culture within an organization. It is intended to assist organizations with obtaining a candid understanding of its safety culture. It is strongly suggested all levels of employees use this assessment to evaluate and rate their organization.

Directions:

For each statement, rate your organization as follows by marking an “X” in the appropriate column. The ratings are as follows:

1 = Never, or almost Never

3 = Most of the time

2 = Some of the time

4 = All of the time, or almost all of the time

There is a fifth column in each section titled, **Action Needed**. If you feel this area is a weakness in which action is needed in order to strengthen, place a check in that column. Once you have rated each statement, add the ratings for each section and enter your totals in the table below.

SAFETY CULTURE SCORE					
Your Organization:					
Your Supervisor:			Your Manager:		
	1	2	3	4	GRAND TOTAL
A. Communicating Safety					*
B. Leading Safety					*
C. Knowing & Following Safety					*
D. Resourcing Safety					**
E. Safety Reporting & Learning					**
F. Safety Involvement					*

Interpreting Your Score:		
*	**	
64-80	48-60	Achieving World Class Excellence <i>(So healthy as to be barely credible?)</i>
40-63	30-47	You are achieving ‘Safety Excellence’ in many areas <i>(but don’t relax yet)</i>
20-39	15-29	Your Organization is taking steps toward ‘Safety Excellence’
4-19	3-14	Mismanaged ‘NORM’ – <i>(Naturally Occurring Reactive Management)</i>
0-3	0-2	Unmanaged ‘SWAMP’ – <i>(Safety Without Any Management Process)</i>



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A. COMMUNICATING SAFETY	1	2	3	4	Action Needed
1. Safety-related issues are an element of all meetings, not just after some bad event					
2. Managers encourage workers to say something when they see unsafe behavior					
3. Health and safety information is communicated in simple ways and is easy to understand					
4. Managers take the opportunity to communicate the importance of working safely					
5. All employees are comfortable admitting to their supervisor that they have made a mistake					
6. Management clearly communicates the need to maintain high quality standards					
7. The safety goals of the work facility have been clearly communicated to everyone					
8. Supervisors willingly provide advice concerning safety matters					
9. Supervisors listen carefully to employees regardless of job title or position					
10. Communication among workers, while performing their jobs, is very good					
11. Management keeps employees informed about important safety matters					
12. Good communication flow exists up and down in the organization					
13. There is a regularly used process for communicating safety suggestions.					
14. Past events are thoroughly reviewed at top-level meetings and the lessons learned are implemented as global reforms rather than local repairs					
15. Meetings relating to safety are attended by staff from a wide variety of departments and levels					
16. Supervisors know good safety practices when they see them and always let the person involved know they like what they see					
17. Upper management always know the status of safety and safety projects in the organization and employees know that they are aware					
18. Safety Manager knows enough about the safety process to be able to speak about it to employees, groups and training sessions					
19. Actions say more than my words about safety, so supervisors always act out beliefs that safety is a key organizational value					
20. The organization recognizes the critical dependence of a safety management system on the trust of the workforce - particularly in regard to reporting systems. A safe culture - that is, an informed culture - is the product of a reporting culture that, in turn, can only arise from a "just culture"					
TOTAL NUMBER OF CHECKS					



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B. LEADING SAFETY	1	2	3	4	Action Needed
1. Managers enforce the safety rules					
2. Management is fully committed to safety and follow through on their commitments to safety					
3. Managers stop work if the job is unsafe					
4. Managers follow the safety rules					
5. All levels of management are actively involved in our safety program					
6. An employee that intentionally violates procedures or safety rules is given appropriate corrective					
7. Supervisors encourage employees to follow the rules					
8. Employees feel comfortable to approach supervision on any personal safety concerns they might have					
9. Employees can stop or delay an operation if he/she believes that an unsafe condition may exist					
10. Employees do not hesitate to ask their supervisor for help when needed					
11. Supervisors consider safety issues in the day-to-day management of work					
12. A supervisor would not ask an employee to do something against policy or safety rules just to improve operational efficiency					
13. Management is consistent in enforcing adherence to procedures for all employees					
14. Procedures are reviewed and updated regularly					
15. Safety is integrated into all applicable business processes					
16. Senior management can be trusted to keep their promises to employees					
17. Top managers are ever mindful of the human organizational factors that can endanger their operations.					
18. Top management accepts occasional setbacks and nasty surprises as inevitable. They anticipate that staff will make errors and train them to avoid them in the future					
19. After a mishap, the primary aim of top management is to identify the failed system defenses and improve them, rather than to seek to divert responsibility to particular individuals					
20. Management has a clear vision of an accident-free workplace					
TOTAL NUMBER OF CHECKS					



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C. KNOWING & FOLLOWING SAFETY	1	2	3	4	Action Needed
1. People in this workplace have been adequately trained in safety and have the skills to do their job safely					
2. Workers understand and follow the rules and systems for working safely					
3. New employees get a full orientation on health and safety					
4. Employees are provided with ongoing training to do their job safely					
5. The facility has an effective process in place to identify any person who may pose a safety hazard on the job due to unsafe behaviors					
6. Supervisors have never observed anyone that failed to comply with important safety procedures					
7. The facility's best practices are followed to ensure high quality work					
8. Employees are held accountable for below average work performance					
9. Employees are recognized for above average work performance					
10. Supervisors know which employees may pose a greater risk to safe operations, because of low proficiency or poor attitude					
11. Senior management adequately prepares employees for ongoing changes to operations, safety concerns associated with changes, and organizational structure					
12. Employees have a clear understanding of their job duties and responsibilities in spite of any changes ongoing in policy or organizational changes					
13. There is a policy and procedure for incident investigation that is well communicated and closely followed					
14. Top management recognizes that error-provoking institutional factors (<i>under-staffing, inadequate equipment, inexperience, bad human-machine interfaces, etc.</i>) are easier to manage and correct than fleeting psychological states, such as distraction, inattention and forgetfulness					
15. Management recognizes the necessity of combining reactive outcome data (<i>i.e., the near miss and incident reporting system</i>) w/ proactive leading indicators					
16. When an accident occurs, management tries to understand how their actions might have contributed to it					
17. The organization looks for the good things people do so that they can be recognized for their effort					
18. Everyone makes mistakes and see them as an opportunity to learn and grow					
19. Teamwork is utilized everywhere in the organization					
20. If people know what to do for safety; it is reinforced. If not, they are trained.					
TOTAL NUMBER OF CHECKS					



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D. RESOURCING SAFETY	1	2	3	4	Action Needed
1. Enough time is allocated for work to be done safely					
2. Enough time is given to fixing health and safety problems					
3. There are enough people to do the work safely					
4. The organization has a reputation for high-quality work					
5. No employee feels overly burdened by daily work assignments					
6. Employees are never too tired to stay alert on the job					
7. Employees get all the resources they need to perform their job safely					
8. Employees feel they are paid fairly for the work that they do					
9. There are very high standards for recruiting, hiring and job assignments (even temporary relief positions)					
10. All facility operations are adequately supervised					
11. Top managers are genuinely committed to safety and provide adequate resources to serve this end					
12. Employees have full and open access to all the tools and equipment they need to do their jobs safely					
13. The person who knows the job best is nearly always the person doing it					
14. The organization gets a positive return on our investment in safety					
15. There are really good people in the organization					
16. 'Just culture', reporting culture, learning culture and flexible culture all exist					
TOTAL NUMBER OF CHECKS					



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E. SAFETY REPORTING & LEARNING	1	2	3	4	Action Needed
1. Incidents and accidents are reported, including minor accidents					
2. Near misses are reported					
3. First aid cases are reported					
4. Risks are identified, analyzed, measured, and accounted for					
5. Hazards are identified and reported					
6. Accidents are used as opportunities for learning					
7. The procedure for reporting unsafe conditions is likely to identify any problems that could lead to a serious accident					
8. There is an informal process in place to report errors that are not serious enough to warrant using a more official process of reporting					
9. As far as I know, no serious unsafe acts have gone unreported at our facility					
10. Supervisors encourage reporting any safety concern					
11. There is no reluctance to report errors and potentially hazardous conditions because such reports are not managed in a punitive manner					
12. Employees are comfortable to ask their supervisor to release them from work due to personal problems or illness that may affect their job performance or safety					
13. When management needs to understand a safety issue, they talk with employees about it					
14. Disciplinary policies are based on an agreed (i.e., negotiated) distinction between acceptable and unacceptable behavior. It is recognized by all staff that a small proportion of unsafe acts are indeed reckless and warrant sanctions but that the large majority of such acts should not attract punishment. The key determinant of blameworthiness is not so much the act itself - error or violation - as the nature of the behavior in which it was embedded. Did this behavior involve deliberate unwarranted risk-taking or a course of action likely to produce avoidable errors? If so, then the act would be culpable regardless of whether it was an error or a violation.					
TOTAL NUMBER OF CHECKS					



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F. SAFETY INVOLVEMENT	1	2	3	4	Action Needed
1. Meetings are held to discuss safety with frontline staff					
2. Employees are encouraged to raise safety concerns					
3. Managers try to resolve the health and safety issues raised by employees					
4. Employees participate in safety discussions at meetings					
5. Employees receive feedback on the resolution of safety issues that they report					
6. The facility closely monitors work quality and corrects any deviations from standard practice					
7. Working safely is an integral part of facility operations					
8. Intentional violations of procedures and/or safety rules are rare					
9. There is a genuine commitment to safe work practices					
10. It would not be difficult to achieve a uniform culture across various geographic locations					
11. The organization provides a positive climate that promotes safe operations					
12. Employee morale is high					
13. Contractor and other department suggestions are welcomed					
14. 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; strives to eliminate the workplace and organizational factors likely to provoke error; brainstorms new scenarios of failure; and conducts regular "health checks" on the organizational process known to contribute to mishaps					
15. Management encourages their employees to find safety problems and corrects them on their own					
16. 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					
17. Upper management makes it a point to be on the floor with employees observing safety every day					
18. Supervisors find great satisfaction from walking the floor and learning from employees					
19. The right safety values are more important than safety rules					
20. Employees hold safety as a key company value, so they know they don't need permission to take safety action					



TOTAL NUMBER OF CHECKS

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