



Hogan Safesystem Safety Climate Survey

Sample Corp

Report for: Sample Corp
Date: 11/10/2019
Benchmark: Australian

Sample Corp

Overview

The *SafeSystem Safety Climate Survey* is an effective way for organisations to measure company-wide perceptions of safety. It is also designed to track the performance of new safety initiatives and ensure policy is consistent between organisational levels.

The *SafeSystem Safety Climate Survey* identifies critical factors that can be used to enhance the safety climate of your workplace. This confidential information provided by your employees will identify key safety issues that should be addressed in order to improve organisational safety. Results of the survey provide a critical risk analysis that can be used in your company's planning cycle and safety strategy development.

The Safety Climate Survey framework:



Company Name

Sample Corp

Score

161/200

Your Percentage is

80%

Number of Respondents

636

Benchmarking your score

Your score benchmarked against our global averages:

Sample Corp 2019	80%
Last Year	80%
Best Practice	85%
Global Average	80%

Demographic Breakdowns

Department	No of Surveys	2018 Score	2019 Score
Business Unit 3	307	77%	77%
Division 1	41	83%	83%
Division 2	92	78%	79%
Division 3	174	74%	75%
Business Unit 2	216	84%	81%
Division 1	166	83%	80%
Sub-Division 1	24	91%	80%
Sub-Division 2	21	85%	78%
Sub-Division 3	47	84%	79%
Sub-Division 4	17	81%	81%
Sub-Division 5	35	81%	82%
Sub-Division 6	22	78%	80%
Division 2	21	91%	89%
Sub-Division 1	12	93%	92%
Sub-Division 2	9	88%	82%
Division 3	29	82%	84%
Sub-Division 1	5	88%	90%
Sub-Division 2	14	84%	83%
Sub-Division 3	6	79%	89%
Sub-Division 4	4	Insufficient responses	Insufficient responses
Business Unit 1	16	88%	82%
Division 1	8	90%	86%
Division 2	8	85%	78%
Business Unit 4	93	83%	83%
Division 1	6	93%	87%
Division 2	3	Insufficient responses	Insufficient responses
Division 3	3	Insufficient responses	Insufficient responses
Division 4	10	90%	85%
Division 5	19	86%	83%
Division 6	10	85%	82%
Division 7	6	80%	96%
Division 8	10	78%	84%
Division 9	6	77%	82%
Division 10	10	75%	83%
Division 11	8	74%	77%
Division 12	1	Insufficient responses	Insufficient responses

Length of Service	No of Surveys	2018 Score	2019 Score
Less than 2 years	229	81%	82%
5 years to less than 10 years	163	80%	80%
10 years and over	100	78%	79%
2 years to less than 5 years	140	80%	77%

Age	No of Surveys	2018 Score	2019 Score
Over 65 years	1	Insufficient responses	Insufficient responses
Under 25 years	106	81%	79%
Over 35 years to 45 years	142	81%	79%
Over 25 years to 35 years	223	80%	82%
Over 45 years to 55 years	120	79%	79%
Over 55 years to 65 years	39	77%	77%

Gender	No of Surveys	2018 Score	2019 Score
Male	458	81%	80%
Female	172	78%	79%

Employment Level	No of Surveys	2018 Score	2019 Score
Sample Executive Group	13	90%	90%
Sample Manager Group	17	91%	89%
Sample Team Member Group	66	84%	83%
Sample Team Leader	71	85%	82%
Sample Casual Group	461	78%	78%

Reading and Interpreting Your Report

This report presents results from the *SafeSystem Safety Climate Survey* conducted for your organisation. The maximum score an organisation can achieve using the survey is straight 5s for all 40 items, totalling 200 points.

We have provided a demographic breakdown on the opposite page so that you may see at a glance your results by categories of interest.

The 3 core components of the survey are described below.

Component I: Safety Awareness Items

Employees responded to 40 Safety Awareness items designed to assess the organisation's safety climate. Possible scores on each item range from 1 to 5, with high scores indicating strengths and low scores indicating potential areas for improvement. Items are ranked from 1 to 40 with 1 representing the greatest strength. This scoring system clearly identifies how satisfied your employees are across the broad range of safety issues covered by the survey.

Alongside each of the 40 Safety Awareness items is the latest global average scores which allow an organisation to gauge its safety performance in relation to other organisations who have also completed the survey.

This section also provides scores that reflect 10 key safety themes. The average score for each of the 10 themes and their individual items, plus standard deviations (i.e. the average response range) are provided.

Results for any organisation specific items are also included here.

Component II: Key Priorities

Employees identified Key Priorities, which represent specific areas where the organisation can improve its safety standards, such as making employees more accountable for safety and hiring safer employees. The survey consists of 18 possible priorities. Each employee selected 4 priorities that could most improve the organisation's safety standards.

Component III: Safety Behaviours, Consequences and Rectifications

Employees were given the opportunity to provide written comments in response to open-ended questions. For example, participants were asked to describe an example of the best and worst safety related behaviour they had seen at work in the last 12 months as well as how they thought safety could be improved. Respondents were also given the opportunity to select from a list of options relating to the type and cause of injury/disease/disorder stemming from these poor safety behaviours, as well as the business impact and how they would rectify this behaviour.

Safety Awareness Items

The table below includes 40 items rated on a scale of 1 to 5 from “Strongly Disagree” (1) to “Strongly Agree” (5). Your scores are compared to the global average score and are ranked in descending order in.

Rank	Global Average	2019 Score	2018 Score	Item
1	4.53	4.43	4.40	In my opinion, safety is more important than productivity
2	4.23	4.33	4.25	Supervisors encourage us to raise safety issues and hazards
3	4.38	4.31	4.20	Supervisors here encourage people to work safely
4	4.23	4.29	4.30	Management cares about our safety at work
5	4.10	4.25	4.25	I am encouraged to recommend ways to improve safety at work
6	4.13	4.21	4.20	Safety training is taken seriously in our company
7	4.46	4.21	4.15	Safety rules are clearly understood in my area
8	4.18	4.19	4.20	Safety is a regular part of company communications
9	4.29	4.17	4.15	I report unsafe situations without fear of getting in to trouble
10	4.22	4.17	4.15	Our company promotes safety because it is the right thing to do
11	4.19	4.15	4.20	Safety is a primary concern for top management at our company
12	4.02	4.13	4.05	Supervisors here regularly discuss the hazards of our work and the precautions we must take
13	4.13	4.13	4.10	Taking safety seriously is part of our culture
14	4.09	4.13	4.10	I know what safety results we are aiming for
15	4.34	4.12	4.00	My work area is safe
16	4.05	4.11	4.10	Our management takes safety seriously all of the time, not just when there has been an accident or incident
17	3.93	4.07	4.05	Our safety training is relevant and useful
18	3.99	4.06	4.05	We are encouraged to achieve safety targets
19	4.05	4.05	4.10	Our company invests in safety-related programs
20	3.97	4.03	4.00	I really enjoy working here

Rank	Global Average	2019 Score	2018 Score	Item
21	4.06	4.02	3.95	Workers here willingly follow safe work procedures
22	4.23	4.02	3.95	My co-workers' work habits make me feel safe at work
23	3.99	4.01	3.90	Our safety equipment is adequate and appropriate
24	3.95	4.00	3.95	Our safety performance is measured
25	3.91	3.99	4.00	Management takes prompt action when safety issues are raised
26	3.98	3.95	3.85	Our safety equipment is well maintained
27	3.92	3.94	3.90	Management puts safety ahead of productivity
28	3.87	3.93	3.95	Management consistently holds people accountable for safety breaches
29	3.65	3.90	3.80	We are given feedback on the results of safety audits and investigations
30	3.91	3.90	3.85	Our company has a good reputation for safety in the community
31	3.65	3.90	3.75	We get regular feedback on our safety performance
32	3.68	3.89	3.90	Our supervisors regularly monitor employees to ensure safe work practices are followed
33	4.04	3.89	3.85	People around here don't put others at risk through their actions/inactions
34	3.65	3.75	3.75	Trust in my department exists at a high level
35	3.74	3.73	3.65	New employees are given enough safety training when they start
36	3.75	3.73	3.70	Employees follow safety procedures even when project timeframes are tight
37	3.83	3.69	3.70	People around here don't cut corners that compromise safety
38	3.74	3.63	3.65	If there were no laws about safety, our company would still provide a safe work environment
39	3.66	3.62	3.70	I feel valued working here
40	3.51	3.61	3.65	Morale in my department is very high

Your score out of 200 is

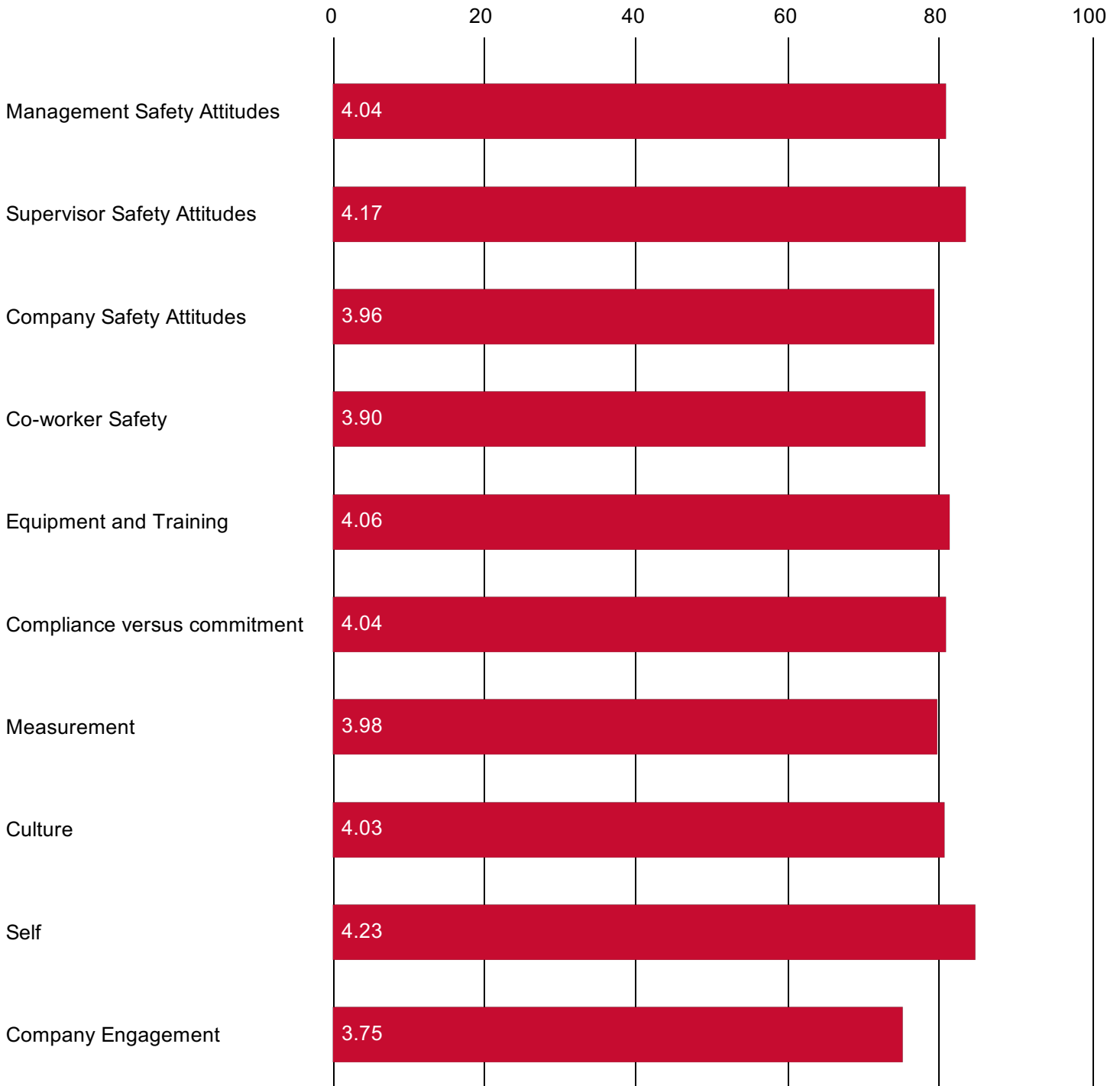
161

or

80%

Safety Awareness Items by Theme

The graph below displays the average safety scores for each of the 10 Safety Awareness themes. Higher scores indicate strengths and lower scores indicate areas for improvement.



Themes and Items

Global Avg	2019 Score	2019 SD	2018 Score	Themes and Items
3.98	4.04	0.89	4.05	MANAGEMENT SAFETY ATTITUDES
4.23	4.29	0.78	4.30	Management cares about our safety at work
3.91	3.99	0.90	4.00	Management takes prompt action when safety issues are raised
3.92	3.94	0.93	3.90	Management puts safety ahead of productivity
3.87	3.93	0.89	3.95	Management consistently holds people accountable for safety breaches
4.08	4.17	0.84	4.20	SUPERVISOR SAFETY ATTITUDES
4.23	4.33	0.74	4.25	Supervisors encourage us to raise safety issues and hazards
4.38	4.31	0.78	4.20	Supervisors here encourage people to work safely
4.02	4.13	0.87	4.05	Supervisors here regularly discuss the hazards of our work and the precautions we must take
3.68	3.89	0.89	3.90	Our supervisors regularly monitor employees to ensure safe work practices are followed
3.98	3.96	0.88	3.95	COMPANY SAFETY ATTITUDES
4.19	4.15	0.86	4.20	Safety is a primary concern for top management at our company
4.05	4.05	0.82	4.10	Our company invests in safety-related programs
3.91	3.90	0.83	3.80	Our company has a good reputation for safety in the community
3.75	3.73	0.94	3.70	Employees follow safety procedures even when project timeframes are tight
4.04	3.9	0.88	3.85	CO-WORKER SAFETY
4.06	4.02	0.80	3.95	Workers here willingly follow safe work procedures
4.23	4.02	0.83	3.95	My co-workers' work habits make me feel safe at work
4.04	3.89	0.88	3.85	People around here don't put others at risk through their actions/inactions
3.83	3.69	0.95	3.70	People around here don't cut corners that compromise safety
4.01	4.06	0.81	4.00	EQUIPMENT AND TRAINING
4.13	4.21	0.75	4.20	Safety training is taken seriously in our company
3.93	4.07	0.82	4.05	Our safety training is relevant and useful
3.99	4.01	0.80	3.90	Our safety equipment is adequate and appropriate
3.98	3.95	0.85	3.85	Our safety equipment is well maintained

The Top Four

We also sought feedback on what the organisation should concentrate on in order to improve safety. Employees were encouraged to select 4 priorities. Their first choice was allocated 4 points, second choice 3 points, third choice 2 points and fourth choice 1 point. We then summed scores across all items. Aggregated scores are displayed below in descending order.

What four things should this organisation concentrate on in the next 12 months to improve safety at this site or organisation?

2019 Rank	2018 Rank	Global Avg	Item	2019 Score
1	1	1	Employ the right people with the right attitude	727
2	2	3	Value safety over production	694
3	3	2	Stop the culture of blame: focus on fixing the issue	681
4	6	4	Communicate better, keep me informed about safety issues	549
5	4	5	Employees must take safety seriously	531
6	5	16	Make the equipment/machinery safer	412
7	11	12	More training so I know how to do my job safely	377
8	9	9	Make people accountable for safety	315
9	12	10	Improve our work practices and operating procedures	299
10	7	7	Promote a culture of safety	283
11	10	8	Set clear goals to improve safety	262
12	13	11	Give us the right safety equipment (PPE)	247
13	14	13	Regular safety briefings / more feedback	231
14	8	6	Take action when safety issues are raised	184
15	17	14	Stronger management commitment to safety	132
16	15	15	Make the Safety Committee more effective	104
17	18	18	More / better risk assessments	99
18	16	17	Supervisors should encourage us to talk about safety	87

Best Behaviours

What are the best safety behaviours that you've seen by colleagues in the last 12 months in this organisation that have impressed you?

- All of the safety behaviours have improved 100% since I returned to work. Safety is always everyone's first priority and for that reason I feel safer than ever coming to work.
- Always isolating machines before working on them. The implementation of a new walkway around the roadway.
- Assessing and implementing confined space safety training and procedures, for access to a chamber, when other companies did not do so.
- Challenging visitors who were exceeding the on-site speed limit.
- Communication between employees whilst on the water, consistent checking of each other's equipment/ gear before entering water. Not allowing other divers to use unsafe equipment.
- Consistent hazard reporting and identification and communication on the matter.
- Co-workers looking out for each other. Daily toolbox meetings are now taking place.
- Employee raising the issue of feeding in very rough weather, consulting and producing a plan moving forward.
- Even though the red light system has been put into practice the people constantly look out for us when we are entering so we don't get run over by racks.
- Everyone I work alongside has the attitude of safety first, our culture is changing.
- Fellow workers reporting concerns on the farm; on one occasion an individual reported on another for his concern around being fit for work. He didn't care about whether he would be talked about, it was all about the duty of care; I made an example of this employee saying he did the right thing and I expect everyone on the farm to follow his lead.
- Following all the hygienic rules at the entry of the production room.
- We have not had a LTI for over 1100 days so our behaviour towards safety has been excellent.
- Helping each other with lifts.
- I have seen nearly a 100% improvement in safety attitude over the last 12 months - all employees are now fully on-board with conducting their duties with safe practices.
- If floor has too much water, clean quickly. Keep floor dry.
- Immediately alerting other staff when something isn't right and putting signage up to make sure no one gets injured whilst the problem is being fixed.
- Implementation of back-up plans during operations - i.e. ensuring back ups are available if weather is rough. Ensures safety is top priority and that requirements are met.
- Increased focus on PPE and procedures during operations; fortnightly meetings highlighting company-wide issues; employees actively looking out for each other; identifying hazards and dealing with them appropriately.
- Increased risk assessments on the job to determine whether to proceed or not. Usually in cases of inclement weather. Additionally, identifying different ways of performing a task more safely rather than just adopting the 'we've always done it that way approach'.
- Just the last 12 months everything/everyone has been focused on safety and the results have followed.
- Knowing and understanding when to stop work due to weather conditions. The safety culture in the company has gone from basically non-existent to a very high level over the last few years. Things are good and improving all the time.
- Managing their own physical and mental health and looking out for others who might be going through a tough time.
- Members of the Exec team taking action - actions and words aligned about how we value safety.
- More communication has helped prevent accidents. A strong commitment to simple TAKE 5 meetings.
- Much improved safety culture over previous years, lead from the top down.

Worst Behaviours

Think of the WORST example of safety related behaviour you have seen at work in the last 12 months. Describe this example.

A pallet stacked on top of another one nearly fell over onto a staff member.

Around the hours work with no acceptable recovery time between shifts.

Being made to work in hailstorms and really rough weather.

Being put down for trying to do the right thing. Being fobbed off when you have been abused or hurt.

Bullying by management by talking to people like rubbish.

Continued unsafe crane operation e.g. lifting loads over people's heads by an employee who was on final notice for multiple incidents.

Crashing boat into mooring lines.

Crew being silly on the vessels and not taking into account the conditions around them.

Crew members having the attitude that it is not the job to perform certain duties. The duty of care is still good and getting better. However, when it comes to ownership and team work, many crew members believe certain tasks are not their problem. This creates a bad morale and loads up other areas and crews of the region.

Day shift leaving excess amounts of product leading to mental stress.

Desk workers with sore backs due to desk setup.

Disregard for JSA development for a high risk task, which led to a major incident and machinery damage.

Dive crew forgot to unlock the lights box and were not called back in. Management gave approval for lock to be cut off.

Driving forklifts too fast.

Driving jet boats dangerously.

Electric shock from machinery.

Employee asleep whilst in charge of equipment.

Employee dropping load off of all forklift tynes through incorrect lifting procedures, no JSA when asked to complete. Employee remained employed although he broke several of the golden safety rules.

Employees not getting on with each other.

Excessive boat wake in lease.

Expectation to drive to sites in dangerous driving conditions such as snow, heavy rain etc.

External contractors continuously leaving an untidy worksite, leaving sheets of steel and equipment laying around at floor level.

Fatigue when doing very early starts.

Fellow work mates not being given a 1 hour break in between long 12-14 hour + days due to them being new and having pressure from management and just saying "yes" to it. New guys feel that they can't argue about things like this.

Fire in the kitchen.

Having casuals instead of full time staff; the full time staff have to work harder which causes injuries.

Having to get jobs done as fast as possible or doing repetitive work without any break because of schedules, resulting in a lapse in safety as a priority. And people smoking in the wheel houses of vessels.

Use of wrong tool for job.

Frequency Analysis

Type of Injury/Disease/Disorder

We have summarised the frequency of injury/disease/disorder types associated with the Worst Behaviours as described by survey respondents in Component III of this survey.

2019 Rank	Global Avg	Item	2019 Score
1	2	A muscular injury (e.g. strains, sprains, hernias)	121
2	1	Other	120
3	3	A superficial injury (e.g. cuts/wounds/burns)	114
4	5	Fatigue or burnout	41
5	4	A mental health problem (e.g. stress, anxiety, depression, phobias)	32
6	6	A skeletal injury (e.g. fractures, broken bones, dislocation)	32
7	7	A skin condition (e.g. dermatitis, eczema)	10
8	9	A death / fatality	9
9	13	Deafness	8
10	8	A disorder of the nervous system (e.g. nerve pain)	6
11	15	Blindness	5
12	16	Cancer (e.g. skin cancer, mesothelioma)	4
13	10	A respiratory disease (e.g. asthma, legionnaires' disease, including choking)	4
14	11	An infectious disease (e.g. gastroenteritis, malaria, HIV)	4
15	14	Cardiovascular disease (e.g. hypertension)	3
16	12	A disorder of the digestive system (e.g. irritable bowel syndrome, vomiting)	2

Frequency Analysis

Cause of Injury/Disease/Disorder

We have summarised the frequency of the identified causes of the injury/disease/disorder types associated with the Worst Behaviours described by survey respondents in Component III of this survey.

2019 Rank	Global Avg	Item	2019 Score
1	1	Other	112
2	3	Falls, trips and slips	80
3	2	Lifting, loading, unloading	80
4	5	Repetitive work	54
5	4	Overwork	50
6	7	Hitting objects with a part of the body	47
7	8	Being struck by a moving object	40
8	6	Lack of resources (e.g. staff, equipment)	33
9	9	Bullying	19
10	12	Vehicle crashes / collisions / overturns	13
11	11	Exposure to sharp, sudden sounds or long term exposure to sounds	11
12	13	Electrocution	6
13	10	Chemical spills	4
14	16	Radiation exposure	2
15	15	Explosions / fire	2
16	14	Food contamination	1

Frequency Analysis

Business Impact

We have summarised the frequency of identified Business Impacts associated with the Worst Behaviours described by survey respondents in Component III of this survey.

2019 Rank	Global Avg	Item	2019 Score
1	1	A 'near miss'	148
2	2	Poor staff morale	131
3	3	Loss of productivity	129
4	4	Other	83
5	5	Property damage / loss	60
6	10	Financial loss	32
7	8	Staff terminated	31
8	9	Legal action	21
9	6	Negative community impact	17
10	7	Negative environmental impact	11
11	11	Loss of business	3

Frequency Analysis

Safety Rectifications

We have summarised the frequency of safety rectifications as identified by survey respondents associated with the Worst safety Behaviours that they described in Component III of this survey.

2019 Rank	2018 Rank	Global Avg	Item	2019 Score
1	2	1	Appropriate accountability	106
2	1	2	More skills training	106
3	6	3	Proactive supervision	87
4	3	4	Improve equipment	81
5	5	5	Improve processes	81
6	15	14	Other	64
7	4	6	Recruit safer staff	58
8	10	11	Improved induction	39
9	7	8	More input from management	38
10	13	7	More resources	37
11	8	13	Better premises or infrastructure	36
12	12	12	More input from safety team	36
13	9	9	Faster response to safety issues	29
14	11	10	More Toolbox talks or safety updates	29
15	14	15	Better incident reporting process	16

Key Findings

Based on the 2019 SafeSystem Safety Climate Survey results, Sample Corp has maintained its Safety Climate at 80% since 2018, achieving an overall score of 161 out of 200. This result reflects both the notable improvements observed across the Business Unit 1 and Business Unit 2 groups but also the lower result of Business Unit 3 (77%). Written feedback suggests that there has been a notable shift towards developing a better safety culture at Sample Corp.

While the overall percentage has stayed the same, comments suggest that the continued safety focus of the Sample Corp leadership and management teams has been noticed by staff who are more on board than they have been previously.

Based on the survey results and comments, Sample Corp demonstrates some consistent strengths as follows:

- Supervisors are encouraging staff to raise issues, work safely and regularly discuss relevant safety issues.
- Staff are becoming more proactive and are addressing safety issues independently, potentially as a result of the changing approach of supervisors.
- Most staff believe that safety is paramount as demonstrated through wearing of PPE, readily adopting new safety procedures, identifying hazards, conducting risk assessments before doing a job, and generally taking more ownership for safety in their area.

The data also suggest that the following issues may need continued attention in order to maintain Sample Corp's strong safety climate.

- Fatigue / overwork
- Morale and not feeling valued
- Rushing / cutting corners to complete jobs

Where to from here?

Results from all survey components provide valuable information concerning both strengths and potential areas of improvement. To accurately assess and improve your organisation's safety climate, we recommend the following steps:

1. Carefully read through the information in all sections of this report and the separate appendix. Look for common themes, noting the 3-4 most commonly cited strengths and 3-4 most commonly cited areas to improve.
2. List strengths and examples for each (e.g. related items receiving high ratings, specific written comments, etc). This information will help you provide others in your organisation with a clear picture of what you are currently doing well.
3. List areas for improvement and examples, noting specific steps you could take to improve each area. This information will help you provide others in your organisation with a clear picture of what can improve the safety climate.
4. Formulate an action plan. This plan should include both communicating strengths to employees and steps you can take to improve the safety climate.
5. Reassess safety climate in 6-12 months, or as needed to determine the success of your action plan and measure the impact of potential changes to the work environment.