

PBC Safety 360° Report



John Sample of Sample Corp

Insert Company Logo
Here



This report is confidential and should not be distributed without permission.

Raters

Managers	4
Peers	5
Reports	4
Self	1
Total	14

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Reading and Interpreting Your Report

The feedback in this report provides a valuable opportunity to receive feedback from your colleagues and celebrate your strengths. Receiving a 360° feedback report can be a personally rewarding experience.

To get the maximum benefit, you must track the themes and trends that are repeated as you read through the report. These frequently occurring items will represent your strengths and your opportunities to improve.

Remember that everyone has both strengths and opportunities to develop. Use this report to gain self-awareness about where you should focus your energy to make some changes in your work behaviours.

Use the development plan on the final page of this booklet to commit to forming new habits. Following up and monitoring your progress will ensure you find an effective way of moving forward.



Name

John Sample

Score

5.7

No. of Raters

13

Benchmarks

6.0+ – Excellent

5.5 5.99 – Good

5.0-5.49 – Competent

4.99 and below – Needs Improvement

Scoring System

The rating scale ranges from one to seven (1 to 7) with an option for raters to indicate Not Applicable. The rating scale is anchored by the following examples:

1	Does not describe this person at all
2	Does not describe this person much
3	Does not describe this person very well
4	Describes this person somewhat
5	Describes this person well
6	Describes this person very well
7	Describes this person exactly
N/A	Not applicable / Not observed

Overall Item Ratings

The rating form includes 50 items rated on a scale of 1 to 7 (see the rating scale on previous page). The table below contains the items in descending order. Read through them to identify any common themes among the highest and lowest rated items. The score is based on all who provided feedback, but does not include your self ratings.

Rank	Your Score	Group Average Score	Item
1	6.3	5.6	This person is open to discussing safety issues anytime
2	6.3	5.7	This person reacts appropriately when someone is injured or sick
3	6.3	5.3	This person possesses the passion to make a difference
4	6.3	5.1	This person confronts people who are not wearing appropriate protective equipment
5	6.2	5.4	This person will confront people who perform unsafe work practices
6	6.2	5.3	This person regularly encourages people to work safely
7	6.2	5.3	This person is always safe when walking or driving at work
8	6.2	5.2	This person provides feedback on safety performance
9	6.2	5.3	This person firstly ensures that people are safe when there is an incident
10	6.2	5.5	This person brings a positive attitude to the job
11	6.1	5.5	This person discusses our safety record publicly
12	6.1	5.5	This person ensures that everyone has access to safety related documentation
13	6.1	5.4	This person uses posters, email, or other means to share safety information
14	6.1	5.3	This person encourages people to voice concerns about safety hazards
15	6.1	5.5	This person shares safety data and goals with everyone
16	6.1	5.4	This person looks for new technology to improve safety
17	6.0	5.5	This person is passionate about the safety of our people
18	6.0	5.4	This person makes my work area a safer place to work
19	6.0	5.5	This person enforces safety policies
20	5.9	5.5	This person knows when someone is working unsafely in the area
21	5.9	5.4	This person is open about comparing safety data with other units or areas
22	5.9	5.3	This person has a public place where up-to-date incident/injury rates are always displayed
23	5.9	5.4	This person quickly recognises when there is about to be an unsafe situation
24	5.9	5.6	This person ensures that safety is a part of our culture
25	5.9	5.5	This person equally enforces the rules for everyone at work

Rank	Your Score	Group Average Score	Item
26	5.9	5.4	This person is open to suggestions for changes to safety procedures
27	5.8	5.9	This person makes sure that ours is a healthy workplace
28	5.8	5.2	This person ensures that I have all necessary safety equipment
29	5.8	5.2	This person makes time to improve safety procedures
30	5.7	5.4	This person stays calm and collected when things go wrong
31	5.7	5.4	This person educates others on safety practices and issues
32	5.7	5.7	This person fully supports safety audits and/or incident investigations
33	5.7	5.2	This person ensures that people do not get injured in my area
34	5.7	5.3	This person does not allow anyone to bypass a safety procedure
35	5.6	6.0	This person supports people attending regular safety training
36	5.6	5.9	This person checks the learning of people after safety training
37	5.6	5.7	This person is a role model for safety leadership
38	5.5	5.3	This person puts safety concerns ahead of productivity concerns
39	5.5	5.9	This person identifies extra training or learning opportunities for safety
40	5.3	5.7	This person enforces environmental policies and procedures
41	5.3	5.4	This person makes suggestions about environmentally-friendly procedures
42	5.3	5.8	This person manages emotions when faced with a stressful situation
43	5.2	5.6	This person will not let a sick employee stay at work
44	5.2	5.5	This person has a strong commitment to protecting the environment
45	5.1	5.6	This person ensures that I am aware of all procedures to protect the environment
46	5.0	5.2	This person has excellent people skills
47	4.8	5.1	This person makes people feel valued
48	4.4	5.9	This person promotes a healthy work-life balance
49	4.1	5.1	This person is polite and considerate, never rude or abrasive
50	3.5	5.5	This person shares useful information about staying fit and healthy

Safety Competencies

Each of the questions in the previous section is linked to one of the five safety leadership quadrants.



Safety Culture refers to building attitudes and beliefs in teams that promote a culture that values safety and open communication about safety issues. It involves publicly communicating safety records, and discussing and communicating safety issues. It is about each person taking responsibility for safety in their area.

Safe Work Practices refers to enabling employees to conduct work safely by providing necessary safety equipment and by enforcing and improving safety processes.

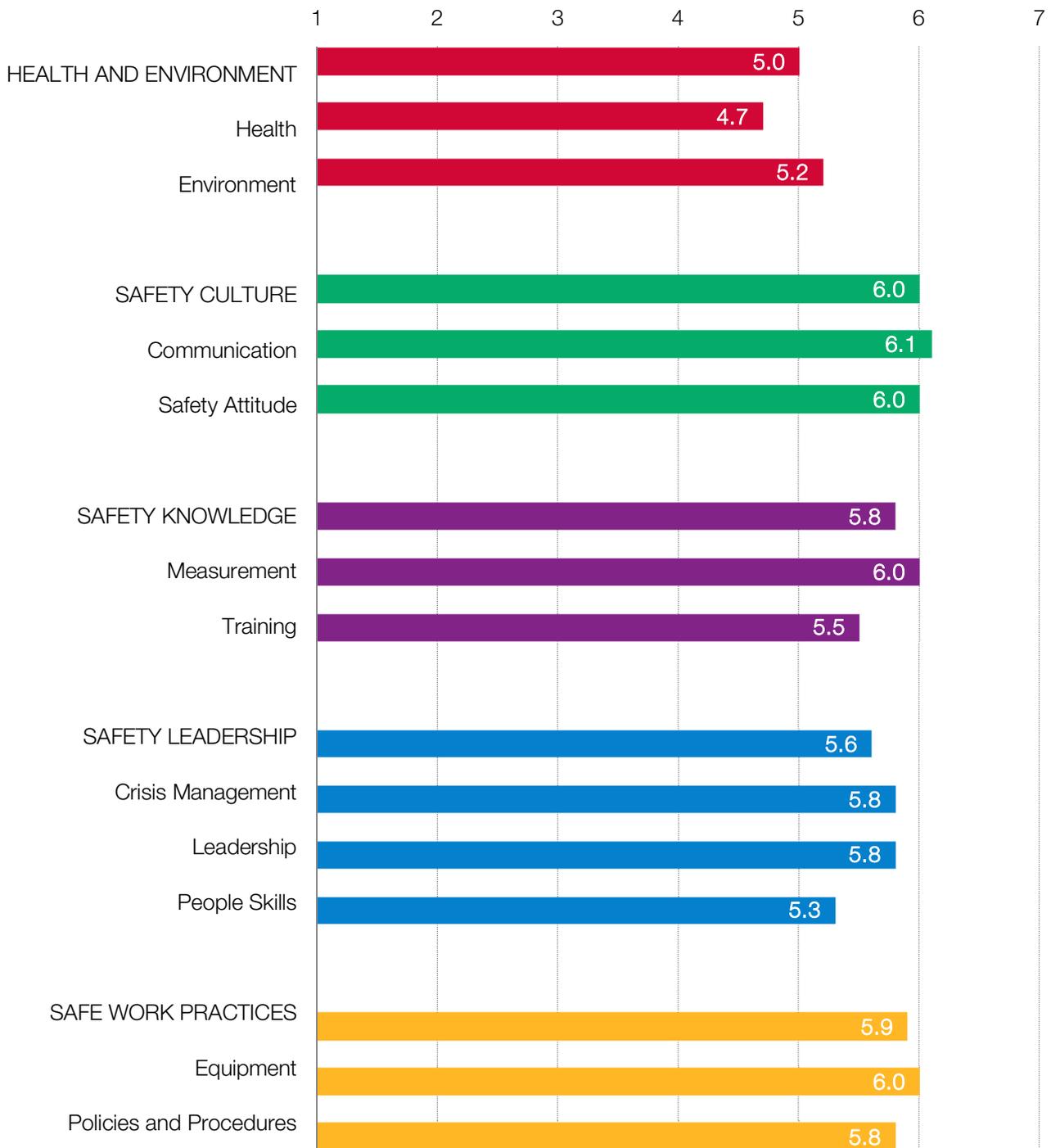
Health and Environment refers to providing a workplace that considers its impact on workers and the external environment. It involves promoting work-life balance and worker health, and the consideration of actions that protect the environment.

Safety Knowledge refers to gaining and disseminating safety knowledge to teams. It involves sharing safety data and supporting safety training.

Safety Leadership refers to having the people, leadership and crisis management skills to provide leadership when safety-related issues occur. It involves being able to handle stress under pressure, and quickly recognising and acting in unsafe situations.

Safety Leadership Competencies

The graph below displays your score on the four leadership competencies and their respective subthemes.



Health and Environment

Overall	Manager	Peer	Reports	Self	Themes and Questions
5.0	4.6	5.1	5.2	5.1	HEALTH AND ENVIRONMENT
4.7	4.6	4.6	4.8	5.3	Health
5.8	5.3	6.1	5.9	7.0	This person makes sure that ours is a healthy workplace
4.4	4.4	4.4	4.4	7.0	This person promotes a healthy work-life balance
5.2	5.5	4.4	5.9	5.0	This person will not let a sick employee stay at work
3.5	3.5	3.3	3.7	2.0	This person shares useful information about staying fit and healthy
5.2	4.5	5.7	5.3	5.0	Environment
5.3	4.8	5.8	5.3	6.0	This person enforces environmental policies and procedures
5.1	4.4	5.6	5.3	5.0	This person ensures that I am aware of all procedures to protect the environment
5.2	4.4	5.6	5.5	6.0	This person has a strong commitment to protecting the environment
5.3	4.6	5.4	5.7	4.0	This person makes suggestions about environmentally-friendly procedures

Scores from Self Ratings and Manager Ratings are always shown if a response was given. However, to protect anonymity, scores from Peers and Reports are only shown when there were two or more responses. If there were less than two responses, N/A is shown. The items with a dash sign (-) mean that no raters entered a score for this item.

Safety Culture

Overall	Manager	Peer	Reports	Self	Themes and Questions
6.0	5.5	6.3	6.3	6.0	SAFETY CULTURE
6.1	5.7	6.3	6.3	6.0	Communication
6.1	5.9	6.1	6.3	7.0	This person discusses our safety record publicly
6.3	5.9	6.5	6.3	7.0	This person is open to discussing safety issues anytime
6.1	5.7	6.3	6.1	5.0	This person ensures that everyone has access to safety related documentation
6.1	5.5	6.3	6.3	5.0	This person uses posters, email, or other means to share safety information
6.0	5.3	6.3	6.3	6.1	Safety Attitude
5.5	4.6	5.8	6.1	6.0	This person puts safety concerns ahead of productivity concerns
6.2	5.0	6.8	6.6	6.0	This person will confront people who perform unsafe work practices
6.2	5.7	6.5	6.3	6.0	This person regularly encourages people to work safely
6.1	5.5	6.5	6.3	6.0	This person encourages people to voice concerns about safety hazards
5.9	5.7	6.3	5.7	6.0	This person knows when someone is working unsafely in the area
5.9	5.3	6.3	6.1	7.0	This person is passionate about the safety of our people
6.0	5.3	6.3	6.3	6.0	This person makes my work area a safer place to work
6.2	5.7	6.3	6.6	6.0	This person is always safe when walking or driving at work

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Safety Knowledge

Overall	Manager	Peer	Reports	Self	Themes and Questions
5.8	5.5	5.9	6.0	5.1	SAFETY KNOWLEDGE
6.0	5.8	6.0	6.2	6.3	Measurement
6.2	5.9	6.3	6.3	7.0	This person provides feedback on safety performance
6.1	6.1	5.8	6.3	5.0	This person shares safety data and goals with everyone
5.9	5.7	5.8	6.1	6.0	This person is open about comparing safety data with other units or areas
5.9	5.5	6.0	6.1	7.0	This person has a public place where up-to-date incident/injury rates are always displayed
5.5	5.1	5.7	5.8	5.0	Training
5.6	5.3	5.6	5.9	6.0	This person supports people attending regular safety training
5.5	5.0	5.8	5.5	5.0	This person identifies extra training or learning opportunities for safety
5.6	5.8	5.9	3.5	4.0	This person checks the learning of people

Scores from Self Ratings and Manager Ratings are always shown if a response was given. However, to protect anonymity, scores from Peers and Reports are only shown when there were two or more responses. If there were less than two responses, N/A is shown. The items with a dash sign (-) mean that no raters entered a score for this item.

Safety Leadership

Overall	Manager	Peer	Reports	Self	Themes and Questions
5.6	5.3	5.6	6.1	5.0	SAFETY LEADERSHIP
5.8	5.6	5.5	6.3	6.0	Crisis Management
5.7	6.1	4.7	6.3	6.0	This person stays calm and collected when things go wrong
5.9	5.7	6.0	6.1	6.0	This person quickly recognises when there is about to be an unsafe situation
6.2	5.7	6.5	6.3	7.0	This person firstly ensures that people are safe when there is an incident
5.3	5.0	4.7	6.3	5.0	This person manages emotions when faced with a stressful situation
5.8	5.5	5.8	6.1	5.7	Leadership
5.6	5.0	5.4	6.3	6.0	This person is a role model for safety leadership
5.9	5.3	6.0	6.3	6.0	This person ensures that safety is a part of our culture
5.7	5.0	5.8	6.1	5.0	This person educates others on safety practices and issues
5.7	5.5	5.6	5.9	5.0	This person fully supports safety audits and/or incident investigations
6.3	6.1	6.3	6.3	6.0	This person reacts appropriately when someone is injured or sick
5.9	6.1	6.0	5.5	6.0	This person equally enforces the rules for everyone at work
5.3	4.9	5.1	5.9	4.6	People Skills
6.2	6.1	6.3	6.1	5.0	This person brings a positive attitude to the job
6.3	5.9	6.5	6.3	5.0	This person possesses the passion to make a difference
4.1	3.5	3.3	5.7	4.0	This person is polite and considerate, never rude or abrasive
4.8	4.2	4.6	5.7	4.0	This person makes people feel valued
5.0	4.6	4.7	5.7	5.0	This person has excellent people skills

Scores from Self Ratings and Manager Ratings are always shown if a response was given. However, to protect anonymity, scores from Peers and Reports are only shown when there were two or more responses. If there were less than two responses, N/A is shown. The items with a dash sign (-) mean that no raters entered a score for this item.

Safe Work Practices

Overall	Manager	Peer	Reports	Self	Themes and Questions
5.9	5.6	5.9	6.3	3.4	SAFE WORK PRACTICES
6.0	5.6	6.1	6.3	5.5	Equipment
5.8	5.5	5.8	6.1	5.0	This person ensures that I have all necessary safety equipment
5.7	5.0	6.0	6.1	6.0	This person ensures that people do not get injured in my area
6.3	5.9	6.5	6.6	6.0	This person confronts people who are not wearing appropriate protective equipment
6.1	5.9	6.1	6.3	5.0	This person looks for new technology to improve safety
5.8	5.5	5.7	6.2	5.3	Policies and Procedures
6.0	5.5	6.1	6.3	6.0	This person enforces safety policies
5.8	5.7	5.6	6.1	4.0	This person makes time to improve safety procedures
5.9	5.9	5.6	6.1	6.0	This person is open to suggestions for changes to safety procedures
5.7	5.0	5.6	6.3	5.0	This person does not allow anyone to bypass a safety procedure

Scores from Self Ratings and Manager Ratings are always shown if a response was given. However, to protect anonymity, scores from Peers and Reports are only shown when there were two or more responses. If there were less than two responses, N/A is shown. The items with a dash sign (-) mean that no raters entered a score for this item.

Scores by Themes

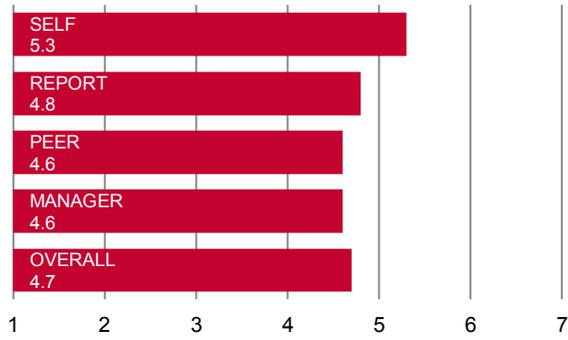
Self	Overall	Managers	Peers	Reports	Themes and Questions
5.1	5.0	4.6	5.1	5.2	HEALTH AND ENVIRONMENT
5.3	4.7	4.6	4.6	4.8	Health
5.0	5.2	4.5	5.7	5.3	Environment
6.0	6.0	5.5	6.3	6.3	SAFETY CULTURE
6.0	6.1	5.7	6.3	6.3	Communication
6.1	6.0	5.6	6.3	6.3	Safety Attitude
5.1	5.8	5.5	5.9	6.0	SAFETY KNOWLEDGE
6.3	6.0	5.8	6.0	6.2	Measurement
5.0	5.5	5.1	5.7	5.8	Training
5.0	5.6	5.3	5.6	6.1	SAFETY LEADERSHIP
6.0	5.8	5.6	5.5	6.3	Crisis Management
5.7	5.8	5.5	5.8	6.1	Leadership
4.6	5.6	4.9	5.1	5.9	People Skills
3.4	5.6	5.6	5.9	6.3	SAFE WORK PRACTICES
5.5	5.6	5.6	6.1	6.3	Equipment
5.3	5.5	5.5	5.7	6.2	Policies and Procedures

Themes and Questions Review

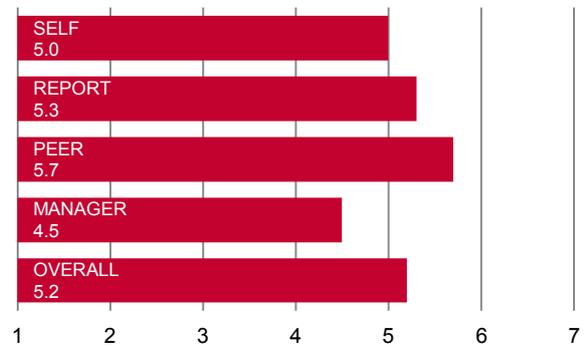
The charts below display your results by theme and rater type.

Health and Environment

Health

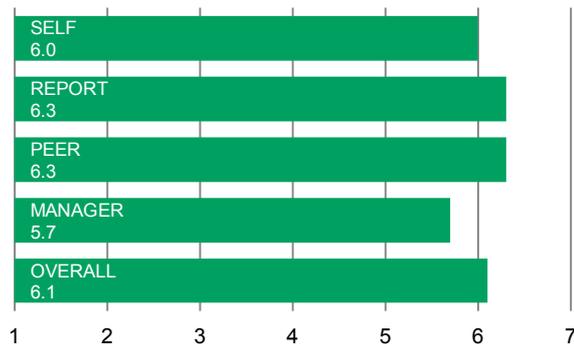


Environment

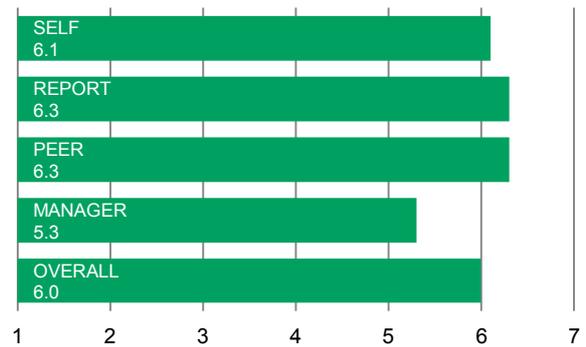


Safety Culture

Communication

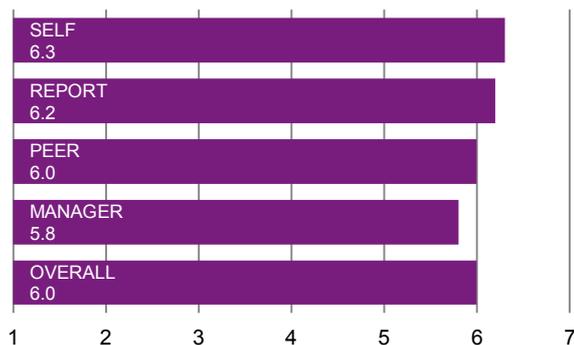


Safety Attitude

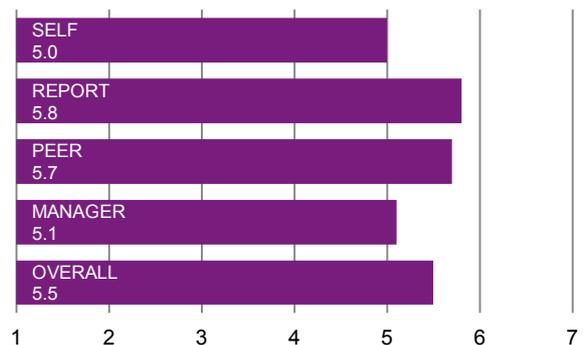


Safety Knowledge

Measurement

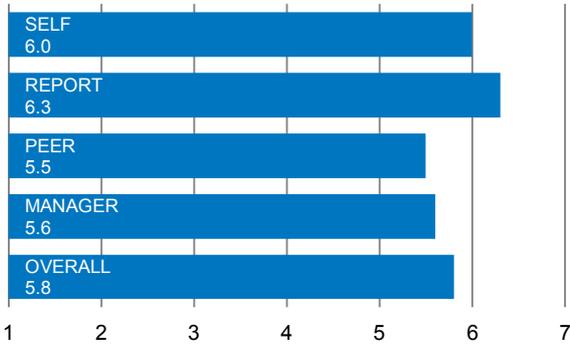


Training

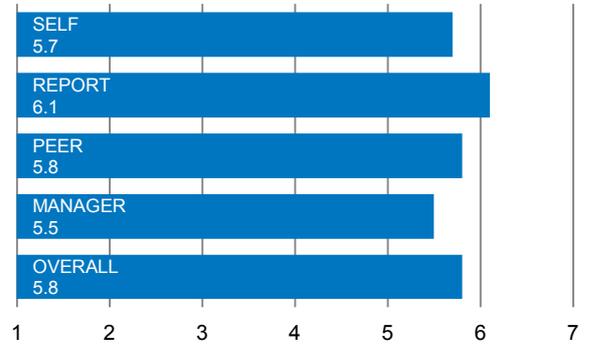


Safety Leadership

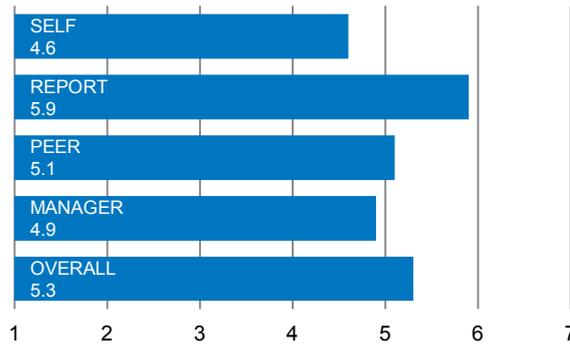
Crisis Management



Leadership

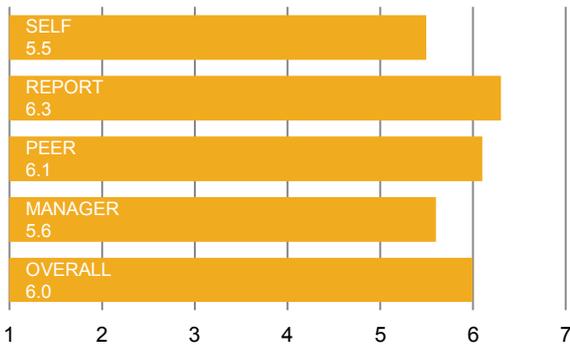


People Skills

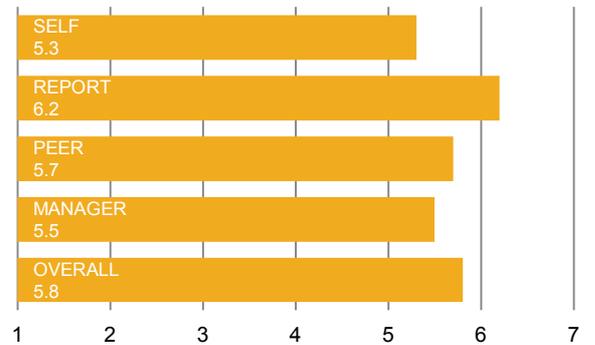


Safe Work Practices

Equipment



Policies and Procedures



Making the workplace safer

Raters were asked to choose the top things you could do to make their workplace safer from the list below. The top choice has a weight of 4, the second has a weight of 3, the third has a weight of 2 and the fourth of 1. The score in the right-hand column is the sum of the scores. You should note that the top list items indicate that there is agreement about your strengths. The items with a dash sign (-) simply mean that no raters picked those from the list. There are no self scores in the calculation.

Group Ave	Your Rank	Strengths	Total Score
15	1	Value safety over production	16
20	2	Set clear goals to improve safety	16
19	3	Employ the right people with the right attitude	12
2	5	Stronger management commitment to safety	9
18	4	Improve people skills	9
4	6	More training so I know how to do my job safely	8
1	8	Make the Safety Committee more effective	7
6	7	Hold employees accountable for safety breaches	7
12	9	Regular safety briefings / more feedback	7
3	10	Communicate better, keep me informed about safety issues	5
7	12	More / better risk assessments	5
13	11	Spend more time in the field to see what is really going on	5
17	13	Talk about safety	5
5	14	Invest in newer technology and equipment	4
8	16	Promote a culture of safety	3
14	15	Stop the culture of blame: focus on fixing the issue	3
11	17	Improve our work practices and operating procedures	2
10	18	Take fewer risks at work	1
9	-	Give us the right safety equipment (PPE)	-
16	-	Make the equipment/machinery safer	-
21	-	Take action when safety issues are raised	-

Comments

This section provides verbatim comments from all raters. You will gain the most value if you pay attention to the frequently occurring topics and suggestions. Try to view the information objectively and reconcile it with the information in the previous rating sections.

What are the best things this person has done to promote a safe, environmentally-friendly and healthy workplace?

- : Very involved in the overall operations on site, i.e. in touch with safety in the field; can challenge poor safety performance in an aggressive manner; expects his team to perform and challenges poor performance, which improves the overall team motivation.

- : John is a proactive leader who takes time to listen and think about safety before acting.

- : Very positive safety attitude.

- : Supporting the establishment and development of a strong Safety Committee; staffing the project with sufficient and capable WHSOs and Environment Team; providing leadership and support of a safe and environmentally friendly and healthy workplace with excellent office and lunch room facilities.

- : Has started to put safety before production.

- : Encouraged a team environment.

- : John has worked to continually improve the safety of personnel on the current project, including hydration training and equipment, safe access for working in the wet, a ban on power tools in the wet, and constant testing of electrical safety switches. There has been a particular effort to educate and raise the standard of local subcontractors.

- : John has helped with the introduction and trial of a remote controlled horn that is fitted to excavators. The way it is used is for a spotter to press a button should a hazard appear. The driver is then alerted and can stop operating the machine to avoid harming anyone. John was a primary driver for this equipment.

- : John has made great strides in changing the safety culture of the BQ project team and the workforce where safety has become a front of mind issue. Certainly the establishment of monthly safety targets related to LTIs and MTIs has helped promote safety across the project. John's role in raising the safety standard of several of the local subcontractors has also been a success story.

- : John is very safety conscious, however there is always room for improvement. He raises safety awareness and has toolbox talks, training and site walks. He always looks for ways to make people understand in a friendly way.

- : John takes strong control when necessary and removes the emotion from safety issues, in particular when an incident or injury happens and blame or fault may be passed around by others. John always commits, has ideas and provides support to address, resolve or improve safety.

- : He has achieved a good safety record on sites.

- : John is proactive and gives support to his safety team. The Safety Committee is an effective part of the management team that John has developed over the project.

What could this person do to improve safety, environment and health focus at your workplace?

- : Continue with the can-do attitude that he has shown towards making the site a happy and safe place to work; encourage subcontractor involvement in risk assessment and control in their day to day activities.

- : Could further support more education for staff.

- : The only thing I can think of is actively taking more holidays himself to promote work/life balance. Possibly, and where appropriate, he should take the lead a little more in getting to know his staff and their partners outside of work, to help build and galvanise a stronger internal team.

- : John needs to put more pressure on underperformers and give them counselling and training. Some people just don't have the right attitude.

- : John could embrace the external audit process (particularly with regard to safety) better than he has in the past. Rather than receiving any NCNs raised in the audits as a personal criticism, I believe John would get more out of the process if he adopted a more "lessons learnt" approach.

- : John has a well balanced view of safety and production. There are no obvious things that come to mind that John could improve.

- : John could introduce a scheme to ensure any employee with safety concerns reports them as soon as they have a concern, and well before any incident. It could be a mandatory requirement that all employees make a certain number of safety observations each week. While there would be a lot of duplication in observations, this would ensure that the slightest safety concern felt by employees was communicated as soon as it was identified. This would help to avoid the need to see a trend in incidents before initiating a response.

- : John could be more open to requests/requirements from Head Office for personnel to attend HSE courses and meetings to allow staff to interact with other site personnel and benefit from their knowledge and experience and also to allow development of the individuals who participate. This will only enhance John's project team further.

- : Provide safety leadership.

- : Provide more leadership in work/life balance with more emphasis on life balance.

- : Could be better with people.

- : John needs to improve his people skills.

- : Facilitate external safety training of all the team members; encourage a better work/life balance for himself and the team; reward safety performance and the following of safety procedures; highlight positive performance, not negative.

Development Plan

This section provides a place for you to create a personal development plan. This plan should include behaviours that you want to keep doing, start doing and stop doing. These actions should be achievable and represent changes that you would like to make. Write them down and refer back to check your progress.

Keep

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-

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Start

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-

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Stop

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