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APPENDIX E

THE SAFETY QUESTIONNAIRE

SAFETY QUESTIONNAIRE

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DuPont Safety Resources
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Newark, DE 19713

Identification of Questionnaire

Organization: _____

Location: _____

Job Category: _____

Date Completed: _____

Reference Number: <This line for office use> _____

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General Instructions & Information

This questionnaire is intended to help assess the state of safety in your organization. (Safety is used here to include both safety & occupational health.)

Your answers will be kept completely confidential. They will not be reported individually but will be combined with the answers of others. Please do not sign your name.

The person administering the questionnaire will define the organization that you should think about when answering the questions. Usually it will be the plant or location where you work. If you are uncertain of this, or of the meaning of any of the questions, please ask.

Please:

1. Answer all the questions honestly and objectively so that the answers will help reveal the true state of safety.

2. Unless otherwise indicated, do not mark more than one answer to a multiple choice question, or the answer will not be usable.

3. When asked to rank items, do not give items equal rank, even though they may seem to be close to you in their meaning. If you do, the answer will not be useable.

If you have comments, please write them on the page provided at the end of the questionnaire.

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Identification of Job Category

☞ **What is your job category? Please check the appropriate category below:**

☐1 **Management**—means the top management group or team of your organization or workplace. The leader may be the plant manager, president, CEO or other leader as defined by the person explaining the questionnaire. Management also includes managers who respond directly to that leader and others who generally could be called senior management.

☐2 **Supervision**—includes middle management, superintendents, supervisors and foremen—those who have jobs between top management and the working level.

☐3 **Working Level**—means operating, maintenance, clerical and non-supervisory people.

☐4 **Professional**—means financial, technical and other specialist people that work at a professional level (such as an engineer or an accountant) but who do not supervise other people.

	Yes	No
Please also indicate whether you are involved in safety in an official capacity, for example as a safety supervisor, a safety advisor or specialist, a safety steward or a member of a joint occupational health and safety committee (JOHSC). (The normal managerial or supervisory responsibility for safety is not "official" in this sense.)	☐1	☐2
Please indicate whether you are a member of a union.	☐1	☐2

Safety Questionnaire

☞ There are 24 questions in the Questionnaire. The first two, which appear on this page, are general questions about the organization's priorities. They ask you to "Rank" several items. The remainder of the questions are "Multiple Choice," which ask you to check only one response.

1. Indicate the **priority you personally give** to the following items. Rank in order from 1 to 4, with the item you think is the most important marked 1 and the least important marked 4.

Item	Your Priority
A. Quality, customer focus	
B. Costs, efficiency	
C. Production volume	
D. Safety	

2. Indicate where **you think others** in your organization rank the same items.

   For example, give your opinion of the priority that you think supervision as a group gives to the item. Rank in order of priority from 1 to 4 as in question 1.

Item	Priority of Management	Priority of Supervision	Priority of Workers
A. Quality, customer focus			
B. Costs, efficiency			
C. Production volume			
D. Safety			

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3. To what extent can **injuries be prevented**?

   Check the answer that represents your personal belief.

   ☐$_1$ All can be prevented

   ☐$_2$ Almost all can be prevented

   ☐$_3$ Many can be prevented

   ☐$_4$ Some can be prevented

   ☐$_5$ Few can be prevented

4. Indicate how you think that a drive (a strong, long term effort) for excellence in safety would affect **the ability to achieve excellence in other areas**, such as quality, productivity, costs and profits. Check only one answer.

   The safety effort will:

   ☐$_1$ Be very helpful in achieving other business objectives.

   ☐$_2$ Provide some positive assistance in reaching other business objectives.

   ☐$_3$ Have neither a positive nor a negative effect on attaining other business objectives.

   ☐$_4$ Tend to make it more difficult to achieve other business objectives.

   ☐$_5$ Substantially weaken the ability to achieve other business objectives.

5. At what level of safety performance do you think that the effort to improve safety starts to **cost more than it yields in "economic benefits"**? Economic benefits means savings from the reduction in the costs of injuries, lost working time, loss of material, etc., and the indirect economic benefits that good safety brings in better morale, improved production, better product quality, etc. Check only one answer.

   ☐$_1$ Within reason there is no limit. *Exceptional* safety performance returns more in economic benefits than it costs.

   ☐$_2$ Once safety performance is at the *excellent* level, further improvement will cost more than the economic benefits it delivers.

☐$_3$ Once *good* (well above average) safety performance is reached, further improvement will cost more than the economic benefits it delivers.

☐$_4$ Once *average* safety performance is reached, further improvement will cost more than the economic benefits it delivers.

☐$_5$ Safety programs are a net cost. Improving safety always costs more than it benefits.

6. To what extent is safety "designed in" to the facilities and **"built in"** to the operating practices in your organization? Built in means that safety is considered as an integral part of the design of equipment, of the development of operating practices and of job training, not something that is added on later. Check only one answer.

☐$_1$ Thoroughly built in

☐$_2$ Substantially built in

☐$_3$ Some integration

☐$_4$ Little integration; mainly added later

☐$_5$ Not integrated at all; added later

7. Does your organization have well-established, written **safety values**—sometimes called beliefs and principles? "Written" means readily available in a document, posted on the bulletin board, etc. Check only one answer.

☐$_1$ Yes

☐$_2$ No

☐$_3$ I don't know

If you answered "No" or "I don't know," please go to question 8.

If you answered "Yes," indicating that your organization does have written safety values, please check the statement below that best describes those values:

☐$_1$ We have safety values and they are up-to-date, well understood and have an important influence on safety.

☐$_2$ We have safety values and they have some influence on safety.

☐$_3$ We have safety values but they are not used much and they have little influence on safety.

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8. Indicate the extent to which **line managers are held accountable** for injuries and safety incidents in their areas. (Line managers include such titles as supervisor, foreman, superintendent, team leader, etc., as well as manager.) Check only one answer. In our organization:

   ☐1 Line managers are held fully accountable for preventing injuries and incidents in their area. Safety performance has a direct effect on their performance rating and pay. This is a key part of our safety management.

   ☐2 Line managers are held accountable for preventing injuries and incidents in their area but safety performance does not generally affect their performance rating and pay.

   ☐3 Line managers are held accountable for injuries and safety incidents but only in a general way.

   ☐4 While line managers take some responsibility for injuries and incidents in their areas, most injuries are attributed to individual error, bad luck or unfortunate circumstances.

   ☐5 Injuries and incidents are almost always blamed on individual error, bad luck or unfortunate circumstances. Safety is much less important than business factors, such as costs and profits, in the assessment of managers' performance.

9. How actively have you been **involved** in safety activities **in the last year**? Involvement means not just attending meetings but participation in doing things in safety such as being on a committee, participating in an investigation, or helping put together safety rules. Check only one answer.

   ☐1 Deeply involved

   ☐2 Quite involved

   ☐3 Moderately involved

   ☐4 Not much involved

   ☐5 Not involved at all

   In the last **two years**, have you either been on a standing safety committee (for example a JOHSC, a rules and procedures committee, a safe driving committee, etc.) ***or*** on a specific task force or team (for example, a team formed to review the safety rules of an area)?

   ☐1 Yes ☐2 No

10. To what extent are you **empowered to take action** to ensure your own safety and that of others with whom you work? *Empowered* means that you are expected to take whatever action is required to avoid injuries to yourself or to others, including shutting down equipment. It means that you are empowered to fix unsafe situations within the scope of your job, expected to take whatever action is required in urgent cases and encouraged (expected) to make recommendations even if the situation does not relate to your job. It means that your organization has created an environment in which everyone is encouraged to contribute to improvement. It means that you have had safety training and involvement in safety activities that give you confidence to act.

On the other hand, *not empowered* means that for safety matters, you are expected to stick pretty strictly to the confines of your specific job description. Check only one answer.

☐$_1$ Fully empowered

☐$_2$ Quite empowered

☐$_3$ Moderately empowered

☐$_4$ Not very empowered

☐$_5$ Not at all empowered

11. Indicate the extent to which you have received **training** in safety and occupational health **in the last two years**. Training includes formal training courses away from the job and organized on-the-job training. Check only one answer.

☐$_1$ Thorough & extensive training

☐$_2$ Considerable training

☐$_3$ Some training

☐$_4$ Little training

☐$_5$ No training

12. Are **safety meetings** held regularly in your workplace? If so, how often?

☐$_1$ Every week or every two weeks

☐$_2$ Every month

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☐$_3$ Every two months

☐$_4$ Less frequently than every two months

☐$_5$ Not regularly held

Do you attend the safety meetings regularly?

☐$_1$ Yes ☐$_2$ No

How do you rate the **quality and effectiveness** of the safety meetings? Consider how well attended they are. Consider the content of the meetings and the extent of involvement of people in developing and conducting them.

☐$_1$ Excellent

☐$_2$ Good

☐$_3$ Satisfactory

☐$_4$ Poor

☐$_5$ Very poor

13. Please consider the **quality of the safety rules** in your organization. High quality rules are up-to-date and clearly written. They are well understood by those doing the work and help them to do the job well and safely. Check only one answer.

The quality of our safety rules is:

☐$_1$ Excellent

☐$_2$ Good

☐$_3$ Satisfactory

☐$_4$ Poor

☐$_5$ Very poor

To what extent are the **safety rules** of your organization **obeyed**? Check only one answer.

☐$_1$ All safety rules are obeyed without exception.

☐$_2$ People generally obey the safety rules.

☐$_3$ The safety rules are guidelines, sometimes followed, sometimes not.

☐$_4$ The safety rules are often not obeyed.

☐$_5$ People pay little attention to the safety rules.

14. Indicate your opinion of the way that **disciplinary action** is used in your organization for infractions to safety rules or practices. "Infraction" means breaking a safety rule or not following a standard practice. Disciplinary action refers to the range of actions, from a cautionary conversation or warning through to more severe action such as termination. Check the one answer you believe is the most accurate.

☐$_1$ Disciplinary action, related to the seriousness of the infraction, is taken for all safety infractions.

☐$_2$ Disciplinary action is taken only for serious safety infractions.

☐$_3$ Disciplinary action for safety infractions is applied arbitrarily and inconsistently.

☐$_4$ Disciplinary action is seldom taken for safety infractions.

15. To what extent are injuries, safety incidents, near misses and the like in your organization **investigated**, reported and action taken? Check only one answer.

☐$_1$ All injuries and incidents are thoroughly investigated and the recommendations implemented.

☐$_2$ Most injuries and incidents are investigated and most of the recommendations are implemented.

☐$_3$ Many of the injuries and incidents are investigated and some of the recommendations are implemented.

☐$_4$ Only the most serious injuries and incidents are investigated.

☐$_5$ Injuries and incidents are not usually investigated.

16. Indicate the extent that you are **personally involved in safety audits** and inspections of the workplace. Involvement means participation on a regularly scheduled, organized basis, not informal, personal inspections. Check only one answer.

☐$_1$ Regularly involved

☐$_2$ Some involvement

☐$_3$ Not involved at all

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How do you rate the **quality and effectiveness** of the safety audit and inspection system? Consider the frequency and thoroughness of the inspections, the extent of participation of the workforce, the extent to which safety behaviour is observed, as well as physical conditions, the thoroughness of the follow-up and the overall effectiveness in helping develop a safer workplace. Check only one answer.

☐1 Excellent

☐2 Good

☐3 Satisfactory

☐4 Poor

☐5 Very poor

17. Good management of workplace safety includes strong efforts to find temporary **modified duties** for injured people who cannot do their regular job but who can safely do other work. When people are off work because of injuries, effective action is taken to assist in their rehabilitation and to ensure their early **return to work**. Line management and supervision take responsibility for these efforts and they are conducted in a thorough but sympathetic manner. In this context, please rate the effectiveness of the modified duty and return-to-work initiatives of your organization.

☐1 Excellent

☐2 Good

☐3 Satisfactory

☐4 Poor

☐5 Very poor

18. To what extent is **"off-the-job" safety** dealt with in the workplace safety program of your organization? Check only one answer.

☐1 Off-the-job safety is an important part of our safety program. We keep statistics on off-the-job injuries, have an off-the-job safety committee, programs to promote safety in the home, safe driving off-the-job, etc.

☐$_2$ Off-the-job safety is not a formal part of our workplace safety program but aspects of it are sometimes included in safety meetings, etc.

☐$_3$ Off-the-job safety is not part of our workplace safety program.

19. Indicate the extent to which achievements in safety are **recognized** and good safety performance is celebrated in your organization. Check the one answer that best represents your opinion.

☐$_1$ Thorough and extensive

☐$_2$ Frequent

☐$_3$ Some

☐$_4$ Little

☐$_5$ None

20. How do you rate the safety of the **physical facilities** in your workplace (machinery, equipment, etc.)? Check the one answer that describes your assessment.

☐$_1$ Excellent

☐$_2$ Good

☐$_3$ Satisfactory

☐$_4$ Poor

☐$_5$ Very poor

21. Check the one answer that best represents the extent of your **personal knowledge of the safety performance** of your organization:

☐$_1$ I know our safety goals and our up-to-date performance. I know how our performance compares with that of other companies in our industry.

☐$_2$ I know our safety goals and present performance but do not know how our performance compares to that of other companies.

☐$_3$ I am only generally aware of our safety goals and how we are doing in safety. I do not know how we compare to others.

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☐$_4$ I do not know our safety goals. I am not familiar with how we are performing in safety. I do not know how we compare to others.

22. How do you rate the effectiveness of the **safety organization** in your workplace (the managers' safety committee, the JOHSC, other safety committees, the safety systems, structures and procedures, etc.)? Check only one answer.

☐$_1$ Excellent

☐$_2$ Good

☐$_3$ Satisfactory

☐$_4$ Poor

☐$_5$ Very poor

23. How do you rate the effectiveness of the **safety department** in your organization (the safety supervisor, the safety advisors, safety specialists, etc.)? Check only one answer.

☐$_1$ Excellent

☐$_2$ Good

☐$_3$ Satisfactory

☐$_4$ Poor

☐$_5$ Very poor

24. To what extent are you personally **satisfied with the safety performance** of your organization? Check only one answer.

☐$_1$ Very satisfied

☐$_2$ Moderately satisfied

☐$_3$ Neither satisfied nor dissatisfied

☐$_4$ Moderately dissatisfied

☐$_5$ Very dissatisfied

COMMENTS

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