NSC Employee Perception Surveys

Measurement tools to evaluate your safety management system

Establish
a baseline

Validate
your status

Benchmark
your safety program

Focus
on improvements

NSC employee perception surveys give you the information and insight necessary to gauge and improve your safety performance — unlike injury rates, which are lagging indicators of past experience, surveys are leading indicators of future safety performance. With the valid and reliable information they provide, you can evaluate your program, establish priorities, plan for improvement, and monitor performance organization-wide.

National Safety Council researchers have developed unique employee perception surveys that enable organizations to evaluate their safety management system from several perspectives. More than just obtaining safety performance data, our in-house staff of research and statistics experts also helps management interpret the meaning behind the numbers. We benchmark your results with a proprietary database of surveys conducted at more than 950 establishments, representing over two million employees, to give you a perspective on how your safety management system compares to other organizations.

Surveying with NSC will enable you to:

- Capture the overall health of your safety management system on an easy to understand scale
- Signal overall problem areas in need of further study or immediate corrective action
- Provide a numeric baseline for reassessment in the future
- Provide your management with sensitive and valid leading indicator safety metrics
- Effectively incorporate safety measures into your continuous improvement process
- Increase employee engagement and morale
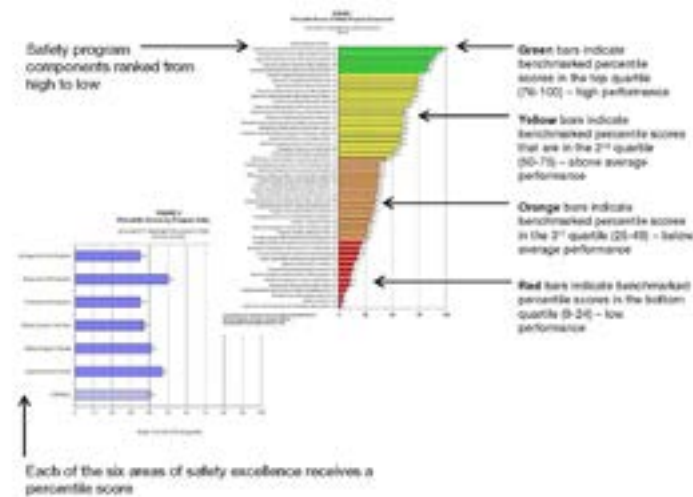- Motivate your organization to find gaps, action plan, and make changes

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Safety Barometer

Our flagship survey, this survey provides an overall assessment of your safety program, identifies problem areas and prioritizes opportunities for improvement. The Safety Barometer survey includes 50 agree/disagree items on a 5-point scale covering senior management leadership and commitment, supervisory engagement, employee involvement, safety support programs and activities, and safety and organizational climate. Survey questions can be customized to increase employee comprehension and translated into different languages. Demographic questions can be added for additional analysis. The National Safety Council is identified as the third party, honest broker, conducting the survey. NSC provides both communication and survey administration guidelines to organizations as well as post survey support and services.

Occupational Safety Climate Assessment Report (OSCAR)

OSCAR includes the 50 standard items from the Safety Barometer and expands the survey to give you a more in-depth evaluation of how well your safety management system is working.

OSCAR includes 75 additional questions addressing various topics: informal and formal involvement; safety management practices; and visibility, effectiveness, and highest potential benefit ratings. Organizations can customize safety program initiative questions based on their current safety program to guage effectiveness (section 4A). NSC provides both communication and survey administration guidelines to organizations as well as post survey support and services.

Business and Safety Integration Survey (BASIS)

BASIS covers all topics in the Safety Barometer and OSCAR surveys and includes an additional 50 items designed to assess how well safety is integrated into your business management system.

BASIS compares the management of your safety program to the management of other activities in your organization, including production and quality control. Three separate, matched surveys are specifically designed to collect the views of top/middle management, supervisors, and non-management personnel. Unique subdimensions include a comparison of business leadership with safety management practices, information and analysis, communication, decision making, planning and organization, goal setting, motivation, and control. NSC provides both communication and survey administration guidelines to organizations as well as post survey support and services.

NSC Action Planning Facilitation

Post Survey Support and Services

Motivated to make improvements to your safety program based on survey results but don't know where to start? Let NSC guide the process for you with an action planning facilitation workshop.

Over the past three years, NSC has worked with hundreds of companies and their survey results to facilitate organization-led action planning sessions. NSC has facilitated workshops for organizations with as few as 100 and as many as 40,000 employees, across numerous industries. NSC works directly with organizations to meet their needs and requirements through a collaborative partnership throughout the survey process; most importantly, working with results to make plans with specific and thoughtful improvement. NSC has the in-house expertise needed to deliver a high quality, highly interactive workshop.

Hard work pays off. Organizations who show a high level of commitment to the action planning process and follow-through have seen successful implementation of their safety initiatives and ultimately a more successful safety culture, which is measured through annual resurveys with NSC.

Action planning will enable your organization to:

1. Understand and interpret survey results
2. Identify specific SMS components for strategic action planning
3. Develop SMART (specific, measureable, action-oriented, realistic, time bound) countermeasures for each
4. Establish specific countermeasure ownership and support linkages
5. Develop countermeasure effectiveness evaluation
6. Follow through on survey improvements to prepare for resurvey 12-18 months later

Identify
problem areas

Select
countermeasures

Plan
SMART

Take
action

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Sample SMART sheet used in action planning workshops

Identify
problem areas

Select
countermeasures

Plan
SMART

Take
action

Follow-up
resurvey

Action Planning Workshop Facilitation - 5 hours

Organizations should be prepared to roll up their sleeves and get to work!

Prior to the workshop, select a cross-section of employees from management to shop floor to engage employees at all levels of the organization in the action planning process who:

1. Takes the survey results seriously
2. Takes ownership of action plans developed
3. Systematically follows up on action plan implementation/execution
4. Plans to re-survey to measure the effectiveness of their action plans

A typical workshop agenda

1. Introductions
2. A thorough walk-through of the survey results, developing data interpretation skills
3. A brief introduction/review of action planning best practices
4. A strategic SMS component selection process for action planning (based on interpreted information from the survey results)
5. A SMS component countermeasure development exercise using the SMART approach
6. Initiate countermeasure development with committee-selected SMS components

But, this is only the beginning. Organizations with successful safety management systems will need to continue the hard work of action planning well beyond this session. Organizations should be committed to an ongoing action planning culture and adapt plans accordingly based on movements in the safety program - what works, what doesn't work, what actions need to be modified? Safety is a continuous process that needs full support and commitment from all levels of the organization on a regular basis.
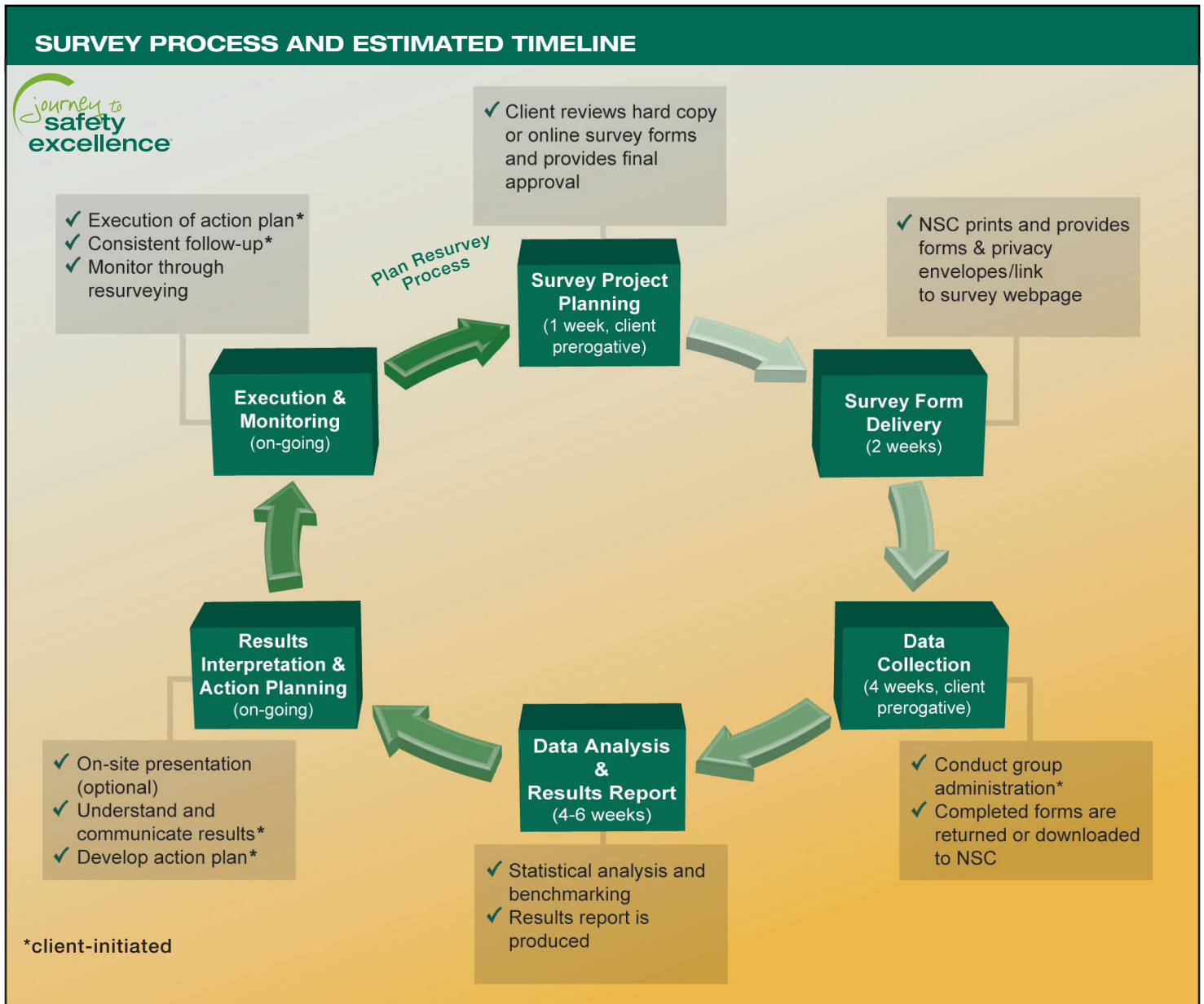
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Research & Safety Management Solutions

NSC SAFETY PERCEPTION SURVEYS
Side-by-side Comparison

FORMAT	SAFETY BAROMETER	OSCAR	BASIS
Number of standard survey items	50	125	135-175
Average time to complete survey (minutes)	10-15	30-45	30-60
Standardized statements on a five-point agree/disagree scale	Included	Included	Included
Benchmarking to NSC Database	Included	Included	Included
Rating and ranking of safety program management practices	Not included	Included	Included
Specialized questions for management, supervisors, and nonmanagement	Not included	Not included	Included
Written comments section	Additional cost option	Additional cost option	Additional cost option
Comparison of responses across employee subgroups	Additional cost option	Additional cost option	Additional cost option

OBJECTIVE	SAFETY BAROMETER	OSCAR	BASIS
Assesses overall quality of safety management system	Included	Included	Included
Signals overall problem areas in need of further study or immediate corrective action	Included	Included	Included
Assesses the visibility of safety components and activities among employees	Not included	Included	Included
Assesses perceived effectiveness of safety components and activities	Not included	Included	Included
Assesses the level of informal and formal employee involvement in safety activities	Not included	Included	Included
Quantifies most beneficial recommendations for safety component/activity improvement	Not included	Included	Included
Describes collective values and norms that guide an organization's management team	Not included	Not included	Included
Assesses the degree to which the same values and norms used to manage an organization's business are operative in its safety management system	Not included	Not included	Included
Highlights inconsistencies between business and safety management at each organizational level	Not included	Not included	Included
Provides recommendations about what should be done to improve safety in the context of an organization's total management style	Not included	Not included	Included

TOPICS COVERED	SAFETY BAROMETER	OSCAR	BASIS
Management leadership and commitment	Included	Included	Included
Supervisory engagement	Included	Included	Included
Employee involvement	Included	Included	Included
Safety support activities	Included	Included	Included
Safety support climate	Included	Included	Included
Organizational climate	Included	Included	Included
Management planning and organization	Not included	Included	Included
Supervisor/worker interaction in relation to planning, decision-making, training, and hazard control	Not included	Included	Included
Employee opportunity for input and commitment to safety program support	Not included	Included	Included
Facilities/equipment design	Not included	Included	Included
Inspection and maintenance	Not included	Included	Included
Motivation and communication methods	Not included	Included	Included
Integration of safety into business management system	Not included	Not included	Included
Comparison of business vs. safety management practices with respect to: • Leadership • Information and analysis • Communication • Decision-making • Planning and organization • Goal-setting • Motivation • Control	Not included	Not included	Included

Legend: Included | Not included | Additional cost option

COST*	SAFETY BAROMETER		OSCAR		BASIS	
Base cost (includes data analysis and final report)	$2,900	$3,400	$5,500	$6,600	$9,900	$11,000
Per employee charge (with written comments section)	$7	$8	$11	$13	$13	$15
Per employee charge (without written comments section)	$4	$5	$8	$9	$10	$11
Comparative analysis per employee subgroup (e.g., shift, department, salary/hourly/contractor, tenure & location)	$500	$600	$500	$600	Included	Included
Optional results report webinar presentation by survey research consultant	$300	$350	$500	$600	$500	$600
Optional on-site results report presentation by survey research consultant (plus travel expenses billed as incurred)	$1,500	$1,800	$2,000	$2,400	$2,000	$2,400
Optional action plan management services with survey research consultant (plus travel expenses billed as incurred)	$3,000	$3,500	$3,000	$3,500	$3,000	$3,500

☐ *Member pricing   ☐ *Non-member pricing

SURVEY PROCESS AND ESTIMATED TIMELINE

journey to safety excellence®

✓ Client reviews hard copy or online survey forms and provides final approval

✓ NSC prints and provides forms & privacy envelopes/link to survey webpage

✓ Execution of action plan*
✓ Consistent follow-up*
✓ Monitor through resurveying

Plan Resurvey Process

Survey Project Planning
(1 week, client prerogative)

Execution & Monitoring
(on-going)

Survey Form Delivery
(2 weeks)

Results Interpretation & Action Planning
(on-going)

Data Collection
(4 weeks, client prerogative)

Data Analysis & Results Report
(4-6 weeks)

✓ On-site presentation (optional)
✓ Understand and communicate results*
✓ Develop action plan*

✓ Conduct group administration*
✓ Completed forms are returned or downloaded to NSC

✓ Statistical analysis and benchmarking
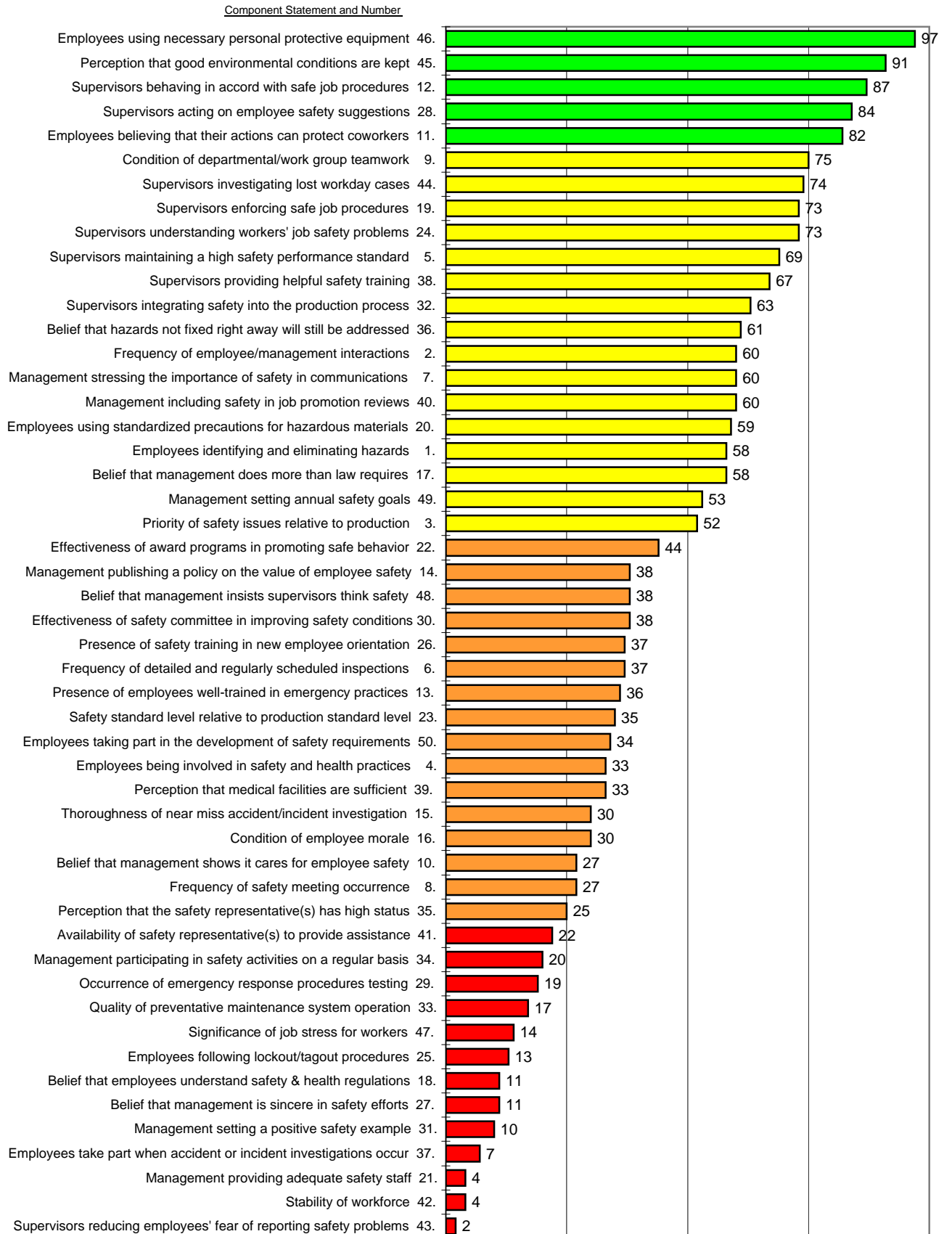✓ Results report is produced

*client-initiated

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FIGURE 1
Percentile Scores of Safety Program Components

2016 NSC SAFETY BAROMETER SURVEY RESULTS
ANYCO

Component Statement and Number

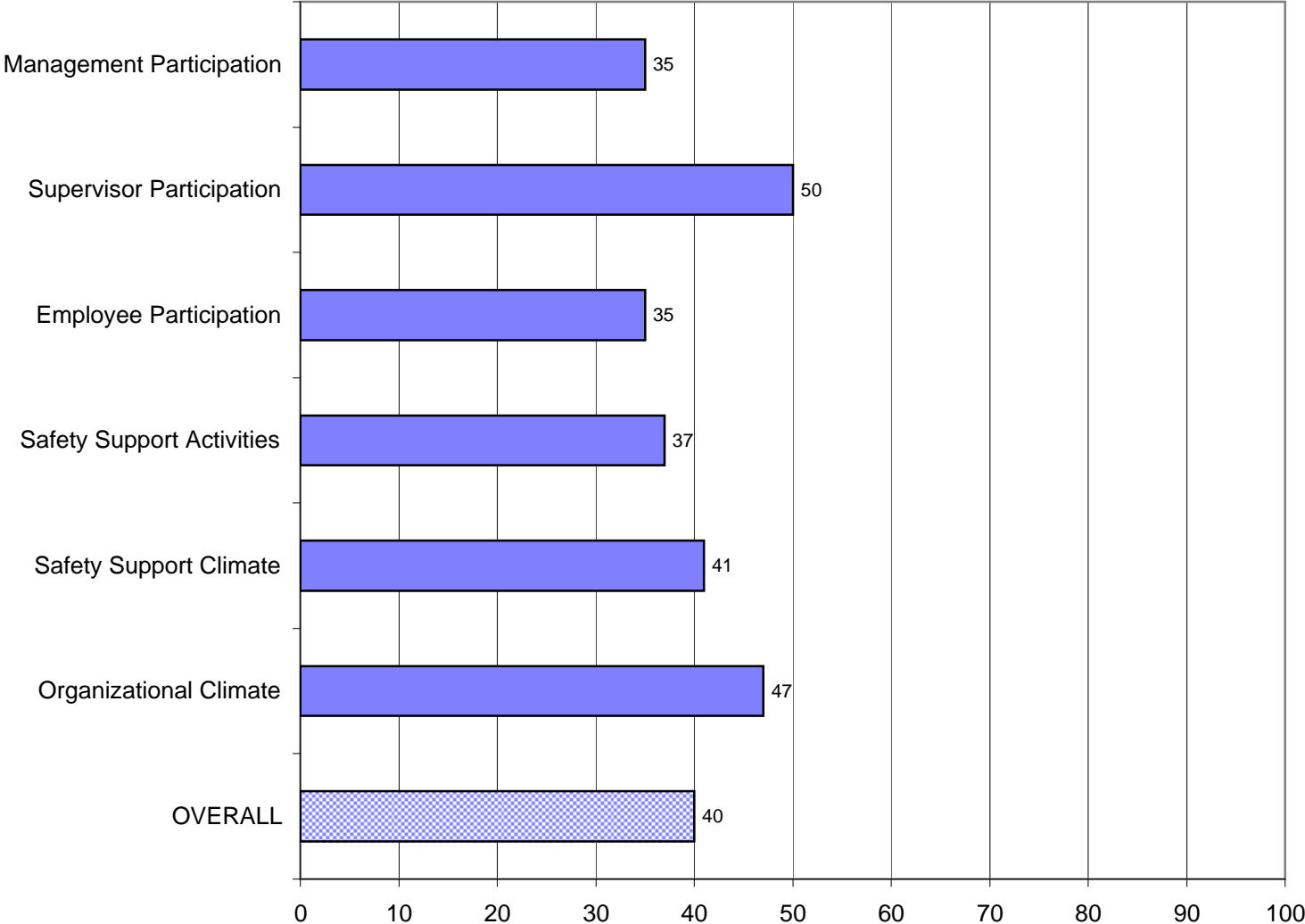| Component Statement and Number	Score
Employees using necessary personal protective equipment 46.	97
Perception that good environmental conditions are kept 45.	91
Supervisors behaving in accord with safe job procedures 12.	87
Supervisors acting on employee safety suggestions 28.	84
Employees believing that their actions can protect coworkers 11.	82
Condition of departmental/work group teamwork 9.	75
Supervisors investigating lost workday cases 44.	74
Supervisors enforcing safe job procedures 19.	73
Supervisors understanding workers' job safety problems 24.	73
Supervisors maintaining a high safety performance standard 5.	69
Supervisors providing helpful safety training 38.	67
Supervisors integrating safety into the production process 32.	63
Belief that hazards not fixed right away will still be addressed 36.	61
Frequency of employee/management interactions 2.	60
Management stressing the importance of safety in communications 7.	60
Management including safety in job promotion reviews 40.	60
Employees using standardized precautions for hazardous materials 20.	59
Employees identifying and eliminating hazards 1.	58
Belief that management does more than law requires 17.	58
Management setting annual safety goals 49.	53
Priority of safety issues relative to production 3.	52
Effectiveness of award programs in promoting safe behavior 22.	44
Management publishing a policy on the value of employee safety 14.	38
Belief that management insists supervisors think safety 48.	38
Effectiveness of safety committee in improving safety conditions 30.	38
Presence of safety training in new employee orientation 26.	37
Frequency of detailed and regularly scheduled inspections 6.	37
Presence of employees well-trained in emergency practices 13.	36
Safety standard level relative to production standard level 23.	35
Employees taking part in the development of safety requirements 50.	34
Employees being involved in safety and health practices 4.	33
Perception that medical facilities are sufficient 39.	33
Thoroughness of near miss accident/incident investigation 15.	30
Condition of employee morale 16.	30
Belief that management shows it cares for employee safety 10.	27
Frequency of safety meeting occurrence 8.	27
Perception that the safety representative(s) has high status 35.	25
Availability of safety representative(s) to provide assistance 41.	22
Management participating in safety activities on a regular basis 34.	20
Occurrence of emergency response procedures testing 29.	19
Quality of preventative maintenance system operation 33.	17
Significance of job stress for workers 47.	14
Employees following lockout/tagout procedures 25.	13
Belief that employees understand safety & health regulations 18.	11
Belief that management is sincere in safety efforts 27.	11
Management setting a positive safety example 31.	10
Employees take part when accident or incident investigations occur 37.	7
Management providing adequate safety staff 21.	4
Stability of workforce 42.	4
Supervisors reducing employees' fear of reporting safety problems 43.	2

0   25   50   75   100

A percentile score expresses the percentage of establishments in the NSC Database with lower average response.
The percentile score range is from 0 to 100.

FIGURE 2
Percentile Scores by Program Category

2016 NSC SAFETY BAROMETER SURVEY
RESULTS ANYCO (N=393)

Category	Score
Management Participation	35
Supervisor Participation	50
Employee Participation	35
Safety Support Activities	37
Safety Support Climate	41
Organizational Climate	47
OVERALL	40

Scale: 0 to 100 (100 being best)

Playing It Safe

Blizzards, avalanches and bear attacks are just a few of the risks Bob Bulger deals with on a regular basis.

As the vice president of health, safety, environment, quality and enterprise program management, Mr. Bulger, PMI-RMP, PMP, PgMP, works with project managers across NANA Development Corporation's engineering, construction and resource development projects in some of the world's toughest environments.

In any given week, NANA teams are working on pipeline projects in sub-zero weather in Alaska, sandblasting structures on a deepwater drilling rig in the Gulf of Mexico or building facilities to house hazardous materials.

"In every part of the project, from planning to logistics through delivery," Mr. Bulger says, "we have to keep an eye on the risks."

What has been NANA's approach to project management?

We take a holistic approach to project management at NANA. It embraces the processes, procedures and standards, and it also focuses on people issues. Until a few years ago, we had no standardized approach to project management. Since then, we've moved all methodologies over to an approach based on *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. Right now my primary goal is to integrate safety into our project management process.

What is the relationship between project management processes and safety measures?

Traditionally, safety and project management have been in two separate camps. The project management team focuses on processes, planning and controls; safety is usually viewed as a separate group performing audits and making reports. We are working to tie them together so that safety becomes an inherent piece of the process-improvement loop.

To do that, safety needs to be part of the project management process from the planning stages, and the project leaders have to make safety part of their daily project monitoring and control processes.

How are you integrating the two?

A year ago, we formed an enterprise safety council made up of all the safety leads from each organization. We've spent the past year training all of our safety team members on how project management works. We started with one page of project management basics and moved on to the *PMBOK® Guide.*

Then we identified safety projects and taught the team how to run them using project management practices.

In January, at our annual conference, we merged safety with project management so the departments could interface, communicate and work together.

At the same time, we trained the project managers on creating a culture of safety, and made them more aware of how safety impacts their timely delivery and project success. Project managers are very tied to the bottom line of their projects, so we started to talk about how safety incidents can impact not only people but schedules and budgets. It became a real selling point.

Risks to their schedule are particularly important for them, because if you lose a key resource in a remote site to a safety incident, it's going to take you a long time to replace that person.

How can you show that safety improvements help the bottom line?

We're taking a three-pronged approach to measurement. We've partnered with the National Safety Council to run a five-year safety-awareness program that will include an annual survey of how employees feel about the company's commitment to safety.

We'll use that to benchmark our progress in building a safety-driven culture, and it will help us identify communication and training needs.

We'll also meet regularly with customers to discuss their safety concerns and how we can partner to mitigate those risks.

And finally, we will track our workers' compensation rates. We've established a baseline that shows we are already below the average for our industry, but it's not enough. Ideally, we'd like to be a zero-injury organization. **PM**

> When leadership embraces safety, **it's not hard to get everyone else on board.**