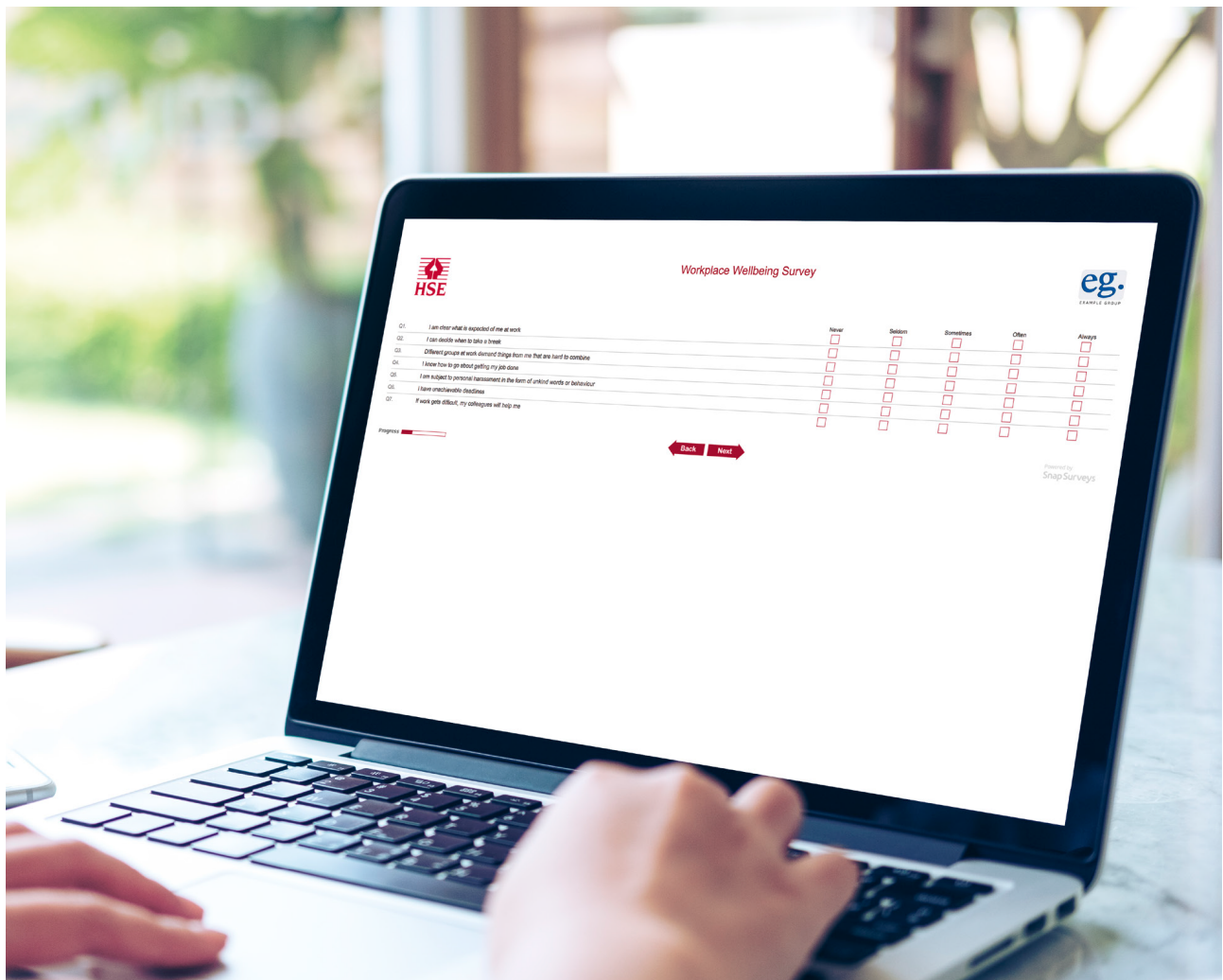


PUBLICATIONS AND PRODUCTS FROM



Safety Climate Tool (SCT)

Plan





PLAN

Successfully running the HSE Safety Climate Tool (SCT)

Understand what you want to achieve: do you want to improve, or benchmark your organisation against others, or evaluate the impact of change initiatives? At the outset, you need to consider why you are carrying out the survey, what you hope to achieve and how the information gathered will help meet your goals.

Companies **are generally never surprised by the results**, as managers tend to understand their problems but want objective information to help them in making improvements.

Avoid holidays (Christmas, Easter etc.) and periods of organisational change (e.g. reduction in staff numbers, restructuring) when running the survey, as these will influence response rates.

Senior management must be committed to the survey and provide resources for the survey and resulting actions. Everyone needs to be made aware of this commitment, for example, through staff briefings.

The support of supervisors and employee representatives should be obtained: they are central to engaging the workforce. The attitudes of supervisors influence staff attitudes and behaviours; if supervisors do not convey the message that it is important to participate in the survey, staff are unlikely to co-operate.

Decide whether a **paper-based or web survey** is the best fit for your organisation – or use both.

Following the SCTO **ask the ‘Why?’ questions to try and bring about change**, for example why don't you follow procedures. Understanding this will inform the development of action plans and guide improvements.

Planning to run your survey

1. Briefing your staff – include the purpose and reasons for the survey, and information on the process:

- Why the survey is being done;
- Why participation is important;
- What will happen following the completion of the survey;
- When feedback on the findings will be provided;
- If the reasons are clear and well communicated people are more likely to participate;
- Provide deadlines that allow sufficient time to respond;
- Assure the anonymity and confidentiality of survey responses. People are less likely to complete the questionnaire if they believe their responses are identifiable.



2. Managing the survey process – activities may include:

- Set goals and objectives for assessing safety culture;
- Issue notices and reminders about the survey;
- Distribute the survey and collect responses;
- Organise data entry;
- Generate charts and an auto report;
- Communicate and brief out the findings;
- Nominate an individual or small team to lead and manage the survey process. It is important that they are committed and enthusiastic about the survey.

3. Completing the survey

- Give people work time to complete the survey, for example in team briefings. If running paper surveys, distribute and collect the questionnaires during this time;
- Encourage staff to participate and highlight the importance of their views to the organisation. If people feel under pressure to complete the survey they may not respond truthfully which compromises the usefulness of the findings;
- Be aware that off-site or shift working will affect the timescale for completing and returning the questionnaire.

4. Boosting response rates - a low response rate means the results are not valid and can raise doubts as to how representative the findings are. To boost responses:

- Lay the groundwork - planning and briefing has the strongest impact on response rates;
- Reiterate anonymity and/or confidentiality. If anonymity cannot be guaranteed, provide information as to how you will ensure responses remain confidential and who will have access to the data;
- Issue reminders - at least one and preferably two reminders should be sent. Include response rate to motivate participation. Give the survey deadline, reinforce the importance of participation and repeat assurances of confidentiality and/or anonymity of responses;
- People are more likely to participate if emails or letters are addressed to them personally;
- Incentives can increase participation. However, the incentive needs to be acceptable to your organisation, for example a charitable donation based on the % response targets.

5. Providing feedback on the findings

- Try to provide feedback by your published timescales. Following up with staff makes them feel actively involved and that their opinion matters, they are then more likely to participate in the next survey.
- Don't overload people with information – the SCTO produces a lot of charts. Identify the key messages and present them in a meaningful way. Ensure the headline findings are representative of the bigger picture to avoid potential accusations of 'doctoring' or masking findings.
- Thank people for their participation.
- Ask senior management to lead the communication of findings. For example, make managers responsible for communicating their findings downwards.

6. Developing actions

- Make it clear to staff that action will be taken to address the headline.
- Encourage employee participation in developing actions to tackle the issues identified by the survey. This will lead to improvements and enhance employees' ownership of solutions.



TAILORING THE SURVEY

Tailor the survey to your organisation

1. Give the survey a title;
2. Add the company name and company logo (jpeg format);
3. Prepare a management statement to demonstrate leadership commitment, ideally supported by a signature (jpeg format);
4. Consider how many people will be surveyed;
5. Determine the closing date for the survey and a date for providing feedback;
6. Set up the demographics and open questions (see table below);
7. Tailor the questions to fit the language and set up of your organisation. (e.g. be specific about types of PPE, and briefing mechanisms).

Plan the best way of looking at your organisation

Defining the demographics for your organisation is key to the success and usefulness of the SCTO. From experience of using the survey tool, around three to four demographic questions are required to provide meaningful information on a company. Table 2 summarises the demographic requirements to ensure flexibility. The question on role is mandatory.

Table 2 Summary of demographic personalisation

Demographic question choices	Number of options	Options
What is your role/grade? (mandatory)	15 options	e.g. Manager, Supervisor, Worker
Optional choices		
What teams-sections do you work in?	15 options	e.g. HR, IT, Sales, Admin, etc
Which site/location/region or office do you work on?	15 options	e.g. Site 1, Site 2, Site 3, etc
How long have you worked here?	5 options	Less than 1 year, 1 – 5 years, 6 – 10 years, 11 – 15 years, over 15 years.
What is your type of work?	5 options	Office-based, Field-based, Shop floor
Have you had an accident in the last year?	2 options	Yes, No
Are you a contractor?	2 options	Yes, No



Open questions

Up to 6 open questions can be included at the end of the survey tool. Three is an optimal number. The software provides the following suggestions:

- Please give three suggestions that you feel would give the biggest improvement to health and safety
- What are the three barriers preventing [organisation's name] from making improvements in health and safety?
- What are the most important factors adversely affecting health and safety?
- Have you had any experience of an accident/incident - how well was it addressed?
- What are the positive things you see at [organisation's name] about health and safety?
- What are the negative things you see at [organisation's name] about health and safety?

