

Perception Survey Techniques

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“Measuring the effectiveness of safety programs usually becomes an assessment of accident statistics.

This is basically an exercise in measuring luck.”

Dan Petersen - 1996

Why Measure Perceptions?

- “Perceptions are reality”
- Regardless of management’s *intent* regarding safety – reality is what employees *perceive* about safety.

Safety Opinion Survey

- Survey measures the drivers of a safety culture against a potential perfect score of 100%.
- The gap (how far from 100%) in each driver will help focus safety efforts on lower scoring drivers.

Key Drivers

- Hazard Correction
- Safety Communications
- Behavioral Reinforcement
- Safety Values
- Management Credibility
- Accountability

Safety Opinion Survey

- Survey also measures the difference in what employees and management perceive about the safety culture.
- Typical results are that management perceives safety as more positive than do employees.
- The larger the gap the greater the problem.

S.O.S.

Safety Opinion Survey©

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Notice to Participants: This is a *confidential* survey. Please **do not** put your name on the form.

- XYZ Company, Inc.
- Check here if you are a supervisor:

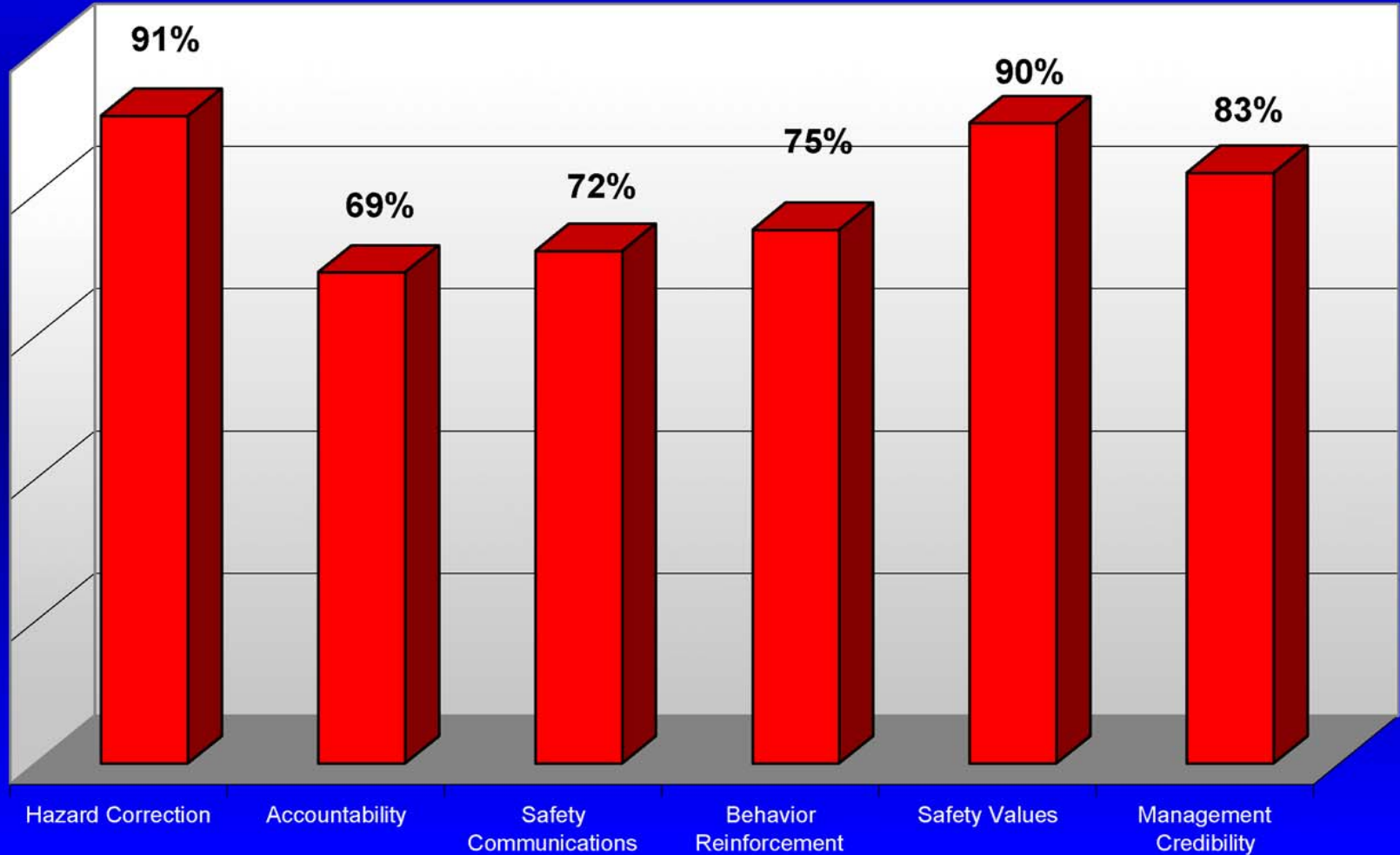
Please answer each question by circling the most accurate answer using a scale of **1 to 5**.

		Never or Rarely	Seldom	Sometimes	Often	Always or Almost Always
1	Unsafe conditions are corrected immediately	1	2	3	4	5
2	When I see a hazard I correct it or report it to a supervisor	1	2	3	4	5
3	Supervisors actively look for safety hazards	1	2	3	4	5
4	Management measures the safety efforts of supervisors	1	2	3	4	5
5	Supervisors face consequences for poor safety performance	1	2	3	4	5
6	Management recognizes and rewards good safety efforts	1	2	3	4	5
7	My supervisor lets me know if I am working safely	1	2	3	4	5
8	Supervisors regularly observe employees to make sure they are working safely	1	2	3	4	5
9	I receive positive feedback from my supervisor for working safely	1	2	3	4	5
10	I receive adequate training about how to do my job safely	1	2	3	4	5
11	Employees are free to bring up safety concerns without worry for their job	1	2	3	4	5
12	I regularly hear about the importance of safety from managers	1	2	3	4	5
13	This company believes safety is an important	1	2	3	4	5

PROSAFE Survey

- Twenty questions
- Likert scale of 1-5 (negative to positive)
- Using weighted-average, or mean
- Standard deviation – how widely scattered are the answers

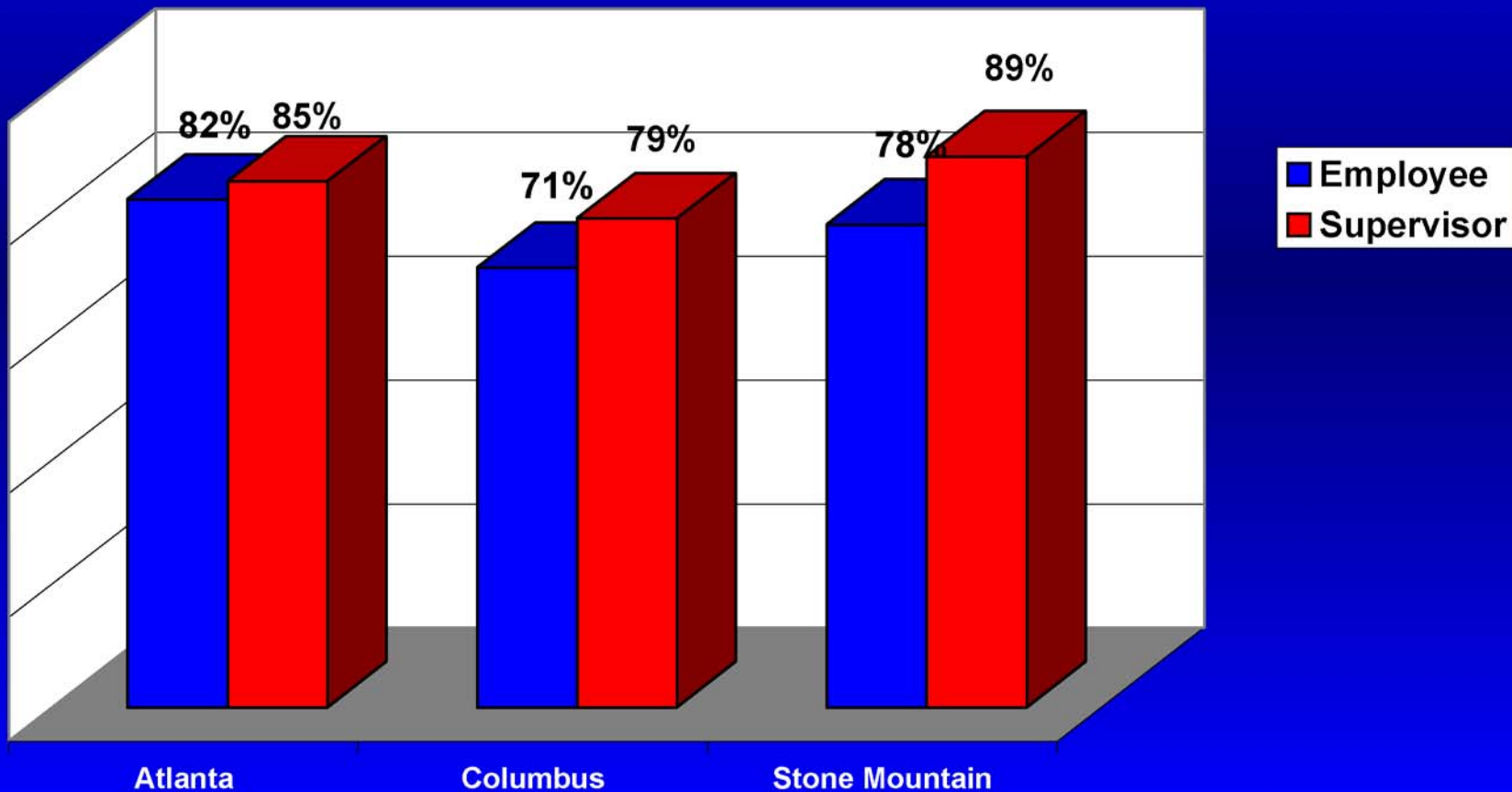
XYZ Company Key Safety Category Results



Hazard Correction

- Measures the importance a company places on identifying and correcting hazards.
- Are appropriate resources expended to eliminate hazards?

XYZ Company Hazard Correction by Department



Safety Communications

- Do employees feel safety is adequately communicated?
- Is there freedom to discuss safety issues?
- Do employees fear that communicating negative safety perceptions might lead to reprimands or terminations?

Behavior Reinforcement

- Is behavior observed and appropriate feedback provided?
- Are positive acts rewarded?
- Are negative acts reprimanded?

Safety Values

- Do employees perceive safety is a true value in the organization or an *espoused* value?
- Are production messages overwhelming safety value messages and degrading management's intent?

Management Credibility

- Does the audio match the video?
- Leaders must “walk the talk” of a safety culture to have credibility.

Focus Group Interviews

- Helps validate survey results and provides grassroots suggestions for improvement
- Employees have less fear communicating when part of a group.
- May be the first step in employee involvement and buy-in.

Management Interviews

- Identifies the views of management.
- Identifies problems in the flow of communication between the corporate level and the field/floor level.
- Pinpoints perceived implementation problems.

Confidentiality

- Confidentiality cannot be overstressed if you want the truth.
- Consider use of a third party for collections.
- Perceived lack of confidentiality with online surveys

Survey Collection Protocols

- Keep survey short or will be pencil whipped.
- Separate supervisors and employees.
- Consider cultural and literacy issues

Baseline Measurement

- Initial survey provides a baseline.
- Should measure again no sooner than 18 months to determine degree of improvement.
- Culture change takes time to anchor.

Sensitive Information

- Be careful how sensitive information is used – if used in a punitive manner, you will never regain trust.
- Once you open the door to communication – you may be surprised at what is going on.

Culture Assessment Report

- Identifies the strengths & weaknesses in the safety culture.
- Provides starting points for effective intervention.
- Makes specific recommendations for improving the safety culture.

What To Do With Information

- A survey without intent to change will send the wrong message and may do harm.
- Communicate the results of the survey to employees.
- Involve employees in improvement plan.