THE SAFETY PERCEPTION SURVEY

Establishing a Culture of Continuous Improvement
[what people \textit{do}] = [activities]
90\% of injuries happen because of what people \textit{do}.
Do you know what people are doing?
What data do you have to begin improving your safety culture?

“Knowing where you’re going is the first step to getting there.”

Ken Blanchard
“The One Minute Manager”
Traditional Incident Reaction Cycle

Injury occurs . . .

Management reacts

Back to “business as usual”

Activities increase . . .

AT-RISK BEHAVIOR

INCIDENT

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Why Injuries Happen

Root Causes

- CULTURE
- NORMS
- ATTITUDES BELIEFS IDEAS
- AT-RISK BEHAVIOR
- INCIDENT
Six Criteria for Safety Excellence

- Top management is **visibly** committed
- Middle management is **actively** involved
- Supervision is **performance**-focused
- Hourly employees are actively **participating**
- System is **flexible** to accommodate site culture
- Safety system is **positively** perceived by workforce

— Dan Petersen Ed.D.
What makes a difference in safety?

<table>
<thead>
<tr>
<th>Level 6 - How we <strong>LEAD</strong>: Culture in Action: Participation, Ownership, Passion</th>
<th>Incident Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 5 - How we <strong>ENGAGE</strong>: Effective Data-driven Safety Teams</td>
<td>Very Low</td>
</tr>
<tr>
<td>Level 4 - What we <strong>BELIEVE</strong>: Unseen Cultural Reality, Surveys, Interviews</td>
<td>Low</td>
</tr>
<tr>
<td>Level 3 - What we <strong>DO</strong>: Safety Accountability Systems</td>
<td>Moderate</td>
</tr>
<tr>
<td>Level 2 - What we <strong>SEE</strong>: Observations, JSA, Near-Miss, Inspections</td>
<td>High</td>
</tr>
<tr>
<td>Level 1 - Reacting: Compliance, Work Orders, Investigation, Meetings</td>
<td>Very High</td>
</tr>
</tbody>
</table>
“Treatment without Diagnosis is Malpractice.”
**MARKING INSTRUCTIONS**
- Use black or blue pen or a number 2 pencil.
- Make dark marks that fill the oval completely.
- Do not use pens with ink that soaks through the paper.
- Make no stray marks.

<table>
<thead>
<tr>
<th>Correct</th>
<th>Incorrect</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="Correct Pen" /></td>
<td><img src="image" alt="Incorrect Pen" /></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Site</th>
<th>Department/Unit</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site 1</td>
<td>Administration</td>
<td>○ Management Level</td>
</tr>
<tr>
<td>Site 2</td>
<td>Department A</td>
<td>○ Supervisor Level</td>
</tr>
<tr>
<td>Site 3</td>
<td>Department B</td>
<td>○ Employee Level</td>
</tr>
<tr>
<td>Site 4</td>
<td>Department C1</td>
<td></td>
</tr>
<tr>
<td>○</td>
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</tbody>
</table>

1. Do you feel you received adequate job training?  
2. Do supervisors discuss incidents and injuries with employees involved?  
3. Do you feel overloaded at work?  
4. Is discipline usually assessed when operating procedures are violated?  
5. Would a safety incentive/recognition program cause you to work more safely?  
6. Are you often bored on the job?  
7. Do you perceive the major cause of incidents to be unsafe conditions?  
8. Does your company actively encourage employees to work safely?  
9. Is there a feeling of security that your job will be there in the future?  
10. Is safety considered important by management?  
11. Are supervisors more concerned about their safety record than about incident prevention?  
12. Do you feel satisfied with your job?  
13. Do you think discipline should be assessed for safety and health violations?
Safety Management Categories

- Incident Analysis
- Substance Abuse
- Attitude Towards Safety
- Awareness Programs
- Communication
- Discipline
- Employee Training
- Goals of Safety Performance
- Hazard Correction
- Inspections
- Involvement of Employees
- Management Credibility
- New Employees
- Operating Procedures
- Quality of Supervision
- Recognition for Performance
- Safety Climate
- Safety Contacts
- Supervisor Training
- Support for Safety
Category Questions

Goals of Safety Performance

 Do the people in your dept. understand the relationship between what they do and the company's safety program?
 Does your company have established goals for safety performance?
 Do supervisors regularly discuss safety goals and performance with employees?
 Do employees participate in setting goals for safety?
# Gauging Strengths vs. Vulnerabilities

<table>
<thead>
<tr>
<th>Percent Positive Perception</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 75%</td>
<td>Needs immediate attention</td>
</tr>
<tr>
<td>75% to 89%</td>
<td>Needs improvement</td>
</tr>
<tr>
<td>Over 90%</td>
<td>Strong performance</td>
</tr>
<tr>
<td>14%+ perception gap</td>
<td>Needs attention</td>
</tr>
</tbody>
</table>
## Results by Category

<table>
<thead>
<tr>
<th>Category</th>
<th>Percent Positive</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Emp.</td>
</tr>
<tr>
<td>Inspections</td>
<td>56.2</td>
</tr>
<tr>
<td>Recognition for Performance</td>
<td>58.5</td>
</tr>
<tr>
<td>Substance Abuse</td>
<td>59.8</td>
</tr>
<tr>
<td>Operating Procedures</td>
<td>60.9</td>
</tr>
</tbody>
</table>
### Results to Specific Questions

<table>
<thead>
<tr>
<th>Hazard Correction</th>
<th>Question</th>
<th>Percent Positive</th>
</tr>
</thead>
<tbody>
<tr>
<td>37</td>
<td>Do you think your organization seeks prompt correction of problems found during inspections?</td>
<td>49.0  50.0  57.1</td>
</tr>
<tr>
<td>52</td>
<td>Do you have problems obtaining support for the correction of hazardous conditions?</td>
<td>51.0  60.0  76.4</td>
</tr>
<tr>
<td>14</td>
<td>Are records kept of potential hazards found during inspections?</td>
<td>64.4  100.0 100.0</td>
</tr>
<tr>
<td>Question</td>
<td>Percent Positive</td>
<td>Perception Gap</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>4  Would a safety incentive program cause you to work more safely?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 Have you used the safety involvement teams to get action on a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>complaint or hazard which concerned you?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>56 Are risks involved sometimes overlooked in order to get the job done?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>30 Is your family more concerned about off-the-job safety as a result</td>
<td></td>
<td></td>
</tr>
<tr>
<td>of the organization’s safety program?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 Is high hazard equipment inspected more thoroughly than other</td>
<td></td>
<td></td>
</tr>
<tr>
<td>equipment?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>58 Does compliance with safety rules and regulations slow down the</td>
<td></td>
<td></td>
</tr>
<tr>
<td>operation?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5  Do you perceive the major cause of incidents to be unsafe conditions?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19 Is off-the-job safety a part of your organization’s safety program?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>59 Are safe workers picked to train new employees?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>69 Is promotion to higher level jobs dependent upon good safety</td>
<td></td>
<td></td>
</tr>
<tr>
<td>performance?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Combined Score: 49.5, 58.9, 62.0
# Top 10 Questions

<table>
<thead>
<tr>
<th>Question</th>
<th>Percent Positive</th>
<th>Perception Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>6  Does your organization actively encourage employees to work safely?</td>
<td>97.7</td>
<td>99.2</td>
</tr>
<tr>
<td>7  Is safety considered important by management?</td>
<td>95.6</td>
<td>97.5</td>
</tr>
<tr>
<td>40 Does alcohol or drug use increase incident risks?</td>
<td>94.6</td>
<td>96.7</td>
</tr>
<tr>
<td>42 Do you initiate action to correct hazards?</td>
<td>93.6</td>
<td>98.3</td>
</tr>
<tr>
<td>41 Do employees caution other employees about unsafe practices?</td>
<td>93.0</td>
<td>95.2</td>
</tr>
<tr>
<td>54 Does your organization have established goals for safety performance?</td>
<td>92.0</td>
<td>94.5</td>
</tr>
<tr>
<td>72 Do most supervisors have a good knowledge of the safety aspects of their jobs?</td>
<td>90.9</td>
<td>97.1</td>
</tr>
<tr>
<td>2 Do supervisors discuss incidents and injuries with employees involved?</td>
<td>90.8</td>
<td>95.4</td>
</tr>
<tr>
<td>61 Do the organization's safety rules and regulations protect the employee?</td>
<td>90.7</td>
<td>97.1</td>
</tr>
<tr>
<td>20 Does management insist upon proper medical attention for injured employees?</td>
<td>90.4</td>
<td>95.2</td>
</tr>
</tbody>
</table>

**Combined Score**

<table>
<thead>
<tr>
<th>Emp.</th>
<th>Sup.</th>
<th>Mgr.</th>
</tr>
</thead>
<tbody>
<tr>
<td>92.9</td>
<td>96.6</td>
<td>96.9</td>
</tr>
</tbody>
</table>
The Process for Continuous Improvement

- Increase performance with volunteer Safety Process Improvement Teams
- Focus on error-proofing 1-3 safety processes
- Apply best practices
  - POP Statement
  - Action Item Matrix
- Sustain continual improvement with teams that include all levels (and roles) of employees
- Repeat the process
Zero-Incident Performance (ZIP™)

Based on Six Sigma and Continuous Improvement

ENGAGE
- Engage Leadership
  - Leadership Roundtable

ASSESS
- Assess Current State
  - Safety Perception Survey
  - Interviews/Assessments & Analysis
  - Site Safety Assessments

BUILD
- Build A Strategic Plan
  - Steering Team Training
  - Strategic Planning

DEVELOP
- Develop Tactical Gains using CI Teams
  - Culture Excellence Workshops
  - Formation/Training of CI Teams
  - Rapid Improvement Workshops

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The Rapid Improvement Workshop

First Day
CIT Training

1-2 Days
CIT analyzes problem, crafts solution and prepares presentation

Last Day
Management Presentation

Keys to Success:
1. Start small and do them well
2. Short Term
3. Effective Facilitation
4. Effective Leadership
5. Effective Closure
Tools used by C.I. Teams

- POP Statement
- Complaint = Goal
- Cause & Effect Diagram
- Five WHY’s
- Affinity Diagram

- Pareto Chart
- Pareto Voting
- Process Flow Chart
- Action Item Matrix

CI TEAMS USE SIMPLE PROBLEM SOLVING TOOLS
Zero-Incident Performance (ZIP™)

Based on Six Sigma and Continuous Improvement

Engage Leadership
- Leadership Roundtable

Assess Current State
- Safety Perception Survey
- Interviews/Assessments & Analysis
- Site Safety Assessments

Build A Strategic Plan
- Steering Team Training
- Strategic Planning

Develop Tactical Gains using CI Teams
- Culture Excellence Workshops
- Formation/Training of CI Teams
- Rapid Improvement Workshops

Check Positive Progress
- Evaluate New Processes
- Evaluate Progress within Strategic Plan

Implement Error Proof Processes
- Pilot RIW Processes
- Skills Training/Rollout Processes
- Communication & Recognition
- Six Sigma Performance
- Safety Process Excellence

Check

Assess

Engage

Build

Implement
BUILDING A SAFETY CULTURE

A Continuous Process that needs deep roots to stand on its own, yield fruit and become part of the environment.
“It’s the culture, not the elements, that determine safety success.”

Dan Petersen, Ed.D.
Organization Behavior & Management
THE SAFETY PERCEPTION SURVEY
Establishing a Culture of Continuous Improvement