INDIVIDUAL SAFETY SURVEY SAMPLE #1

Circle the appropriate number (I to 5) in its box against each of the 25 questions. If you **strongly disagree** with the statement, **circle 1**. If you **strongly agree, circle 5**. If your opinion is somewhere in between these extremes, **circle 2, 3** or **4** (for **disagree**, **unsure** or **agree**).

Please respond to every question. Adding all the responses gives a safety culture score for the company, which is checked against known benchmarks.

Question Number	STATEMENT	COMPANY RATING				
		Strongly Disagree				Agree
1	Employees are given enough training to do their tasks safely.	1	2	3	4	5
2	Managers get personally involved in safety enhancement activities	1	2	3	4	5
3	There are procedures to follow in the event of an emergency in my work area.	1	2	3	4	5
4	Managers often discuss safety issues with employees.	1	2	3	4	5
5	Employees do all they can to prevent accidents.	1	2	3	4	5
6	Everyone is given sufficient opportunity to make suggestions regarding safety issues	1	2	3	4	5
7	Employees often encourage each other to work safely.	1	2	3	4	5
8	Managers are aware of the main safety problems in the workplace.	1	2	3	4	5
9	All new employees are provided with sufficient safety training before commencing work.	1	2	3	4	5
10	Managers often praise employees they see working safely.	1	2	3	4	5
11	Everyone is kept informed of any changes, which may affect safety.	1	2	3	4	5
12	Employees follow safety rules almost all of the time.	1	2	3	4	5
13	Safety within this company is better than in other airlines.	1	2	3	4	5
14	Managers do all they can to prevent accidents.	1	2	3	4	5
15	Accident investigations attempt to find the real cause of accidents, rather than just blame the people involved.	1	2	3	4	5
16	Managers recognise when employees are working unsafely.	1	2	3	4	5
17	Any defects or hazards that are reported are rectified promptly.	1	2	3	4	5
18	There are mechanisms in place in my work area for me to report safety deficiencies.	1	2	3	4	5
19	Managers stop unsafe operations or activities.	1	2	3	4	5

Question Number	STATEMENT	COMPANY RATING				
		Strongly Disagree				Agree
20	After an accident has occurred, appropriate actions are usually taken to reduce the chance of reoccurrence.	1	2	3	4	5
21	Everyone is given sufficient feedback regarding this company's safety performance.	1	2	3	4	5
22	Managers regard safety to be a very important part of all work activities.	1	2	3	4	5
23	Safety audits are carried out frequently.	1	2	3	4	5
24	Safety within this company is generally well controlled.	1	2	3	4	5
25	Employees usually report any dangerous work practices they see.	1	2	3	4	5
	SAFETY CULTURE TOTAL:					

Notes for Flight Safety Officers

Several separate results are obtained from a safety culture survey using this form:

1. A 'benchmark' safety culture score that can be compared with similar companies world-wide.
2. A means of comparing the views of management with those of staff regarding the Company's safety culture.
3. A means of evaluating the results of any changes made to the company's safety management system when a follow-up survey is carried out.
4. Identification of areas concern, indicated by "1" and "2" responses which can assist in the allocation of safety resources.
5. A means of comparing the safety culture of different departments and/or operational bases.

The higher the value, the better the safety culture rating. Use the following as a guide only but an average company safety culture score of 93 is considered a minimum. Anything less would suggest that improvements are needed.

Poor safety culture   25-58
Bureaucratic safety culture   59-92
Positive safety culture   3-125.

Organisations with a **poor safety culture** treat safety information in the following way:

- Information is hidden
- Messengers are shot
- Responsibility is avoided
- Dissemination is discouraged
- Failure is covered up
- New ideas are crushed

Organisations with a **bureaucratic safety culture** treat safety information in the following way:

- Information may be ignored
- Messengers are tolerated
- Responsibility is compartmentalised
- Dissemination is allowed but discouraged
- Failure leads to local repairs
- New ideas present problems

Organisations with a **positive safety culture** treat safety information in the following way:

- Information is actively sought
- Messengers are trained
- Responsibility is shared
- Dissemination is rewarded
- Failure leads to inquiries and reforms
- New ideas are welcomed

Safety Management System Monitoring

<u>Implementation and Evaluation Checklist</u>

The key elements of a safety management system can be measured and the attached checklist will assist in identifying areas (questions answered 'NO) that must be addressed.

			FACTOR	**COMPANY RESPONSE**	
MANAGEMENT	1		Is senior management committed to the Aviation Safety Management Program?	Yes	No
	2		Is there a written aviation safety policy, signed by the CEO?	Yes	No
	3		Has a safety manager been appointed?	Yes	No
	4		Is the safety reporting chain appropriate?	Yes	No
	5		Is the Safety Manager sufficiently supported within the organisation?	Yes	No
	6		Is there a Safety Committee?	Yes	No
	7		Is the Safety Manager credible?	Yes	No
	8		Is the Safety Manager an enthusiast for his or her job?	Yes	No
	9		Are the roles and responsibilities of the personnel in the Aviation Safety Management System documented?	Yes	No
	10		Are the values of management identified as being safety oriented?	Yes	No
	11		Are sufficient resources (financial, human, hardware) made available for the Aviation Safety Management System?	Yes	No

	12	Are there appropriate safeguards in place to ensure that the Aviation Safety Management System itself is properly evaluated?	Yes	No
	13	Have appropriate standards been documented?	Yes	No
	14	Is there an appropriate Emergency Response Plan?	Yes	No
HAZARD ASSESSMENT PROCEDURES	15	Is there an effective ongoing hazard identification program?	**YES**	**NO**
	16	Does the hazard identification program include a confidential reporting system?	YES	NO
	17	Are confidential reports properly de-identified?	YES	NO
	18	Are hazards associated with contracted agencies included in the Hazard Reporting System?	YES	NO
	19	Is there a procedure established for acknowledging safety-related reports?	YES	NO
	20	Is there a process whereby the hazards are continuously assessed for their risk potential (likelihood and severity)?	YES	NO
	21	Are the defences against the hazards identified?	YES	NO
	22	Does the process include the identification of the need for further defences or for hazard avoidance?	YES	NO
COMMUNICA-TION WITH MANAGEMENT	23	Is there an effective mechanism by which the Safety Manager or the Safety Committee reports to the CEO and can make recommendations for change or action?	YES	NO
	24	Is there an obligation on the part of the CEO to give formal response to any safety-related recommendations?	YES	NO
	25	In the event that the CEO makes an unfavourable response to a safety recommendation, is there a procedure whereby the matter is monitored by the Safety Manager or Safety Committee until a resolution is reached?	YES	NO
FEEDBACK	26	Are the results of hazard reports and safety suggestions made available to the initiator?	YES	NO
	27	Are the results of hazard reports and safety suggestions made widely available within the Company?	YES	NO
DOCUMENT-ATION	28	Is the process for risk assessment and management fully documented?	YES	NO
	29	Does the Aviation Management System require the recording of identified hazards and defences?	YES	NO
SAFETY-RELATED LITERATURE, COURSES AND SEMINARS	30	Is there a supply of safety-related literature (e.g., periodicals, magazines, books, articles, posters, videos) readily available to all employees who have safety responsibilities?	YES	NO
	31	Are employees encouraged and assisted in attending training courses and seminars related to safety?	YES	NO
	32	Are employees trained in the procedures and policy of the Aviation Safety Management System?	YES	NO

SAFETY INDUCTION AND CONTINUOUS TRAINING	33	Are new employees given sufficient training and checking in their technical duties prior to being permitted to operate either supervised or unsupervised?	YES	NO
	34	Is the continuation of training and checking of all employees adequate?	YES	NO
	35	Are employees given sufficient training in new procedures?	YES	NO
	36	Are trainers and checkers adequately trained and checked, both for competence and standardisation?	YES	NO

INDIVIDUAL SAFETY SURVEY SAMPLE #2

Please answer the following questions.

1. Experience

    Time in Company
    Flight Crew ____   ___0-1 yr   ____ 5-9 yr
    Ground Crew ____   ___2-4 yr   ____10 or more yrs.

2. Time in present position:

3. What, in your opinion, will cause the next accident? Listed below are some reasons taken
    from last year's survey to help you think of an answer for this question. Please consider them
    and choose the appropriate answer(s). Please explain your choice in a sentence or two.

    a. Complacency
    b. Violation of rules
    c. Mechanical problems/equipment
    d. Pilot/crew error
    e. Fatigue or other physical factors
    f. Working conditions
    g. Procedures on the ground or in the air.
    h. Other

4. What are the shortcomings of our Accident Prevention Program as it now exists'? listed
    below are some of the reasons taken from last year's survey to help you think of an answer for
    this question. Please consider them and choose the appropriate answer(s). Please explain your
    choice in a sentence or two.

    a. Lack of discussion about procedures
    b. Safety publications
    c. Dissemination of information
    d. Standardisation, training
    e. Lack of support or participation
    f. Communications
    g. Suggestions, surveys, etc.
    h. Other

5. What "close call" experiences have you had in the last 6 months?

6. What do you like about the safety program?

7. What ideas, comments or recommendations do you have about improving the safety program
    in general?

8. When was the last time you had a night training flight?

9. What other comments do you have for me?

10. Are there jobs that you do on a fairly routine basis for which you don't have suitable tools/equipment or you have to "jury rig" gear? Give specifics.

11. Have you received the amount of training you feel you needed to do your job well and safely? What additional training would you have wanted? What additional training do you still want?

12. Are there work routines/schedules that you would like to see changed? How?

13. Are there ground safety hazards on the station that "we live with" or have come to overlook that ought to be corrected? Please name.

14. Are there ground or flight procedures in use, which, in your opinion ought to be changed to enhance safety? Please name.