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Using Employee Perceptions Surveys to Gain and Maintain VPP Status

26th Annual VPPPA Conference

Orlando, Florida

August 24, 2010



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Workshop Topics

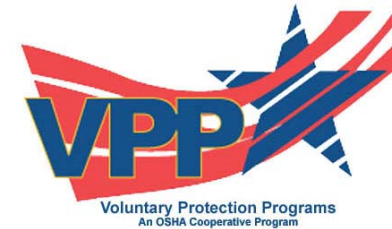
- VPP Status
- Employee Perception Surveys
- Application: The Mini ***Safety Barometer***
- Maintaining VPP Status through re-survey monitoring

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General Features of VPP Status



- Management leadership, commitment, and accountability
- Employee engagement
- Establish effective safety management system
- Identify and eliminate hazards
- Rigorous performance-based criteria (including reliable lagging and leading metrics)



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Why Survey Employees?

- Better (more sensitive and comprehensive) indicator of program quality than common lagging measures
- Sort strengths/weaknesses
- Automatically generate prioritized action plan

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Why Survey Employees?

- Facilitate employee involvement with far-reaching impact
- Non-complex / non-intrusive
- Trusted third-party survey and analysis
- Provide an effective evaluation of the subjective factors that influence the safety management system

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Why Survey Employees?

- Determine where gaps exist between management and employee perceptions (or between any other set of subgroups)
- Comparison of baseline and future surveys can determine the effectiveness of new safety initiatives.
- Benchmarking capabilities

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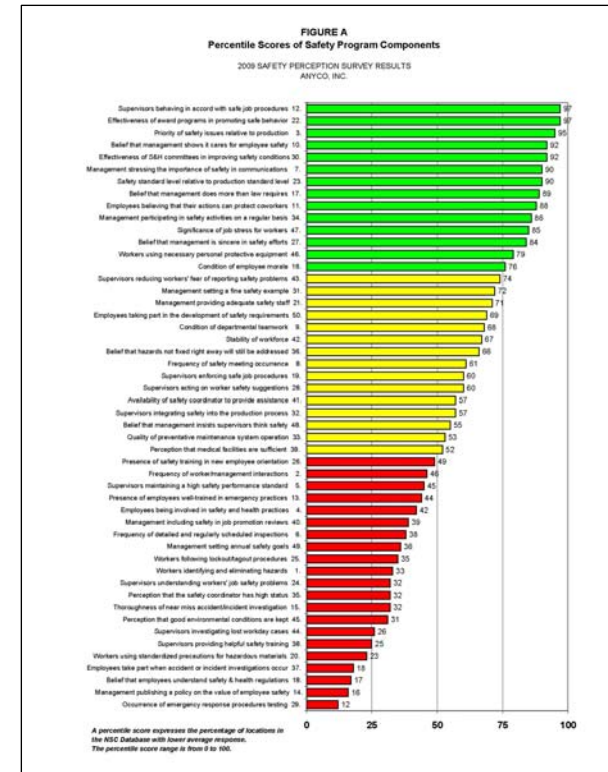


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Benchmarking

- NSC proprietary database contains results from over 500 organizations
- Percentiles, scaled from 0 to 100, compare DoD personnel responses with those of 50 standardized safety program components



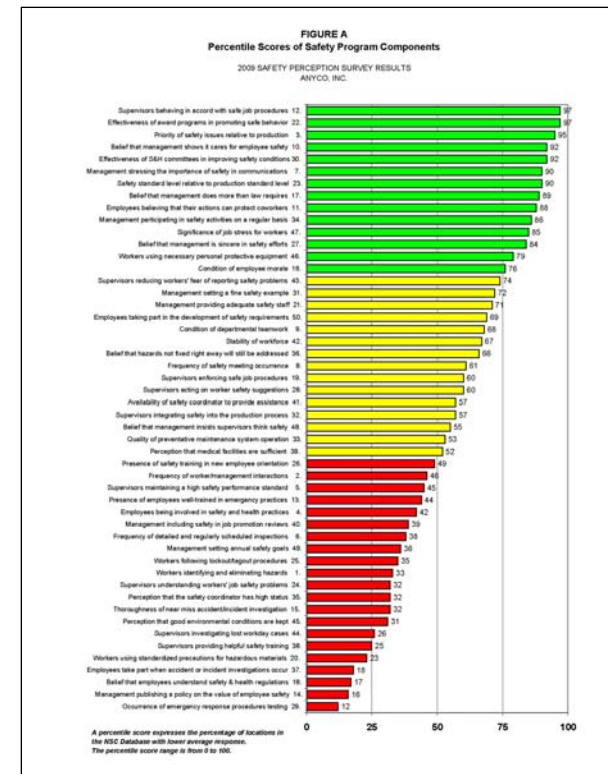


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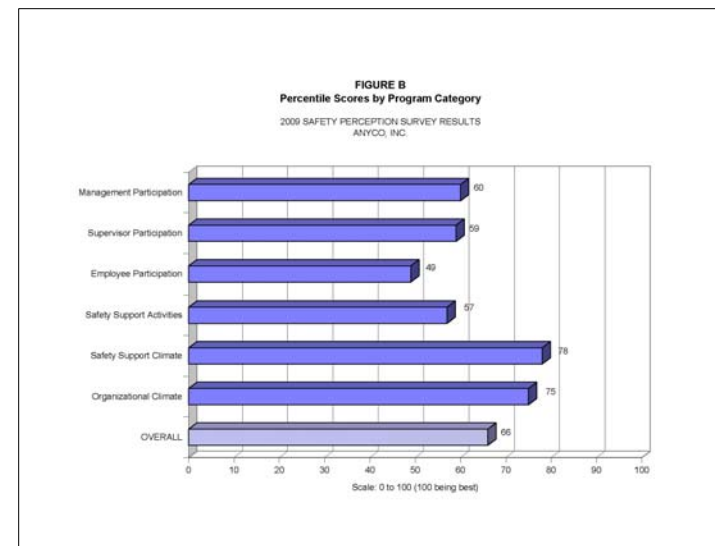
Benchmarking

- Neutralizes survey instrument biases
- Neutralizes surveying context biases



Percentile Benchmarks Help You To:

- Clarify the status of your current program
- Set improvement priorities
- Establish a baseline for assessing future progress
- Strategically compare important subgroups





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NSC Database Profile

- 27% General manufacturing
- 15% Mining
- 14% Food manufacturing
- 10% Chemical manufacturing
- 8% Electronics manufacturing
- 8% Federal / State / Local government
- 7% Public utilities

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Four Standard Surveys

- SAFETY BAROMETER
- OSCAR
 - (Occupational Safety Climate Assessment Report)
- BASIS
 - (Business and Safety Integration Survey)
- SECURITY BAROMETER

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Safety Barometer Instrument

- 50 items
- 6 safety program categories
 - Leadership participation (7)
 - Supervisor participation (9)
 - Personnel participation (9)
 - Safety support activities (10)
 - Safety support climate (10)
 - Organizational climate (5)

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® Research & Statistical Services

INSTRUCTIONS:

Your opinions about workplace safety are important to your company!

This assessment asks for your feedback about your organization's safety management system, including its components and the way it is being operated. This is your opportunity to express opinions and make observations that will improve the safety management system.

We ask that your replies be completely candid. Since your answers will be kept strictly confidential, do not sign the assessment. Place it in the unmarked envelope upon completion so that there will be no way to identify individual respondents. The National Safety Council will be tabulating the results of the assessment, and the envelopes will not be opened except by their staff.

Indicate your level of agreement with each of the statements by filling in one circle in each row. When responding, consider only the conditions where you are now working.

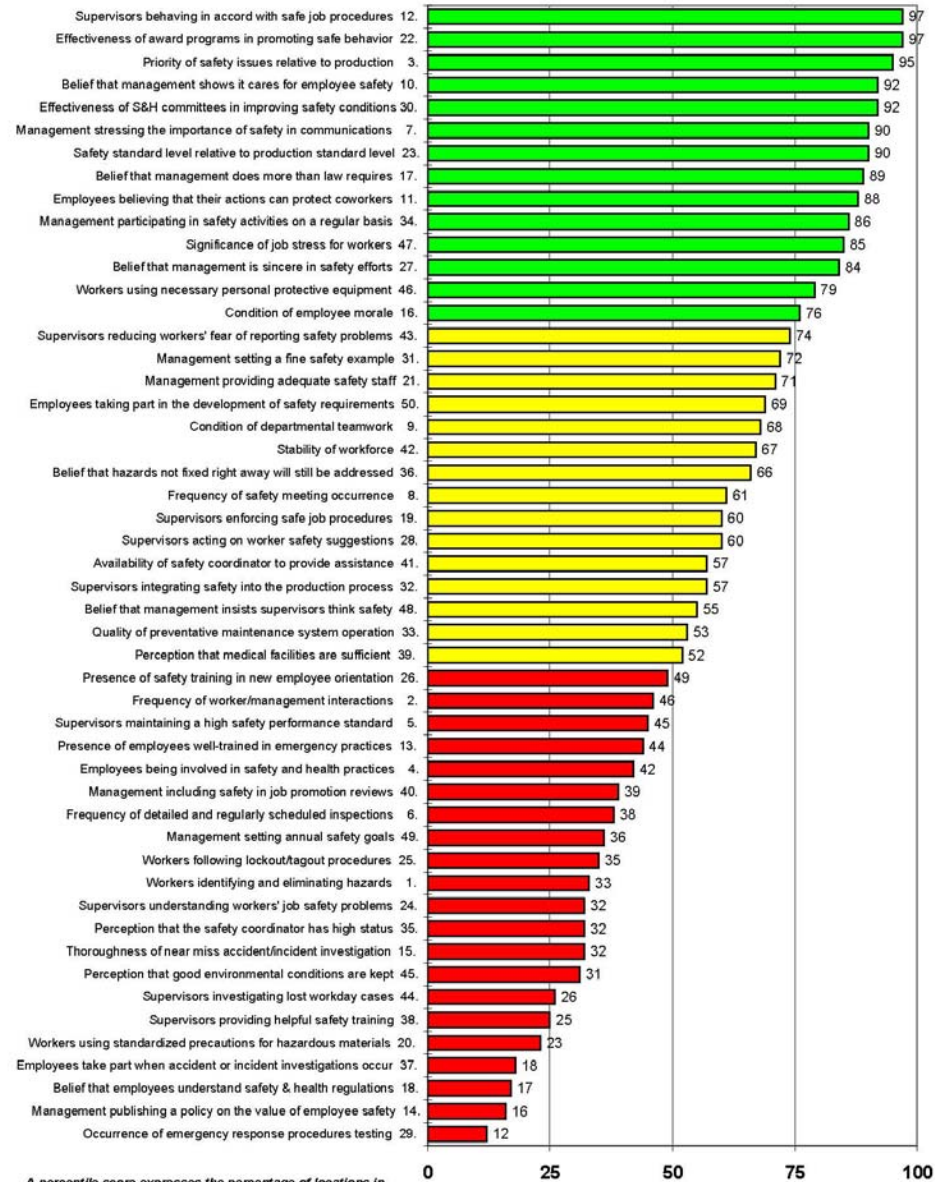
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. It is common for employees to take part in identifying and eliminating worksite hazards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. There is frequent contact and communication between workers and management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Safety takes a back seat to production	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Employees often get involved in developing or revising worksite safety and health practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. My supervisor maintains a high standard of job safety performance ..	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Detailed inspections of the plant and facilities are made at regular, frequent intervals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Management's views on the importance of safety are seldom stressed in employee communications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Safety meetings are held less often than they should be	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Good teamwork exists among departments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Management shows that it cares about employee safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I can protect myself and coworkers through my actions while on the job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. My supervisor's behavior often goes against safe job procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Designated employees are well trained in emergency practices, including evacuation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Management has published a written policy that expresses their attitude about employee safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Near miss accidents/incidents are thoroughly investigated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Employee morale is poor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Management does no more than the law requires to keep employees safe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. I understand the safety and health regulations relating to my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. My supervisor enforces safe job procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Standardized precautions are used by workers who deal with hazardous materials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. Management has provided adequate staff to manage and support its safety program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. Awards and recognition programs used in this company are not good at promoting safe worker behavior	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Job performance standards are higher for production than for safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. My supervisor understands the job safety problems I face	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. Workers follow a regular lockout/tagout (PPO 77) procedure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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FIGURE A
Percentile Scores of Safety Program Components

2009 SAFETY PERCEPTION SURVEY RESULTS
ANYCO, INC.



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

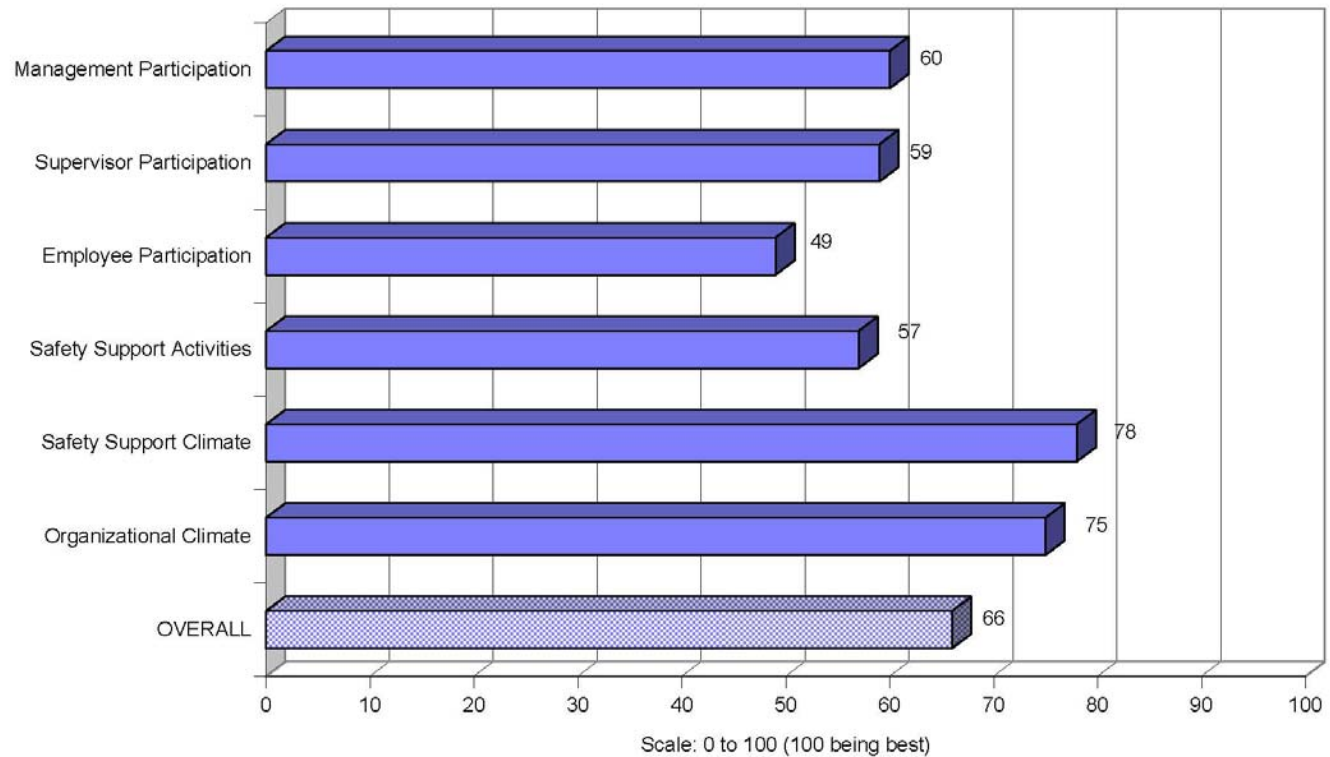


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FIGURE B
Percentile Scores by Program Category

2009 SAFETY PERCEPTION SURVEY RESULTS
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OSCAR

- Includes the 50 benchmarked ***SAFETY BAROMETER*** items
- Ranks specific safety program components by their reported visibility and effectiveness
- Measures the prevalence of informal and formal safety involvement activities
- Assesses safety management practices

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TABLE 7
Summary Information for Safety Program Elements
(Your Company's Safety Program - Q29 through Q31)

2009 OSCAR SURVEY RESULTS
ANYCO, INC.
ALL PARTICIPATING LOCATIONS

Program Component	Visibility ¹	Current Effectiveness ²	Potential Benefit ³
s. Use of formal lockout procedures	HIGH	HIGH	
m. Workers taking personal responsibility for safety	HIGH	HIGH	
v. Availability of personal protective equipment	HIGH	HIGH	
n. Employees reporting workplace hazards	HIGH	HIGH	
l. Workers' compliance with safety rules/regulations	HIGH	HIGH	
c. Safety discussions at all employee division meetings	HIGH	HIGH	
c. Management restating its support for employee safety	HIGH	HIGH	
h. Acting on worker safety suggestions	HIGH	HIGH	HIGH
r. Design/guarding of equipment to eliminate hazards	HIGH	HIGH	
cc. Investigation of reportable accidents	HIGH	HIGH	
nn. Permission to "shut-down" unsafe equipment/process	HIGH	HIGH	
g. Maintaining high safety performance standards	HIGH	HIGH	
b. Management compliance with safety rules/regulations	HIGH	HIGH	
q. Safety inspections of facilities and operations	HIGH	MODERATE	
kk. Emergency response program	HIGH	MODERATE	
w. Safety training for new/newly transferred workers	HIGH	MODERATE	HIGH
ii. Work group safety meetings	HIGH	MODERATE	
u. Maintenance of equipment and tools	HIGH	MODERATE	HIGH
ee. Labor/management safety committee	HIGH	MODERATE	
k. Supervisors' requests of employees for safety ideas	HIGH	MODERATE	
d. Formal description of employees' safety responsibility	HIGH	MODERATE	
o. Safety committee assistance and advice	HIGH	MODERATE	
t. Maintenance of facilities	HIGH	MODERATE	HIGH
a. Written safety policy from management	HIGH	MODERATE	
p. Design of workplace to eliminate hazards	HIGH	MODERATE	HIGH
hh. Accessibility of job safety information	HIGH	MODERATE	
y. Training in basic emergency practices	HIGH	MODERATE	
jj. Hazard communication program	HIGH	LOW	
x. Safety training for supervisors	MODERATE	LOW	
z. Refresher safety training for all workers	MODERATE	LOW	HIGH
i. Individual safety contacts by supervisors	MODERATE	LOW	
mm. On-site medical facilities for treating injuries	MODERATE	LOW	HIGH
aa. Use of safety audio/visuals for training	MODERATE	LOW	
f. Enforcement of job safety analyses	MODERATE	LOW	
dd. Manual of safety rules and procedures	MODERATE	LOW	
j. Supervisor recognition of employees for safe work practices	MODERATE	LOW	HIGH
bb. Use of booklets and/or products to promote safety	MODERATE	LOW	
ll. Return to work program	MODERATE	LOW	
gg. Safety recognition of individuals for working safely	LOW	LOW	HIGH
ff. Discipline for unsafe job performance	LOW	LOW	HIGH

¹ HIGH: Less than 5% of valid responses indicated "not present" in the Your Company's Safety Program Section (See Table 4)

MODERATE: Between 5% and 15% of valid responses indicated "not present" in the Your Company's Safety Program Section

LOW: Greater than 15% of valid responses indicated "not present" in the Your Company's Safety Program Section

² Categories of HIGH, MODERATE, and LOW were determined by dividing the components into three approximately equal groups

HIGH: Average of less than 2.01 in the Your Company's Safety Program Section (See Table 4)

MODERATE: Average between 2.01 and 2.30 in the Your Company's Safety Program Section

LOW: Average greater than 2.30 in the Your Company's Safety Program Section

³ HIGH: Top 10 components from Table 6

NOTE: Items with identical visibility and current effectiveness (HIGH, MODERATE, LOW) are ranked within groups by the Table 4 effectiveness rating value.



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BASIS

- Includes all items from both the **SAFETY BAROMETER** and **OSCAR**
- Uses three separate, but matched forms
 - Top and middle management
 - Supervisors
 - Nonmanagement personnel



Q29: Receptivity of Supervision

Q30: Acceptance of Responsibility

Q31: Direction of Communication

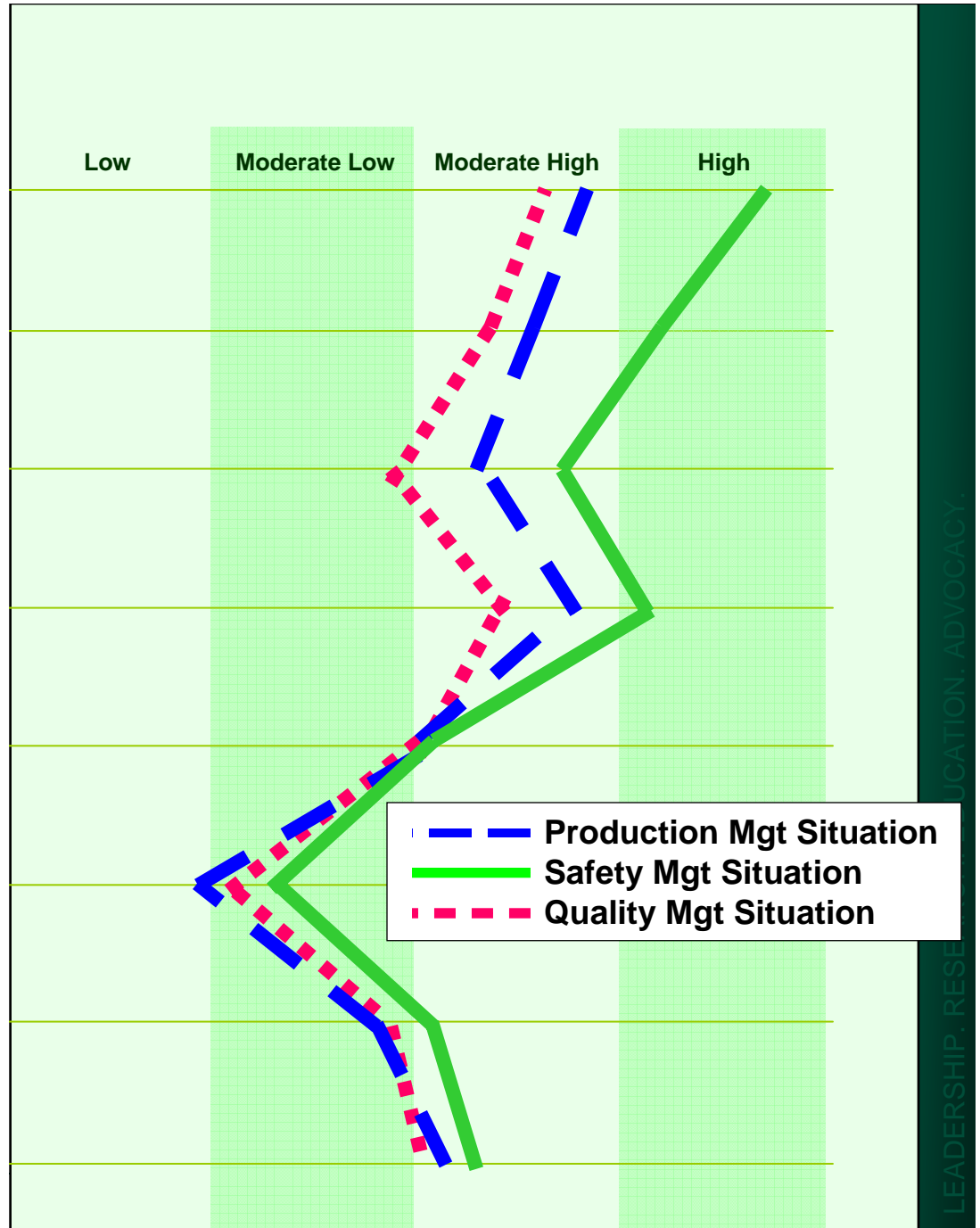
Q32: Quantity of Employee Interaction

Q33: Locus of Decision Making

Q34: Mode of Goal Setting

Q35: Locus of Control

Q36: Purpose of Control



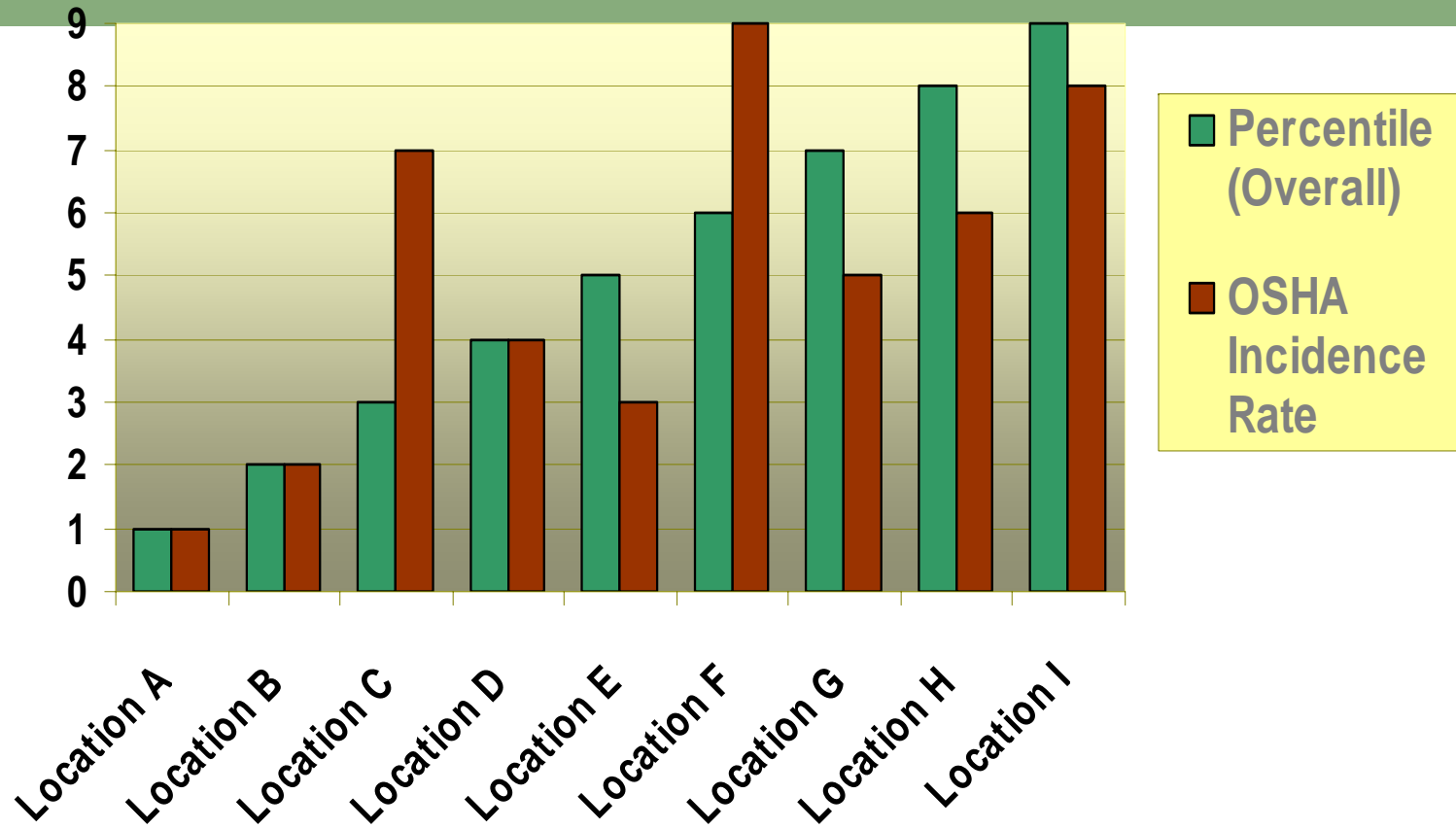


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Validation Studies

Rank Order by Location OSHA Incidence Rate and Overall Percentile Score





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Survey Process

- Review survey form, edit questions
- Draft optional customized questions
- NSC prints forms (or develops on-line)
- Administration by client
- Forms sent back to NSC
- NSC performs analyses & provides written report
- Third party on-site results presentation

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Survey Administration

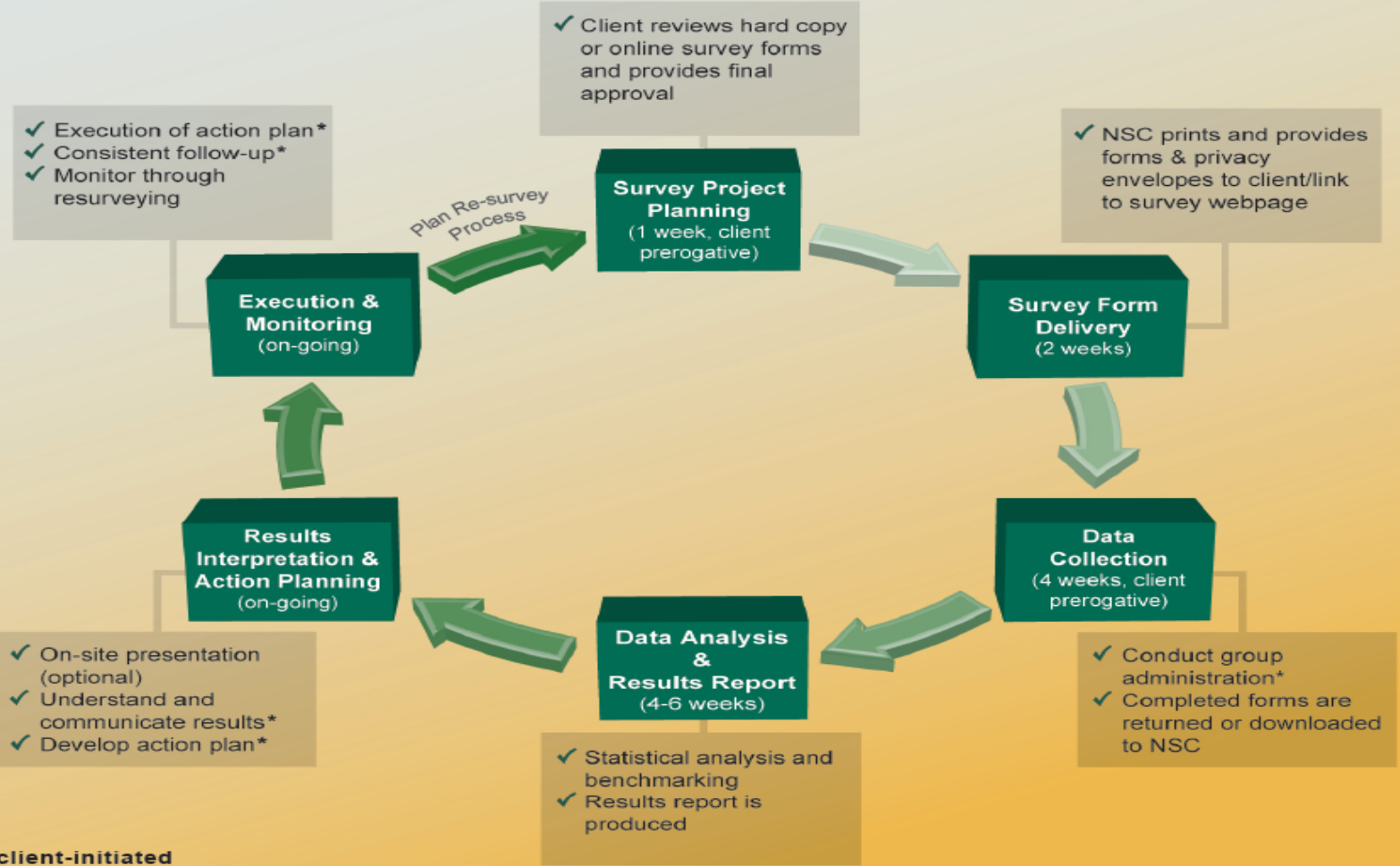
- NSC provides brief written guidelines
- Strongly recommend uniform group administration
- Response rate and anonymity are paramount
- Qualitative data? (written comments)



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SURVEY PROCESS AND ESTIMATED TIMELINE





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Survey Utilization

- Reliable and valid employee safety program evaluation tool
- Strategic planning tool
- Effective motivational tool
- Sensitive monitoring tool

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Mini-Safety Barometer exercise

- Developed as a classroom exercise for the NSC's Professional Development Seminars
- Includes 18 of the 50 Safety Barometer survey items

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Filling out the Survey form

- Fill out the questionnaire as you think a typical employee at your organization would
- Don't discuss your answers until everybody has finished scoring their survey

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Self-scoring sheet

- Values:
 - 5 = Strongly Agree
 - 4 = Agree
 - 3 = No Opinion
 - 2 = Disagree
 - 1 = Strongly Disagree
- Enter the numerical score on the line by the appropriate number



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Self -scoring sheet

- Compute category scores by adding up the three item scores
- The total of each set of three questions represents their score for that category. For example, the total of the first three scores represents the total score for the “Employee Participation” category
- Compare your scores to the NSC Database



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Path Forward

- Poised to take action
- Interpreting the results
- Communicating the results
- Using the results
- Action plan management
- Assistance available from NSC

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Thank You

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