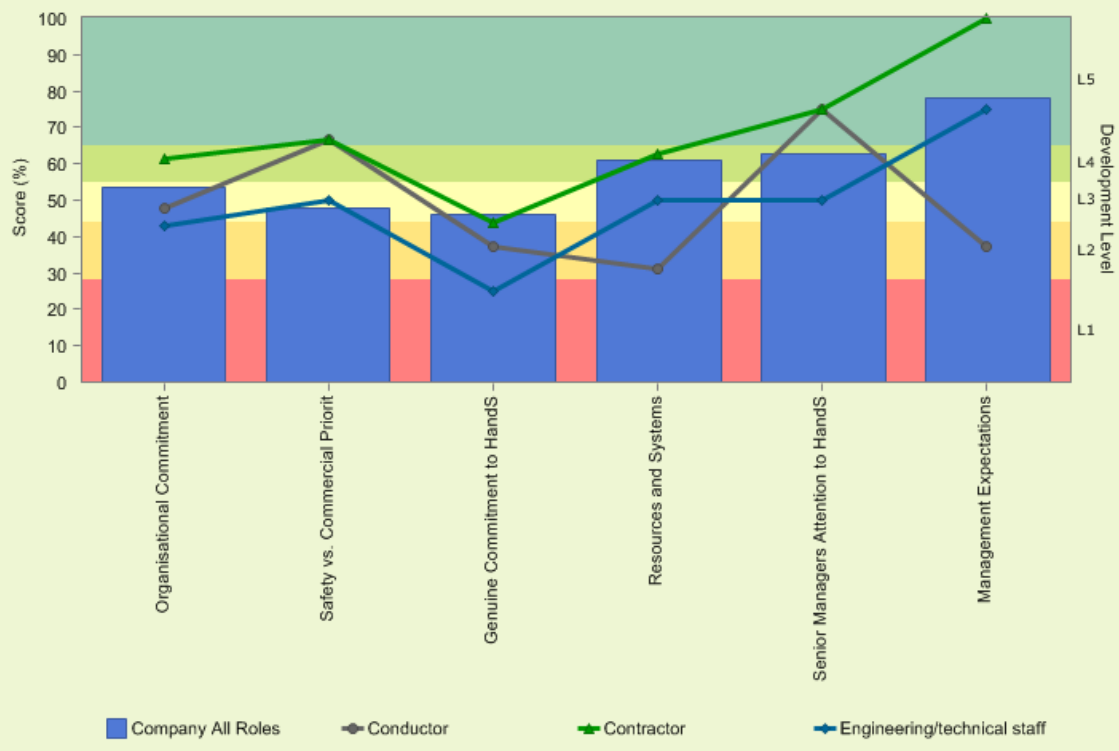


# F1 - Specific factors by roles

Company:	Enable Rail Services (Dummy Co.)	Survey Title:	CJ Test Survey 1
Date Closed:	23/02/2006 12:33:50	# Completed Questionnaires:	8
Date Report Generated	20/10/2006 15:00:55		

Selected Criteria			
Gender	-- All --	Department	-- All --
Age	-- All --	Experience	-- All --
Factor	"Organisational Commitment"	Role	Conductor Contractor Engineering/technical staff
		Location	-- All --



### Details for factor

Provides additional insights for this factor showing key findings from the sub-factors and specific questions. Particularly positive and negative responses (compared with the overall average) for this factor or sub-factor are:

Factor	Score	SC Level	Guidance Notes
Organisational Commitment	53.69	Safety Culture Development Level 3	<p>Organisational Commitment - Level 3 Response</p> <p>Enhance relationships between management/workforce by a strong shift to workforce involvement:</p> <ul style="list-style-type: none"> <li>Requires managers to have/develop a more facilitative, "human" style</li> <li>Aided by teamworking; listening &amp; responding to employee issues</li> </ul> <p>Review &amp; improve safety leadership by addressing unintentional behaviours (personal &amp; organisational) that detract from safety message</p> <p>The following key aspects of safety management arrangements should be considered for potential improvements:</p> <ul style="list-style-type: none"> <li>Risk assessment &amp; hazards/risk awareness</li> <li>Procedure adequacy &amp; improvement</li> <li>Removal of barriers to safe behaviours &amp; promotion of safe behaviours</li> <li>H&amp;S Refresher training and provision of non-work related H&amp;S training to raise the safety profile</li> <li>The effectiveness of change management arrangements and the communication of change</li> </ul>
Safety vs. Commercial Priorit	47.92	Safety Culture Development Level 3	<p>Safety vs. Commercial Priority - Level 3 Response</p> <p>May need to investigate how/why H&amp;S priority is being compromised – or could be strengthened</p>
Genuine Commitment to H&S	46.09	Safety Culture Development Level 3	N/A
Resources & Systems	60.94	Safety Culture Development Level 4	<p>Resources &amp; Systems - Level 4 Response</p> <p>Use responses to Barriers &amp; Influences to help to identify key areas to address</p>
			<p>Senior Managers Attention to H&amp;S - Level 4 Response</p>

Senior Managers Attention to H&S	62.5	Safety Culture Development Level 4	Continue to develop & improve safety leadership skills – shift is strongly about support, facilitation & vision
Management Expectations	78.13	Safety Culture Development Level 5	N/A

Factors	Particularly positive responses	Particularly negative responses
Organisational Commitment	Contractor	Conductor Engineering/technical staff
Safety vs. Commercial Priorit	Conductor Contractor	
Genuine Commitment to H&S		Conductor Engineering/technical staff
Resources & Systems		Conductor Engineering/technical staff
Senior Managers Attention to H&S	Conductor Contractor	Engineering/technical staff
Management Expectations	Contractor	Conductor

#### Additional Guidance

	<p>Effective &amp; Appropriate Safety Management systems</p> <p>Use workforce participation to reveal those barriers &amp; influences (i.e. deficiencies in the SMS) that acts as barriers or frustrations to safe behaviours – then address them</p> <p>Pay particular attention to risk awareness and risk assessment processes (use the responses to Risk Taking Behaviours for insights)</p> <p>a. include employees in considering the post-survey responses and identifying key areas to improve; can use:</p> <p>b. Workshops</p> <p>c. Task teams (tasked to investigate &amp; recommend how to respond to survey responses)</p> <p>Demonstrable Management Commitment</p> <p>Enhance relationships between management/workforce by a progressive shift to workforce involvement (see Management Commitment &amp; Supervisors Role for insights):</p> <p>a. Requires managers to have/develop a more facilitative, “human” style</p> <p>b. Aided by teamworking; listening &amp; responding to employee issues</p> <p>Review &amp; improve safety leadership behaviours by addressing those unintentional behaviours (personal &amp; organisational) that can detract from safety message</p>
Safety vs. Commercial Priorit	<p>Participation, Involvement &amp; Workforce attitudes</p> <p>Increase the amount of workforce involvement, in particular building on what’s already working well:</p> <p>a. Start or increase local H&amp;S improvement projects Start to include the opportunities for employees to:</p> <p>b. Take a more active role in H&amp;S issues (including decision making)</p> <p>c. Be empowered on local H&amp;S issues</p> <p>d. Take an active role in promoting the safety message (e.g. By development of training inputs; devising &amp; running local quizzes, posters etc inter-departmental experience sharing)</p> <p>Start to focus explicitly on risk taking behaviours and “behavioural safety” with a strong emphasis on employee involvement e.g. via:</p> <p>e. Education</p> <p>f. Setting standards on behaviours &amp; reinforcing them</p> <p>g. Introducing a behavioural safety scheme</p> <p>Start to involve contractors on an equal/partnership basis on H&amp;S issues</p> <p>Start to develop “whole company” thinking &amp; develop convergence on standards, expectations, and attitudes by:</p> <p>a. Introducing/increasing cross-functional working, secondments, sharing &amp; learning</p> <p>b. Introducing whole company/site H&amp;S initiatives/projects relevant to all staff</p> <p>Organisational Learning</p> <p>a. Introduce &amp; promote a near miss reporting system</p> <p>b. Introduce incident/accident learning as a regular feature in team briefings/communications etc.</p>
Genuine Commitment to H&S	<p>Effective &amp; Appropriate Safety Management systems</p> <p>Use workforce participation to reveal those barriers &amp; influences (i.e. deficiencies in the SMS) that acts as barriers or frustrations to safe behaviours – then address them</p> <p>Pay particular attention to risk awareness and risk assessment processes (use the responses to Risk Taking Behaviours for insights)</p> <p>a. include employees in considering the post-survey responses and identifying key areas to improve; can use:</p> <p>b. Workshops</p> <p>c. Task teams (tasked to investigate &amp; recommend how to respond to survey responses)</p> <p>Demonstrable Management Commitment</p> <p>Enhance relationships between management/workforce by a progressive shift to workforce involvement (see Management Commitment &amp; Supervisors Role for insights):</p> <p>a. Requires managers to have/develop a more facilitative, “human” style</p> <p>b. Aided by teamworking; listening &amp; responding to employee issues</p> <p>Review &amp; improve safety leadership behaviours by addressing those unintentional behaviours (personal &amp; organisational) that can detract from safety message</p> <p>Participation, Involvement &amp; Workforce attitudes</p> <p>Increase the amount of workforce involvement, in particular building on what’s already working well:</p> <p>a. Start or increase local H&amp;S improvement projects Start to include the opportunities for employees to:</p> <p>b. Take a more active role in H&amp;S issues (including decision making)</p> <p>c. Be empowered on local H&amp;S issues</p>

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Start to focus explicitly on risk taking behaviours and "behavioural safety" with a strong emphasis on employee involvement e.g. via:

- e. Education
- f. Setting standards on behaviours & reinforcing them
- g. Introducing a behavioural safety scheme

Start to involve contractors on an equal/partnership basis on H&S issues

Start to develop "whole company" thinking & develop convergence on standards, expectations, and attitudes by:

- a. Introducing/increasing cross-functional working, secondments, sharing & learning
- b. Introducing whole company/site H&S initiatives/projects relevant to all staff

Organisational Learning

- a. Introduce & promote a near miss reporting system
- b. Introduce incident/accident learning as a regular feature in team briefings/communications etc.

Effective & Appropriate Safety Management systems

Use employees to help identify and make improvements in important aspects of the SMS – including revealing residual barriers & influences & addressing them

Demonstrable Management Commitment

Focus on sustaining the high level of safety leadership i.e. ensuring that demonstrable commitment is not unintentionally reduced -- likely measures include:

- 360 degree appraisals
- Employee surveys
- Audits of management behaviours

Set aspirational H&S goals to motivate employees & foster commitment to continuous improvement

Participation, Involvement & Workforce attitudes

Further increase the degree of active workforce participation, in particular:

- In goal setting & contributing to safety enhancement plans
- In improving positive safety behaviours
- In leading & contributing to activities promoting key aspects of H&S

Integrate as far as reasonable contractor and workforce H&S involvement

Organisational Learning

Enhance and promote near-miss reporting schemes – encourage high levels of reporting and and ensure timely feedback to the workforce etc.

Start to include some employees in accident/incident investigations

Set up processes for sharing of learning across the organisation e.g. good practices; ways of addressing problems; use of near misses/incidents in learning e.g. via:

- Peer group meetings (for groups of specialists and/or on particular topics)
- Good practice data bases
- Networks of knowledgeable people (specialist/experts)
- Secondments between departments
- Peer evaluation approaches (e.g. peers doing safety tours in others areas; peer evaluations (nuclear industry); peers from different sites/parts of business involved in incident reviews, audits etc.)

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Effective & Appropriate Safety Management systems

Resources & Systems

Senior Managers Attention to H&S

Sustain continuous improvement – primarily from both employee suggestions & responses to raised issues (from audits, new requirements etc.)

#### Demonstrable Management Commitment

Focus on sustaining a high level of safety leadership i.e. ensuring demonstrable commitment is not unintentionally reduced Remain committed to maintaining continuous improvement by:

- Encouraging & motivating staff
- Facilitating and supporting staff
- Ensuring competing business challenges do not undermine demonstrable commitment

Management Expectations Participation, Involvement & Workforce attitudes

Maintain high levels of participation Encourage employees to take the lead in the majority of H&S improvement activities

#### Organisational Learning

Give responsibility for learning from near misses etc. to local employee teams. Extend the amount of sharing & learning within the organisation – particularly via peer sharing/learning/evaluation processes e.g.

- Peer group meetings (for specialist and topics)
- Good practice data bases
- Networks of knowledgeable people (specialist/experts)
- Secondments between departments
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