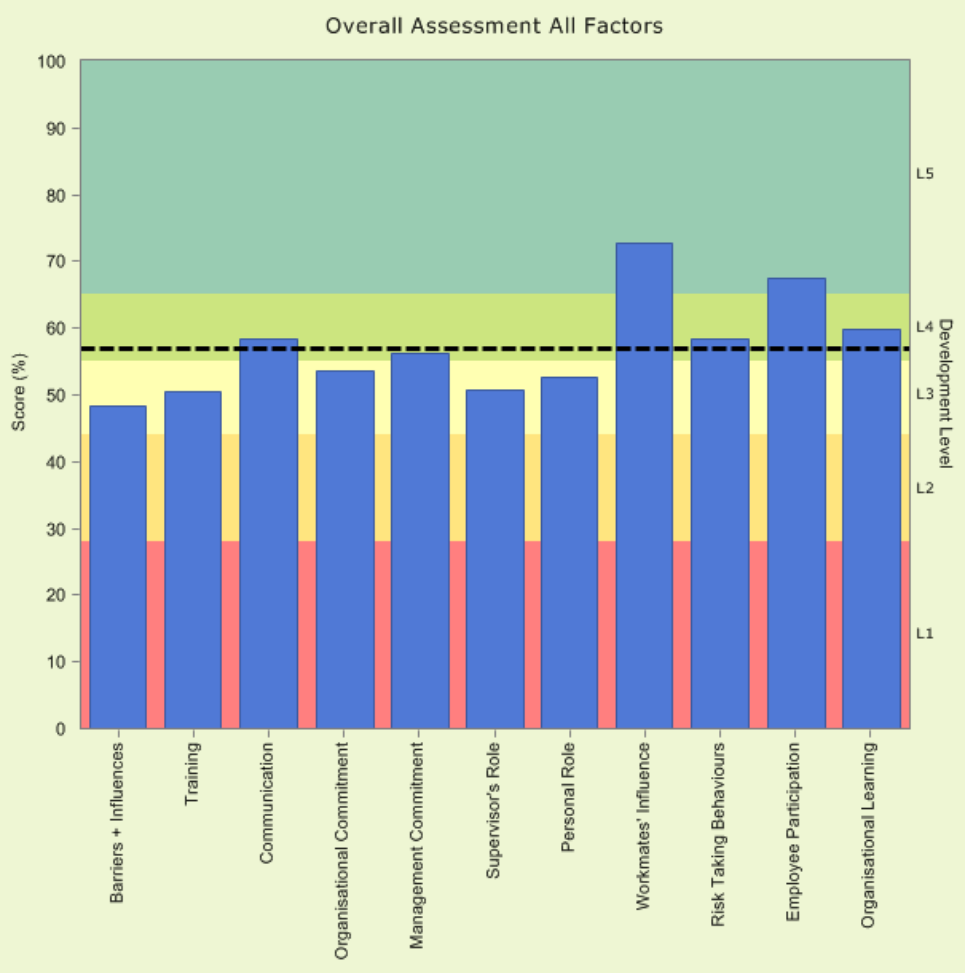


# R1 - Overall assessment - all mandatory factors

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 14:56:50		

Selected Criteria			
Gender	-- All --	Department	-- All --
Age	-- All --	Experience	-- All --
Role	Conductor Contractor Engineering/technical staff Shunter	Location	-- All --



## LEVEL L4 - Safety Culture Development Level 4

## Effective &amp; 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 &amp; 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 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.)

## Key strengths (7.5% above overall development level):

- Workmates' Influence
- Employee Participation

## Key weaknesses (7.5% below overall development level):

## Barriers &amp; Influences

## Level 3 Response

Use employee participation to help reveal more barriers & influences to people behaving safely(i.e. deficiencies in the SMS) – then address them

## Training

## Training - Level 3 Response

Start to use H&S training more:

- As a way of increasing participation
- To help show demonstrable commitment
- To show genuine concern for staff (e.g. by including non-work issues)
- To maintain and enhance the profile on H&S issues
- To generate interest & fun

Use employees to develop & deliver training; also to identify issues for training/refreshers etc.

## Supervisor's Role

## Supervisors Role - Level 3 Response

Establish processes for further developing the safety leadership skills of supervisors e.g.

- 360 appraisals
- Training/coaching

May have to take action against those who can't/won't change

## Personal Role

## Personal Role - Level 3 Response

Investigate further

Enhance safety/risk awareness

Promote personal risk assessments

Employees undertake more activities to enhance their safety & risk competences e.g.:

- Involvement in RAs
- Involvement in safety improvement & training
- Involvement in behavioural safety schemes