

TOOL FOUR

Feedback from key system partners

Guidance:

Use the following questions to guide meetings with senior leaders, safety and health professionals, front-line supervisors and front-line workers. Collect feedback either formally through a survey or informally through job observations and other meeting channels.



Senior leadership feedback questions

This group will vary depending on the size and scope of the operation. In general, this group includes individuals with responsibility over company operations with the following titles: chief executive officer, chief operational officer, vice president, director, general manager, manager and so on.

- » What processes do you have in place to identify, prioritize and manage health and safety risks?
- » What is the process for allocating resources for health and safety?
- » What is your view of the role of leadership in health and safety?
- » What is your view of the role front-line workers play in health and safety?
- » What performance metrics do you monitor to determine the effectiveness of your health and safety systems or programs?
- » Is there executive compensation tied to the outcome of any safety and health metrics?
- » Do you report any safety and health performance metrics to outside entities, such as shareholders, regulatory bodies, non-governmental organizations and so on?
- » Who are your safety and health system partners and what are their expectations?
- » How has the organization integrated safety and health management into business operations?
- » How do you manage change in your organization?
- » What processes or work performed in your organization concerns you the most for potential serious incidents or fatalities?

Safety and health professionals feedback questions

This group includes individuals whose primary responsibility is promoting and managing the safety and health of workers in the company, division, business unit or department.

- » What are your safety and health priorities?
- » How does the organization plan and facilitate safety and health training?
- » Do you feel the organization dedicates adequate resources to safety and health?
- » What is the process for obtaining capital funds for key safety and health initiatives?
- » Do you feel the organization employs enough safety and health staff to perform the required duties?
- » Explain the incident investigation process, including initial investigation, determination of root causes, assignment of countermeasures and follow up on the completion of corrective actions.
- » How do workers report near misses and what follow-up does the organization conduct?
- » How much of your time do you spend “putting out fires?”
- » What processes or operations cause you the most concern about serious incident or fatality potential?
- » What barriers in your organization prevent it from achieving the desired safety culture?
- » Do you feel the organization properly trains you and provides you access to professional development opportunities?
- » What risks give you the greatest cause for concern?

Front-line supervisors feedback questions

This group includes individuals whose primary responsibility is supervising front-line workers in their daily activities.

- » Tell me about about any production pressures you are facing.
- » How do you feel your frontline workers respond to the demands of production?
- » What process does the organization use to train and acclimate new workers to their specific jobs?
- » How does the organization emphasize and share job-related risks or hazards with front-line workers?
- » Do workers have the authority to stop operations if they feel something is unsafe or “not quite right”?
- » How often do workers actually stop production operations because of a safety concern?
- » What was the response the last time the organization stopped production due to a safety concern?
- » How do you involve front-line workers in decisions on how they perform job duties?
- » Does the organization conduct toolbox talks or pre-shift meetings?
- » What risks give you the greatest cause for concern?

Front-line workers feedback questions

This group includes individuals who perform work for the organization and directly interact with equipment, tools, parts, customers, visitors and so on.

- » Do you know what safety and health expectations the company has for you?
- » What processes or work tasks concern you the most for potential serious incidents or fatalities?
- » Do you feel senior leadership has a good understanding of the hazards you face on a daily basis?
- » Do you feel the organization has adequate controls in place to protect you from potential serious incident or fatalities?
- » Do you feel you have the authority to stop work if you feel unsafe?
- » How would you describe the safety culture of the organization?
- » Tell me about the last incident that resulted, or could have resulted, in a serious injury or fatality.
- » Do you feel the organization involves you in decisions related to your safety and health?
- » Do you feel the organization prioritizes production over safety and health?
- » Do you ever have to bypass safety controls due to other priorities or pressures?
- » Do you feel comfortable reporting safety and health issues?
- » Do you feel the organization will take action when workers report safety and health issues?
- » What risks give you the greatest cause for concern?

