

Survey for WSH Culture Assessment (Managers)

How to fill the Survey Form

1) Use blue or black pen.			
2) Shade the box completely.	Agree	Disagree	I Don't Know
3) Shade only one answer for each question.	Agree	Disagree	I Don't Know
4) Cross out to cancel your selection.	Agree	Disagree	I Don't Know

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	Question		Your Response		
1.	Our managers dislike audits as they are a hassle and they delay our work.	Agree	□ Disagree	□ I Don't Know	
2.	Our senior management is constantly upgrading their WSH competencies.	Agree	☐ Disagree	☐ I Don't Know	
3.	Our management has accepted that they are ultimately responsible for WSH.	Agree	□ Disagree	☐ I Don't Know	
4.	Although our management has said that "safety comes first," project/production targets and deadlines are usually given a higher priority.	Agree	□ Disagree	☐ I Don't Know	
5.	When project deadlines are tight, managers are consistent in conscientiously reminding us that WSH is the top priority.	Agree	☐ Disagree	☐ I Don't Know	
6.	Our management do not participate in WSH activities until an adverse workplace incident or accident occurs.	Agree	Disagree	☐ I Don't Know	
7.	Our managers inspect the workplace to identify potential hazards and review with us our WSH performance.	Agree	Disagree	☐ I Don't Know	
8.	WSH meetings are seldom conducted by our managers.	Agree	☐ Disagree	☐ I Don't Know	

	Question	Your Response			
9.	Senior management reviews WSH performance regularly and conveys to us the status, actions and effectiveness of the specific measures taken.	Agree	Disagree	☐ I Don't Know	
10.	We are usually <u>not informed</u> by our management about the WSH initiatives planned and the performance goals expected.	Agree	☐ Disagree	☐ I Don't Know	
11.	The planning of WSH enhancement programmes and activities are led by our management.	Agree	☐ Disagree	☐ I Don't Know	
12.	The WSH performance, enhancement plans and initiatives of our organization are reviewed at the Board level as standing agenda items.	Agree	☐ Disagree	☐ I Don't Know	
13.	Our senior management reviews regularly the outcome of change management cases to determine how future processes and decision-making may be improved.	Agree	☐ Disagree	☐ I Don't Know	
14.	Our managers <u>do not personally</u> deliver WSH training as they <u>might not</u> have the time or competence to do so.	Agree	☐ Disagree	☐ I Don't Know	
15.	WSH and business operations are considered as separate concerns by our management.	Agree	☐ Disagree	☐ I Don't Know	
16.	Our senior management is rather concerned about WSH requirements adding to business cost.	Agree	□ Disagree	☐ I Don't Know	

	Question		Your Response			
17.	WSH trends and best practices reported by industry leaders are monitored by our management.	□ Agree	□ Disagree	☐ I Don't Know		
18.	Our senior management is well informed about WSH requirements and contingency actions, and will challenge proposed operational changes on their potential consequences for WSH.	☐ Agree	☐ Disagree	☐ I Don't Know		
19.	We are <u>not involved</u> with defining the set of WSH performance indicators used by our organization. These are decided <u>solely</u> by our senior management.	Agree	☐ Disagree	☐ I Don't Know		
20.	Our management actively encourages us to voice our WSH concerns and challenge and/or report unsafe acts.	□ Agree	☐ Disagree	☐ I Don't Know		
21.	Our management recognizes individual contributions to WSH, but work teams are not recognised.	☐ Agree	☐ Disagree	☐ I Don't Know		
22.	Our WSH policy, mission and vision statements are clearly visible and easily understood.	Agree	☐ Disagree	☐ I Don't Know		
23.	In our organization, WSH is a <u>core value</u> that has the highest priority.	Agree	Disagree	☐ I Don't Know		
24.	Our work behaviour and consciousness about WSH match consistently the WSH mission and vision of our organization.	Agree	☐ Disagree	☐ I Don't Know		

	Question	Your Response			
25.	We are <u>not informed</u> by our management about the WSH goals and targets to be met in our jobs.	Agree	☐ Disagree	☐ I Don't Know	
26.	WSH performance has been included explicitly in our staff and department appraisals.	Agree	☐ Disagree	☐ I Don't Know	
27.	We have <u>not been</u> informed about the WSH responsibilities for our jobs.	Agree	☐ Disagree	☐ I Don't Know	
28.	We have been informed about who our supervisors are <u>but</u> <u>not</u> the organizational structure and line of responsibility for WSH supervision, e.g. scope of WSH supervision by different job functions and appointment levels.	Agree	☐ Disagree	☐ I Don't Know	
29.	Our WSH Department reports directly to senior management (CEO, MD) without having to go through the operations department.	Agree	☐ Disagree	☐ I Don't Know	
30.	In our organization, competency (including WSH performance) is the <u>key criterion</u> in assessments for employment, promotion and internal transfer.	Agree	☐ Disagree	☐ I Don't Know	
31.	Our manpower resources are <u>too tight</u> to meet the requirements of both business operations and WSH assurance.	Agree	□ Disagree	☐ I Don't Know	
32.	We have defined formal WSH training requirements for all appointments in our organization including managers.	Agree	☐ Disagree	☐ I Don't Know	

	Question	Your Response		
33.	We <u>are not</u> trained comprehensively according to a roadmap.	Agree	☐ Disagree	☐ I Don't Know
34.	We have a management system that tracks the progress of our WSH training against a training roadmap established by our organization.	Agree	☐ Disagree	☐ I Don't Know
35.	Our organization awards contracts <u>based only</u> on the lowest quote.	Agree	☐ Disagree	☐ I Don't Know
36.	Contractors <u>are not</u> required to participate in our WSH initiatives such as WSH meetings and training programmes.	Agree	☐ Disagree	☐ I Don't Know
37.	WSH is the <u>key criterion</u> in our selection of contractors and business partners and we review their WSH performance at regular intervals throughout the duration of a project.	Agree	☐ Disagree	☐ I Don't Know
38.	Our system for recognizing WSH performance balances incentives/rewards for good WSH performance with a just/fair disciplinary process for dealing with safety violations.	Agree	☐ Disagree	☐ I Don't Know
39.	Our budget for WSH training and supervision is allocated based only on what we think is needed. Benchmarking our WSH budget against industry standards is unnecessary.	Agree	☐ Disagree	☐ I Don't Know
40.	Our management will always allocate an additional WSH budget whenever it is needed.	Agree	☐ Disagree	☐ I Don't Know

	Question		Your Response			
41.	A standing (recurrent) budget to support WSH initiatives is maintained and reviewed regularly by senior management.	Agree	□ Disagree	□ I Don't Know		
42.	It is an explicit organizational policy that key performance indicators of WSH must be reviewed by management at regular intervals with timely actions taken to improve them.	Agree	☐ Disagree	☐ I Don't Know		
43.	Only accidents that are reportable to the authorities are investigated by our organization.	Agree	☐ Disagree	☐ I Don't Know		
44.	We are <u>not informed</u> by management on our organization's process for investigating WSH incidents and accidents.	Agree	☐ Disagree	☐ I Don't Know		
45.	Our management uses the findings of risk assessments and/or hazards & operability studies to support the development of contingency plans and actions.	Agree	□ Disagree	☐ I Don't Know		
46.	Our management <u>does not</u> conduct regular training to rehearse contingency plans and actions.	Agree	□ Disagree	☐ I Don't Know		
47.	Our contingency plans and actions are reviewed and benchmarked against industry leaders.	Agree	☐ Disagree	☐ I Don't Know		
48.	We conduct risk assessments to evaluate the potential impact of manpower changes on WSH.	Agree	☐ Disagree	☐ I Don't Know		

	Question		Your Response		
49.	Regular rest breaks are scheduled throughout the workday and we have <u>easily accessible</u> places to rest, eat a meal and collect drinking water when needed.	Agree	☐ Disagree	☐ I Don't Know	
50.	Our management <u>does not</u> consider contingencies and abnormal operating conditions when deciding our manpower requirements.	Agree	☐ Disagree	☐ I Don't Know	
51.	A fatigue management system is used by our management to specify appropriate work durations and shift cycles to control the adverse effects of mental and physical fatigue.	Agree	☐ Disagree	☐ I Don't Know	
52.	Our tools and equipment are often <u>unavailable or unserviceable</u> when we need to use them.	Agree	☐ Disagree	☐ I Don't Know	
53.	Whenever safety critical work is involved, our management will conduct pre-job briefings on the actions to be performed, and explain to us the responsibilities and errors to avoid and how to correct them.	Agree	☐ Disagree	☐ I Don't Know	
54.	We often encounter task performance conflicts between adjacent work areas.	Agree	☐ Disagree	☐ I Don't Know	
55.	We need to perform housekeeping <u>only when</u> instructed by our supervisor.	Agree	☐ Disagree	☐ I Don't Know	
56.	The performance of our equipment is monitored regularly by management to ensure that maintenance can be performed on a predictive basis to avoid unplanned corrective actions.	Agree	□ Disagree	☐ I Don't Know	

	Question		Your Response		
57.	We conduct risk assessments <u>only when</u> required by the authorities.	Agree	☐ Disagree	☐ I Don't Know	
58.	Our organization has implemented a WSH Management System.	Agree	☐ Disagree	☐ I Don't Know	
59.	Internal and/or external audits led by our management are performed periodically on our WSH Management System.	Agree	☐ Disagree	☐ I Don't Know	
60.	A computerised WSH performance monitoring system is in place to support: reporting of incidents and near misses; analyses of emerging trends; and reviewing of solution effectiveness.	Agree	☐ Disagree	☐ I Don't Know	
61.	Our management <u>does not</u> discuss changes with us even though we might be affected by them directly.	Agree	☐ Disagree	☐ I Don't Know	
62.	Human Factors implications <u>are not</u> considered when operational changes are planned.	Agree	☐ Disagree	☐ I Don't Know	
63.	We make operational changes, workarounds or improvisations on the spot as and when required.	Agree	☐ Disagree	□ I Don't Know	
64.	We have implemented rules and regulations to prevent unauthorized operation and modification of our processes and equipment.	Agree	☐ Disagree	☐ I Don't Know	

	Question	Your Response		
65.	A technically competent management committee is always convened to review proposed changes to work plans, equipment and processes to assess their potential impact on WSH.	Agree	☐ Disagree	☐ I Don't Know
66.	In our organization, an explicit set of criteria detailing job requirements and qualifications are specified for each appointment.	Agree	☐ Disagree	☐ I Don't Know
67.	We do not require potential employees to pass in-house vocational and skill assessment tests.	Agree	☐ Disagree	☐ I Don't Know
68.	Our health and ability (e.g. mental and physical condition) are assessed periodically by our organization to determine our fitness for duty.	Agree	☐ Disagree	☐ I Don't Know
69.	Our management has implemented a mentoring system to facilitate on the job training and supervision of new employees and/or transfer personnel.	Agree	☐ Disagree	☐ I Don't Know
70.	A personal training roadmap <u>has not</u> been specified for us by our management.	Agree	☐ Disagree	☐ I Don't Know
71.	Our training road map is comprehensive and includes competency development for career advancement.	Agree	□ Disagree	☐ I Don't Know
72.	The training provided by my organization helps me to recognize work behaviours that might adversely impact WSH and to recognise faults in my equipment.	Agree	□ Disagree	☐ I Don't Know

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	Question	Your Response		
73.	The training provided by my organization extends my knowledge and skills beyond the requirements of my present job.	Agree	☐ Disagree	☐ I Don't Know
74.	We <u>are not</u> required by our management to attend refresher training.	Agree	☐ Disagree	☐ I Don't Know
75.	Our training roadmap is reviewed regularly and new requirements are updated by our management to account for changes in our job/appointment and/or process/technological advancements.	Agree	□ Disagree	☐ I Don't Know
76.	Audits are viewed by our organisation as a means to uncover non-compliance.	Agree	☐ Disagree	☐ I Don't Know
77.	Internal audits to uncover potential operational hazards are conducted regularly and led by our management. Necessary remedial actions are then taken.	Agree	☐ Disagree	☐ I Don't Know
78.	Our management believes that there is <u>no need</u> to consider contingency scenarios as our safety systems are reliable.	Agree	☐ Disagree	☐ I Don't Know
79.	Incidents, near misses and accidents are investigated by our management to uncover root causes and contributing factors so that enhancements can be made and the lessons shared with all of us.	Agree	☐ Disagree	☐ I Don't Know
80.	Our management strives to learn continually and pre- emptively from leading indicators of WSH performance, e.g. site observation/inspection and our feedback. The lessons learnt are then shared with all of us.	Agree	☐ Disagree	☐ I Don't Know

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	Question	Your Response			
81.	Our management <u>does not</u> analyse rule breaking behaviour since all rules must be complied with strictly.	Agree	☐ Disagree	☐ I Don't Know	
82.	Our organization <u>does not</u> subscribe to any external WSH bulletins and publications.	Agree	☐ Disagree	☐ I Don't Know	
83.	Our management reviews and analyses external case studies from the industry and shares with us the findings and lessons learnt.	Agree	☐ Disagree	☐ I Don't Know	
84.	Our organization <u>does not</u> participate in external WSH seminars and activities organized by outside bodies such as the WSHC, MOM and/or industry associations.	Agree	☐ Disagree	☐ I Don't Know	
85.	Our training programmes are internal. It is <u>not necessary</u> to benchmark them against industry standards.	Agree	□ Disagree	☐ I Don't Know	
86.	Our WSH performance is benchmarked against industry standards and action plans are considered continuously to enhance our existing WSH practices and processes.	Agree	□ Disagree	☐ I Don't Know	
87.	Our WSH performance is benchmarked against international standards and action plans are considered continuously to enhance our existing WSH practices and processes.	Agree	□ Disagree	☐ I Don't Know	
88.	We schedule toolbox meetings, mass briefings and management meetings regularly to discuss and disseminate WSH news and information to everyone.	Agree	☐ Disagree	☐ I Don't Know	

	Question	Your Response		
89.	Best practices are shared by our management freely and systematically across our departments.	Agree	☐ Disagree	□ I Don't Know
90.	Our successes and the lessons learnt from our investigation of adverse workplace incidents and accidents are private matters and should not be shared with the industry.	Agree	□ Disagree	☐ I Don't Know
91.	Our WSH department is visibly involved only when an adverse workplace incident or accident occurs.	Agree	□ Disagree	☐ I Don't Know
92.	Our WSH department is concerned <u>primarily with</u> <u>inspections</u> to ensure that we comply with safe work procedures and WSH requirements.	Agree	☐ Disagree	☐ I Don't Know
93.	Our WSH department is comparable in size, status and prominence with our business department.	Agree	☐ Disagree	☐ I Don't Know
94.	We have no time to participate in WSH talks/seminars/courses/conferences, contests and awards. We try to participate only when attendance is compulsory or when there are incentives to do so.	Agree	□ Disagree	☐ I Don't Know
95.	We participate actively in WSH Committees and enhancement initiatives such as SIT, WIT, RA and RM.	Agree	□ Disagree	☐ I Don't Know
96.	We initiate and organize our own WSH programmes regularly and the level of participation we receive is good.	Agree	☐ Disagree	☐ I Don't Know

Question	Your Response		
97. We perform pre-job briefings and shift handovers only when we have time.	□ Agree	□ Disagree	☐ I Don't Know
98. We share our WSH knowledge and best practices with other work groups and our co-workers, and we will voluntarily teach our co-worker how to perform a task safely if we notice that help is needed.	Agree	Disagree	☐ I Don't Know
99. There is trust and good communication, coordination and cooperation across all our departments and organizational levels.	Agree	Disagree	☐ I Don't Know
100. In our organization, <u>only</u> the WSH representative is responsible for identifying workplace hazards, for proposing safety measures, and for enforcing safe work procedures.	Agree	□ Disagree	☐ I Don't Know
101. We <u>cannot be personally</u> responsible for the safety of everyone in the organization.	Agree	Disagree	☐ I Don't Know
102. It <u>is not</u> our duty and responsibility to report unsafe actions and/or adverse events. We should just mind our own business.	Agree	Disagree	☐ I Don't Know
103. We <u>do not</u> hesitate to report our co-workers if they take shortcuts or break WSH rules and regulations on purpose.	Agree	Disagree	☐ I Don't Know
104. We submit a report on our <u>own</u> unintentional mistakes since it helps our organization to learn how to prevent accidents.	Agree	□ Disagree	☐ I Don't Know

Question	Your Response		
105. We <u>have not</u> been made aware of the potential hazards of our tasks and the surrounding work areas.	Agree	□ Disagree	☐ I Don't Know
106. It is <u>unlikely</u> that our safety would be at risk if we <u>do not</u> always comply with WSH rules and regulations.	Agree	Disagree	☐ I Don't Know
107. We know that disciplinary action will be taken if we break WSH rules and regulations intentionally, e.g. by taking shortcuts and not complying with safe work procedures.	Agree	Disagree	☐ I Don't Know
108. Our WSH performance is monitored and assessed periodically by our management, and feedback is given to us on how we can improve our performance.	Agree	□ Disagree	☐ I Don't Know
109. Our management seldom praise/reward us when our WSH performance is good.	Agree	Disagree	☐ I Don't Know
110. We should not ask questions during toolbox/safety meetings even if we have WSH concerns since we should just follow what we are told to do.	Agree	Disagree	☐ I Don't Know
111. The response of our management after an incident investigation focuses on the cause and lessons to be learnt and <u>not on</u> who is to be blamed.	Agree	Disagree	☐ I Don't Know
112. We are given regular feedback on our WSH reports by our management and consistent support for our WSH enhancement initiatives.	Agree	□ Disagree	☐ I Don't Know

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Question	Your Response		
113. In our organization, WSH initiatives are formulated and decided only by our management.	Agree	□ Disagree	☐ I Don't Know
114. In our organization, individual functional teams are empowered with the authority to propose and review WSH suggestions and initiatives, and to decide on how to implement the changes required to enhance WSH.	Agree	Disagree	☐ I Don't Know
115. Our management seeks our feedback on WSH initiatives and new processes/equipment/systems <u>prior to</u> their procurement and implementation.	Agree	Disagree	☐ I Don't Know
116. Only management is allowed to sit in our WSH Committee.	Agree	Disagree	☐ I Don't Know
117. Our management is able to foster a climate that encourages communication and teamwork within our work group and across functional teams.	Agree	Disagree	☐ I Don't Know
118. We <u>cancel</u> daily toolbox meetings when we have lots of work to do.	Agree	Disagree	☐ I Don't Know
119. Formal WSH communication is <u>initiated primarily</u> by our management and comprises <u>mainly</u> written (one-way) memorandums and safe work instructions.	Agree	Disagree	☐ I Don't Know
120. There is good interactive (two way) communication between our supervisors and workers.	Agree	Disagree	☐ I Don't Know

Question	Your Response		
121. There is good interactive (two way) communication between our management and us.	Agree	□ Disagree	☐ I Don't Know
122. Our management has implemented an 'open door' policy and encourages us to raise and discuss WSH issues and concerns with them at any time.	Agree	Disagree	☐ I Don't Know
123. Internal WSH campaigns and competitions are <u>rarely</u> organized and led by our management.	Agree	Disagree	☐ I Don't Know
124. We do not have time to organize focus groups to brainstorm and develop new ideas to enhance WSH.	Agree	Disagree	☐ I Don't Know
125. We can report unsafe acts, near misses and hazards through our WSH reporting system which is a simple and accessible.	Agree	Disagree	☐ I Don't Know
126. Our WSH reports <u>must be</u> channelled strictly through our organizational hierarchy for our management to review.	Agree	Disagree	☐ I Don't Know
127. Our organization has established a WSH reporting structure that is <u>independent</u> of the organizational hierarchy.	Agree	Disagree	☐ I Don't Know
128. Our organization has implemented an anonymous/amnesty WSH incident reporting system to gather information and learn from adverse workplace events so as to prevent a potential accident.	Agree	Disagree	☐ I Don't Know

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Question	Your Response		
129. Our anonymous/amnesty WSH incident reporting system can not be trusted as it is supervised internally and not by an external or independent party.	Agree	Disagree	☐ I Don't Know
130. Our WSH reporting system <u>need not</u> be reviewed and assessed as it is already effective.	☐ Agree	Disagree	☐ I Don't Know
131. When we report WSH concerns, there is usually <u>no</u> <u>acknowledgement</u> and/or visible action taken to address them.	☐ Agree	Disagree	☐ I Don't Know
132. We <u>are not</u> afraid to report our <u>own</u> unintentional mistake as we know that we will be treated fairly and justly by our management.	Agree	Disagree	☐ I Don't Know
133. Our management <u>has not</u> implemented measures to protect us from retaliation for making a WSH report.	☐ Agree	□ Disagree	□ I Don't Know
134. Our management will act swiftly and diligently to stop anyone for retaliating against us for making a WSH report.	☐ Agree	Disagree	□ I Don't Know
135. Campaigns are conducted regularly by our management to raise our awareness of the WSH reporting system and to encourage us to submit WSH reports.	Agree	Disagree	☐ I Don't Know

Thank You Very Much for Your Kind Participation

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