# Survey for WSH Culture Assessment (Supervisors)

# How to fill the Survey Form

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|---|---|---|---|
| 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 |

| 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 management has accepted that they are finally the party responsible for WSH. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 3. 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 |
| 4. When project deadlines are tight, managers are consistent in conscientiously reminding us that WSH is the top priority. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 5. Our management do not participate in WSH activities until an adverse workplace incident or accident occurs. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 6. Our managers inspect the workplace to identify potential hazards and review with us our WSH performance. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 7. WSH meetings are seldom conducted by our managers. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 8. 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 |

| Question | Your Response | | |
|---|---|---|---|
| 9. 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 |
| 10. The planning of WSH enhancement programmes and activities are led by our management. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 11. Our senior management reviews regularly the outcome of changes to determine how future processes and decision-making may be improved. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 12. 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 |
| 13. WSH and business operations are considered as separate concerns by our management. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 14. WSH trends and best practices reported by industry leaders are monitored by our management. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 15. 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 |
| 16. Our management actively encourages us to voice our WSH concerns and challenge and/or report unsafe acts. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |

| Question | Your Response | | |
|---|---|---|---|
| 17. Our management recognizes individual contributions to WSH, but work teams <u>are not</u> recognised. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 18. Our WSH policy, mission and vision statements are clearly visible and easily understood. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 19. In our organization, WSH is a <u>core value</u> that has the highest priority. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 20. Our work behaviour and consciousness about WSH match consistently the WSH mission and vision of our organization. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 21. 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 |
| 22. WSH performance has been included explicitly in our staff and department appraisals. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 23. We have <u>not been</u> informed about the WSH responsibilities for our jobs. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 24. We have been informed about who our supervisors are <u>but 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 |

| Question | Your Response | | |
|---|---|---|---|
| 25. Our WSH Department reports directly to senior management (CEO, MD) without having to go through the operations department. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 26. 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 |
| 27. Our workforce is <u>too small</u> to allow us to follow safe work procedures strictly and still finish our work without taking risks or shortcuts. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 28. We have defined formal WSH training requirements for all appointments in our organization including managers. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 29. We <u>are not</u> trained comprehensively according to a roadmap | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 30. Contractors <u>are not</u> required to participate in our WSH reporting, meetings, competitions, campaigns and training programmes. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 31. WSH is considered as an important factor in our selection of contractors and business partners and we review their WSH performance regularly throughout the project. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 32. 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 |

| Question | Your Response | | |
|---|---|---|---|
| 33. Our management will always allocate an additional WSH budget whenever it is needed. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 34. 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 |
| 35. Only accidents that are reportable to the authorities are investigated by our organization. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 36. We are not informed by management on our organization's process for investigating WSH incidents and accidents. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 37. Our management does not conduct regular training to rehearse contingency plans and actions. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 38. Our contingency plans and actions are reviewed and benchmarked against industry leaders. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 39. Regular rest breaks are scheduled throughout the workday and we have easily accessible places to rest, eat a meal and collect drinking water when needed. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 40. 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 |

| Question | Your Response | | |
|---|---|---|---|
| 41. Our tools and equipment are often <u>unavailable or unserviceable</u> when we need to use them. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 42. 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 |
| 43. We have to stop work often because it affects the work being done next to our work area. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 44. We need to perform housekeeping <u>only when</u> instructed by our supervisor. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 45. 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 |
| 46. We conduct risk assessments <u>only when</u> required by the authorities. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 47. Our organization has implemented a WSH Management System. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 48. Internal and/or external audits led by our management are performed periodically on our WSH Management System. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |

| Question | Your Response | | |
|---|---|---|---|
| 49. We have a computer based system to review our WSH performance statistics, report a WSH incident and check what has been done to correct them. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 50. 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 |
| 51. The requirements and limitations of human task performance <u>are not</u> considered when operational changes are planned. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 52. We make operational changes, workarounds or improvisations on the spot as and when required. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 53. We have implemented rules and regulations to prevent unauthorized operation and modification of our processes and equipment. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 54. In our organization, an explicit set of criteria detailing job requirements and qualifications are specified for each appointment. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 55. We <u>do not</u> require potential employees to pass in-house vocational and skill assessment tests. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 56. 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 |

| Question | Your Response | | |
|---|---|---|---|
| 57. 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 |
| 58. A personal training roadmap has not been specified for us by our management. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 59. Our training road map is comprehensive and includes competency development for career advancement. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 60. 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 |
| 61. The training provided by my organization extends my knowledge and skills beyond the requirements of my present job. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 62. We are not required by our management to attend refresher training. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 63. 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 |
| 64. Audits are viewed by our organisation as a means to uncover non-compliance. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |

| Question | Your Response | | |
|---|---|---|---|
| 65. 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 |
| 66. 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 |
| 67. 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 |
| 68. Our management does not analyse rule breaking behaviour since all rules must be complied with strictly. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 69. Our organization does not subscribe to any external WSH bulletins and publications. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 70. 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 |
| 71. Our organization does not 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 |
| 72. Our training programmes are internal. It is not necessary to benchmark them against industry standards. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |

| Question | Your Response | | |
|---|---|---|---|
| 73. 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 |
| 74. Our WSH department is visibly involved <u>only when</u> an adverse workplace incident or accident occurs. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 75. Our WSH department is concerned <u>primarily with inspections</u> to ensure that we comply with safe work procedures and WSH requirements. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 76. Our WSH department is comparable in size, status and prominence with our business department. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 77. 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 |
| 78. We participate actively in WSH Committees and enhancement initiatives such as SIT, WIT, RA and RM. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 79. We initiate and organize our own WSH programmes regularly and the level of participation we receive is good. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 80. We perform pre-job briefings and shift handovers <u>only when</u> we have time. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |

| Question | Your Response | | |
|---|---|---|---|
| 81. 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 |
| 82. There is trust and good communication, coordination and cooperation across all our departments and job levels. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 83. In our organization, only 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 |
| 84. We cannot be personally responsible for the safety of everyone in the organization. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 85. It is not 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 |
| 86. We do not hesitate to report our co-workers if they take shortcuts or break WSH rules and regulations on purpose. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 87. We submit a report on our own unintentional mistakes since it helps our organization to learn how to prevent accidents. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 88. We have not been made aware of the potential hazards of our tasks and the surrounding work areas. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |

| Question | Your Response | | |
|---|---|---|---|
| 89. 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 |
| 90. We know that disciplinary action will be taken if we break WSH rules and regulations intentionally, e.g. by taking shortcuts and <u>not complying</u> with safe work procedures. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 91. 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 |
| 92. Our management seldom praise/reward us when our WSH performance is good. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 93. We <u>should not</u> 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 |
| 94. 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 |
| 95. 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 |
| 96. In our organization, WSH initiatives are formulated and decided <u>only</u> by our management. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |

| Question | Your Response | | |
|---|---|---|---|
| 97. 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 |
| 98. 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 |
| 99. <u>Only</u> management is allowed to sit in our WSH Committee. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 100. 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 |
| 101. We <u>cancel</u> daily toolbox meetings when we have lots of work to do. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 102. 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 |
| 103. There is good interactive (two way) communication between our supervisors and workers. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |
| 104. There is good interactive (two way) communication between our management and us. | ❏ Agree | ❏ Disagree | ❏ I Don't Know |

| Question | Your Response | | |
|---|---|---|---|
| 105. Our management has implemented an 'open door' policy and encourages us to raise and discuss WSH issues and concerns with them <u>at any time.</u> | ❑ <br> Agree | ❑ <br> Disagree | ❑ <br> I Don't Know |
| 106. Internal WSH campaigns and competitions are <u>rarely</u> organized and led by our management. | ❑ <br> Agree | ❑ <br> Disagree | ❑ <br> I Don't Know |
| 107. We <u>do not</u> have time to organize focus groups to brainstorm and develop new ideas to enhance WSH. | ❑ <br> Agree | ❑ <br> Disagree | ❑ <br> I Don't Know |
| 108. We can report unsafe acts, near misses and hazards through our WSH reporting system which is a simple and accessible | ❑ <br> Agree | ❑ <br> Disagree | ❑ <br> I Don't Know |
| 109. Our WSH reports <u>must be</u> channelled strictly through our organizational hierarchy for our management to review. | ❑ <br> Agree | ❑ <br> Disagree | ❑ <br> I Don't Know |
| 110. Our organization has established a WSH reporting structure that is <u>independent</u> of the organizational hierarchy. | ❑ <br> Agree | ❑ <br> Disagree | ❑ <br> I Don't Know |
| 111. 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. | ❑ <br> Agree | ❑ <br> Disagree | ❑ <br> I Don't Know |
| 112. Our anonymous/amnesty WSH incident reporting system <u>can not</u> be trusted as it is supervised internally and <u>not by</u> an external or independent party. | ❑ <br> Agree | ❑ <br> Disagree | ❑ <br> I Don't Know |

| Question | Your Response | | |
|---|---|---|---|
| 113. Our WSH reporting system <u>need not</u> be reviewed and assessed as it is already effective. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 114. When we report WSH concerns, there is usually <u>no acknowledgement</u> and/or visible action taken to address them. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 115. 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 |
| 116. Our management <u>has not</u> implemented measures to protect us from retaliation for making a WSH report. | ❑ Agree | ❑ Disagree | ❑ I Don't Know |
| 117. 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 |
| 118. 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*