



# Safety Culture Organisational Review Evaluation

## What is SCORE<sup>®</sup>?

The Baines Simmons Safety Culture Organisational Review Evaluation (SCORE<sup>®</sup>) tool is a series of surveys designed to help assess the safety culture of an organisation.

The survey questions are grouped into seven human factors and Safety Management System (SMS) related categories and typically consists of between 65 and 92 questions depending on the workgroup being surveyed.

Category	Questions
Management Communications and Support	1 through 12
Organisational Communication and Support	13 through 19
Organisational Policies and Procedures	20 through 27
Organisational Resources	28 through 47
Safety Motivation	48 through 79
Fatigue Management	80 through 86
Error Management	87 through 92

## What will SCORE<sup>®</sup> do for you?

The SCORE<sup>®</sup> assessment will provide your management team with an inside look at their operation and how their organisation functions. It will help identify potential risk in the operation and will allow the management team to engage the employee groups collectively to focus efforts on areas that provide the greatest risk-reduction potential. The SCORE<sup>®</sup> assessment also establishes the baseline metrics for an organisation's SMS programme. Follow-up assessments can be conducted to measure the impact of process improvement and cultural change initiatives.

## How is SCORE<sup>®</sup> conducted?

The SCORE<sup>®</sup> assessments can be conducted either via the internet or on-site in focus groups utilizing an audience response system. To help ensure candid, honest feedback, both survey delivery methods allow the participants remain anonymous in their responses. A typical survey takes approximately 40 minutes to complete. The survey questions are available in English, French, Portuguese and Spanish and can be customized to meet your specific operational needs or translated into other languages as required.

Further information about the Safety Culture Organisational Review Evaluation (SCORE<sup>®</sup>) Assessment, or any of Baines Simmons Americas other Human Factors and Safety Management Systems products or services can be obtained by contacting us toll free at (888) 326-5070, or via our website at [www.bainessimmonsamericas.com](http://www.bainessimmonsamericas.com)



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## What will you receive with a SCORE<sup>®</sup> assessment?

The SCORE<sup>®</sup> assessment process includes individual surveys for both frontline employees and their managers. This provides a more comprehensive view of the organisation and allows us to assess the safety culture from both perspectives.

## Executive Summary – SWOT Analysis

The SCORE<sup>®</sup> Executive Summary report includes general observations and a SWOT analysis for each Category. Based on the responses from each work group, the Strengths, Weaknesses, Opportunities and Threats are identified and recommendations made to address problem areas and to mitigate the risks.

Surveying the different workgroups down to the location and shift level, provides you with the level of detail necessary to identify the “hot spots” in your operation and focus your efforts where they will make the biggest difference to your organisation.

Category - Management Communications and Support				
SWOT Analysis	Strengths	Weaknesses	Opportunities	Threats
Frontline Employees		Q1, Q5, Q9,Q10,Q12	Q2, Q3, Q4,Q5	Q7, Q8
Managers /Supervisors	Q1, Q3	Q2, Q9,Q10,Q12	Q3, Q4,Q5 Q6, Q7	Q8
General Observations	<p>While Management Communication and Support did not score in the lowest three overall scores, there are still significant communication issues in some areas of the organization. In question one, “1.)Management and staff communicate well with each other”, ~39% of all the people surveyed responded with Disagree or Don't Know. This is further reflected in question 48, “48.) People who are in management where I work” where approximately 33% of the participants responded “Disagree or Strongly Agree”. Question 49, “49.) Management concerns” was about the same where approximately 33% of the participants responded negatively.</p> <p>The responses to the survey questions are analyzed and a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis is completed for each category. Based on the SWOT analysis recommendations are made to address immediate safety or compliance issues and to reduce the risk in the operation.</p> <p>The (SCORE<sup>®</sup>) Assessment is a critical in indentifying at-risk behaviors and normative practices in an operation and in establishing baseline metrics for the organizational safety culture. Without first addressing these two issues, the design and implementation of an effective SMS is almost impossible.</p> <p>...ence in the local management as indicated in question 48, “48.) People who are in management where I work”, where approximately 28% of the participants responded “Disagree or Strongly Agree”. While question “48.) People who are in management where I work”, technically falls into the category of “Management Concerns” as indicated with 33% of the participants responding “Disagree or Strongly Agree”. The inactivity of the management team to both address these issues is a significant percentage of the workforce.</p>			



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## Scoring the Survey Responses

Numeric scores are calculated for each question. This allows for a quick comparison between the different workgroups or sites surveyed and to easily identify potential problem categories by site. The scores also provide a high level metric either by question, category or overall site score that can be used to help measure the effectiveness of mitigation strategies implemented to reduce risk or improve the operation.

## Site Comparison Score Sheet

Legend = Mean Score	Atlanta	Boston	Columbus	Indianapolis	Kansas City	Miami	Minneapolis	New Haven	Seattle	Tulsa	All Locations Combined
Lowest = <span style="color: red;">■</span> Second Lowest = <span style="color: yellow;">■</span> Third Lowest = <span style="color: lightblue;">■</span> Highest = <span style="color: green;">■</span>											
Management Communication and Support	2.97	3.04	3.25	3.71	3.22	3.67	3.14	3.09	3.21	2.83	3.15
Organizational Communication and Support	2.73	2.60	2.95	3.28	3.09	3.12	3.33	2.91	2.77	2.61	2.89
Organizational Policies and Procedures	2.76	3.05	3.08	3.20	3.21	3.27	2.76	3.08	2.81	2.46	2.99
Organizational Resources	2.66	2.79	2.74	2.81	2.80	3.10	2.64	2.82	2.69	2.50	2.74
Safety		3.32	3.27	3.66	3.19	3.65	3.23	3.24	3.36	3.04	3.26
Fuel		2.74	2.61	2.78	2.74	3.05	2.86	3.01	2.66	2.60	2.78
Equipment		3.19	3.17	3.69	3.29	3.62	3.24	3.41	3.40	3.33	3.37
<b>Total Score</b>	<b>2.96</b>	<b>2.96</b>	<b>3.01</b>	<b>3.30</b>	<b>3.08</b>	<b>3.35</b>	<b>3.05</b>	<b>3.08</b>	<b>2.99</b>	<b>2.77</b>	<b>3.03</b>
Percent of Eligible Population Surveyed	32%	24%	17%	50%	84%	39%	16%	24%	24%	69%	29%

Scores are calculated for each location or workgroup surveyed and color coded for easy comparison. This also allows for quick identification of potential problems within an operation.

The scoring is accomplished by assigning a numeric value ranging from one to five to each answer. The individual question scores are calculated by multiplying the number of participants that selected each answer and dividing the sum of the answer values by the number of people participating in the survey. The category scores are the average of all the answer scores for the questions included in each category. The survey summary score is the average of all the category scores. The higher score the better, with the highest possible score being 5.0. Color coding has been applied to allow your management team to quickly identify the locations with the lowest three scores as well as the highest score for each category.

### Comments from our clients

*“I’m shocked and I’m depressed.”*  
VP of Operations

*“I can’t believe that this is actually going on in our operation.”*  
Dir of Quality



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## Detailed Reports of Survey Responses

There are two levels of detailed reports provided with the SCORE® assessment. The site comparison report shows the overall responses for each facility surveyed. A site can be different locations or even different facilities within a large operation. This report allows you compare the responses from the different sites and to identify potential issues at a facility that may warrant additional investigation.

### 2.) Managers always let us know of important safety findings

	Atlanta	Boston	Columbus	Indianapolis	Kansas City	Miami	Minneapolis	New Haven	Seattle	Tulsa	All Site Combined
Strongly Agree	5%	6%	12%	11%	9%	4%	14%	7%	3%	1%	7%
Agree	45%	67%	43%	11%	50%	40%	63%	39%	19%	17%	43%
Neither Agree nor Disagree	12%	4%	10%	11%	17%	15%	13%	4%	21%	22%	13%
Disagree	30%	20%	21%	17%	24%	15%	23%	32%	55%	41%	28%
Strongly Disagree	8%	5%	14%	11%	10%	3%	11%	13%	2%	20%	9%
Scores	3.53	3.88	3.67	3.79	3.58	3.86	3.63	3.40	3.00	2.75	3.37

The shift comparison report shows the responses from each shift or workgroup at a specific site. This report allows you quickly pinpoint issues at the shift level at each site that otherwise would go undetected. Shift comparison reports are provided for each site surveyed.

ATLANTA		Day Shift		Evening Shift		Midnight Shift		Frontline Employees Combined		Managers and Supervisors	
<b>2. We often have to rush jobs due to unrealistic deadlines</b>											
Strongly Agree	69	28%	28	27%	7	44%	104	28%	1	4%	
Agree	116	47%	50	48%	8	50%	174	48%	2	8%	
Neither Agree nor Disagree	37	15%	19	17%	0	0%	56	15%	4	16%	
Disagree	19	8%	7	7%	1	6%	27	7%	11	44%	
Strongly Disagree	4	2%	1	1%	0	0%	5	2%	7	28%	
Missing Cases (no answer)	0	0%	0	0%	0	0%	0	0%	0	0%	
Totals	245	100%	105	100%	16	100%	366	100%	25	110%	
Scores	2.07		2.08		1.69		2.06		3.84		