

Company, it is evident that the support of key management, the TU, and the majority of the workforce was not mature enough to sustain any intervention. Worker morale requires careful analysis prior to any intervention, including BBS.

Appendix 1

QUESTION SET

Safety Management Systems

Hazards in Normal Operations

What are the hazards associated with normal operations?

Do you think that all hazards associated with normal operations have been identified?

Have you conducted risk assessments on these hazards?

Are the control measures in **Appendix 1**

Does the workforce comply with these systems?

Hazards in Maintenance Activities

What are the hazards in maintenance operations?

Have risk assessments been conducted on these activities?

Have control measures and safe systems of work been developed as a result?

Are the systems adequate?

Does the workforce follow them?

Are you concerned by company management staff issues concerning health and safety? Or what problems has your safety system caused?

QUESTION SET

Safety Management Systems

Hazards in Normal Operations

What are the hazards associated with normal operations?

Do you think that all hazards associated with normal operations have been identified?

Have you conducted risk assessments on these hazards?

Are the control measures adequate?

Does the workforce comply with these systems?

Hazards in Maintenance Activities

What are the hazards in maintenance operations?

Have risk assessments been conducted on these activities?

Have control measures and safe systems of work been implemented as a result?

Are the systems adequate?

Does the workforce follow them?

Are you consulted by company management about issues concerning health and safety? Or where production has specific safety implications?

Safety Culture

1. What is the mills relationship with head office like?

Do you have any contact with them?

2. Commitment to safety

What are the responsibilities of your job?

Has the company got a safety policy?

Has it been communicated to all mill employees?

3. Management visibility

How often are higher management seen on site?

How often are you seen on the shopfloor?

4. Resources

Are resources allocated to safety?

On what basis?

Are you satisfied with this system?

Are you consulted about this?

5. Production/Safety

When there is a conflict between production and safety how is it resolved?

e.g. interlock gate fails, rely on cable tying gate/bolting shut etc...

6. Organisational Learning

What actions are taken following an accident?

- * Investigation
- * Blame
- * Feedback
- * Actions to prevent future incidents

7. Financial Health

Is the organisation currently undergoing cost-cutting?

How would you describe the mission (purpose, raison d'être) of the company?

8. Allocation and acceptance of responsibilities

What are the responsibilities of your job?

9. Relationship with Factory Inspectors

How would you describe your relationship with the factory inspectorate?

10. Do you think safety is satisfactory here?

If no then: what do you think needs to be done?

If yes then: what can you attribute your success to?

11. What are communications like within the company?

- * Two-way
- * Mutual trust
- * Consultation and participation
- * Feedback

Appendix 2

APPENDIX 2

The aim of this questionnaire is to collect information on the current and future use of the following items. It is intended to be used to inform the development of the proposed research project. The information collected will be used to inform the development of the proposed research project. The information collected will be used to inform the development of the proposed research project.

PLEASE ANSWER THE QUESTIONS HONESTLY AND PROVIDE THE ANSWERS THAT BEST REPRESENTS YOUR VIEW ON EACH QUESTION.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
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SECTION ONE: SAFETY & CAPACITY MANAGEMENT SYSTEMS

Statement	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1. Safety is a top priority for the organization.					
2. The organization has a clear safety policy.					
3. Safety training is provided to all employees.					
4. Safety incidents are investigated and reported.					
5. Safety is a key performance indicator.					
6. Safety is a core value of the organization.					
7. Safety is a key factor in the organization's success.					
8. Safety is a key factor in the organization's reputation.					
9. Safety is a key factor in the organization's financial performance.					

Appendix 2

SAFETY QUESTIONNAIRE

The aim of this questionnaire is to obtain information about health and safety within [company name removed]. It is identical to the questionnaire used by the Paper Federation when they began their safety improvement programme in 1998. It involves a review of safety management, safety culture and communications. All responses to this questionnaire will be anonymous.

PLEASE ANSWER THE QUESTIONS HONESTLY BY TICKING THE BOX THAT BEST REPRESENTS YOUR VIEW ON EACH QUESTION

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
-----------------------	--------------	-----------------------------------	-----------------	--------------------------

SECTION ONE: SAFETY & SAFETY MANAGEMENT SYSTEMS

1	On the whole, safety is very good here	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
2	Safety is less important than productivity	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
3	Safety systems (e.g. lock-out systems, rules etc.) exist to protect the workforce	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
4	Safety systems can sometimes stop me doing my job safely	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
5	I always report accidents when they happen	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
6	Accident forms are a waste of time	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
7	There are times when safety is as important as production	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
8	The benefits of safety outweigh the costs	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
9	No monetary value can be placed on human life	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

10	Complaints about safety are dealt with swiftly	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
11	Ignoring the safety rules is unacceptable	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
12	I am frequently worried for my personal safety from unsafe equipment and machinery	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
13	I am happy with the safety rules here	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
14	I am happy with the fire regulations here	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
15	Breaking the safety rules is fine as long as you're not caught	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

SECTION TWO: MANAGEMENT

16	On the whole, management makes fair decisions	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
17	On the whole, management do not understand the difficulties of my job	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
18	Company management have a clear sense of direction	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
19	The Trade Unions play an important role in providing a safe and healthy workplace	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
20	The management are important in keeping the workplace safe	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
21	The management are committed to health and safety	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
22	The management have good management skills	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
23	The management are honest and state their intentions	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

SECTION THREE: COMMUNICATION

24 I usually hear about important matters first through rumours

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
----------------	-------	----------------------------	----------	-------------------

25 I am seriously considering leaving the company

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
----------------	-------	----------------------------	----------	-------------------

26 Morale is high here

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
----------------	-------	----------------------------	----------	-------------------

27 Management consult the workforce on topics which involve us, such as changes to the safety rules and modifications to equipment

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
----------------	-------	----------------------------	----------	-------------------

28 Line management make sure we're informed of organisational events

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
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29 Official communications are poor within this company

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
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SECTION FOUR: GENERAL QUESTIONS

30 Where do you work?

Operations	Maintenance	Other
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31 What is your role?

Manager	Supervisor	Staff
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32 How many years have you been with the company?

Write no. of years in this box

33 Are you a member of any safety committees?

Yes	No
-----	----

34 Have you been involved in an accident of any kind at work in the last year?

Yes	No
-----	----

Were you injured?

Yes	No
-----	----

In your opinion who was to blame?

Management	Workman	Supervisor	Myself
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ADDITIONAL COMMENTS

SECTION ONE: SAFETY & SAFETY MANAGEMENT SYSTEMS

		Agree	Neither agree nor disagree	Disagree
1	On the whole, safety is very good here			
2	Safety is less important than productivity			
3	Safety systems (e.g. lock-out systems, rules etc.) exist to protect the workforce			
4	Safety systems can sometimes stop me doing my job safely			
5	I always report accidents when they happen			
6	Accident forms are a waste of time			
7	There are times when safety is as important as production			
8	The benefits of safety outweigh the costs			
9	No monetary value can be placed on human life			
10	Complaints about safety are dealt with swiftly			
11	Ignoring the safety rules is unacceptable			
12	I am frequently worried for my personal safety from unsafe equipment and machinery			
13	I am happy with the safety rules here			
14	I am happy with the fire regulations here			
15	Breaking the safety rules is fine as long as you're not caught			

SECTION TWO: MANAGEMENT

- 16 On the whole, management makes fair decisions
- 17 On the whole, management do not understand the difficulties of my job
- 18 Company management have a clear sense of direction
- 19 The Trade Unions play an important role in providing a safe and healthy workplace
- 20 The management are important in keeping the workplace safe
- 21 The management are committed to health and safety
- 22 The management have good management skills
- 23 The management are honest and state their intentions

Agree	Neither agree nor disagree	Disagree

SECTION THREE: COMMUNICATION

- 24 I usually hear about important matters first through rumours
- 25 I am seriously considering leaving the company
- 26 Morale is high here
- 27 Management consult the workforce on topics which involve us, such as changes to the safety rules and modifications to equipment
- 28 Line management make sure we're informed of organisational events
- 29 Official communications are poor within this company

Agree	Neither agree nor disagree	Disagree

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