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 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 mill's 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
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

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
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</thead>
</table>

SECTION ONE: SAFETY & SAFETY MANAGEMENT SYSTEMS

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

[267]
10. Complaints about safety are dealt with swiftly

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
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11. Ignoring the safety rules is unacceptable

<table>
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<tr>
<th>Strongly agree</th>
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12. I am frequently worried for my personal safety from unsafe equipment and machinery

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13. I am happy with the safety rules here

<table>
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<tr>
<th>Strongly agree</th>
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14. I am happy with the fire regulations here

<table>
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<th>Strongly agree</th>
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15. Breaking the safety rules is fine as long as you’re not caught

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**SECTION TWO: MANAGEMENT**

16. On the whole, management makes fair decisions

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
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17. On the whole, management do not understand the difficulties of my job

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18. Company management have a clear sense of direction

<table>
<thead>
<tr>
<th>Strongly agree</th>
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19. The Trade Unions play an important role in providing a safe and healthy workplace

<table>
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<tr>
<th>Strongly agree</th>
<th>Agree</th>
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20. The management are important in keeping the workplace safe

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
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21. The management are committed to health and safety

<table>
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22. The management have good management skills

<table>
<thead>
<tr>
<th>Strongly agree</th>
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23. The management are honest and state their intentions

<table>
<thead>
<tr>
<th>Strongly agree</th>
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SECTION THREE: COMMUNICATION

24 I usually hear about important matters first through rumours

<table>
<thead>
<tr>
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<th>Agree</th>
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25 I am seriously considering leaving the company

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<tr>
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26 Morale is high here

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

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

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29 Official communications are poor within this company

<table>
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SECTION FOUR: GENERAL QUESTIONS

30 Where do you work?

31 What is your role?

32 How many years have you been with the company?

33 Are you a member of any safety committees?

34 Have you been involved in an accident of any kind at work in the last year?
   Were you injured?
   In your opinion who was to blame?

ADDITIONAL COMMENTS
SECTION ONE: SAFETY & SAFETY MANAGEMENT SYSTEMS

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