

DEPARTMENT: Construction Owners Association of Alberta

SUBJECT: Employee Perception Surveys Are Conducted To Determine the State of The Environment, Health and Safety Culture – Leading Indicator – Best Practice

1. PURPOSE

- To obtain feedback from the employees on the effectiveness of the current EHS culture and related project activities.
- To provide senior construction management insight into the EHS perspectives of the different departments and reporting line management.

1.1 SCOPE

The scope of this Standard includes leading indicators managers need to know about, and different types of surveys that can be used to identify how employees feel about these critical factors that contribute to a healthy organization. In addition, are sample parameters of an employee perception survey for construction, based upon the ten (10) Leading Indicators developed through the Construction Owner's Association of Alberta.

1.2 RESPONSIBILITIES

The Safety Chairperson of the Construction Owners Association of Alberta is responsible for identifying all perception survey types that will be produced by the Construction Owners Association.

The Lead Document Controller, Construction Owners Association of Alberta is responsible to ensure the documents are registered in accordance with the Association's protocol and linked to the appropriate website portal. Further, the Lead Document Controller is responsible for updating of this Standard as directed by the Chairperson of the COAA.

Senior construction managers are responsible to implement this Standard in their respective jurisdictions. It is a proven factor that health and safety performance can be an important indicator of an organization's overall performance. Today's successful managers need more than a "standard" safety survey!

1.3 DEFINITIONS

Perception – process of organizing and interpreting information obtained through the senses; the main avenues of perception include visual, auditory, touch and kinesthetic – a sense stimulated by body movement and tensions.

Standard – criteria adopted by professional bodies to prescribe acceptable practice; standards are sometimes adopted by reference in statutes or regulations.

Line Management – includes all senior, middle and front-line supervision

2. STANDARD

2.1 Critical factors to evaluate for a safe, healthy organization and a positive job climate.

Senior construction management shall ensure the following leading indicators are evaluated within their employee perception survey:

- Corporate Culture
- Leadership and Planning
- Communications
- Hiring & Placement
- Benefits
- EHS, Quality, and Continuous Improvement
- Career Development
- Employee Role Definition
- Your Immediate Supervisor
- Employee Development Training
- Respect/Treatment of Employees
- Employee Empowerment
- Teamwork/Cooperation
- Organizational and Employee Diligence
- Physical Working Conditions
- Stress/Workload
- Satisfaction with the Job
- Recognition/Rewards
- Satisfaction with the Company
- Job Security/Stability

The perception survey questions shall be challenging, and created with the belief that all of the above are significant contributing factors to the state of a safe and healthy organization.

2.2 Example employee perception surveys that contribute to the state of the EHS culture.

Senior construction management shall ensure that annually, creditable employee perception surveys are conducted that encompass the leading indicators of subsection 2.1 above.

2.2.1 **Corporate Culture Surveys** – a way to take the pulse of the organization - the vision of senior management of a culture they believe it takes to compete successfully in the competitive landscape. It is especially necessary to measure when there is suspicion the culture is out of sync with management's desired culture, when management has determined the culture must be changed to ensure the success of the enterprise, or when there has been a leadership change at the top of the organization.

2.2.2 **Productivity Surveys** – anything that gets in the way of workers' abilities to produce quality products and services efficiently must be carefully examined. The productivity survey identifies the barriers to productivity in place at an organization and will reveal the information required to tactically target the identified barriers impeding an organization.

Examples of barriers to productivity:

- Improper training
- Out of date tools and equipment
- Overemphasis on centralized decision making
- Politics causing different parts of the organization to pull in different directions
- Incentives that reward maintenance of the status quo or unproductive employees as much as productive ones
- Excessive risk aversion
- Improper productivity measurement
- Ignoring or not soliciting employee input

2.2.3 **Environment, Health & Safety (EHS) Surveys** – typically, most organizations perform “standard” EHS surveys around the number of injuries/occupational illnesses due to accidents. This is a worthy goal but to the employees involved in the accidents, this measurement tool is reactive and of little solace. The modern day methodology for measurement is to proactively benchmark against the best, and score your company in percentages against the best!

In addition to the above, evaluate the belief that injuries can be prevented, the priority people think others give to safety, the extent of safety training, the quality of the safety rules, the extent the safety rules are obeyed, to what extent disciplinary action is taken, to what extent injuries & incidents are reported, investigated, and followed-up, and include subcontractors within the evaluation.

To achieve and maintain safe operational excellence, the safe work plan management system must be implemented, managed, and measured as a continuous improvement cycle. The employee perception survey is the best indicator toward institutionalization.

2.3 Employee perception survey parameters for construction, based upon the ten (10) leading indicators identified by the Construction Owners Association of Alberta (COAA)

Senior construction management shall ensure that the COAA employee perception survey parameters of their ten (10) leading indicators are part of the execution plan for all projects. Project specific employee perception surveys can be created from the leading indicator parameters listed.

2.3.1 Contractor selection (EHS) process is in place, prior to the start of a project.

- Do all the contractors/subcontractors have WCB clearance?
- Are all the contractors/subcontractors in a WCB discount percentage?
- Have the contractors/subcontractors provided a client evaluation of their previous year contracts/projects?
- Do the contractor/subcontractors employ full-time/part-time EHS professionals -if so, have their current project resumes been approved
- Have all the contractors/subcontractors had their EHS Manuals/Safe Work Plans approved?

2.3.2 Hazard identification/analysis process in place, prior to the start of the project.

- Has a collective risk review been conducted on the scope of work?

- Have the identified risk factors been assigned adequate controls or eliminated?
- Have the potential loss exposures associated to the specific tasks been evaluated and controls/elimination been identified? (JHA's)
- Has the field level risk assessment process been established? (FLRA's)
- Is there an ongoing hazard/risk analyses process in place to pro-actively prevent similar undesirable events?

2.3.3 Pre-hiring screening (Drugs & Alcohol).

- Is pre-hire screening for D&A mandatory, pre-placement, random, for cause only, for sensitive positions, or not applicable?
- Is there an established criteria/process for testing for any/all of the above, as applicable?
- Does the project have the support of the worker representatives for any/all D&A applications?
- Is the prime contractor applying the D&A principles of the Canadian Model with integrity?
- Has an agreement/contract been established with a recognized D&A testing medical facility and applicable line management made aware of the protocol?

2.3.4 Active management safety participation – tours, walkabouts, communications.

- Has the Project line management team participated in a collective risk assessment of the scope of work?
- Has the Project line management team participated in a Project kick-off meeting with the client/prime contractor to clarify, verify, and receive approval for the Project execution plan, terms and conditions?
- Does the Project line management participate in planned inspections, compliance observations, behavioral based observations, group communication/safety meetings, field level risk assessments, and recognition award presentations, as applicable?
- Does the Project line management team provide leadership that promotes motivation and contributes to creating a positive job climate?
- Does the Project have a structured loss control bulletin board where senior management communications are readily available to the employees?

2.3.5 Supervisor's safety activities are evaluated at regular intervals.

- Are the supervisor's safety qualifications adequate for the role?
- Does the supervisor participate in the job hazard analysis process?
- Does the supervisor participate in the field level risk assessments?
- Does the supervisor chair the safety meetings and toolbox talks?
- Does the supervisor coach, mentor, communicate, manage with integrity?

2.3.6 Field level risk assessments (FLRA) are conducted prior to start of new work/at the beginning of shift.

- Does the Project have approved FLRA assessment cards?
- Have the general foremen, foremen and the workers been trained in the protocol for FLRA's?
- Are the FLRA's being completed and used with integrity?
- Who is the custodian of the FLRA's at the end of the day?

- Is there an ongoing monitor measuring the integrity of the FLRA process?

2.3.7 Near miss/near hit reporting process in place and working.

- Does the Project have a system for near miss reporting?
- Is it non-punitive?
- Does immediate supervision encourage near miss reporting?
- Who provides the feedback on near miss actions taken?
- Are lessons learned from near misses communicated to the work force?

2.3.8 Focus (compliance) observation process in place and working.

- Is there a structured observation process set up for the Project?
- Does the observation team consist of both management and workers?
- Who does the record keeping for the observation tours?
- Is the observation process being applied with integrity?
- Are the results of the observation tours shared with the work force for lessons learned?

2.3.9 Behavioral based observation process in place and working.

- Is there a structured behavioral based observation process set up for the Project?
- Does the observation team consist of both management and workers?
- Have the observation team been formally trained?
- Who does the record keeping for the observation tours?
- Is the observation process being applied with integrity/lessons learned?
- Are there recognition rewards for exemplary positive behavior?

2.3.10 Employee perception surveys are conducted to determine the state of EHS health.

- Does the employee perception survey incorporate any of the critical factors to evaluate for a safe, healthy organization and a positive job climate, as per subsection 2.1?
- Is the employee perception survey based upon the parameters of the COAA ten (10) leading indicators for construction due diligence?
- Is the employee perception survey being benchmarked against a current leader in a similar industry?
- Will the findings of the employee perception survey be shared with all the stakeholders?
- Will the stakeholders be a part of developing the path forward?

3. IMPLEMENTATION

Senior construction management of their respective companies shall ensure implementation of this Standard within their areas of accountability.

4. INTERPRETATION AND UPDATING

The Safety Chairperson of the Construction Owners Association of Alberta shall ensure interpretation and updating of this Standard.

5. APPROVED BY

Peter Dunfield
Safety Chairperson
Construction Safety Association of Alberta (COAA)