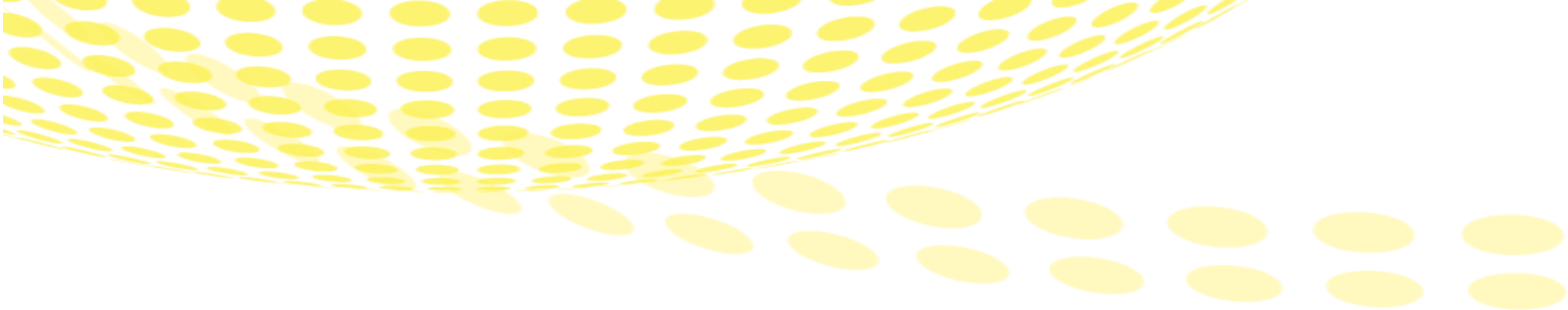# GSI™

Global Safety Index
Implementation Guide

Welcome

To the GSI Implementation Guide...

This guide provides guidance on the effective implementation of the GSI system within your organisation

Contents

1. Membership Overview

Membership of the Global Safety Index (GSI) provides company administrator access to the complete GSI Online System that includes:

- Access to Lead and Lag Safety Performance and Benchmarking dashboards

- Unlimited Safety Culture Index surveys and auto-generated online and offline reporting

- Unlimited Safety Leadership Index surveys

- Access to the Safety Leadership Personal Action plans

- Unlimited Safety Culture Pulse surveys

- Ability to add custom questions and demographic filters

- GSI Annual conference and forums

- Bespoke research projects (at additional fee)

- Shared learning generated from GSI global membership

- GSI research papers, member case studies, and newsletters

It is important that GSI membership be considered within a change management context, i.e. the impact of the introduction to GSI to the business needs to be considered and a strategic implementation strategy thoughtfully developed and executed.
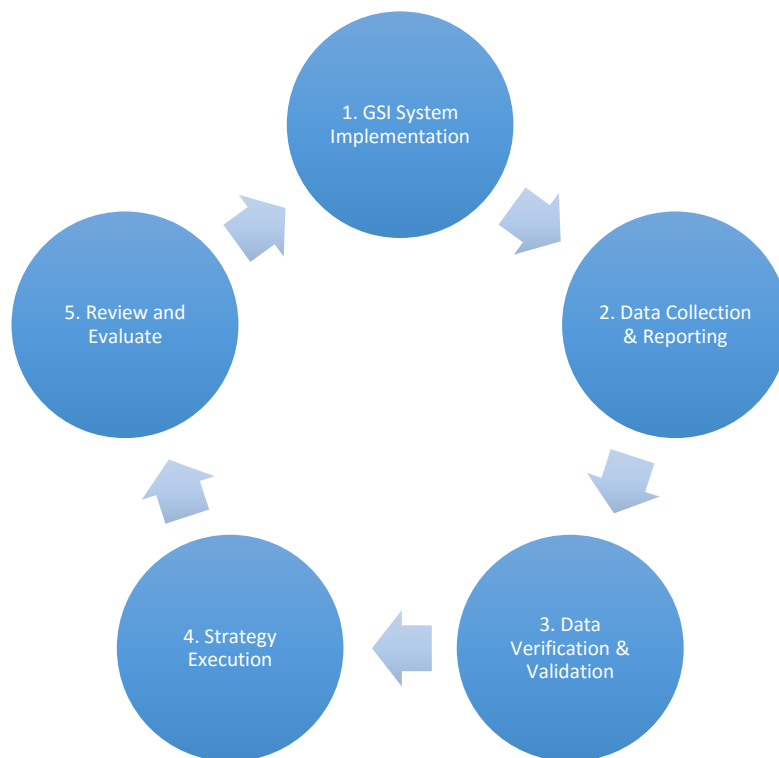
The following sections in this document highlight key considerations, questions and issues for you to consider in the development of your strategic implementation strategy.

2. Integrated Implementation Process

The GSI Online System is a powerful tool to support an improvement in your organisation's workplace health and safety, by specifically measuring, benchmarking and gaining detailed insight into understanding your organisations safety culture, safety leadership capability and safety performance.

However, its impact can be optimised by its integration and support of other systems and processes already existing within your business or act as a catalyst for the introduction of complementary systems and processes. Collectively this integrated system will not only optimize the value derived from each system element but serve to accelerate and maximise the achievement of safety performance targets and KPI's.

The image below depicts the integrated implementation strategy premised on the belief that a holistic approach utilising several key complementary elements will result in a greater return on your HSE investment.

Stage 1 – GSI Implementation Strategy

In this stage the organisation profile is setup within the GSI online system and the initial training and familiarisation in the use of the online tool is provided. This is typically done in a face-to-face 2 – 4 hour session in which a member of GSI Operations would guide the organisation's designated system administrator/s in the use of the system. For more information on this setup session go to Page 6.

However, in addition to this practical system setup it is highly recommended in this first stage that a comprehensive implementation strategy is formulated. This strategy will have elements unique to your organisation but is likely to include consideration of the following:

- A tailored implementation strategy based on the prevailing 'maturity' of the organisational culture and leadership

- An articulate communication of the role and contribution of GSI within wider HSE and organisational strategy

- Clear expectations and accountabilities in respect of implementing, communicating and actioning the output from the GSI system

- A strategy to engage key internal stakeholders in taking 'ownership' of the implementation process and provide ongoing support Setup Member organisation profile within GSI Online System

   GSI Operations will support the organisation in the development of an effective Implementation Strategy:

   o Key stakeholders identified & involved

   o Business Case communicated

   o Aligned and integrated with existing strategies

   o Flow on impacts identified

   o Targeted Comms developed

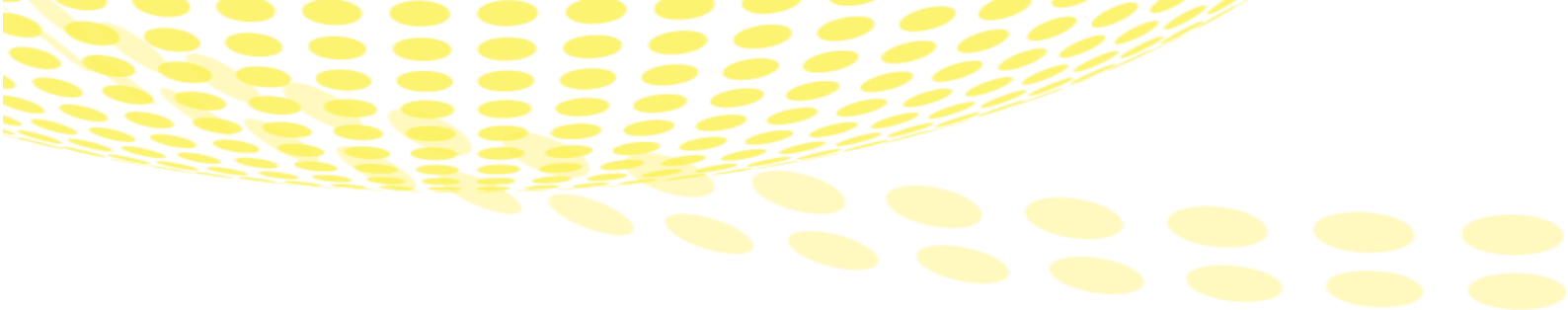   o Roll-out strategy confirmed

   o Implementation Review process agreed

For more detailed steps in formulating your implementation strategy please go to Page 6.

Stage 2 – Data Collection & Reporting

In this stage the various GSI indexes/surveys are set up, launched, closed and both online and offline reports generated. This will require the setting up and locking in of required system inputs including the organisation structure, survey population demographic filters, and any custom questions.

Each unique survey profiling activity is created within the system and once all required system inputs are confirmed, the survey is launched by the company administrator from within the system. The typical survey profiling process will follow these steps:

- Setup of the specific Safety Profiling Activity (Safety Governance Index, Safety Culture Index, Safety Leadership Index, Safety Culture Pulse)

- Organisation Mapping with location codes are entered

- Any Index filters are created and confirmed

- Any Custom Questions created and confirmed

- Roll-out plan executed including all pre-survey communications

- Survey activity is launched

- Any hard copy surveys are developed, printed, distributed, collected and survey responses integrated with online survey results

- Survey activity is 'Closed' and online and offline reporting reviewed and assessed

- Post Survey activity review conducted and insights recorded, shared and incorporated into subsequent data collection activities

For more detail on this stage go to 'Safety Profiling Process'.

Stage 3 – Data Verification and Validation

It is strongly recommended that a range of data and other inputs be used to cross validate and verify. In respect of the results from a survey profiling activity the process of verification and validation of those results may include using results from one section of the survey population, whether by function, geographic location or some other identifying demographic and seeking further data that supports or otherwise the survey responses, and that may also yield more detailed insight into that population's perceptions.

3. SETUP PROCESS

PRE-MEETING

- You will be set up as 'Company Administrator'. An auto-generated email will arrive with your login details that will provide full access to the online system

- Once you login you may wish to change your password from the system generated password by editing your personal profile which can found in the drop down box top right corner under your login email address

- You can access the system menu by clicking on the menu icon at the top left of the Dashboard screen or by clicking on 'm' on your keyboard.

- For an initial overview of the system I recommend you view the online training videos on all the main screens (top right of each screen)

- An important part of the setup is entering the organisational chart/structure of the business. This structure and accompanying codes will allow the system to accurately record, track and link all data to the correct location within the organisational structure. If you could bring to the set-up meeting an organisational chart we can then commence the process of entering the chart. This will be done in the Organisational Mapping section of the system under Settings

- You may also wish to complete the company profile which you will find under Settings – My Company

SETUP MEETING (2-4 HOURS)

- A hands-on coaching session in the use of the online tool. I will ask you to 'drive' the tool on your own desktop or laptop and you may wish to use a projector for easier viewing. This session will showcase every area of the online tool and provide an opportunity to navigate and enter actual information into the tool, e.g. incorporate organisation profile setup, enter lead/lag indicators, set up a new user, etc.

- Commence the Organisation Mapping set-up process referred to above. Critical in this is to understand your organisational structure and discuss options in how to capture desired data by having organisation mapping and filters working together.

- We will showcase the survey setup process including setting up of custom questions and filters (need to ensure some organisation mapping has been completed)

- Refer to videos again if necessary.

STRATEGY

- The set-up session is also an opportunity to talk through your planned use of the tool including any timetable and priorities for conducting an initial Safety Culture Index or run a Safety Leadership Index profiling activity.

- Talk through an implementation and support strategy including the testing of internal IT systems to ensure system compatibility.

4. Implementing The GSI System Within Your Organisation

Purpose

As with any implementation of a new process or system into an organisation it is likely to be more effective if due consideration is given to the people, systems, processes and other factors that are likely to influence, one way or another, the effective implementation of the Global Safety Index (GSI). The following is a guide to some potential key considerations for a successful implementation and application of GSI within your organisation.

It should also be remembered that GSI should be viewed as a single element of an overall strategic process, albeit a powerful addition to the tools already employed.

Communicate the Business Case for GSI

Creating the business case for GSI should provide the impetus for others to get behind the implementation process. It should be concise, hard-hitting, visual, nearly irrefutable, and should communicate the value of the outcomes of the implementation of GSI at all levels of the organisation. Ensure that you describe the problem that is being solved and respond to the specific business need for each identified area/level of the organisation.

Depending on the audience this may include, with differing emphasis:

- supporting the espoused value and primacy of safety

- enhanced personal safety

- enhanced productivity through increased operational efficiencies

- enhanced financial benefits / ROI (reduced legal, compensation, insurance premiums, etc.)

- enhanced Employer of Choice

- enhanced employee engagement

- enhanced external reputation, e.g. winning more tenders

Alignment and Integration with Existing Strategies

The GSI should not be viewed in isolation. Existing or planned organisational strategic objectives and related initiatives, whether OHS/Risk related or otherwise, should be examined with the view to align and integrate GSI where relevant. GSI should be seen as an integral element, albeit a single element, within the larger context of what the OHS/Risk function is seeking to achieve and ultimately directly linked to organisational objectives.
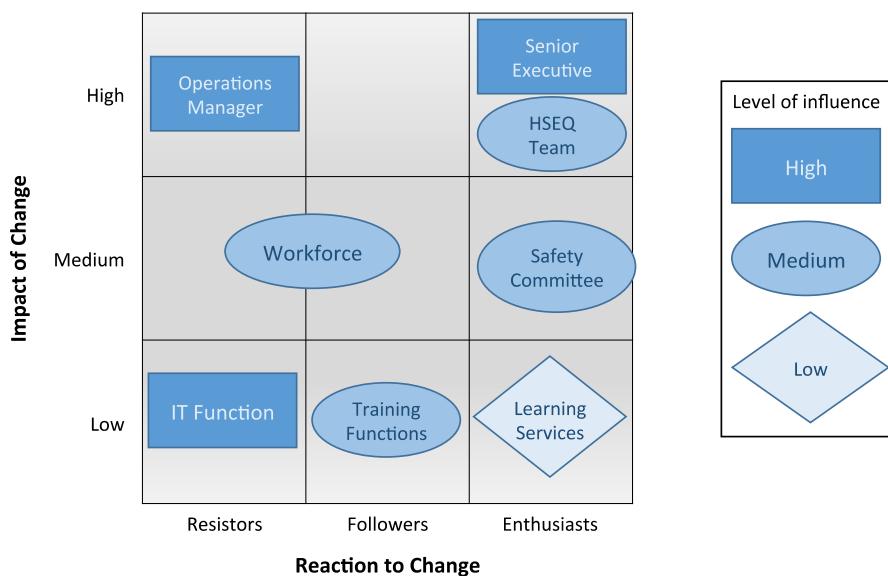
Identify who to Involve

- Target leaders who have influence and can drive change in stakeholder groups and other appropriate parts of the organisation;

- Ensure appropriate representation from business units, geographies, and functional areas;

- Include other specialists with change experience as members;

- Consider customers as members, if applicable

Stakeholder Mapping

The following grid will help you identify each stakeholder group's position relative to the potential impact of the application of GSI within the organisation. The results of this exercise can then be used to develop targeted communications and resistance breakthrough plans. The grid shows examples for illustrative purposes only and is not meant to be representative of any specific stakeholder group.

- Identify all stakeholders that are directly or indirectly impacted

- Place them in the appropriate area on the grid.

- Develop a specific plan to leverage the enthusiasts and endeavor to move the resistors to followers or enthusiasts, or otherwise seek to minimise their impact

Develop Communications

It is important that appropriate communications are developed to ensure all stakeholders (individuals and groups) understand their role and potential value to them of engaging with the GSI system and/or outcomes. Consider your responses to the following questions:

- How do we frame change to connect individuals/groups emotionally and evoke positive experiences?
- What rational information will have the most impact on individuals/groups?
- What individual/group awareness and knowledge is important to build?
- What unspoken norms would we want to be in place?
- What would we like the grapevine to be saying?

Consideration of Potential Flow on Impacts

In recognition that the application of the GSI system is likely to have flow-on impact within the business, identification and planning for this is recommended.

- What processes and systems need to be adjusted and/or created?
- How does work and/or the organisation structure need to be realigned?
- How do success measures need to be altered?
- What new results are we looking for?
- How do formal incentive systems need to be changed?

Communication Plan Template

Objectives of the Communication Program:

- Explain the benefits and impacts of the application of GSI to generate enthusiasm and to assist people to see themselves benefiting from their active engagement
- Develop trust and confidence by involving those affected by the GSI implementation and tailoring messages to address key concerns
- Assess the current mindset of those affected, meet them "where they are," and move them forward
- Develop effective, responsive communication vehicles by leveraging all resources – traditional and non-traditional – to achieve communications goals
- Provide a means for feedback and two-way communication to address impacts, problems, and concerns over the life of the project or change effort

Stakeholders Who do you need to influence? (at this stage you are likely adding to your list of stakeholders)	Current Mindset & Behaviors (e.g. on-board, skeptical, neutral, resistant, mixed)	Desired Mindset & Behavior	Key Messages (at this stage in the change work you are likely adding more detail to the purpose of the communication for each stakeholder listed, or revising the purpose)	Vehicle or Media	Frequency	Owner

IMPLEMENTATION REVIEW

It is important to acquire a broad understanding of how effective was the GSI implementation, and to gain insight on what you want to start, stop, continue, or change. The debrief is conducted after the initial implementation is complete and you want to ensure all necessary considerations have been identified for sustained GSI implementation and application. A well facilitated debrief allows you to:

- Identify wins and successes that could be publicised to keep momentum going

- Determine what additional actions are needed to improve the implementation/application process, propel it forward, and potentially make course corrections

- Reinforce and support management accountability for implementing and sustaining the implementation/application

- Make learning explicit and available to those who could benefit from the insights

REVIEW PROCESS

- Bring together the people who have been doing the work and are collectively accountable. Also include any stakeholders who might have critical input or perspective to offer.

- When the project plan is being created, the team leader/manager identifies points along the project schedule to conduct informal debriefs. Key milestones often represent good opportunities for a debrief meeting.

- When possible, conduct the debrief as part of a regularly scheduled project team meeting or status meeting.

- Identify the focus of the debrief (a recently completed milestone, etc.) and ask, "What did we want to happen, what happened, what did we learn, and how will we move forward?"

- After the debrief meeting, make sure the learning is captured and distributed to those who can leverage the learning.

5. SAFETY PROFILING ACTIVITY PROCESS

In setting up a Global Safety Index Profiling Activity (either a Safety Culture Index, Safety Leadership Index and/or a Safety Culture Pulse) there are a number of issues that may be relevant to consider. Consideration of these issues will help ensure the effective setup and successful execution of a safety profiling activity.

SURVEY POPULATION

Identify who is the intended survey population.

- Is it the entire organisation or is it a sub-set/sample of a given population within the business?
- If a sample what size will be statistically representative of the entire population (go to this site to help determine appropriate sample size http://www.surveysystem.com/sscalc.htm)
- Should the sample be taken from across the business and/or from all levels of the business?
- Will it include outside contractors?

TIMING OF THE PROFILING ACTIVITY

Identify the most appropriate time to send out the survey. This question can be fraught with many variables and it may be challenging to identify any 'perfect' period to launch and run a profiling activity. However here are some considerations:

- Will the survey population be available to complete the survey, e.g. many businesses 'shut down' over major holiday periods?
- Will the survey population be distracted by other business priorities, e.g. seasonal production peak, organisational structure change, merger with another business?
- Will the survey be competing with other surveys or recently completed surveys?
- What is the optimum period the survey be left open to allow surveys to be completed but not too much time that there is a disincentive to complete in a timely manner (it would seem the average for members is between the 2-4 week range)?

There is conjecture that in a period of downsizing in a business and/or where uncertainty exists around job retention that this would skew any survey results as employees may express their general disappointment in the business through the safety profiling activity and thereby negating the legitimacy of the safety survey results. However, you might want to consider that this is exactly the right time for a survey as this general expression of dissatisfaction may highlight that potential risk around safety has heightened due to these other external issues and this needs to be identified and managed.

Survey Access

Determine how the survey population will be able to access, complete and return the surveys

- If all of the survey population has access to an email and a computer (any device connected to the Internet) then by default all surveys should be completed through the online GSI system. This is not only applicable in situations where all individuals have their own computer and email address, but also for individuals that can use a shared email address and a shared computer, e.g. any number of emails with survey links can be sent to a single email address with any number of individuals able to access the emails with the links from a single shared computer, such as a computer in a training or administration office, or an iPad that is available on the factory floor.
- If none of the survey population has ready access to an email and or a computer, the surveys will need to be paper-based. In this situation careful consideration needs to be given to the process of printing, distribution, completion, collection and processing of the surveys to be uploaded into the GSI system (note: hard copy printing, distribution, collection and transport to GSI for processing at member expense / processing at $1,500 per day). This will impact primarily on increasing the cost and time in completing and finalising survey activity through to all results uploaded into the GSI online system.
- A combination of both online and hard-copy surveys used to ensure the entire survey population is able to be reached. A significant consideration in this scenario is to ensure that the hard copy and online survey versions are exactly the same in content and structure.

Profiling Activity Setup

The online tool guides the company administrator/delegate in the survey setup process. However, it is important to ensure that due consideration is given to the following three potential elements to every profiling activity:

- Is the organisational mapping up to date and accurate? The system allows the organisational structure to be updated at any time, but will also archive all previous structures in order to continue to allow surveys conducted under the older structures to be retrievable and able to be viewed
- Have the desired filters been created and saved (and have you checked the 'required' box if you want it to be compulsory to respond)? The system will automatically apply the latest saved and enabled filters to all profiling activities. Any changes to the filters after a profiling activity has been setup and launched will not be shown for that activity. The csv template for a specific profiling activity should only be downloaded and populated once all filters have been entered and enabled.
- Have the desired custom questions been created? Please note that the 'Custom Questions' box located on the Edit Survey page of the profiling activity must be enabled for the custom questions to be shown on the survey. Including the 'Free Text' question is an option for all profiling activities but it is encouraged to be used as this has the potential to provide additional valuable insight into individual perceptions around safety.
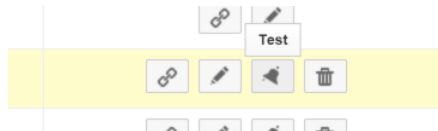
SPECIAL NOTE

For those members new to setting up profiling activities it is highly recommended that the GSI team be asked to review the setup of a new profiling activity before it is launched.

Below sets out the key stages of the setup and operation of a new profiling activity:

1. Determine agreed timelines for:
   activity start
   activity end
   feedback of results (add in time for hard copy process)

2. If hard copy then identify process for:
   printing
   distribution (and protection of anonymity)
   collection
   uploading of data into GSI system / transport to GSI for processing

3. Set up Online Profiling Activity including:
   Organisational Mapping
   Filters (see pg. 14 for examples)
   Custom Questions

4. Ensure the downloaded participant csv template is not altered and that location codes are entered exactly as they are entered in the organisational map

5. Conduct an online **'test'** of member's internal IT system (including different browser versions if applicable) and ensure the member's IT department are aware of the survey so they can ensure emails will not be blocked or assigned to SPAM.

   Sending a test survey can be done by selecting the test icon (see below) prior to launching the activity. This will send the auto-generated email reminder to the selected participant, replicating what will be viewed in the live activity.

   A test of the survey can also be conducted to ensure that filters and custom questions are as prescribed. ***NOTE*** do not click complete at the end of the 'test survey' as the answers will then be recorded in the live activity. As always if in doubt please seek guidance from GSI Operations.

6. Ensure any hard copy survey entirely consistent with the online version

7. Use template to create hard copy
   internal GSI approval
   Client sign-off

8. If all confirmed as correct send out surveys (online and hard copy)

9. Monitor online performance (notify ID)
        bounced emails
        send reminders

10. Monitor hard copy distribution & collection

11. Create hard copy data collection excel sheet (from template)

12. Collect hard copy surveys, enter data using data collection excel sheet or enter data straight into the online records, and integrate with online data

13. Close profiling activity

14. Access online and offline reports

Examples of Custom Filters

Time in Business *Info: How long have you worked with companyX?*	<6 months	6 months – 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	20+ years
Time in Industry *Info: How long have you worked in this industry?*	<6 months	6 months – 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	20+ years
Employment type	Full-time	Casual	Part-time	Contractor	Seasonal	Labour Hire	
Geographic Location	Countries	States	Cities				
Type of Work	Field	Office	Workshop				
Leadership Role	Executive	Group Manager	Manager	Team Leader	Supervisor	No leadership role	
First Language *Info: Is English your first language?*	Yes	No					
Shift	Night	Day	Afternoon				
No. of direct reports	0	1 - 5 ppl	6 - 10 ppl	11 - 20 ppl	20+ ppl		

6. Communication Template for Safety Culture Index

It is highly recommended that before a survey is sent out that some communication is received by the intended survey population to provide context for the survey. An effective communication process will result in a higher and more accurate survey response.

Consideration should be given as to how you would normally communicate with this survey population and whether an email is sufficient or whether it should be done in person, or a combination of the both, e.g. general written message from the CEO supported by message/s from line managers during a tool box briefing. If an internal intranet/messaging system is available, then further communication/s could be posted to support previous communications. This is often a balance of time and practicality but caution is advised as an ineffective communication strategy may result in a poor survey response, both in rate and accuracy.

In addition, both the email with the link to the online survey and within the introduction to the paper-based survey should include messaging that is consistent with and reinforces earlier communication/s received about the survey.

Your communication should be tailored to your business and reflect usual communication style and language, and account for any associated safety strategies or programs.

The following is a suggested format with a number of issues for you to consider in creating your own communication strategy [the issues are in bold and not meant to be included in the communication itself]. The wording is only meant to be indicative and should only be used to the extent it is appropriate to your organisation and situation.

1. Why we are asking you to do this

Dear

As part of our ongoing endeavor to create and promote a safe working environment we would like to get your views and perceptions on how safety is currently treated within the business. I am personally committed to your safety and that of your colleagues and want to find out from you what we need to do better. We want to capture what you feel about safety at work through a survey.

We will be shortly sending out a survey called the 'Safety Culture Index'. This survey is a series of statements around safety in the workplace as you typically experience it in your daily role. You will be asked to select the level you agree with the statements or disagree with the statements.

2. Assurance around honesty and anonymity

To ensure we get the most from the survey please provide your honest views on safety. It is only from getting a true picture of what everyone is thinking we can then take the appropriate steps to make the business a safer work environment. The survey is anonymous so no one will be able to link your responses to you as an individual. The survey responses will all be aggregated so we can get a snapshot of safety across the … [insert specific business function/location).

3. How to interpret the Survey Statements [optional]

When reading the statements in the survey consider how the statements relate to you on a normal day in the business. For example, statements around 'management commitment' to safety should reflect your overall view of management though it is possible you may have different views of different individual managers.

4. Survey Process – online or paper-based

You will be able to complete the survey…

Include one or more of following options

- online through a link provided in an email address

- by a paper based survey that will also include instructions on how the completed survey will be collected

You will be given time during your shift to complete the survey. The survey will take around 20 minutes to complete.

5. Communicating Results

The results of the survey will be summarised and shared with you and your colleagues around (specify) weeks after the survey has been closed.

6. Signed by

I encourage you to take the time to complete the survey and to provide your honest responses. I look forward to sharing the survey results with you and what we have learnt and what we plan to do differently to make your work environment safer.

[Consideration should be given as to who the message should come from based on who will have the most impact. Typically, this would be the CEO but not always the case]

7. Considerations in the Implementation of the Safety Leadership Index

The methodology employed in the implementation of the Safety Leadership Index (SLI) will largely depend on the unique circumstances of each organisation.

However below are some key generic considerations as a guide to the effective application of the SLI.

The Origins of the SLI

The SLI was first developed and used within a Safety Leadership workshop. The workshop participants would be initially exposed to some generalist safety culture/leadership concepts (the type and level dependent on the seniority of the participants). They would then complete the survey, the surveys collected and the results then communicated back. The final element, following discussion, would be the development of an action plan to change specific behaviours based on the results that would be demonstrated over the following short-medium term period (90-120 days). The workshop participants would be encouraged to arrange a meeting with their manager to discuss their proposed actions and any support/resources required from the manager to effectively implement the action plan. Similarly, a follow up meeting/s should occur to determine if the action plan had been implemented and the desired impact achieved.

Of course this is just one example of how the SLI could be used but it is doubtful the optimum outcome in the use of the SLI will be achieved if there is not at least an action plan element to the process.

Intended Outcome

Be clear on the intended outcome of using the SLI within your organisation. This could range from using the SLI solely as a personal development tool for individuals or within a comprehensive and integrated performance management system.

Communication

Why and how the SLI is to be deployed should be well communicated in advance and relate directly to the intended outcomes (refer previous point). The intended population should be clear as to why they are being asked to participate in the SLI, e.g. to provide greater awareness around the impact and influence of their leadership on the safety culture. They should also be advised how and when the survey is to be administered, how long they have to complete it, and how to interpret the results, and what actions to take with the results.

Timing

Consideration should be given to the timing of the survey, in case there exists factors that may suggest a more optimum deployment period, e.g. not during school holidays where some in the intended population are likely to be on leave. In addition, the optimum period in which the survey remains open should be considered, but typically this would be in the range of 5-10 working days.

Process

Decisions need to be made (and communicated) on whether the SLI is to be completed solely by an individual or whether the 'Manager Assessment' is also to be used. In the case of the later the individual's 'Manager' should be supported in ensuring they have a clear understanding of their role in the process, including whether the expectation is that they follow up with the team member/s involved to collaborate and agree on the action plan. Providing a 'case study' (actual if available but notional if required) that models how the survey is to be deployed should help enhance the understanding of the process for all involved.

Performance Management

As with all programs/initiatives designed to enhance performance careful consideration needs to be given as to how the results of the survey are to be used. Even the best of intentions can lead to unintended consequences. For example, if the survey respondent believes the survey results may be used to influence pay and/or promotion prospects they are likely to respond in a positive manner regardless of whether this is truly reflective of actual capability. Conversely if the survey respondent is presented with the survey as an opportunity to develop their own awareness and capability they are more likely to approach the survey with an honest consideration of actual demonstrated capability.

Follow Up

If the post-survey process that has been communicated is not applied or applied uniformly, this may have the effect of negating some or all of the benefits of the survey and action planning process. It is important that all those involved in the setup and launch of the survey, in the completion of the survey, the communicating of results, in the development and implementation of action plans, and any post action plan review are all held accountable for their respective roles. This includes any general post-survey/action plan communications on the survey process and results achieved to reinforce the utility and impact of the SLI going forward. Having 'champions' talking to new SLI groups about their experience can be very powerful way of engaging and also maintaining a link between SLI groups and reinforcing the interdependency of all leaders working collectively to enhance general safety leadership capability.

8. Optimising Safety Culture Surveys

Here's what we know or can reasonably infer about safety culture (perception) surveys:

- Surveys are not reliable predictors of safety outcomes

- Surveys should not be used in isolation

- Individual perceptions can be influenced by many variables, including:
    - work history
    - cognitive ability
    - literacy
    - motivation
    - able/willing to think critically
    - general engagement
    - job satisfaction
    - mood
    - demographic – age, gender, time in business

- Interval scales cannot be said to be equal in difference, e.g. same gap between agree and totally agree, as there is between disagree and totally disagree

- Responses dependent on the responders 'honesty' which can be influenced by a number of factors such as anonymity, existing cynicism, individual agenda, internal politics, priming

- Memory of the responder is important but can be unreliable

- Cannot claim causality with safety outcomes as too many known and unknown variables also influencing outcomes

- Can be correlational but also must accept that the relationship between behaviours, perceptions, and injuries are multi-directional, i.e. they can all influence each other in any direction

- Is not predictive of major events/accidents

So what to do about it!

The above list does not negate the utility of cultural surveys especially and specifically if the following steps are taken (as they have with the GSI indexes):

- Ensure the scoring is not done using averages but identifies the relative relationship between a positive and negative perception

- Apply performance drivers to provide more insight and direction of potential actions

- Use filters to check if demographic variables are relevant

- Carefully word each item to ensure the potential for ambiguity is removed/minimised

- Allow free text response so responders can clarify their responses and elaborate when necessary

- Allow custom questions to provide a degree of organisation-specific context to the survey

- Use pre-communications to provide context for the survey, its intentions, its anonymity, its value to each individual, the process, and how it will be used

- Ensure you follow up and do what you said you were going to do with communicating the results and taking required remedial actions

- Ensure it is not a 'one-off' but is done consistently (reinforce this is not just the latest management 'fad')

- Ensure the survey is not used in isolation but is supported by a holistic process to obtain feedback, e.g. monitoring of artifacts, focus groups, interviews, audit/incident reports

- Use other lead indicators, controls and data to better understand risk factors, e.g. critical leadership controls

WHAT ELSE CAN WE ADD IN SUPPORT OF CULTURAL SURVEYS?

It is accepted and acknowledged that it is problematic to assert a causal relationship between a survey score and an injury frequency rate. However, this is not the same as denying that a survey appropriately constructed, administered and scored can and does act as powerful motivator and guide in changing operational and management practice that can reasonably be assumed to positively influence behaviour and consequently safety performance.

Maybe this analogy is useful (and relevant!). I take my car in for a service on a regular basis. Not one diagnostic is done but several. Now the results of the diagnostics provide an overall picture of the vehicles roadworthiness. Possibly the result of one general diagnostic might prompt more targeted diagnostics. Even with all the computer technology it would not be unusual for the mechanic to actually take the car for a test drive to get a personal feel of how it is running. The mechanic should also have asked for my view as to any perceived problems as the owner and regular driver. You comment that the engine seems to be running a little rough. The diagnostics will provide more detailed and specific insight into this perception. Now of course the diagnostic does not in of itself enhance the performance of the car. It just tells me/the mechanic what might be wrong, what could be improved. What are the specific actions that could be made to improve the performance? They could be typical maintenance such as the replacement of the oil and air filters or more serious maintenance such as a whole exhaust system replacement, or a combination.

The decisions made based on the various diagnostics and other feedback and the actions taken are directly causative and reliable predictors of how the vehicle will perform until the next service.

The survey is not meant to be the predictor, to be the causal relationship. It is the decisions made and actions taken that can and should be validated against subsequent safety performance.

9. GSI Membership – IT Considerations

The GSI System is an online system accessed through a secure https:// Internet connection. All data collected within the system is warehoused within the system's own database and hosted through Amazon Web Services (for additional information on AWS Security System visit this link http://aws.amazon.com/security/).

The GSI System is a 'user managed' system requiring a delegate/s of the member organisation to assume Company Administrator status and receive full access rights to manage and administer the member organisation's use of the GSI System. Company Administration rights is restricted to the member organisation's own 'Company' profile within the system and as such cannot access any other member organisation's company profile.

The GSI System includes an automated surveying process. This system records employee names and email addresses in order for survey participants to receive via email a link to the online survey. The system allows member's to record safety performance data but can elect not to have the organisation name recorded against this data for other members to view.

For any questions concerning the GSI System please email admin@globalsafetyindex.com or ring 1800 446 339.

Supported Browsers

GSI is accessed via the Internet through a standard web browser. GSI is designed to work optimally on the following browsers:

- **Internet Explorer 9+ (Partial support IE7, IE8)**
- **Chrome 21+**
- **Firefox 17+**
- **Safari 5+**
- **Opera 12+**

Customers who operate on browsers other than those listed above may experience degradation in service or reduced functionality.

If you encounter an issue using the system, please contact GSI for a possible work-around for your particular circumstance. Be sure to include your current Operating System and Version, Browser and Browser Version, and a description of the issue you observed.

Email Anti-Spam Settings

As part of using the GSI tool, GSI may send bulk email invitations to large numbers of users on your email domain.

To maximise the chances of mail sent from the system reaching your users, we recommend you take the following steps prior to launching a GSI Survey:

- Ensure you can send and receive email from your normal email client to the globalsafetyindex.com domain

- Whitelist the no-reply@globalsafetyindex.com email address

- Whitelist the globalsafetyindex.com domain

- Whitelist servers in the amazonses.com domain

- Ensure you send a test from the system to your email address before launching a Survey

If you encounter an issue with participants not receiving emails from the system, please contact GSI for assistance support@globalsafetyindex.com.

GSI™

FOR FURTHER INFORMATION VISIT

WWW.GLOBALSAFETYINDEX.COM

IF YOU WOULD LIKE INFORMATION ABOUT

THE GLOBAL SAFETY INDEX SYSTEM

PLEASE CONTACT US ON

1800 G INDEX

SUPPORT@GLOBALSAFETYINDEX.COM