

"Guidance for Assessment Questions".

This section provides a brief description of the characteristics and indicators of the safety culture, together with their corresponding assessment questions. As mentioned above, the questions will primarily serve as a guide for the safety culture interviews. For this reason, these questions should not be used strictly one after the other during an interview but should preferably be used to develop a dialogue between the interviewer and the interviewee.

Graphical descriptions have been developed to assist the interviewer in determining the maturity of the culture. For some questions, there is a secondary set of graphical descriptions that further supports the understanding of each level. Interviewers should not expect to see exact details in the graphic descriptions, but they should help them shape their judgment.

There is a comments section for each question in the tool, where the inspector can record notes and remarks during the interviews. This will help in the analysis and feedback to be provided at the end of the assessment.

1.1. Commitment

Commitment reflects the degree to which all levels of the organization have a positive attitude towards safety and recognize its importance. The General Directorate must be genuinely committed to maintaining a high level of safety and provide personnel with the motivation and means to do so as well.

1.1.1. Management Commitment (Indicator 1)

A good safety culture starts with a management that is genuinely committed to safety. Therefore, one of the most important objectives of the Management must be to maintain a high level of safety in daily activities.

Commitment to safety is manifested in management's willingness to relieve work pressure if safety risks become unacceptable and also in the acceptance that mishaps and human errors are inevitable, implementing reasonable measures not only to minimize the probability of such errors occurring, but also the consequences should they occur. Management's commitment to safety must also be visible to personnel, who, in a good safety culture, trust that management is doing everything possible to maintain high safety standards.

Assessment tool questions related to management commitment:

Management	Staff
MCo01: How do you demonstrate your personal commitment to safety to your staff? Please provide examples.	SCo01: How does management demonstrate that it is personally committed to safety? Please provide examples.

MCo03: What actions do you take as director to ensure safety? Please provide examples.	SCo03: What do CAA managers personally do to ensure safety? Please provide examples.
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1.1.2. Personal commitment (Indicator 2)

Management's commitment to safety will be reflected in the personal commitment to safety of other CAA personnel. As well as the management, the personnel must consider safety as a fundamental value and be aware that a high level of safety is essential for the execution of daily activities. This means that the role of safety in decision making must always be comparable to the importance of efficiency and that safety problems, no matter how small, must be taken seriously.

Assessment tool questions related to staff engagement:

Management	Staff
MCo04: How would you describe your staff's attitude towards safety? What is the basis for this? Please provide examples.	SCo04: How would you describe your colleagues' attitude towards safety? What is the basis for this? Please provide examples.

1.1.3. Investment in safety (Indicator 3)

The prioritization of safety is reflected in the funds and effort invested to maintain and improve the level of safety. Investments may consist of the establishment of a safety department or the development and implementation of safety requirements and procedures. The safety department must have the necessary authority to be taken seriously. In the event of an incident or accident, the organization must use all possible means to prevent its recurrence.

Assessment tool questions related to investment in safety.

Management	Staff
MCo02: What usually triggers actions to improve safety? Please provide examples.	SCo02: What usually triggers actions to improve safety? Please provide examples.
MCo05: What level of importance is given to financial planning for safety? Please provide some examples.	SCo05: What is your impression of the availability of funds for safety? Please provide examples.

1.1.4. Fairness

Fairness reflects the degree to which safe behaviour and reporting of safety problems is encouraged, or even rewarded and unsafe behaviour is discouraged.

1.1.5. Assessment of Unsafe Behaviour (Indicator 1)

Safety-related behaviour must be treated consistently and fairly. Safe behaviour should be rewarded, and mistakes and failures should not lead to punishment. To prevent the recurrence of such errors and failures, it is important that personnel feel total freedom to report unsafe situations or errors without the risk of being punished. A distinction should always be made between unintentional errors and reckless behaviour. The use of the reporting system should not have negative consequences for the reporter, except in cases of reckless behaviour or serious negligence.

Assessment tool questions related to the assessment of unsafe behaviour:

Management	Staff
FaM03: What is the focus of your incident or accident investigations? Please provide examples.	FaS03: What is the approach to incident or accident investigations? Please provide examples.

1.1.6. Perception assessment. (Indicator 2)

The treatment of safe and unsafe behaviour must be perceived as fair by everyone in the organization. Staff should not be concerned about negative consequences of reporting occasional errors. It should be clear to staff when they can expect to be rewarded or punished.

Assessment tool questions related to perception assessment:

Management	Staff
FaM01: How does the CAA recognize safe behaviour? Please provide examples.	FaS01: How does the CAA recognize safe behaviour? Please provide examples.

1.1.7. Transfer of responsibility (indicator 3)

Management must recognize that less desirable consequences are often caused by management's own decisions, rather than by the actions of staff. In addition, management must realize that the cause of unsafe personnel behaviour may be the result of management's own actions and decisions.

Assessment tool questions related to transfer of responsibility:

Management	Staff
FaM02: After incidents or accidents, how are unsafe behaviours addressed? Please provide examples.	FaS02: After incidents or accidents, how are unsafe behaviours addressed? Please provide examples.
FaM04: To what extent are organizational factors considered when investigating incidents or accidents? Please provide examples.	FaS04: To what extent are organizational factors considered when investigating incidents or accidents? Please provide examples.

1.2. Information

The information reflects the degree to which information is distributed to the right people in the CAA. Personnel should be encouraged to report safety problems, which creates the need for an safety reporting system. Work-related information must be communicated in the right way to the right people to avoid miscommunications that could lead to undesirable situations.

1.2.1. Communication of information related to safety (Indicator 1)

Safety reports shall be communicated to the appropriate persons and safety issues shall be communicated to all personnel to keep them informed of known and potential hazards. When changes are implemented that may affect safety, management shall inform the workers concerned of these changes. Discussing safety issues among staff, between managers and between staff and managers will be considered normal and desirable. Events involving safety issues will be reviewed by management and staff.

Assessment tool questions related to the communication of safety-related information:

Management	Staff
InM01: How are safety issues communicated? Please provide examples.	InS01: How are safety issues communicated? Please provide examples.
InM02: How do you evaluate the effectiveness of your safety communication? Please provide examples.	InS02: How effective is your company's safety communication? Why do you think so?

1.2.2. Safety reporting system (Indicator 2)

To ensure the safety of daily activities, the CAA has a safety reporting system. This system should allow reporting of safety issues related to technical systems, procedures and safety-related behaviours. Ensure that all staff are aware of the existence of the reporting system and are familiar with its use and the reporting process itself.

Assessment tool questions related to the safety reporting system:

Management	Staff
InM04: Do personnel prefer to remain anonymous when reporting safety issues? If so, why? Please provide examples.	InS04: Do personnel prefer to remain anonymous when reporting safety problems? If so, why? Please provide examples.
InM06: What gives you confidence in the effectiveness of your reporting system? Please provide examples.	

1.2.3. Willingness to report (Indicator 3)

The safety reporting system can only achieve its objective of improving safety if personnel are willing to report. Staff should not only be willing to report serious undesirable occurrences, but also minor occurrences and potential hazards, as well as occurrences with lesser impact. These occurrences could, if repeated, lead to serious occurrences. Management should encourage the use of the reporting system. The reporting system is enhanced by allowing safety issues to be reported anonymously. It must be addressed that, in a mature safety culture, the concept of fairness will encourage personnel to report confidentially rather than anonymously.

Assessment tool questions related to willingness to report:

Management	Staff
InM03: Describe the willingness of personnel to report safety issues. Please provide examples.	InS03: Describes the willingness of staff to report operational problems. Please provide examples.

1.2.4. Consequences of Safety Reports (Indicator 4)

The safety reporting system will be used to help management make decisions and take action to reduce safety problems. In addition, the use of the reporting system should not have negative consequences for those who use it. It should be possible to report anonymously, but staff must feel confident that they can identify themselves when reporting.

Assessment tool questions related to the consequences of safety reporting:

Management	Staff
InM05: What benefits does your company derive from safety reporting? Please provide examples.	InS05: Have you ever proposed safety improvements within another functional area? If not, why not? Please provide examples.

1.3. Awareness

Awareness reflects the degree to which staff and management are aware of the risks that the daily activities of the organization entail for themselves and others. Staff and management should maintain a constant high degree of vigilance with respect to safety issues.

1.3.1. Awareness of work-induced risk (Indicator 1)

Management and staff should be aware of the risks faced by the CAA and its activities. Management and staff should be aware that safety can always be improved and should look for ways to do so.

Assessment tool questions related to awareness of work-induced risk:

Management	Staff
AwM04: How do you identify and manage safety risks resulting from your business decisions? Please provide examples.	AwS04: How do you identify and address the safety risks you face in your daily work? Please provide examples.

1.3.2. "Attitude toward Unknown Hazards (Indicator 2).

A positive safety culture is a means to achieve a high level of safety. However, since there is variable performance in individuals and organizations, risks will vary continuously. Therefore, personnel should not become complacent but should always be aware and look for known and unknown hazards. Assessment tool questions related to attitude toward unknown hazards:"

Management	Staff
AwM02: How do you usually find out about new safety issues? Please provide examples.	AwS02: How do you usually find out about new safety issues? Please provide examples.

1.3.3. Attention to safety (Indicator 3).

A positive safety culture must include continuous attention to new and existing safety issues. Even in the absence of safety incidents or occurrences, the CAA and its staff must remain alert to new safety issues. Everyone must be aware of the importance of safety and understand its impact on the safe and continuous operation of the CAA.

Assessment tool questions related to attention to safety:

Management	Staff
AwM01: Do you think that safety can still be improved in the CAA? How? Please provide examples.	AwS01: Do you think that safety can still be improved in the CAA? How? Please provide examples."
AwM03: How do you demonstrate your personal commitment to safety to your peers? Please provide examples."	AwS03: How do you demonstrate your personal commitment to safety to your peers? Please provide examples."

1.4. Adaptability

Adaptability reflects the degree to which staff and management are willing to learn from past experiences and take the necessary actions to improve the level of safety within the organization.

1.4.1. Actions after Safety Occurrences (Indicator 1)

When faced with safety concerns, incidents or accidents, management and staff must take immediate action to prevent these negative events from recurring. Occurrences with lesser impact should also be taken into account. In all cases, the organization must attempt to discover the cause(s) to ensure that these occurrences do not recur with more serious consequences. Improvements in safety must be evaluated to verify if they are effective and do not cause other unforeseen safety problems.

Assessment tool questions related to actions following safety occurrences:

Management	Staff
AdM03: How do you know if the risk controls and safety improvements you have implemented are effective? Please provide examples.	AdS03: How do you know if the risk controls and safety improvements your company has implemented are effective? Please provide examples.

1.4.2. Proactivity to prevent Safety Occurrences (Indicator 2)

Responding only to safety problems, incidents or accidents will not be sufficient to achieve a high level of safety. Rather than being reactive, the organization's management and staff should apply a proactive approach to recognize and resolve potential safety problems. Continuous improvement should be encouraged to prevent undesirable events. Personnel should be encouraged to continually seek ways to improve safety. Assessment tool questions related to proactivity to prevent safety occurrences

Assessment tool questions related to proactivity to prevent safety occurrences:

Management	Staff
AdM02: Has it been necessary for staff to deviate from procedures? Please provide examples.	AdS02: Has it been necessary for staff to deviate from procedures? Please provide examples.

1.4.3. Personnel contribution (Indicator 3)

A positive safety culture is fostered by staff sharing their knowledge and experience. Personnel should be encouraged to suggest improvements in safety with respect to their work or the work of others. When faced with safety problems, management must involve personnel in the resolution of these problems. When facing safety problems or issues, personnel must be involved in the process, even if these problems or issues are outside their work area.

Assessment tool questions related to staff input:

Management	Staff
AdM01: What is the staff's contribution to the development of safety improvements? Please provide examples.	AdS01: What is the staff's contribution to the development of safety improvements? Please provide examples.

1.5. Behaviour

The performance reflects the extent to which each level of the CAA acts to maintain and improve the level of safety. On the management side, the importance of safety must be recognized and everything necessary to maintain and improve safety performance must be implemented.

1.5.1. Personnel situation (Indicator 1)

Personnel must have access to the appropriate tools and equipment to perform their work safely. The condition of the equipment should be checked at regular intervals and training should be provided on how to use the equipment properly.

Assessment tool questions related to employment status:

Management	Staff
BhvM01: Are there situations where management is aware of personnel deviating from procedures? Please provide examples.	BhvS01: Are there situations where personnel deviate from procedures and is management aware of this? Please provide examples.

1.5.2. Personnel Behaviour with Respect to Safety (Indicator 2)

A necessary ingredient for safe daily activities is the willingness of personnel to behave and perform their work in accordance with procedures. Personnel should be aware that risk-taking can jeopardize safety and is considered acceptable behaviour by management. Personnel should be given a level of authority to decide or take appropriate action to prevent the occurrence of incidents or accidents. Assessment tool questions related to personnel behaviour with respect to safety:

Management	Staff
BhvM02: What do you do when faced with unsafe practices? Please provide examples.	BhvS02: What do you do when faced with daily activities or unsafe activities? Please provide examples.

1.5.3. Mutual Expectations and Encouragement (Indicator 3)

Safe behaviour should be seen as the standard for how daily activities are performed and monitored. This should be encouraged by management and result in staff commitment. When confronted with unsafe daily activities, personnel should be encouraged to stop the process and report the event accordingly. Deviations from procedures should be effectively discouraged.

Assessment tool questions related to mutual expectations and encouragement:

Management	Staff
BhvM03: Describe the support you receive from your colleagues in addressing safety issues. Please provide examples.	BhvS03: Describe the support you receive from your colleagues in addressing safety issues. Please provide examples.

2. Considerations for Using the Assessment Tool.

The Authority must decide who is in the best position to conduct an assessment of the safety culture. It is recommended that a small, select team be used to conduct safety culture assessments, as this will help maintain competence and consistency.

An equal number of interviews with management and staff will provide a more balanced view. It is also recommended that the personnel selected should not be limited to those who are normally responsible for auditable areas.

When planning an assessment, the following should be considered:

- The assessment will require a significant amount of time and resource demands corresponding to man hours.
- Assessments should be avoided when there are significant changes or industrial disturbances. However, an assessment could be considered if there are particular concerns, such as an increase in incidents and occurrences.

Consideration should be given to reassessing the safety culture at a later date, allowing sufficient time between assessments for the safety culture to have matured. Ideally, reassessments should be performed by the same specialists.

The results of each questionnaire should be uploaded to an analytical tool. A spreadsheet is provided in Appendix A which can be used to help analyse the results and provide a summary to the CEO.

The Safety Culture Assessment Tool is designed to measure the degree of maturity of the CAA culture and its primary purpose is to provide feedback and observations; findings are not to be provided. The results of the assessment can be used as an input for to plan the CAA's self-assessment processes.

Safety Culture Assessment Tool

QUESTIONS FOR MANAGEMENT LEVEL

Interviewee		Job title	
		Date	

Commitment

MCo01 (SCo01): How do you demonstrate your personal commitment to safety to staff? Please provide examples.

Primary concern: What is the interviewee doing to show his or her personal commitment to safety to staff? How visible is it?

Commitment to safety is not visibly promoted or practiced.	Commitment to safety is not visibly practiced and is only reinforced to personnel after an event.	Commitment to safety is visibly practiced and reinforced to staff on a regular basis.	Comments:
Safety policy may be visible in the workplace and in company documentation, but management does not demonstrate its commitment in its words and actions.	Management tends to show its commitment after an event or externally when users, auditors and external personnel are present.	Management reinforces its commitment to safety through actions, decision-making and regular discussions on safety with personnel at all levels.	
Low	Medium	High	

MCo02 (SCo02): What usually triggers actions to improve safety? Please provide examples.

Primary concern: When does the organization implement safety improvements only after something has happened or also to prevent something from happening?

Improvements in safety are normally made only after a high-risk event has occurred (or when required by the corresponding regulations or authorities).	Safety improvements are usually made to mitigate high risks.	Safety improvements are made proactively to manage all risks to an acceptable level.	Comments:
Action is taken: <ul style="list-style-type: none">• When faced with external audit findings• As a result of media interest.• Following compliance actions based on requests and recommendations from regulators and/or authorities.• When it is unavoidable	Action is taken: <ul style="list-style-type: none">• Based on internal audit findings• When alert levels are exceeded• Based on recommendations from STAFF personnel of the organization.	Action is taken with: <ul style="list-style-type: none">• Safety reports• Audit observations• Proactive observation surveys, such as the Safety Audit on daily line activities• Risk assessments• Monitoring of trends in safety performance indicators (SPIs)• STAFF personnel tracking scheme.	
Low	Medium	High	
MCo03 (SCo03): What actions do you take, as a manager, to ensure safety? Please provide examples. Primary Concern: Does the interviewee believe that it is the responsibility of others to ensure safety, or can he/she refer to actions he/she has taken personally?			

Management reports to the safety manager and staff to ensure safety.	Management's role is only to provide resources to ensure safety.	Management recognizes its responsibilities for ensuring safety, provides resources and evaluates the safety implications of its decisions.	Comment:
Low	Medium	High	
MCo04 (SCo04): How would you describe your staff's attitude towards safety? What is the basis for this? Please provide examples.			
Primary concern: Is the interviewee aware of the staff's attitude towards safety and the associated hazards and risks?			
Staff attitudes towards security are not known.	Management has a general awareness of the staff's attitude towards safety.	Management is fully aware of the staff's attitude towards safety.	Comments:
Management does not actively evaluate or seek feedback on personnel attitudes toward safety.	Management assesses staff attitudes toward safety solely on the basis of staff surveys.	Management regularly evaluates the attitude of personnel towards safety using different methods, such as observing behaviour and conducting employee surveys.	
Low	Medium	high	
MCo05: What level of importance is given to financial planning for safety? Please provide examples.			
Primary concern: What financial resources are planned or available for safety and for implementing safety improvements?			

There is no financial planning for safety-related activities.	There is financial planning for safety-related activities to comply with regulations.	There is financial planning for safety-related activities to mitigate risks.	
Safety activities are underfunded (e.g., postponed training, delays in safety reporting, delayed mitigation actions).	Daily safety management activities are ongoing, but with limited financial resources for safety improvements.	A budget has been allocated for safety activities, including safety improvements, training and safety promotion.	
Low	Medium	High	



Fairness

FaM01 (FaS01): How does the CAA recognize safe behaviour? Please provide examples.

Primary Concern: Does the company routinely recognize and reward safe behaviour or not?

Safe behaviour is neither recognized nor rewarded.	Safe behaviour is occasionally recognized by management.	Safe behaviour is consistently rewarded and publicly recognized.	Comments:
There is no clear understanding of what safe behaviour is. Management does not value safe behaviour.	Management rewards outstanding safety performance, but it is generally associated with operational success.	Managers routinely walk through the work area and recognize safe behaviour. A reward scheme is in place to recognize workers who demonstrate positive safety behaviours. There is a clear understanding throughout the organization about what types of safety behaviours are encouraged.	
Low	Medium	High	

FaM02 (FaS02): After serious incidents or occurrences, how do you handle unsafe behaviour? Please provide examples.

Primary concern: Does the company handle unsafe behaviour fairly and consistently?

Unsafe behaviour is handled inconsistently.	Unsafe behaviour is managed according to the severity of the event.	Unsafe behaviour is handled fairly and consistently, following the same standards throughout the organization.	Comments:
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Management is expected to use its own judgment in disciplining workers who behave in an unsafe manner. There is no process for dealing with unsafe behaviour.	There is a published process for dealing with unsafe behaviour, but it is not consistently applied. Not all staff are aware of the disciplinary policy.	Managers are trained in the practical application of the disciplinary policy. Staff are aware of the disciplinary policy and recognize that it is consistently applied.	
Low	Medium	High	
FaM03 (FaS03): What is the focus of safety investigations? Please provide examples. Primary concern: What is sought in conducting safety investigations: look for root causes and take action to prevent future incidents, rather than looking for someone to blame and punish.			
Investigations are conducted to identify someone to blame rather than to determine root causes.	Serious incident investigations determine the root cause, but still focus more on who to blame.	Investigations are carried out to identify root causes and make recommendations	Comments:
Low	Medium	High	
FaM04 (FaS04): To what extent are organizational factors considered when investigating incidents and serious occurrences? Please provide examples. Primary concern: Does the company consider the management decisions and organizational processes that contributed to the serious occurrence(s)?			
Organizational factors are not taken into account during the investigations.	Organizational factors are not systematically taken into account during research.	Organizational factors are systematically evaluated in all research.	Comments:
Only personnel-related factors are considered in incident investigations.	Organizational factors are only included in the investigation when their role in the incident is evident.	The organization considers all possible causes of the incident or serious occurrences. Root cause is the primary focus, and organizational factors that contributed to the event are sought.	
Low	Medium	High	

Information

InM01 (InS01): How are safety issues communicated? Please provide examples.

Primary concern: How does the company inform personnel about safety issues? Is communication one-way or is it more interactive, and is feedback encouraged?

Inconsistent approach to communicating safety issues	Several methods are used, but they are unidirectional, such as sending notices.	Several methods are used, specifically aimed at different target audiences, with bidirectional communication (dialogue/feedback).	Comments:
Communication is done in the easiest and most economical way, regardless of the target audience.	The communication is conveyed, but there is no way to verify whether it has been understood.	Communication includes a means of receiving feedback, with interactive communication being the preferred approach.	
Low	Medium	High	

InM02 (InS02): How do you evaluate the effectiveness of your communication? Please provide examples.

Primary concern: Is the company systematically assessing whether messages are heard and understood by different target audiences?

No assessment of effectiveness is performed.	Non-systematic assessment of effectiveness.	Systematic assessment of effectiveness.	Comments:
The need to verify whether the communication has been received or understood is not considered.	It checks to some extent whether the communication has been received or understood, but in a random and opportunity-based manner.	There is a program in place that regularly checks that communication is being received, understood and improved where necessary.	
Low	Medium	High	

InM03 (InS03): Describe the willingness of personnel to report safety issues. Please provide examples.

Primary concern: What do staff report: do they only report what they have to report, or do they also report potential safety issues?

Staff is reluctant to report safety issues	Safety problems are only reported after events occur.	Potential operational problems and near misses are reported.	Comments:
Staff do not always report safety problems. They only report before an audit or when it is unavoidable (cannot be hidden).	Staff only report after something bad happens (an event). They are willing to report events, but not potential hazards or unsafe conditions.	All safety issues are regularly reported as a result of a strong safety culture. Management actively encourages staff to report safety issues	
Low	Medium	High	

InM04 (InS04): Do personnel prefer to remain anonymous when reporting safety problems? If so, why? Please provide examples.

Primary concern: How confident are staff in the fairness of the reporting system?

When safety problems are reported, staff prefer to remain anonymous.	Serious safety problems are openly reported. For errors and mistakes, staff sometimes prefer to report anonymously.	Personnel openly report safety problems, including errors and mistakes.	Comments:
There is a lack of trust between management and staff. Confidentiality has been breached in the past.	Some reports are anonymous due to fear of being identified by co-workers.	Staff trust the reporting system and are willing to report so that follow-up actions can be taken and feedback received. Staff see the benefit of reporting safety issues, even minor problems.	
Low	Medium	High	

InM05: What benefits does the CAA derive from safety reporting? Please provide examples.

Primary concern: What kind of benefits does the interviewee expect from safety reporting?

- Identify hazards/risks before an incident or accident and/or serious occurrence happens.
- Improve safety in procedures, processes, equipment or training?

Safety reports help identify similar risks after incidents and are mostly reactive.	Safety reports help to identify similar risks following incidents and other undesirable events.	Safety reports help identify potential risks and opportunities for continuous improvement.	Comments:
Safety reports are only event-related and do not identify safety improvements.	Safety reports identify problems with processes, procedures and equipment.	Safety reports are used to suggest improvements in safety.	
Low	Medium	High	

InM06: What gives you confidence in the effectiveness of your reporting system? Please provide examples.

Primary concern: Is your confidence based on the fact that the system collects voluntary reports rather than only those that must be reported?

Reliance on the reporting system is based on the use of the reporting system.	Confidence in the reporting system is based on the quantity of reports and not necessarily on the quality and content of the reports.	There is confidence in the reporting system, as it provides useful information, including details on errors and near-miss events.	
Low	Medium	High	

Awareness.

AwM01 (AwS01): Do you think that safety can still be improved in your organization? How? Please provide examples.

Primary concern: Do you think the company is already doing enough for safety or should the company continually seek further improvements in safety?

There is no need for improvement.	Safety could be improved, but management does not always take the appropriate measures.	Safety can be improved and management provides specific means to achieve this.	Comments:
There is a view that the organization is sufficiently safe. Therefore, it is not considered a safety improvement plan.	The organization is regularly reviewing its safety performance and addressing adverse trends, but there is no safety improvement plan.	The organization is continuously reviewing its safety performance and monitoring and managing its risks. Safety improvement plans are regularly reviewed and updated.	
Low	Medium	High	

BhvM02 (BhvS02): How do you usually become aware of new safety issues? Please provide examples.

Primary concern: Is the interviewee aware of and can provide examples of new hazards and associated risks in daily activities?

Management is not looking for new safety issues or emerging problems and does not react efficiently to the events that occur.	Management is not proactively looking for emerging safety issues but reacts once events have occurred.	Management is proactively looking for emerging safety issues and is encouraging staff to raise issues.	Comments:
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Management does not encourage personnel to raise safety issues. Management relies on staff to report new and emerging and safety issues.	Management only encourages personnel to raise safety issues when an incident has occurred. Management looks for safety problems only from internal sources.	Management encourages staff to raise safety issues, knowing that actions will be taken that will lead to improvements in safety. Management actively seeks safety issues from internal and external sources.	
Low	Medium	High	
<p>BhvM03 (BhvS03): How do you demonstrate your personal commitment to safety to your colleagues? Please provide examples.</p> <p>The term "colleagues" refers to peers at the same management level, not subordinates.</p> <p>Primary concern: What is the interviewee doing to show his/her personal commitment to safety to his/her colleagues? Do they show genuine concern for safety or are they only concerned about operational issues?</p>			
They are more focused on operational problems than on safety issues.	They show their commitment to safety only when a specific safety issue comes to their attention.	Its commitment to safety is visibly demonstrated through operational decision making that focuses on safety issues.	Comments:
Operational objectives are the priority, with little attention paid to safety when it compromises service delivery or is costly.	Managers focus on operational problems and only address safety issues when an event occurs.	Safety is a shared responsibility and there are regular discussions on safety among the directors. Managers are open in raising safety concerns with peers and senior management.	
Low	Medium	High	

- **BhvM04: How do you identify and manage safety risks resulting from your decisions and directives? Please provide examples.**

Primary concern: Is the interviewee aware of the risks caused by his/her decisions? The answers could be:

- They are not aware/interested.
- They are aware and can give relevant examples. They also evaluate their decisions.

Management decisions are not questioned for their impact on safety.	Management recognizes that some of its decisions may have an impact on safety, but they are not routinely evaluated.	Management recognizes that its decisions may have an impact on safety and, as a result, decisions are always evaluated for their effect on safety.	Comments:
Low	Medium	High	

Adaptability

AdM01 (AdS01): What is the contribution of personnel in the development of safety improvements? Please provide examples.

Primary stakeholder: Are staff consulted when safety improvements are developed so that they can contribute their experience and knowledge?

Personnel are not consulted when developing safety improvements.	Staff input is sought for the development of safety improvements only when risks become unacceptable or after an incident or undesired occurrence.	Staff input is requested for the development of safety improvements.	Comments:
Management decides on safety improvements.	Staff consultation is sought once the main decision has already been made.	Staff participates in safety committees. Focus groups are initiated for safety improvement projects.	
Low	Medium	High	

AdM02 (AdS02): Has it been necessary for staff to deviate from procedures? Please provide examples.

Primary concern: Is the interviewee aware of and able to provide examples of deviations from procedures?

Deviation from procedures is prohibited, so it does not occur.	Occasionally deviations from procedures occur. If they occur, no investigation is conducted.	When deviations from procedures occur, they are investigated and corrective actions are taken.	Comments:
Management is not interested in looking for examples of deviations from procedures. Management is not familiar with the applicable procedures.	New procedures are initially tested, but are not regularly reviewed. Deviations are ignored or not reported, and reoccur as a result.	Investigations focus on why such deviations occur through root cause analysis. Procedures are regularly reviewed and/or tested for applicability and adequacy; changes are communicated.	
Low	Medium	High	

AdM03 (AdS03): How do you know if the risk controls and safety improvements you have implemented are effective? Please provide examples.

Primary concern: How does the CAA verify whether risk controls and safety improvements actually have the desired effect?

There is no process for monitoring effectiveness.	Effectiveness depends on monitoring for occurrence reduction.	Processes are developed to continuously monitor and evaluate effectiveness.	Comment:
No follow-up action is taken. The organization waits for another incident or undesired event to occur before realizing if something is wrong.	There is no follow-up action other than reviewing the number of occurrences that occur.	Safety risk controls and improvements are continually evaluated for effectiveness. This includes regular audits, team meetings and program reviews.	
Low	Medium	High	

Behaviour

BhvM01 (BhvS01): Are there situations where management is aware of personnel deviating from procedures? Please provide examples.

Primary concern: Is the interviewee aware of "workarounds" or staff not following procedures in day-to-day activities and able to provide examples? (Be sure to consider contract personnel).

Management avoids looking for deviations and, when it becomes aware of them, takes no action.	Management is aware of deviations and only takes action when it is convenient for the operation.	Management looks for deviations and takes action to address the root cause and prevent recurrence.	Comments:
Management takes punitive action for deviations that result in costly damage or delays. Management ignores deviations when there is a benefit to the organization.	Management tolerates workarounds that accelerate time-sensitive work. Actions are taken to correct deviations that have contributed to significant incidents.	Staff are encouraged to report deviations and suggest improvements.	
Low	Medium	High	
BhvM02 (BhvS02): What do you do when faced with unsafe practices? Please provide examples.			
Primary concern: Is unsafe behaviour acceptable as long as it does not lead to an undesirable event or is it completely Acceptable?			
As long as no incidents occur, management accepts the unsafe practice.	Management will stop unsafe practices when profit or efficiency is not at stake.	Unsafe practices are stopped immediately, as management does not accept any unsafe practices.	Comments:

Management allows personnel to do the work as they wish, as long as it does not cause damage.	Management ignores unsafe practices that accelerate time-sensitive work.	All personnel have the authority to stop work and report unsafe practices. Management takes immediate action to correct an unsafe condition, regardless of the urgency of the task.	
Low	Medium	High	
BhvM03 (BhvS03): Describe peer support in addressing safety issues. Please provide examples.			
<p>The term "colleagues" refers to peers at the same management level or to senior managers. It does not refer to subordinate persons.</p> <p>Primary concern: Does the interviewee receive support from colleagues and superiors in addressing safety issues?</p>			
There is no peer support in addressing safety issues.	Strong arguments are required to gain the support of colleagues when addressing safety issues.	Support is readily obtained and encouraged by colleagues when addressing safety issues	Comments:
The person does not feel supported. You always need to fight when addressing safety issues.	The person needs to convince others to obtain their support.	The individual feels very supported, as his colleagues and superiors are also committed to safety.	
Low	Medium	High	

STAFF-LEVEL QUESTIONS

Assessed		Interviewee:	
Organization		Position:	

Commitment

MCo01 (SCo01): How does management demonstrate its personal commitment to safety? Please provide examples.

Primary concern: What are managers doing to show their personal commitment to safety to their staff? Do they just do what the regulations require or do they show a deep concern for safety?

Management commitment to safety is not visibly promoted or practiced.	Management commitment to safety is not visibly practiced and is only reinforced to personnel after an event.	Management's commitment to safety is visibly practiced and reinforced to staff on a regular basis.	Comments:
The safety policy may be visible in the workplace and in company documentation, but management does not demonstrate its commitment through its words and actions.	Management tends to show its commitment after an event or externally when users, auditors or external personnel are present.	Commitment to safety is included in the company's policy and is demonstrated to staff through actions, decision making and regular discussions on safety with staff at all levels.	
Low	Medium	High	

MCo02 (SCo02): What normally triggers actions to improve safety? Please provide examples.

Primary concern: When does the organization implement safety improvements: only after something has happened or also to prevent something from happening?

Safety improvements are normally made only after a high-risk event has occurred (or when required by international standards).	Safety improvements are usually made to mitigate high risks.	Safety improvements are made proactively to manage all risks to an acceptable level.	Comments:
Actions are taken: <ul style="list-style-type: none">• in response to external audit findings.• as a result of media interest.• following enforcement actions arising from requests and recommendations of other organizations• when unavoidable	Actions taken: <ul style="list-style-type: none">• due to internal audit findings.• when alert levels are exceeded.	<ul style="list-style-type: none">• Actions are taken from:<ul style="list-style-type: none">• safety reports.• audit observations.• proactive observation surveys.• risk assessments.• trend monitoring of safety performance indicators (SPIs).• personnel tracking system.	
Low	Medium	High	

MCo03 (SCo03): What do CAA managers personally do to ensure safety? Please provide examples.

Primary concern: Do staff recognize the personal commitment of their managers to ensure safety?

Management has no visible role in ensuring safety.	Management only provides resources to ensure safety.	There is a visible personal commitment on the part of management to ensure safety.	Comments:
Low	Medium	High	

MCo04 (SCo04): How would you describe your colleagues' attitude towards safety? What is the basis for this? Please provide examples.

Primary concern: Is the interviewee aware of the attitude of his/her colleagues towards safety and the associated hazards and risks?

Staff attitudes towards safety are not known.	There is a general awareness of staff perceptions of safety.	There is good awareness of staff perceptions of safety.	
Low	Medium	High	
CoW05 (CoM05): What is your impression of the availability of funding for safety? Please provide examples.			
Primary concern: What financial resources are available for safety and for implementing safety improvements?			
There is no financial planning for safety-related activities.	There is financial planning for safety-related activities to meet regulations.	There is financial planning for safety-related activities to mitigate risks.	
Safety activities are underfunded (e.g., delayed training, delays in handling safety reports, deferred mitigation actions).	Daily safety management activities are being achieved, but with limited financial resources for safety improvements.	A budget has been allocated for safety activities, including safety improvements, training and safety promotion.	
Low	Medium	High	

Fairness

FaM01 (FaS01): How does the CAA recognize safe behaviour? Please provide examples.

Primary concern: does the CAA routinely recognize and reward safe behaviour or not?

Safe behaviour is neither recognized nor rewarded.	Safe behaviour is occasionally recognized by management.	Safe behaviour is consistently rewarded and publicly recognized.	Comments:
There is no clear understanding of what is safe behaviour. Management does not value safe behaviours.	Management rewards outstanding safety behaviour, but it is generally associated with operational success.	Managers often tour the facilities and recognize safe behaviour. There is a program in the CAA where workers are recognized through various means for demonstrating positive safety behaviours. There is a clear institution-wide understanding of what types of safety behaviours are encouraged.	
Low	Medium	High	

FaM02 (FaS02): After incidents or undesirable events, how do you handle unsafe behaviour? Please provide examples.

Primary concern: Does the CAA handle unsafe behaviour fairly and consistently?

Unsafe behaviour is handled inconsistently.	Unsafe behaviour is handled according to the severity of the event.	Unsafe behaviour is handled fairly and consistently, following the same standards throughout the Institution.	Comments:
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Management uses its own judgment about how to discipline workers who behave in an unsafe manner. There is no process for dealing with unsafe behaviour.	There is a published process for dealing with unsafe behaviour, but it is not consistently applied. Not all staff are aware of the disciplinary policy.	Staff are aware of the disciplinary policy and recognize that it is consistently applied.	
Low	Medium	High	
FaM03 (FaS03): What is the focus of incident or unsafe event investigations? Please provide examples.			
Primary concern: What does the CAA look for when investigating an unsafe incident or event? Do they look for root causes and take steps to prevent future incidents instead of looking for someone to blame and punish?			
Investigations are conducted to identify someone to blame rather than to determine root causes.	Investigations are conducted to identify root causes and make recommendations.	Investigations are conducted to identify root causes and make recommendations.	Comments:
Low	Medium	High	
FaM04 (FaS04): To what extent are organizational factors considered when investigating incidents or undesirable events? Please provide examples.			
Primary concern: Is the company considering the management decisions and organizational processes that contributed to the incident or undesired event?			
Organizational factors are not taken into account during the investigations.	Organizational factors are not systematically taken into account during previous research.	Organizational factors are systematically evaluated during all previous investigations.	Comments:
Only personnel-related factors are considered in incident investigations.	Organizational factors are only included in the investigation when their role in the incident is obvious.	The organization considers all possible causes of the incident or undesired event. Root cause is the primary focus and the organization looks for the organizational factors that	

		contributed to the event.	
Low	Medium	High	

Information

InM01 (InS01): How are safety issues communicated? Please provide examples.

Primary concern: How is the company informing personnel about safety issues? Is communication delivered in one direction only or is it delivered in a more interactive way where feedback is encouraged?

The approach to communicating safety issues is inconsistent.	Several methods are used, but they are unidirectional, such as sending notices.	Various methods are used, specifically aimed at different target audiences, with bidirectional communication (dialogue/feedback).	
Communication is done in the easiest and most economical way, regardless of the target audience.	The communication is delivered, but there is no means of verifying whether it has been understood.	Communication includes a means of receiving feedback, with interactive communication being the preferred approach	
Low	Medium	High	

InW02 (InM02): How effective is safety communication in the CAA? Why do you think so?

Primary concern: How does the interviewee feel about the way the company communicates safety issues in relation to content and delivery?

Safety communication is not effective.	The effectiveness of safety communication is limited.	Safety communication is effective.	Comments:
The need to verify whether the communication is received or understood is not considered.	There is some verification of whether communication is received or understood, but it is random and opportunity-based.	There is a program in place that regularly checks that communication is being received, understood and improved where appropriate.	

Low	Medium	High	
InW03 (InM03): Describe the willingness of personnel to report safety issues. Please provide examples.			
Primary concern: What does the staff report? Do they only report things they have to report or do they also report potential safety issues?			
Staff is reluctant to report safety issues.	Safety issues are only reported after the event.	Potential safety issues are reported.	
Staff do not always report safety problems because workers fear retribution. Staff only report an event if it is unavoidable (cannot be hidden).	Staff only report after something bad happens (an event). Staff are willing to report events, but not potential hazards or unsafe conditions.	All safety issues are reported on a regular basis. Management actively encourages staff to report safety issues. Staff are willing to report problems in which they have been personally involved.	
Low	Medium	High	
InM04 (InS04): Do personnel prefer to remain anonymous when reporting safety issues? If so, why? Please provide examples.			
Primary concern: What confidence do staff have in the fairness of the reporting system?			
When safety problems are reported, personnel prefer to remain anonymous due to fear of damaging their careers or being punished.	Serious safety problems are openly reported. For errors and failures, staff sometimes prefer to report anonymously, as it could damage their career.	Staff openly report safety issues, including errors and failures.	Comments:

Reports are provided anonymously because they fear that the company will punish them or that their peers will look down on them for reporting. There is a lack of trust between management and staff. Confidentiality has been breached in the past.	Some reports are anonymous due to fear of being identified by their peers.	The staff trusts the reporting system and is happy to report so that follow-up action can be taken and feedback given. Staff see the benefit of reporting safety issues (even minor problems).	
Low	Medium	High	
InM05: Have you ever proposed safety improvements within another functional area? If not, why not? Please provide examples.			
Primary concern: Does the organization encourage interaction and exchange of information and recommendations across disciplines and functional areas?			
Interdisciplinary or cross-functional exchange is not welcome. Contributions from "outsiders" are perceived as interference.	Management requests interaction between disciplines or functional areas when corrective actions need to be taken.	Exchanges of information or recommendations between disciplines or functional areas are always welcome. Contributions/critiques from "outsiders" are analyzed and changes are considered if appropriate.	Comments:
Low	Medium	High	

Awareness

AwM01 (AwS01): Do you think that safety can still be improved in the CAA? How? Please provide examples.

Primary concern: Does the interviewee think that the company is already doing enough for safety or that the CAA should continually seek further improvements in safety?

There is no need for improvement.	Safety could be improved and is identified by staff, but management does not always take appropriate action.	Safety can be improved and management provides specific means to achieve this.	Comments:
There is a view that the CAA is safe enough. Therefore, it is not considered an safety improvement plan.	The organization is regularly reviewing its safety performance and addressing adverse trends, but there is no safety improvement plan.	The CAA is continuously reviewing its safety performance and monitoring and managing its risks. Safety improvement plans are regularly reviewed and updated.	
Low	Medium	High	

AwM02 (AwS02): How do you usually find out about new safety issues? Please provide examples.

Primary concern: Is the interviewee aware of and can provide examples of new hazards and associated risks in daily activities?

Staff is not concerned about new or emerging safety issues.	Staff are not concerned about new or emerging safety issues unless they are involved in an incident.	Staff proactively seek out new safety issues and encourage each other to do so.	Comments:
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Personnel are not informed about new safety issues or it is not easy to find out about them.	There is very little communication about new safety issues, except when a major event has occurred.	New safety issues are shared regularly and staff are fully aware of current and emerging risks.	
Low	Medium	High	
AwM03 (AwS03): How do you demonstrate your personal commitment to safety to your colleagues? Please provide examples. The term "colleagues" refers to peers at the same organizational level.			
Primary concern: What is the interviewee doing to show his/her personal commitment to safety to his/her colleagues? Do they show genuine concern for safety or are they only concerned about operational issues?			
No commitment to safety is being demonstrated.	Commitment to safety is only demonstrated when a specific safety issue comes to your attention.	Commitment to safety is visibly demonstrated during daily activities and staff are willing to raise safety concerns with their peers and management.	Comments:
Priority is given to completing the work on time with a minimum of consideration for safety.	Safety issues become a priority when there is less impact on service delivery.	Safety is a shared responsibility and there are regular safety discussions with colleagues.	
Low	Medium	High	
AwM04 (AwS04): How do you identify and address the safety risks you face in your daily work? Please provide examples.			
Primary concern: Is the interviewee aware of the safety risks he/she routinely faces? Looking for ways to improve safety? Possible answers include:			
<ul style="list-style-type: none">• They are not aware/interested.• They are aware and can give relevant examples.			

Personnel are not aware of the safety risks they face.	Staff recognize some of the safety risks they face, but do not tend to suggest safety improvements.	Staff are aware of the safety risks they face and are always trying to do their job to improve safety.	Comments:
Low	Medium	High	

Adaptability

AdM01 (AdS01): What is the contribution of personnel in the development of safety improvements? Please provide examples.

Primary concern: Are personnel consulted when safety improvements are being developed so that they can contribute their experience and knowledge?

Personnel are not consulted in the development of safety improvements.	Staff input is sought for the development of safety improvements only when risks become unacceptable or after an incident or accident.	Staff input is solicited for the development of safety improvements.	Comments:
Management decides on safety improvements.	Staff consultation is sought once the main decision has already been made.	Staff participates in safety committees. Focus groups for safety improvement projects are initiated.	
Low	Medium	High	

AdM02 (AdS02): Have staff needed to deviate from procedures? Please provide examples.

Primary concern: Is the interviewee aware of and can he/she provide examples of deviations from procedures?

Deviations occur frequently and are considered acceptable.	Deviations occur occasionally.	Deviations are rare, but are raised and discussed with management.	Comments:
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Management is not interested in looking for examples of deviations from procedures. Personnel are not familiar with the applicable procedures.	They are reported, but not always acted upon, leading to recurrence.	Procedures are regularly updated and communicated.	
Low	Medium	High	
AdM03 (AdS03): How do you know if the risk controls and safety improvements your company has implemented are effective? Please provide examples. Primary concern: How is the company verifying whether risk controls and safety improvements are actually having the desired effect?			
There is no process for monitoring effectiveness.	Effectiveness depends on monitoring for the reduction of occurrences (incidents or accidents).	Processes are developed to continuously monitor and evaluate effectiveness.	Comments:
No follow-up actions are taken. The organization waits until another incident or accident occurs to find out if something is wrong.	There is no follow-up action, other than reviewing the number of occurrences that take place.	Safety risk controls and safety improvements are continually evaluated for their effectiveness. This includes regular audits, team meetings and program reviews.	
Low	Medium	High	

Behaviour

BhvM01 (BhvS01): Are there situations where personnel deviate from procedures and is management aware of them? Please provide examples.

Primary concern: Is the interviewee aware of "workarounds" or "safety commitments" in day-to-day activities? What is management's attitude towards these deviations? (Be sure to consider contract workers).

Deviations are considered normal and no action is taken by management.	Sometimes deviations occur and the management allows this when it is convenient for the operation.	When there is a need to deviate, staff raise it with management for action.	Comments:
Management takes punitive action for deviations that result in costly damage or delays. Management ignores deviations when there are benefits to CAA.	Management and staff tolerate workarounds that accelerate time-sensitive work. Actions are taken to correct deviations that have contributed to significant incidents.	Staff are encouraged to report deviations and suggest improvements.	
Low	Medium	High	

BhvM02 (BhvS02): What do you do when faced with daily activities or unsafe activities? Please provide examples.

Primary concern: Is intentionally unsafe behaviour acceptable as long as it does not cause a major incident, or is it completely unacceptable?

Daily activities or unsafe activities are tolerated, as long as they do not cause incidents.	Daily activities or unsafe activities are discouraged. However, unsafe behaviour is allowed in the interest of productivity or efficiency. Some examples can be provided.	Daily activities or unsafe activities are not tolerated and measures are taken to prevent them as much as possible. Some examples can be provided.	Comments:
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Shortcuts, workarounds and risky behaviour are quite normal because they are the only way to get the job done. Managers are aware of some of the shortcuts and workarounds that are taken, but allow them to occur if they get the job done faster.	Although shortcuts, workarounds and risky behaviours do not occur frequently and are avoided, they are sometimes used to complete the job. Managers tend to discourage them, but sometimes turn a blind eye if it means the job can be completed faster.	Shortcuts, workarounds and risky behaviours do not normally occur, and both managers and peers are likely to stop these actions if they see them.	
Low	Medium	High	

BhvM03 (BhvS03): Describes peer support in addressing safety issues. Please provide examples.

The term "colleagues" refers to people at a similar organizational level.

Primary concern: Does the interviewee receive support from colleagues in addressing safety issues?

There is no peer support in addressing safety issues.	Strong arguments are required to gain the support of colleagues when addressing safety issues.	Support is easily obtained and encouraged by colleagues when addressing safety issues.	Comments:
The person does not feel supported. You always need to fight when addressing safety issues.	The person needs to convince others to get their support.	The individual feels very supported, as his colleagues and superiors are also committed to safety.	
Low	Medium	High	

APPENDIX B. SURVEY SUMMARY SHEET

Survey summary sheet

Name of interviewer		Reactive	Calculating	Proactive		Reactive	Calculating	Proactive
Characteristic	Question	Management				Staff		
Commitment	MCo01/SCo01: Personal commitment to safety							
	MCo02/SCo02: Safety activators							
	MCo03/SCo03: Safety assurance by management							
	MCo04/SCo04: Attitude of workers towards safety							
	MCo05: Safety funding							
	SCo05: Management of unsafe operations or activities							
	Overall assessment of the commitment							
Fairness	FaM01/FaS01: Recognition of unsafe behaviours							
	FaM02/FaS02: Deal with unsafe behaviours							
	FaM03/FaS03: Safety investigationsl							
	FaM04/FaS04: Contributing organizational factors							
	Overall assessment of fairness							

Information	InM01/InS01: Communication of safety issues						
	InM02/InS02: Communication efficiency						
	InM03/InS03: Reports of the workforce on safety issues						
	InM04/InS04: Anonymous reporting of safety issues						
	InM05: The company benefits from the operational safety reports						
	InS05: Safety improvements for other functional areas						
	Overall assessment of the information						
Awareness	AwM01/AwS01: Safety Improvement						
	AwM02/AwS02: Receive alerts on new safety issues						
	AwM03/AwS03: Commitment to personal safety						
	AwM04/AwS04: Safety risk management						
	Overall assessment of awareness						
Adaptability	AdM01/AdS01: Workforce participation						
	AdM02/AdS02: Deviation from procedures						

	AdM03/AdS03: Effectiveness of safety improvements						
	Overall assessment of adaptability						
Behaviour	BhvM01/BhvS01: Unsafe behaviours						
	BhvM02/BhvS02: Dealing with unsafe operations						
	BhvM03/BhvS03: Peer support						
	Overall assessment of behaviour						
<u>General estimate of safety culture:</u>							
<u>Overall level of confidence in the safety culture</u>		<u>Very Low</u>	<u>Low</u>	<u>Medium</u>	<u>High</u>	<u>Very high</u>	
<u>Comments:</u>							
<u>Signature, date:</u>							

APPENDIX C. DASHBOARD

Dashboard

Characteristics	Indicators	Questions	Data	Consolidated
Commitment to safety	Management's commitment	MCo01		
		MCo03		
		SCo01		
		SCo03		
	Staff's comitment	MCo04		
		SCo04		
	Investment on safety	MCo02		
		MCo05		
		SCo02		
		SCo05		
Fairness	Assessment of unsafe behaviours	FaM03		
		FaS03		
	Perception of the assessment	FaM01		
		FaS01		
	Transfer of liability	FaM02		
		FaM04		
		FaS02		
		FaS04		
Information	Communication of safety-related information	InM01		
		InM02		
		InS01		

		InS02		
	Safety reporting system	InM04		
		InM06		
		InS04		
	Willingness to report	InM03		
		InS03		
	Consequences of safety reports	InM05		
		InS05		
Awareness	Awareness of work-induced risk	AwM04		
		AwS04		
	Attitude towards unknown dangers	AwM02		
		AwS02		
	Attention to safety	AwM01		
		AwM03		
		AwS01		
		AwS03		
Adaptability	Actions after safety incidents.	AdM03		
		AdS03		
	Proactivity to prevent safety incidents	AdM02		
		AdS02		
	Safety contributions from personnel	AdM01		
		AdM02		
	Employment status	BhvM01		

Safety performance		BhvS01		
	Safety-related employee behaviour	BhvM02		
		BhvS02		
	Mutual expectations and encouragement	BhvM03		
		BhvS03		