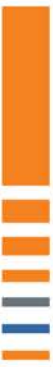


Industry safety improvement initiatives

Executive summary

Safety culture is a topical issue in high hazard industries worldwide. In 2012, The National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA) commenced a research project aiming to explore the ways in which safety culture is understood and applied within the Australian offshore oil and gas industry. Part one of the research project collected survey data from a number of facility operators (operators) regarding the types of safety performance improvement initiatives currently being implemented. Part two of the research project involves the collection of further qualitative data from those operators currently implementing safety culture improvement initiatives. This report provides an overview of the data collected from the initial survey, excluding all identifying information. This report does not provide any interpretive analysis or commentary; rather it is a summary of the data collected. A more detailed interpretive report will be compiled at the conclusion of part two of the research project.

Invitations to participate in the initial survey were sent to 34 operators, with complete responses received from 27 (82%) of these; this represents 139 of a possible 178 facilities (78%). The survey results show that 100% of respondents identified the use of key performance indicators (KPI) to measure safety performance, with a range of strategies used to encourage achievement of KPI targets. 96% of respondents reported the provision of training in personal safety, with 82% providing training in process safety. Safety leadership training was provided by 89% of respondents and safety leadership coaching implemented by 81%. 78% of respondents conduct safety culture/climate perception surveys, while 50% of respondents currently have a safety culture improvement strategy in place. A further 42% of respondents identified that a plan is in place, either formally or informally, to introduce a safety culture improvement strategy in the near future.



1. Acknowledgments

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- DOF Subsea Australia Pty Ltd
- EMAS Offshore Services (Australia) Pty Ltd
- ExxonMobil Australia Pty Ltd
- Fugro-TSM Pty Ltd
- Greatship Subsea Solutions Australia Pty Ltd
- Hallin Marine Australia
- Hess Exploration Australia Pty Ltd
- INPEX Operations Australia Pty Ltd
- Maersk Drilling Australia
- Maersk Supply Service
- McDermott Australia Pty Ltd
- Mermaid Marine Australia Ltd
- MODEC Management Services Pte Ltd
- Neptune Marine Services Ltd
- Origin Energy Resources Ltd
- PTTEP Australasia (Ashmore Cartier) Pty Ltd
- Sea Trucks Australia Pty Ltd
- Shell Australia Pty Ltd
- Stena Drilling (Australia) Pty Ltd
- Teekay Shipping (Australia) Pty Ltd
- Vermilion Oil and Gas Australia Pty Ltd



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2. Glossary

Term	Meaning
Operator	The person who under the OPGGS(S) regulations is registered as the operator of the facility or proposed facility.

2.1 Abbreviations and acronyms

Term	Meaning
FSO	Floating Storage and Offtake
FPSO	Floating Production Storage and Offtake
HSE	Health Safety and Environment
KPI	Key Performance Indicator
LTIFR	Lost Time Injury Frequency Rate
MODU	Mobile Offshore Drilling Unit
OHS	Occupational Health and Safety
OPGGSA	Offshore Petroleum and Greenhouse Gas Storage Act 2006
OPGGS(S) Regs	Offshore Petroleum and Greenhouse Gas Storage (Safety) Regulations 2009
TRIFR	Total Recordable Injury Frequency Rate



3. Data collection

The operator register that NOPSEMA is obliged to maintain under the Offshore Petroleum and Greenhouse Gas Storage (Safety) Regulations (OPGG(S) regs) was utilised to identify current operators as at October 2012. Operators with offices within Australia were subsequently identified and contacted by telephone to identify the appropriate respondent for the survey. The respondent was then contacted, generally by telephone and in some cases by email, informed about the research project, and asked to participate. Respondents were emailed a hyperlink to the online survey (see Appendix 1), which contained further information about the purpose of the research, including assurances regarding confidentiality in data storage and reporting. Operators that have no offices in Australia were not contacted.

A total of 34 operators were invited to participate in the research. Responses were received from 30 of those operators; however two responses were incomplete, and were therefore removed from the final analysis. A total of 28 responses have been included in the analysis, providing a response rate of 82%. Responses were received from operators of facilities capable of undertaking a range of activities (i.e. production, drilling, construction and conveying petroleum fluids [pipelines]), and a variety of company sizes ranging from less than 50 employees, through to more than 2000 employees. Responses were received from operators responsible for 139 of a possible 178 facilities, or 78% of the facilities with a registered operator in Australia at the time. This is considered sufficient, for the purposes of this research, to demonstrate a representative sample.

Following the conclusion of the data collection, respondents were again contacted to request permission for NOPSEMA to formally acknowledge their participation in this research. Assurances of confidentiality in data reporting were reinforced, and supported by a description of how the company names would appear within the report. All respondents (100%) provided verbal or written agreement for their company names to be included within Section 1 of this report, in the manner in which they have been displayed.



4. Question responses

This section provides percentage responses for each survey question, represented in graphical format. Open-ended responses are represented through the use of word frequency tables. Questions involving the collection of identifying information have been excluded from the report.

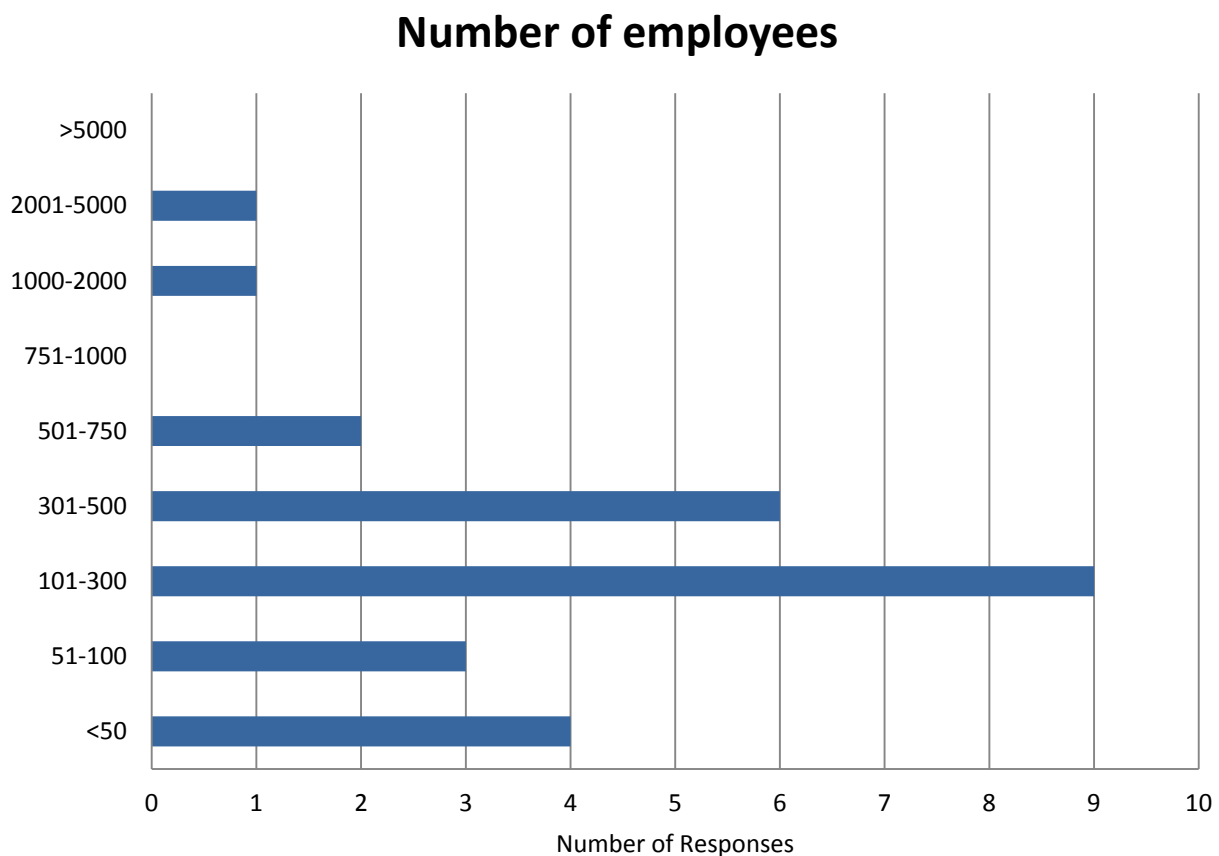
4.1 Company information

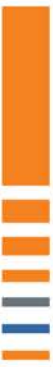
Company information was gathered in questions three through to eight. Questions one and two collected identifying information and as such have been excluded from this report.

4.1.1 Employee numbers

Figure 1 provides response distributions for question three – “How many employees work for your company within Australia, in divisions / business units directly related to offshore petroleum? Please include those located at facilities within state and Commonwealth waters.”

Figure 1: Number of offshore petroleum activity-related employees

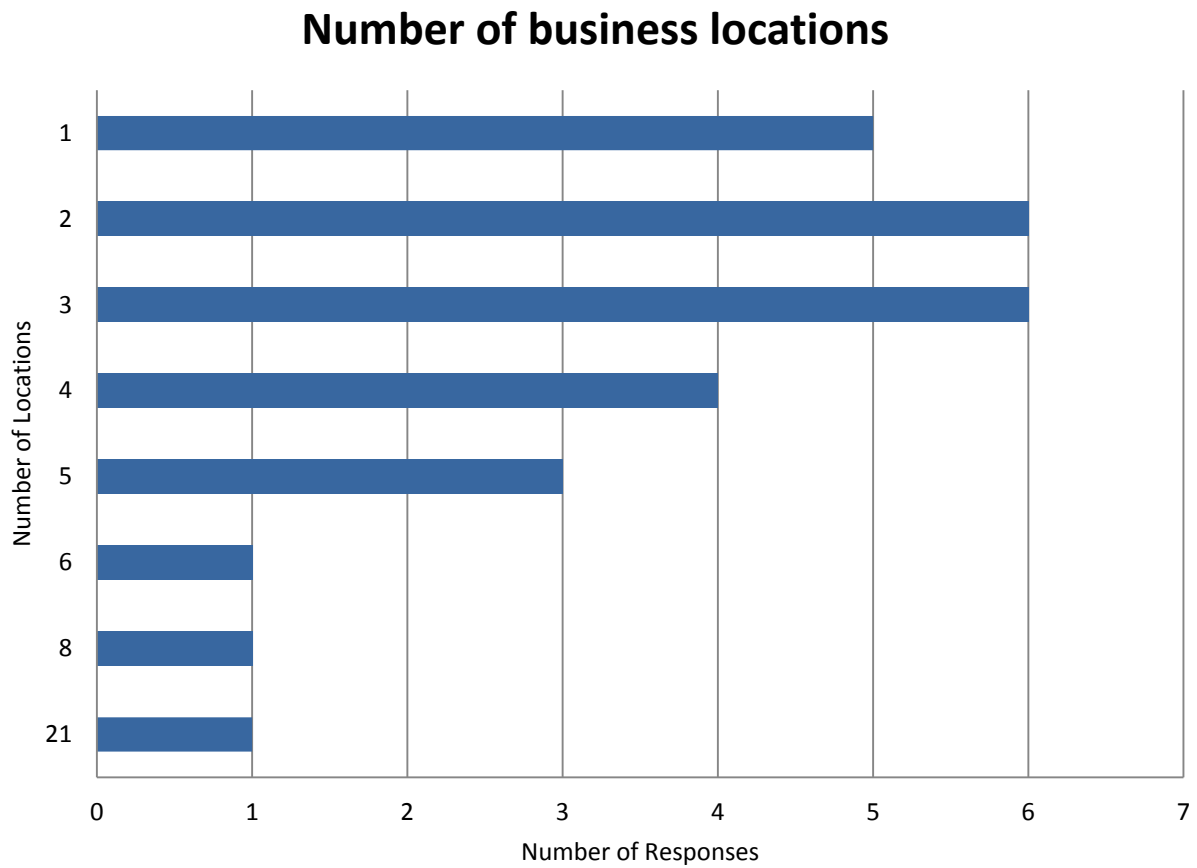




4.1.2 Offshore petroleum-related business locations

Figure 2 provides response distributions for question four – “At how many locations does your company operate within Australia, where work is directly related to offshore petroleum (including corporate support functions)? Please include corporate offices and individual offshore facilities.”

Figure 2: Offshore petroleum-related business locations

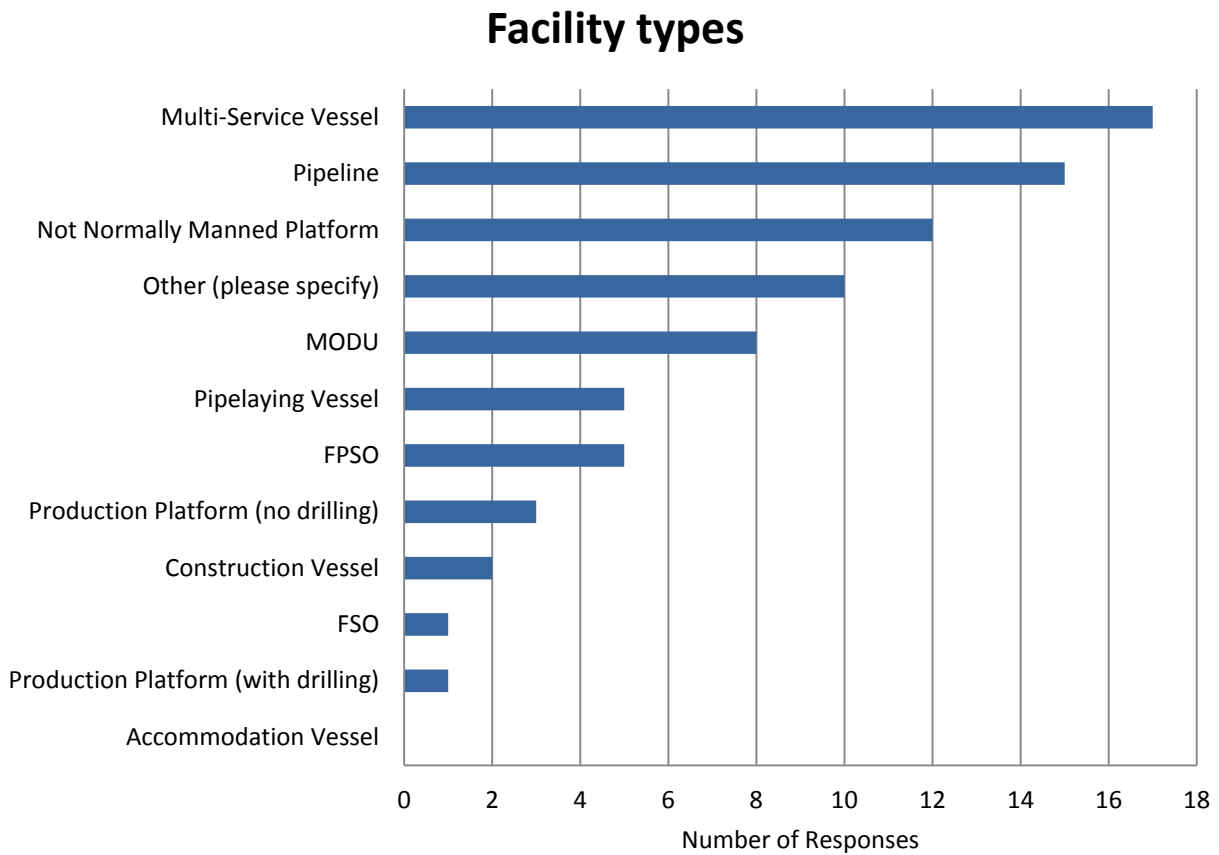




4.1.3 Offshore facility numbers

Figure 3 provides response distributions for question five – “How many of each facility type does your company operate within Australia?”

Figure 3: Offshore facility numbers

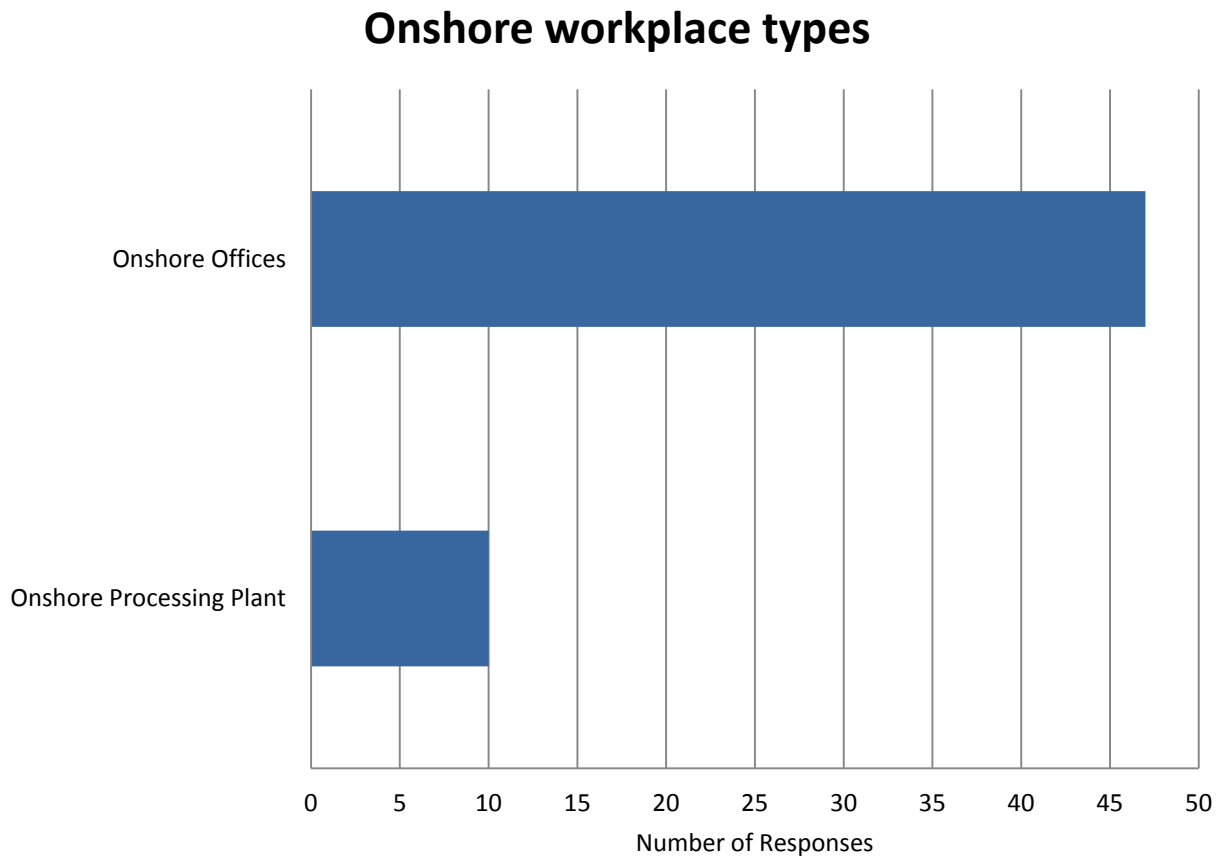


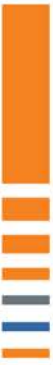


4.1.4 Onshore workplaces

Figure 4 provides response distributions for question six – “How many of each onshore workplace type does your company operate within Australia?”

Figure 4: Onshore workplaces



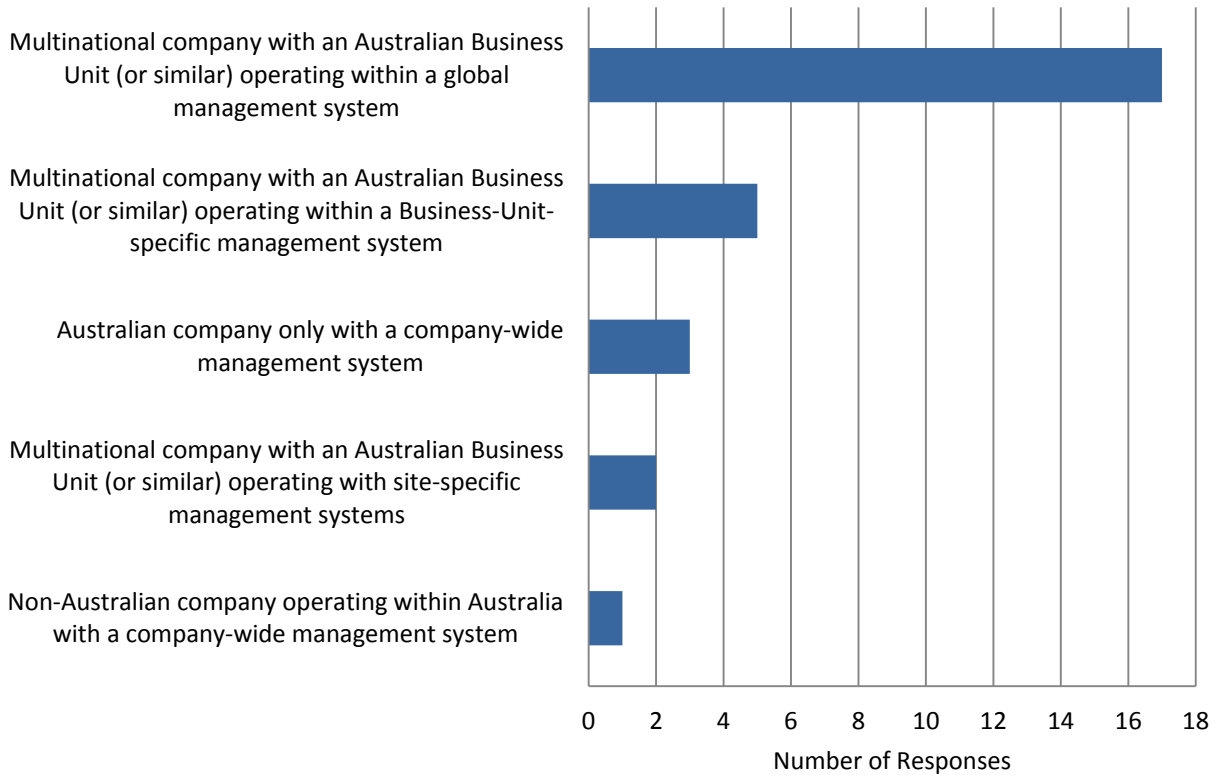


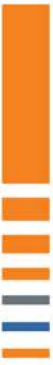
4.1.5 Management system structure

Figure 5 provides response distributions for question seven – “Which of the following best describes your company’s management system structure?”

Figure 5: Management system structure

Management system structure



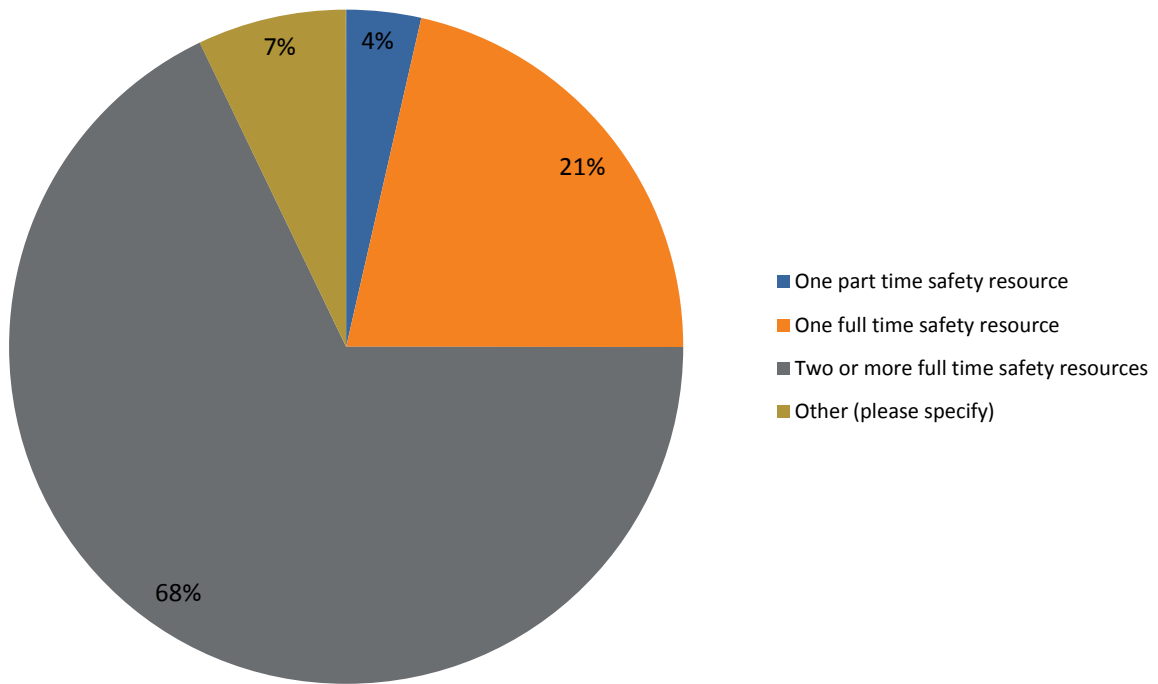


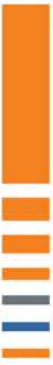
4.1.6 Occupational health and/or safety personnel

Figure 6 provides response distributions for question eight – “Which of the following best describes your company’s safety/OHS personnel (excluding HSE Representatives / Committee Members)?”

Figure 6: Occupational Health and/or safety personnel numbers

Number of safety / OHS personnel





4.2 Safety team information

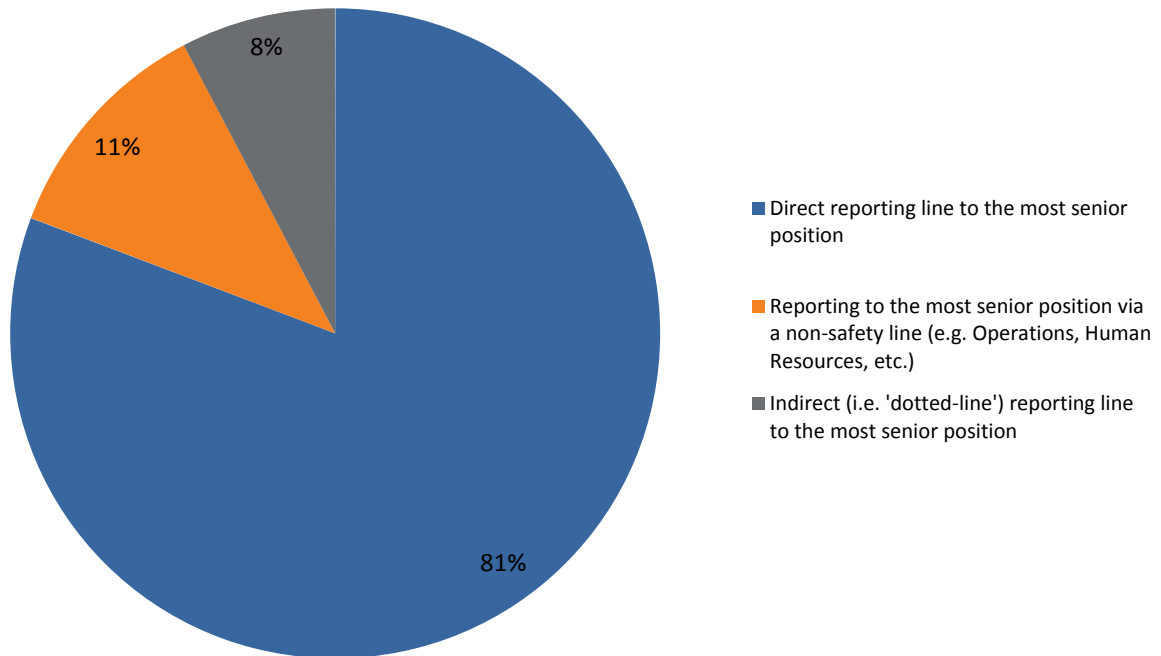
Safety team information was collected in questions nine and ten.

4.2.1 Reporting lines

Figure 7 provides response distributions for question nine – “Which of the following best describes the reporting lines for your safety team/person?”

Figure 7: Safety team reporting lines

Safety team reporting lines



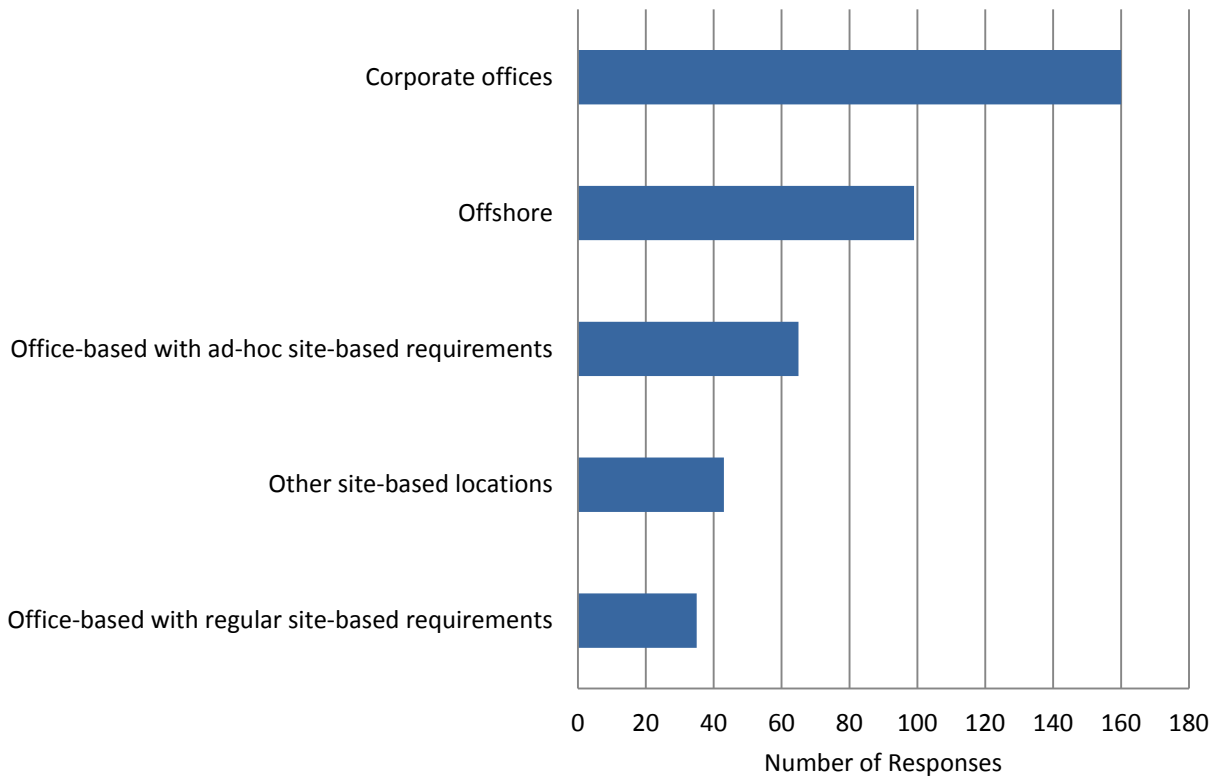


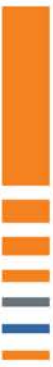
4.2.2 Allocation of safety personnel

Figure 8 provides response distributions for question 10 – “Please identify how many safety personnel are allocated to each location type (please enter a number for all applicable location types).”

Figure 8: Allocation of safety personnel

Allocation of safety personnel





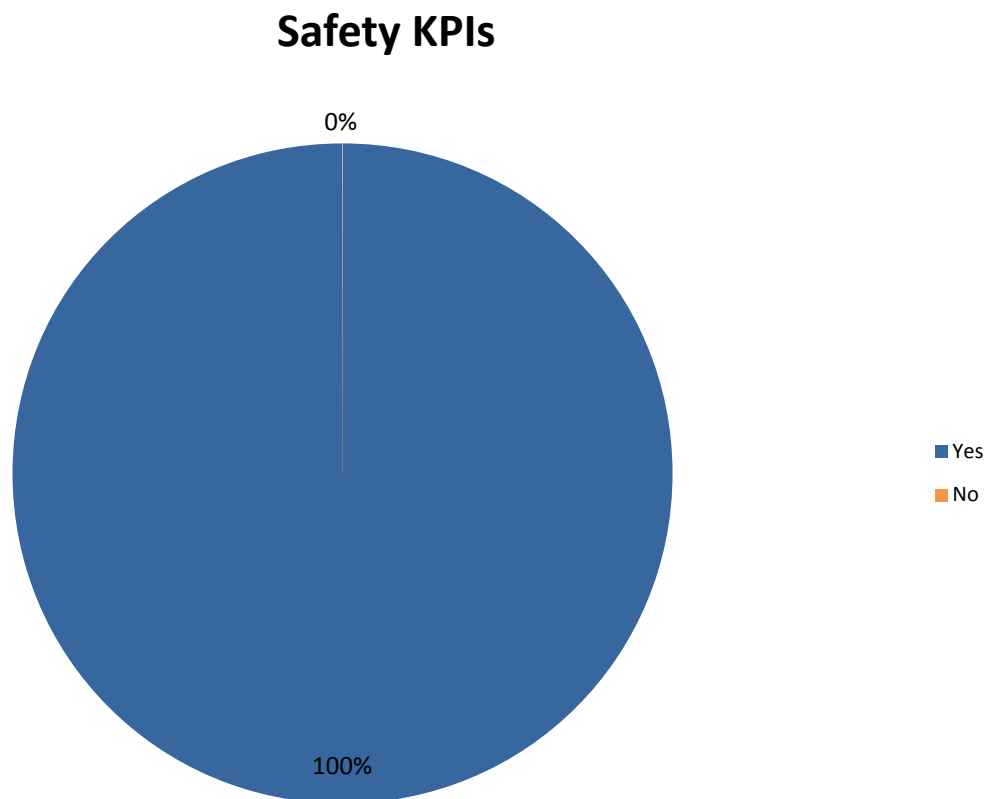
4.3 Safety key performance indicators

Information about the use of safety key performance indicators (KPIs) was collected in questions 11 through 15.

4.3.1 Use of safety KPIs

Figure 9 provides response distributions for question 11 – “Does your company use Key Performance Indicators (KPIs) to measure safety performance?”

Figure 9: Use of safety KPIs





4.3.2 Lag indicators

Table 1 provides a word frequency summary of responses for question 12 – “Please describe any lag indicators (e.g. injury frequency rates) used to measure safety performance.”

Table 1: Lag indicators

Word	Count	%	Similar Words	Word	Count	%	Similar Words
incidents	18	4.55	incident, incidents	hse	4	1.01	hse
rates	17	4.29	rate, rates	ltifr	4	1.01	ltifr
process	17	2.95	operated, process, work, worked	per	4	1.01	per
frequency	14	3.54	frequency	time	4	1.01	time
injury	13	3.28	injuries, injury	trcf	4	1.01	trcf
safety	11	2.65	safely, safety	trir	4	1.01	trir
work	11	1.30	go, operated, work, worked	ventures	4	1.01	hazard, hazards, ventures
recordable	9	2.27	recordable, recorded, recording	clients	4	0.76	clients, customers
cases	9	2.02	case, cases, event, events, shell, type	consequence	4	0.76	consequence, event, events, results
lost	8	1.39	lost, miss, misses	operated	4	0.67	operated, performance
miss	8	1.39	drop, dropped, drops, miss, misses	audits	3	0.76	audits, inspections
spills	7	1.52	release, spill, spills	baseline	3	0.76	baseline
reporting	6	1.52	paper, reporting	day	3	0.76	day, days, year
severity	6	1.52	serious, severity, various	environment	3	0.76	environment
trifr	6	1.52	trifr	environmental	3	0.76	environmental
calculate	6	1.26	calculate, calculated, measures	fatal	3	0.76	fatal, fatalities, fatality
lti	5	1.26	lti	improved	3	0.76	improve, improved
near	5	1.26	near	include	3	0.76	include, includes, including
loss	5	0.88	go, loss, release	ltif	3	0.76	ltif
aid	4	1.01	aid, aids	million	3	0.76	million
asset	4	1.01	asset, assets	non	3	0.76	non
damage	4	1.01	damage	obligations	3	0.76	duties, obligations
equipment	4	1.01	equipment	osha	3	0.76	osha
first	4	1.01	first	restricted	3	0.76	limited, restricted
hours	4	1.01	hours	target	3	0.76	objects, target

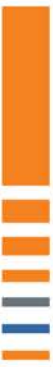


4.3.3 Lead indicators

Table 2 provides a word frequency summary of responses for question 13 – “Please describe any lead indicators (e.g. action closeout status) used to measure safety performance.”

Table 2: Lead indicators

Word	Count	%	Similar Words	Word	Count	%	Similar Words
close	36	4.83	close, closed, closure, complete, completed, finish, near	engagement	12	0.88	date, engagement, operational, operations, participation
action	33	3.88	action, actions, activities, activity, executives, process, processes	operational	15	0.86	controlled, function, operational, operations, performance, process, processes, work, working card, cards
audits	31	3.67	audit, audits, inspected, inspections	cards	6	0.82	card, cards
safety	26	3.54	safety	critical	6	0.82	critical
management	23	3.13	achievable, achieving, manageable, management, manager, managers'	investigations	6	0.82	investigation, investigations
hse	21	2.86	hse	maintenance	6	0.82	maintenance
hazard	18	2.45	hazard, hazards, risk	senior	6	0.82	senior
reporting	17	2.31	report, reported, reporting, reports	work	9	0.82	exercises, forms, work, working, workplace, workplaces
inspections	21	1.84	inspected, inspections, review, reviewing, reviews, visits	reviews	9	0.75	review, reviewing, reviews, survey, surveys
incident	13	1.77	incident, incidents	closeout	5	0.68	closeout, closeouts
business	14	1.70	business, businesses, engagement	overdue	5	0.68	overdue
presentations	12	1.50	awards, delivering, demonstrate, intro, presentations, presenting, submitted	time	5	0.68	time, timely
system	10	1.36	system, systems	toolbox	5	0.68	toolbox
assessments	10	1.22	assessment, assessments, value	project	8	0.63	design, plan, plans, project, undertake, undertakes
meetings	9	1.22	meet, meeting, meetings, meets	leadership	5	0.58	lead, leader, leadership
rate	10	1.22	ranked, rate, rates, value	associated	4	0.54	associated, relating
status	9	1.22	status	competency	4	0.54	competancy, competence, competency
observation	9	1.16	evidence, observation, observations	frequency	4	0.54	frequency
site	8	1.09	site, sites	process	8	0.54	process, processes, progress, work, working
compliance	7	0.95	compliance, submission	ptw	4	0.54	ptw
item	7	0.95	item, items, list	registers	4	0.54	recorded, records, registers
miss	7	0.95	miss, missing	provided	4	0.48	allowed, provided
requirements	7	0.95	demand, requirements, requires	attendance	3	0.41	attendance
programs	8	0.91	plan, plans, program, programs, scheduled	bbs	3	0.41	bbs
course	8	0.88	course, feed, forms, track, tracking	determine	3	0.41	determine, limited

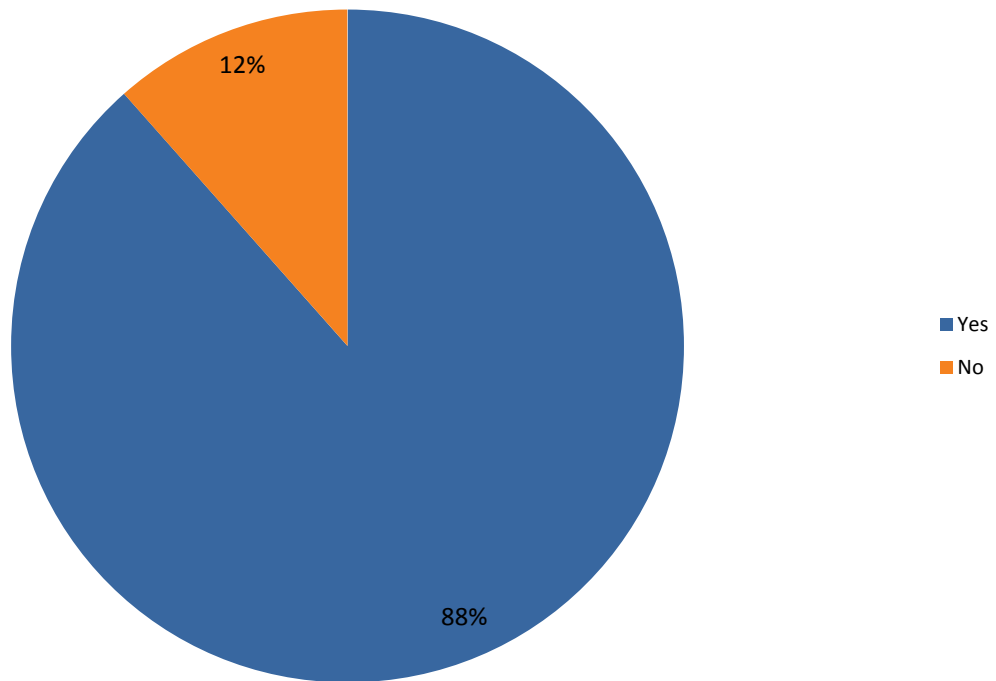


4.3.4 Injury frequency rate targets

Figure 10 provides response distributions for question 14 – “Does your organisation set KPI targets for injury and incident frequency rates (e.g. TRIFR, LTIFR, etc.)?”

Figure 10: Injury frequency rate KPI targets

Frequency rate KPI targets

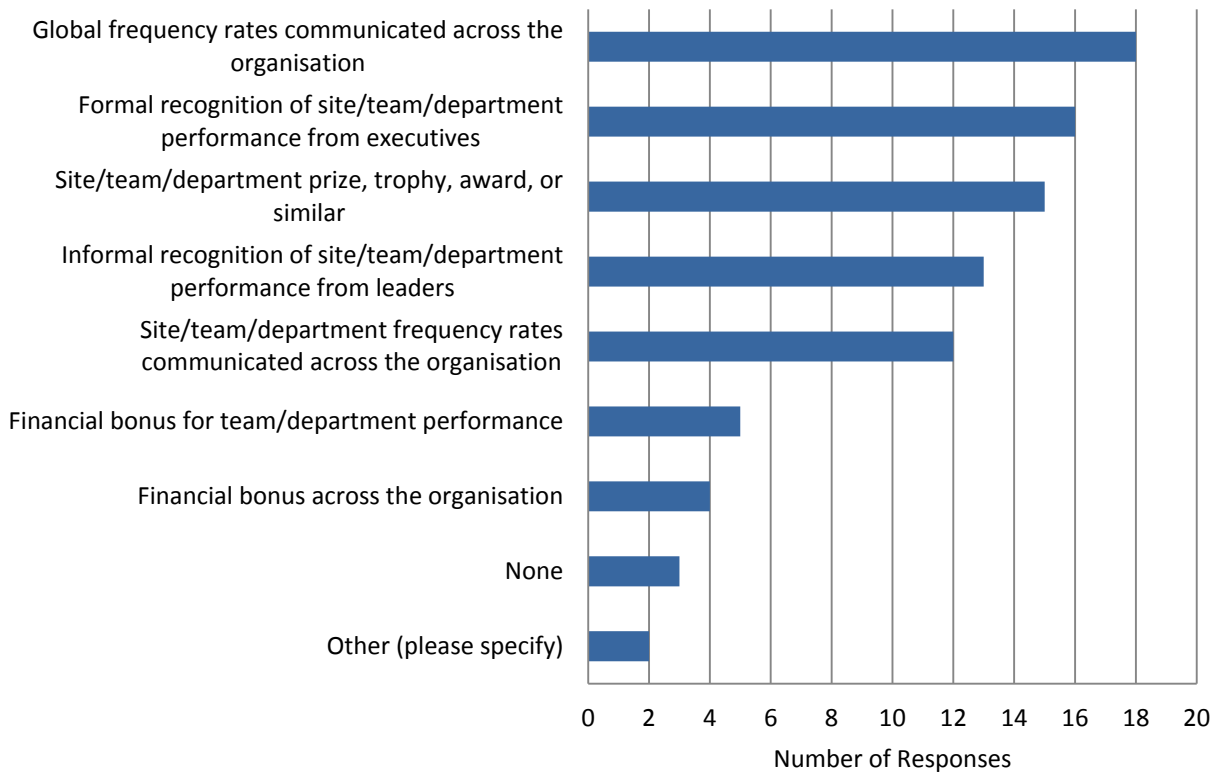


4.3.5 Injury frequency rate reinforcers

Figure 11 provides response distributions for question 15 – “Please identify the strategies used to drive and reinforce achievement of KPI’s for reduced injury and incident frequency rates.”

Figure 11: Injury frequency rate reinforcers

Injury frequency rate reinforcement strategies





4.4 Personal safety training

Information about the provision of personal safety training was collected in questions 16 and 17. A definition of personal safety was provided with question 16, as follows:

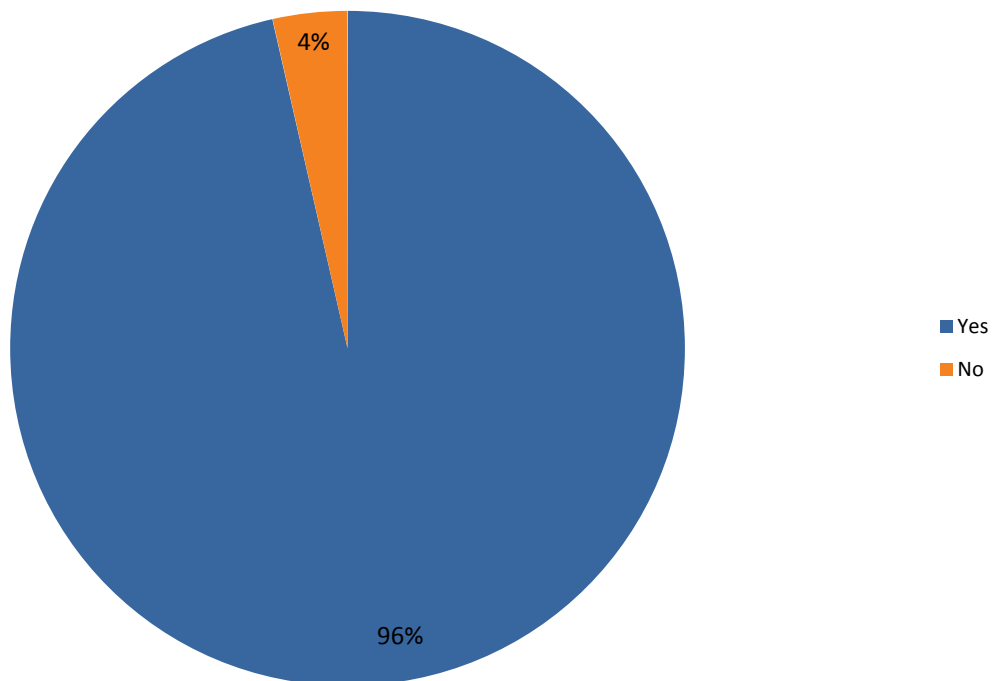
“Personal safety’ focuses on injuries such as slips, trips, falls, struck-by incidents and strains. Personal safety programs place an emphasis on personal behaviours and the wearing of personal protective equipment.”

4.4.1 Provision of personal safety training

Figure 12 provides response distributions for question 16 – “Does your organisation provide training in personal safety as a way of improving safety performance?”

Figure 12: Provision of personal safety training

Personal safety training



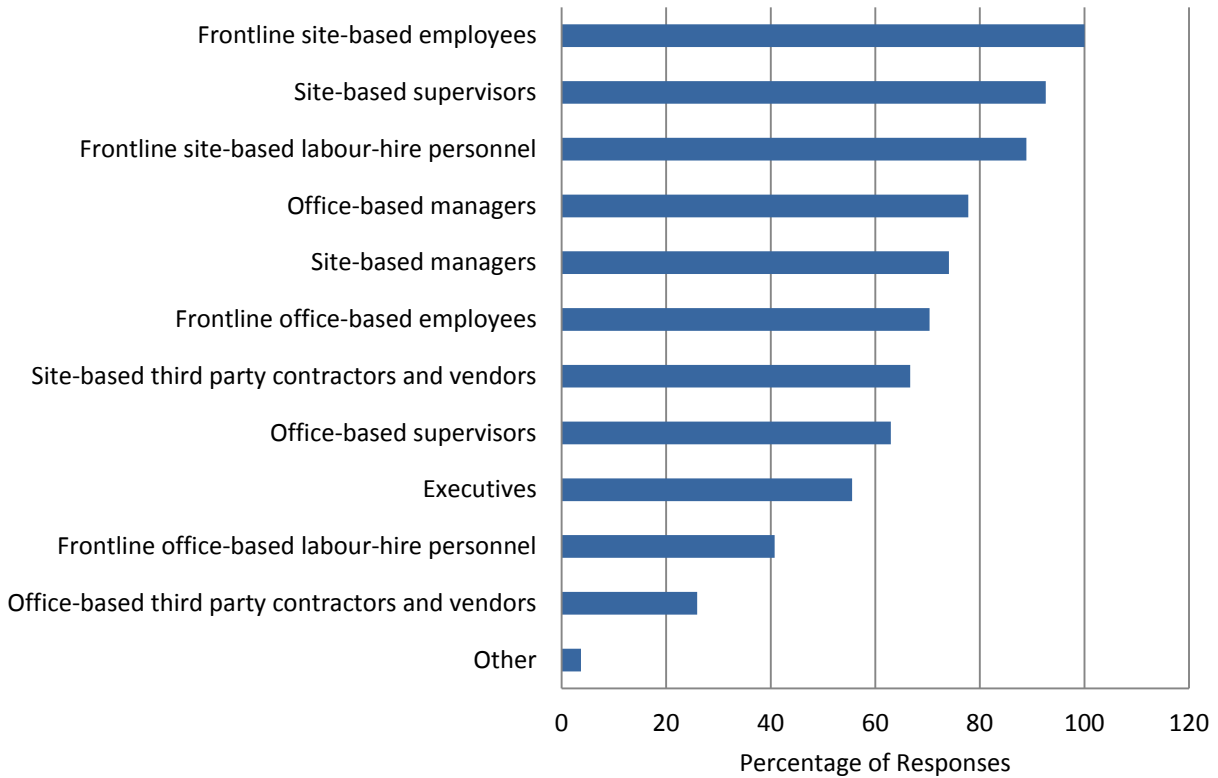


4.4.2 Personal safety training recipients

Figure 13 provides response distributions for question 17 – “Please identify the positions within your company receiving personal safety training.”

Figure 13: Personal safety training recipients

Personal safety training recipients





4.5 Process safety training

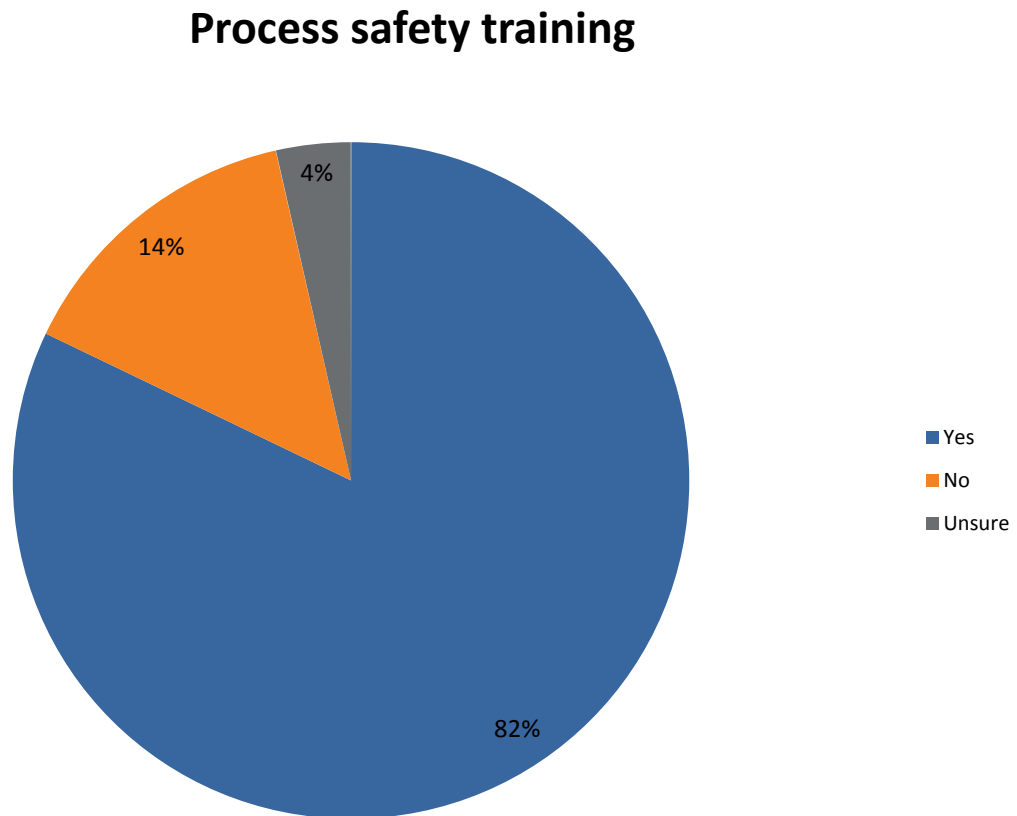
Information about the provision of process safety training was collected in questions 18 and 19. A definition of process safety was provided with question 18, as follows:

“Process safety’ refers to the prevention of unintentional releases of hydrocarbons, chemicals, energy, or other potentially dangerous materials (including steam) during the course of facility processes and which can cause major accident events. Process safety involves, for example, the prevention of leaks, spills, equipment malfunction, over-pressures, over-temperatures, corrosion, metal fatigue and other similar conditions. Process safety programs focus on design of facilities, maintenance of equipment, alarms, effective control points, procedures and training.”

4.5.1 Provision of process safety training

Figure 14 provides response distributions for question 18 – “Does your organisation provide training in process safety as a way of improving safety performance?”

Figure 14: Provision of process safety training



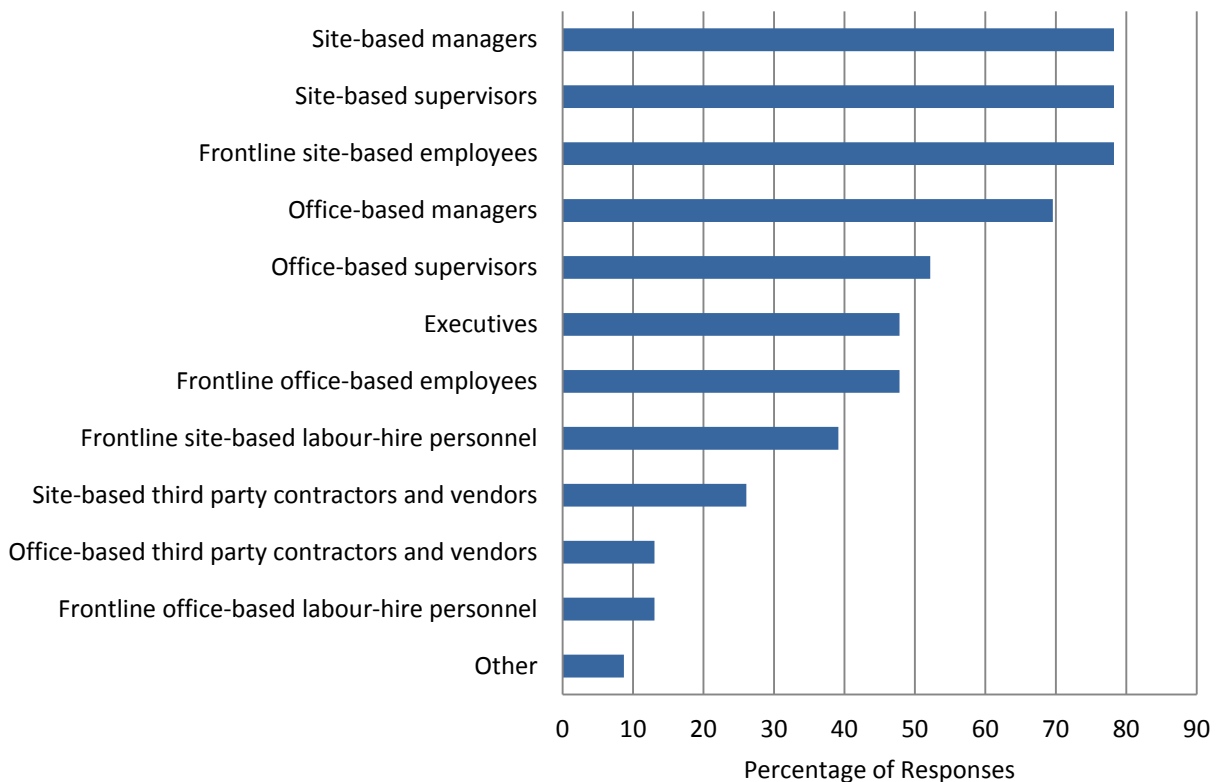


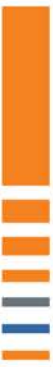
4.5.2 Process safety training recipients

Figure 15 provides response distributions for question 19 – “Please identify the positions within your company receiving process safety training.”

Figure 15: Process safety training recipients

Process safety training recipients





4.6 Safety leadership training

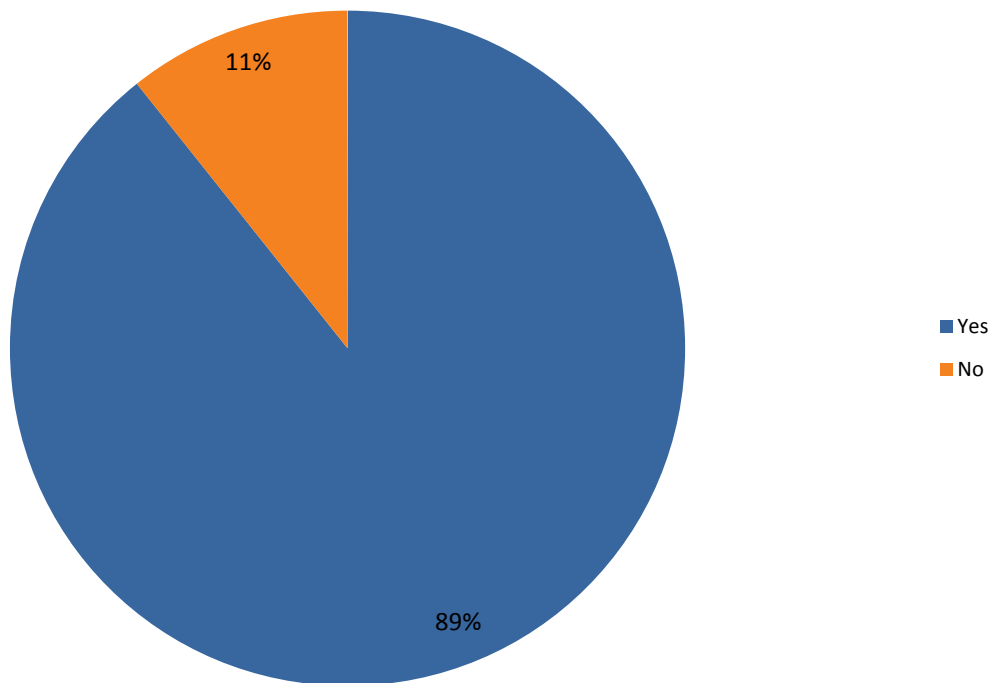
Information about the provision of safety leadership training was collected in questions 20 and 21.

4.6.1 Provision of safety leadership training

Figure 16 provides response distributions for question 20 – “Does your organisation provide safety leadership training as a way of improving safety performance?”

Figure 16: Provision of safety leadership training

Safety leadership training



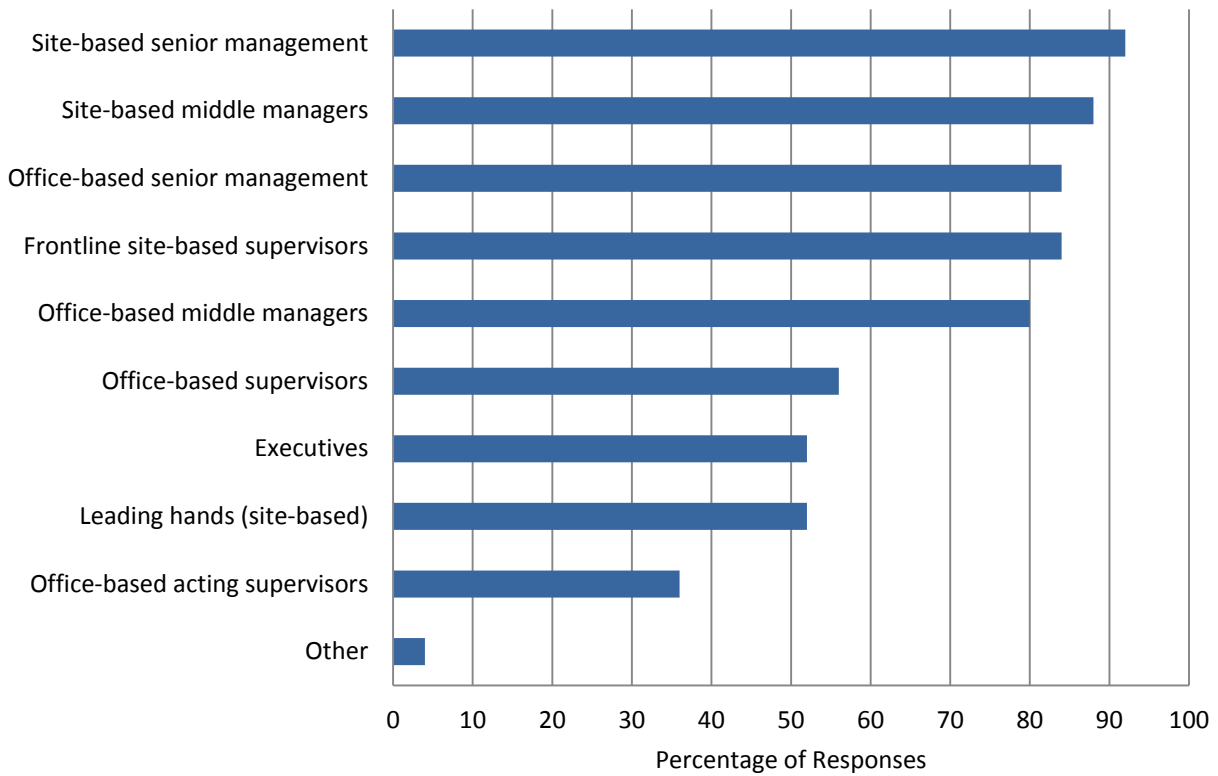


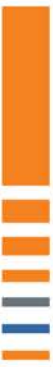
4.6.2 Safety leadership training recipients

Figure 17 provides response distributions for question 21 – “Please identify the positions within your company receiving safety leadership training.”

Figure 17: Safety leadership training recipients

Safety leadership training recipients





4.7 Safety leadership coaching

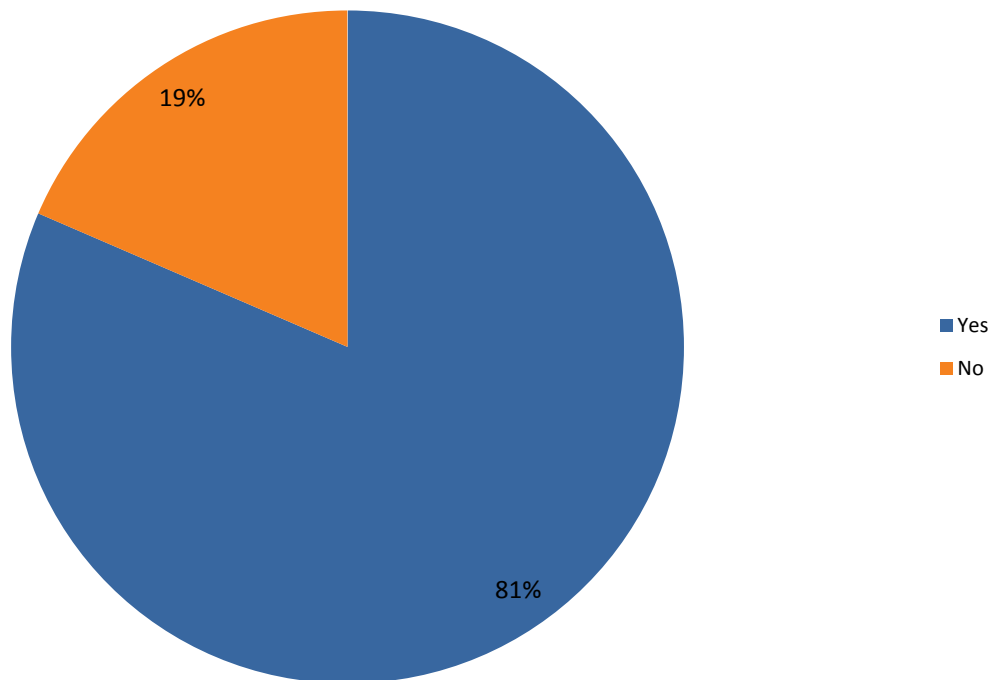
Information about the provision of safety leadership coaching was collected in questions 22 and 23.

4.7.1 Provision of safety leadership coaching

Figure 18 provides response distributions for question 22 – “Does your organisation provide safety leadership coaching as a way of improving safety performance?”

Figure 18: Provision of safety leadership coaching

Safety leadership coaching



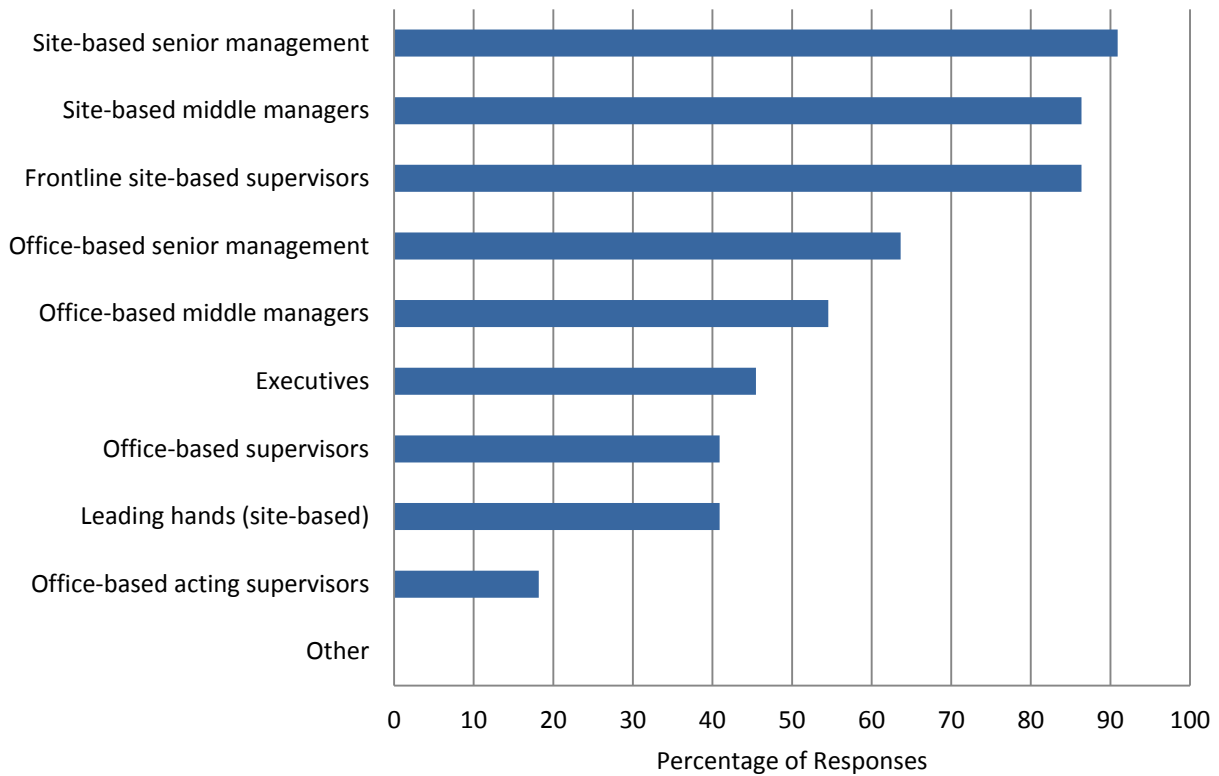


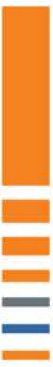
4.7.2 Safety leadership coaching recipients

Figure 19 provides response distributions for question 23 – “Please identify the positions within your company receiving safety leadership coaching.”

Figure 19: Safety leadership coaching recipients

Safety leadership coaching recipients





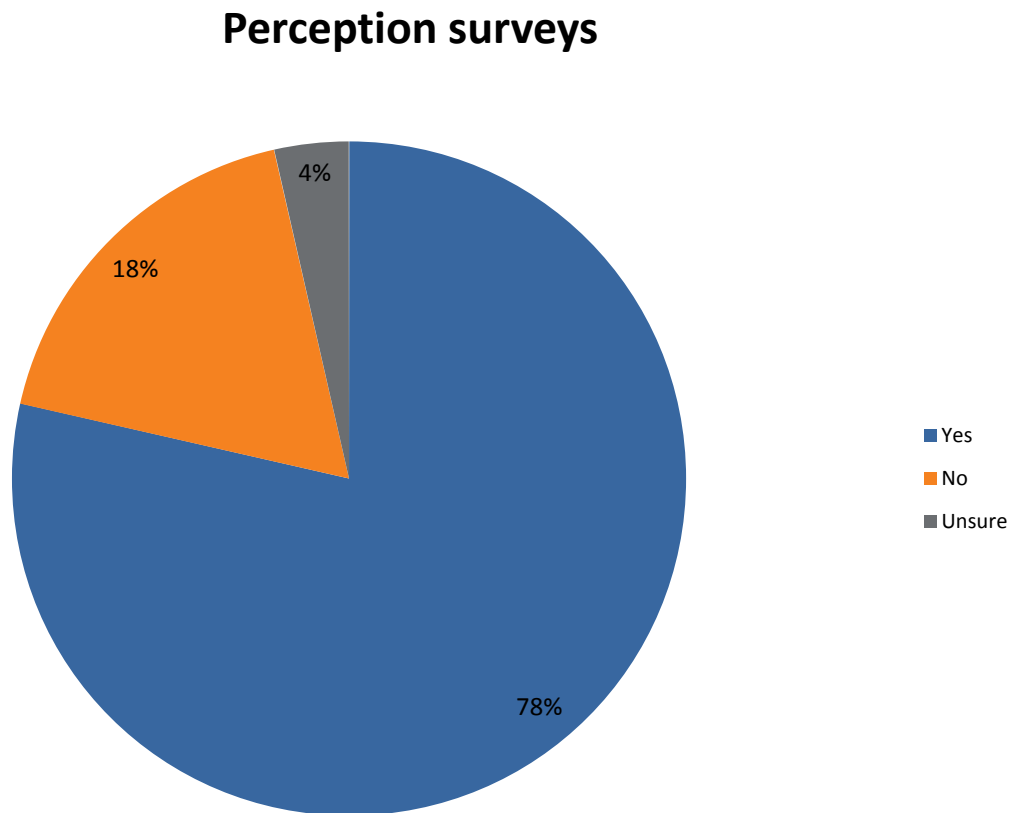
4.8 Safety culture/climate perception surveys

Information about the use of safety culture/climate perception surveys was collected in questions 24 through 32.

4.8.1 Use of perception surveys

Figure 20 provides response distributions for question 24 – “Does your organisation conduct safety culture/climate perception surveys?”

Figure 20: Use of perception surveys

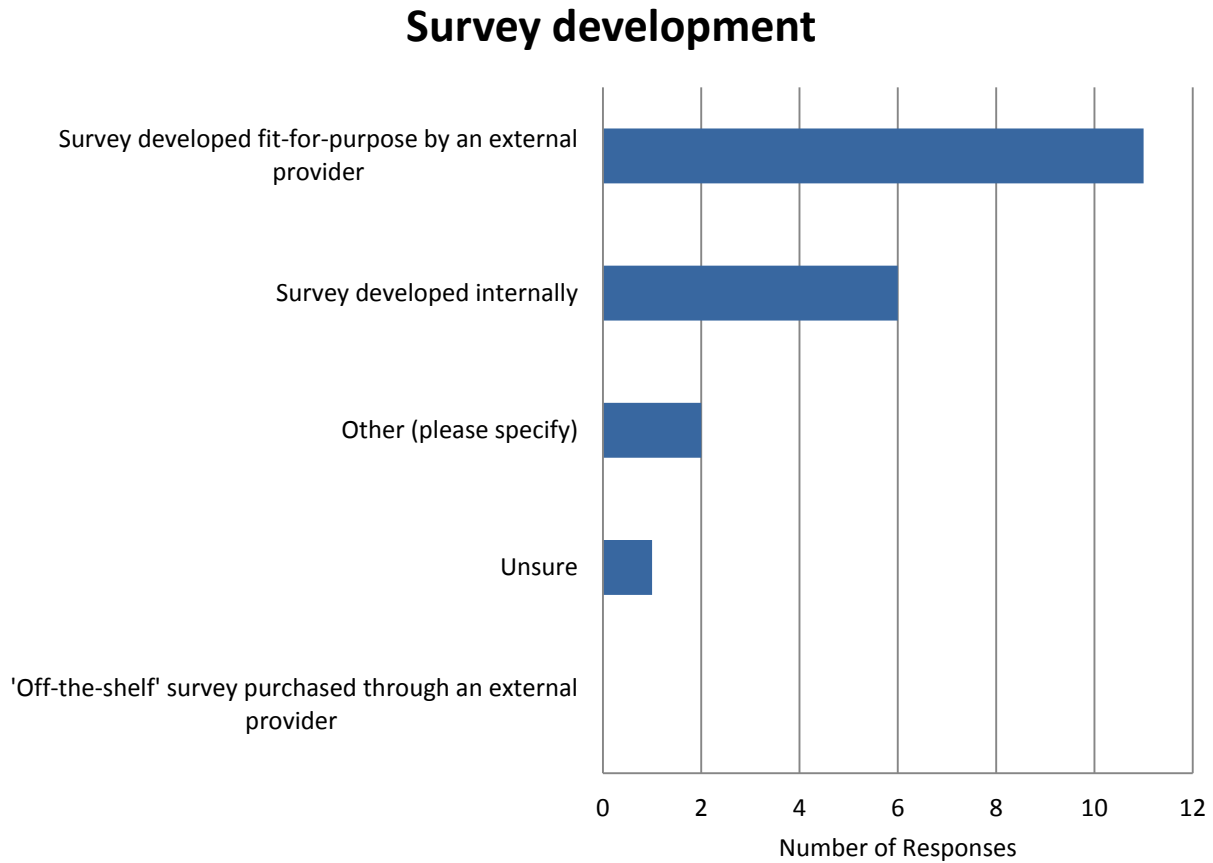




4.8.2 Survey development

Figure 21 provides response distributions for question 25 – “Please select the option that best describes your safety culture/climate perception survey.”

Figure 21: Survey development



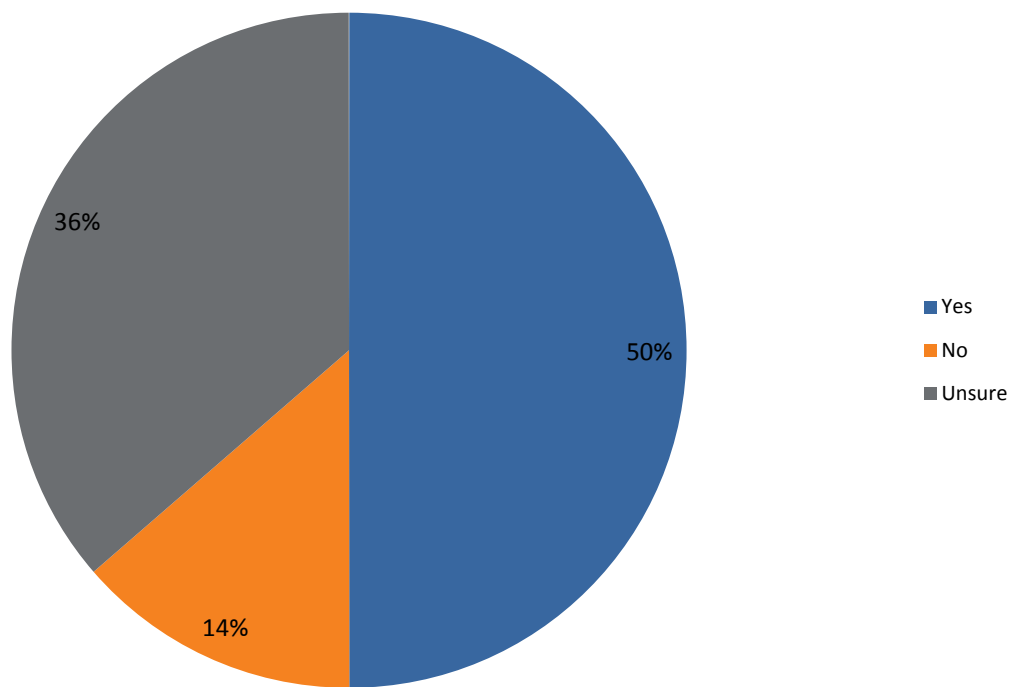


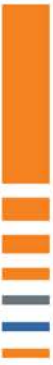
4.8.3 Psychometric information

Figure 22 provides response distributions for question 26 – “Has your perception survey been subject to psychometric evaluation for reliability, validity, and/or factor structure?”

Figure 22: Psychometric evaluation

Psychometric evaluation

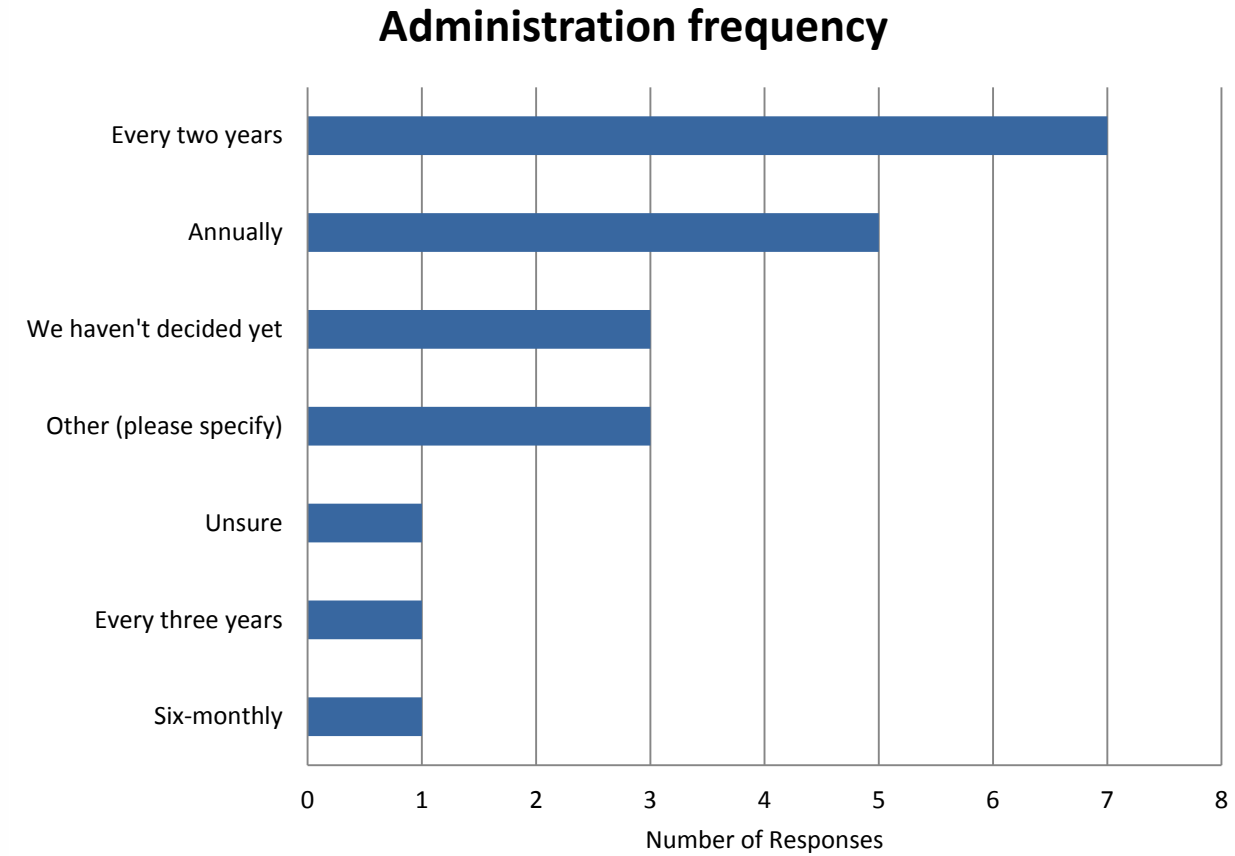




4.8.4 Survey administration timeframes

Figure 23 provides response distributions for question 27 – “How regularly is your perception survey administered?”

Figure 23: Survey administration frequency



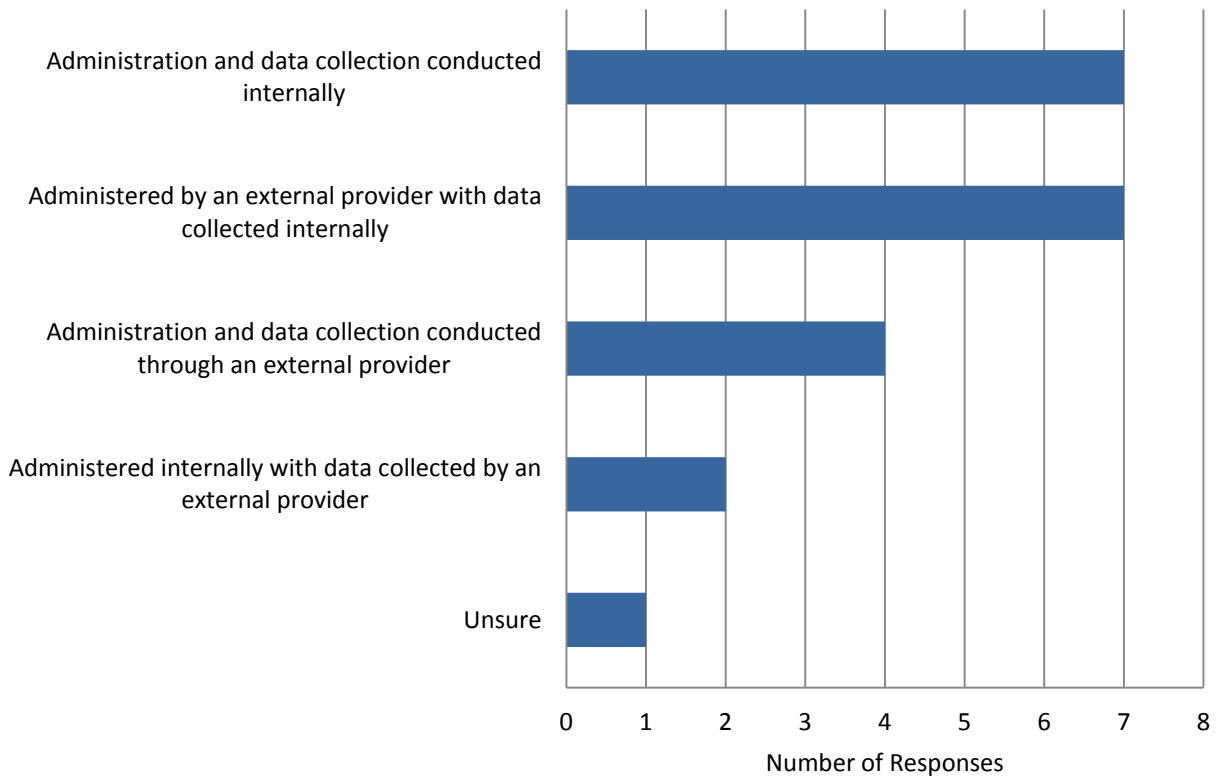


4.8.5 Survey administration process

Figure 24 provides response distributions for question 28 – “How is the perception survey administered?”

Figure 24: Survey administration process

Administration process



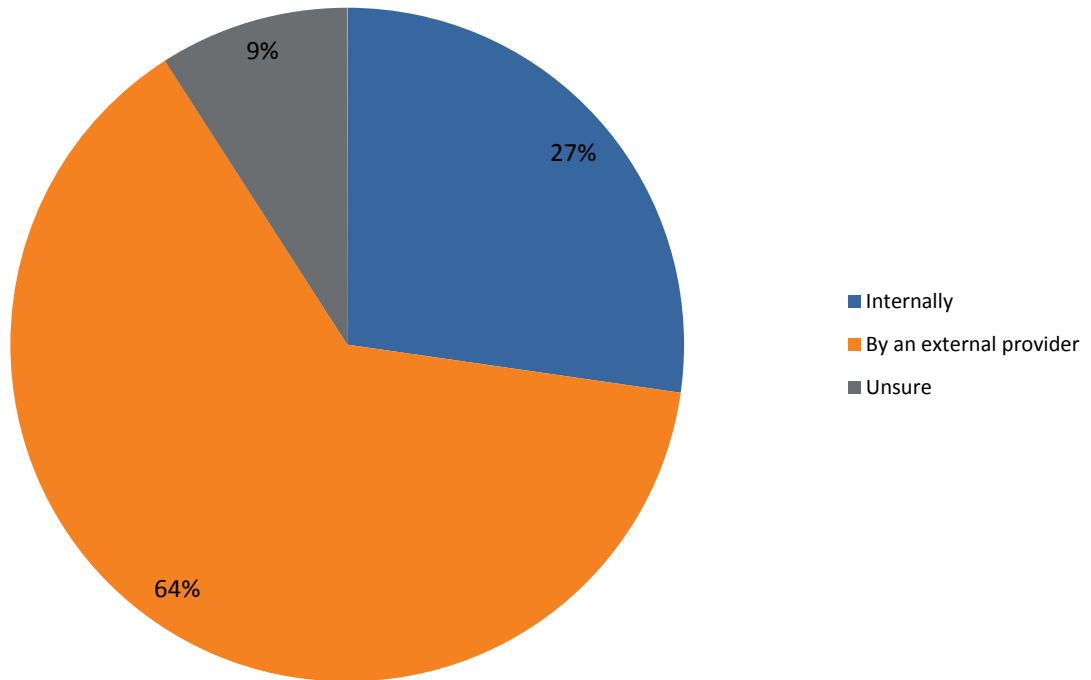


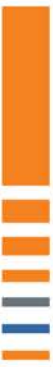
4.8.6 Data analysis

Figure 25 provides response distributions for question 29 – “How is the perception survey data analysed?”

Figure 25: Survey data analysis

Data analysis



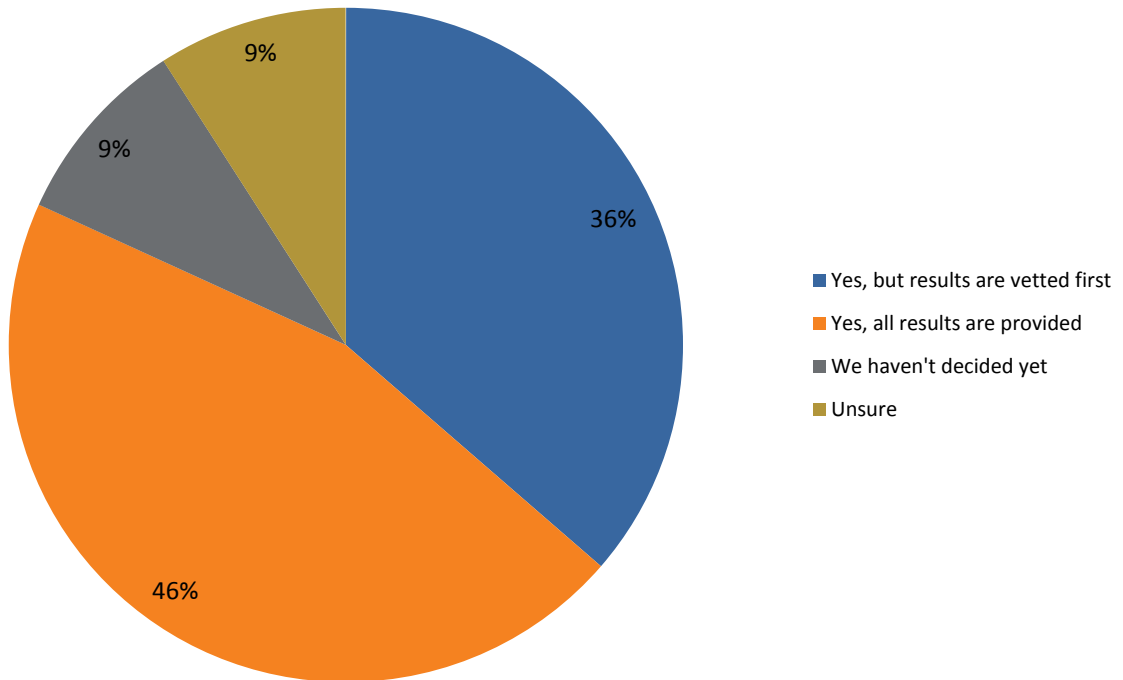


4.8.7 Distribution of results

Figure 26 provides response distributions for question 30 – “Are results provided to the workforce?”

Figure 26: Distribution of survey results

Distribution of results



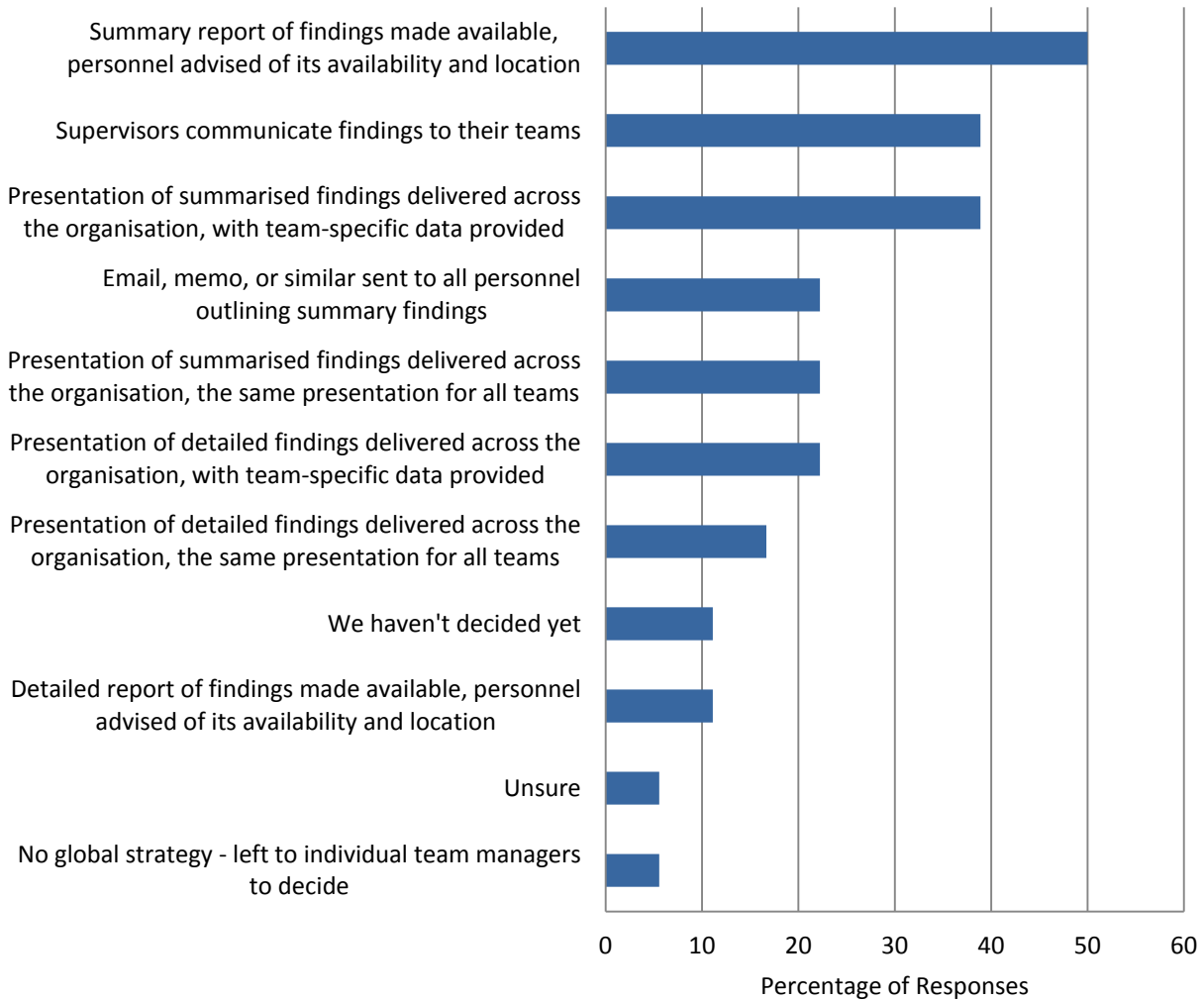


4.8.8 Communication processes

Figure 27 provides response distributions for question 31 – “How are perception survey results communicated to the workforce?”

Figure 27: Survey results communication processes

Communication processes



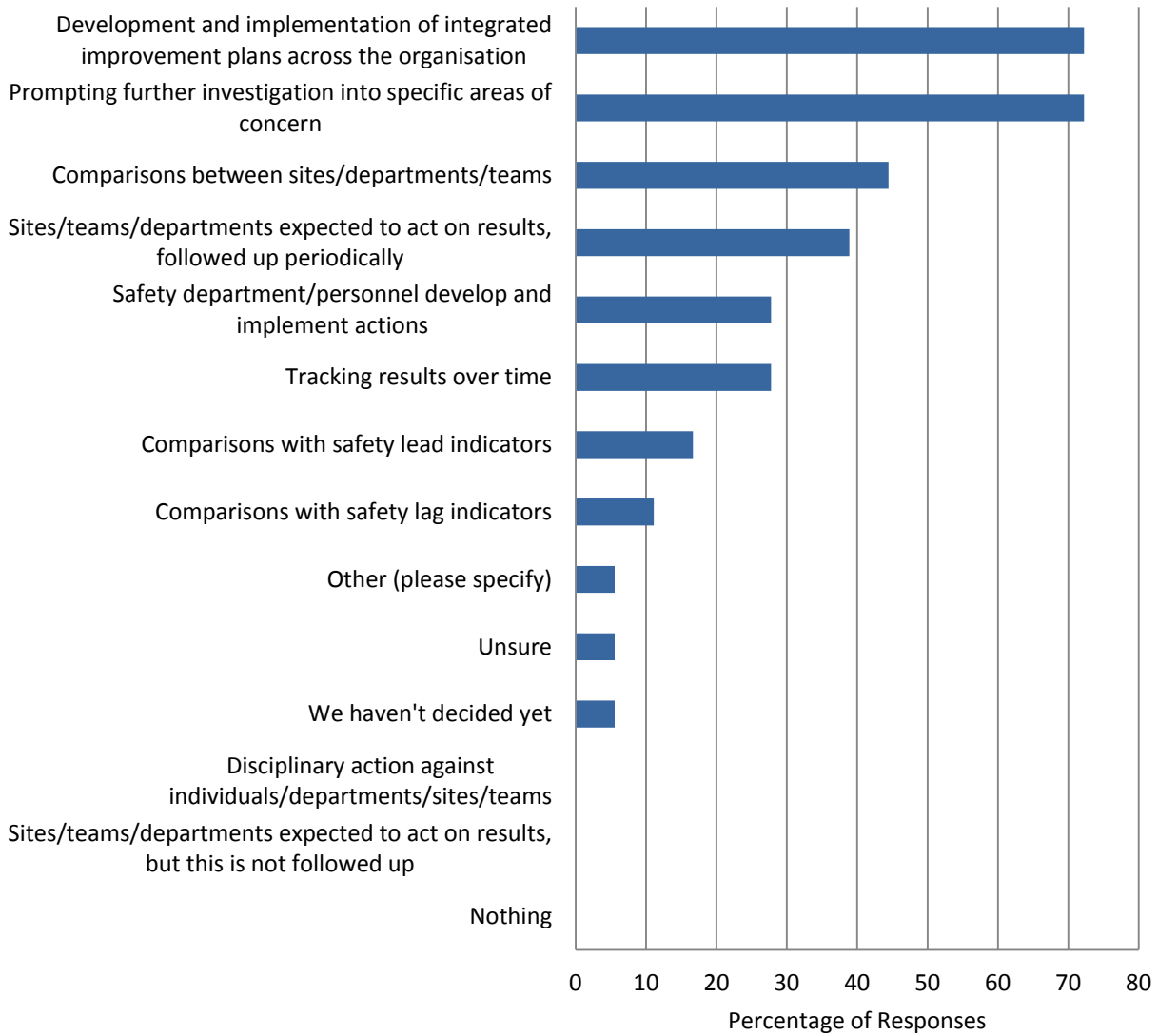


4.8.9 Post-survey actions

Figure 28 provides response distributions for question 32 – “What is done with the perception survey results?”

Figure 28: Post-survey actions

Post-survey actions





4.9 Safety culture improvement strategy

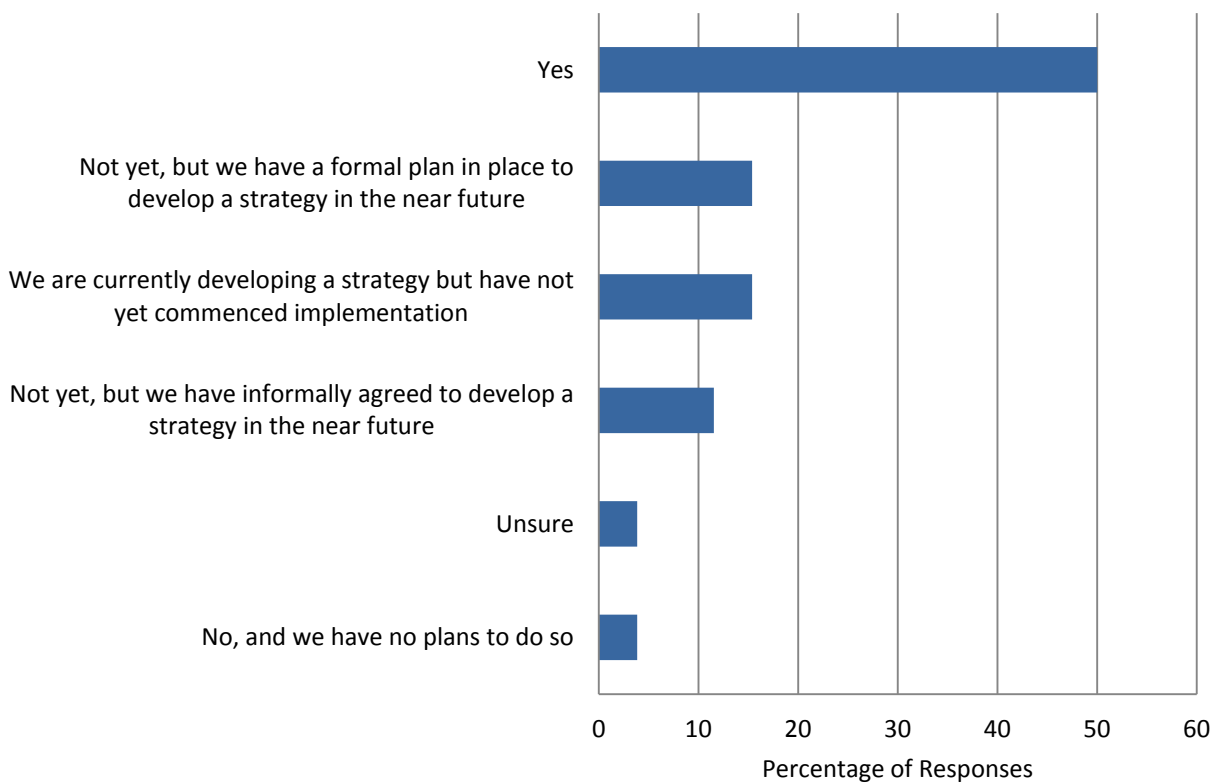
Information about the implementation of safety culture improvement strategies was collected in questions 33 through 35. Question 36 collected identifying information and is therefore excluded from this report.

4.9.1 Safety culture improvement strategy implementation

Figure 29 provides response distributions for question 33 – “Has your organisation implemented a safety culture improvement strategy?”

Figure 29: Safety culture improvement strategy implementation

Safety culture improvement strategy





4.9.2 Strategy descriptions

Table 3 provides a word frequency summary of responses for question 34 – “Please describe your safety culture improvement strategy.”

Table 3: Safety culture strategy description

Word	Count	%	Similar Words	Word	Count	%	Similar Words
programme	14	3.45	plan, plans, program, programme, programmes, programs	goal	3	0.86	goal
safety	11	3.16	safe, safety	move	3	0.86	move, moving
organisation	10	2.87	organisation, organisations, system, systems	revolving	3	0.86	revolving, roll, rolled
management	10	2.73	achieve, coaching, director, management, managing, managment, supervision	term	3	0.86	term, terms
hse	8	2.30	hse	tools	3	0.86	tools
project	9	1.87	external, plan, plans, project, projects	vessel	3	0.86	vessel
training	6	1.58	coaching, trained, training	performance	5	0.76	executive, operation, operational, performance
culture	5	1.44	culture	day	3	0.72	day, year
work	7	1.34	operation, operational, study, work, working	reinforcement	3	0.72	reinforcement, reinforcing, support
first	5	1.25	commenced, commencing, first, initial	initial	3	0.67	initial, introduction, open
using	5	1.21	practices, use, used, using	action	3	0.65	action, activity, executive
business	5	1.15	business, engagement, line	implemented	3	0.65	executive, implemented
improvement	4	1.15	addition, improve, improvement	drilling	3	0.63	drilling, practices
leadership	4	1.15	leadership	accountability	3	0.57	accountability, controls, report
rules	4	1.15	principle, rules	across	2	0.57	across
base	4	1.01	base, based, fundamentals, themes	area	2	0.57	area, areas
internal	4	1.01	external, internal	attend	2	0.57	attend, attended
induction	4	0.96	inducted, induction, initial	australia	2	0.57	australia
behaviours	3	0.86	behaviour, behaviours	barrier	2	0.57	barrier, barriers
board	3	0.86	board, cards	centre	3	0.57	centre, focus, focuses
campaign	3	0.86	campaign	continual	2	0.57	continual, extend
closely	3	0.86	closely, complete, completed	contractors	2	0.57	contractors
enhance	3	0.86	enhance, enhancing	currently	2	0.57	currently
focussed	4	0.86	focus, focuses, focussed	experiences	2	0.57	experiences, receive
framework	3	0.86	framework, model	global	2	0.57	global, world

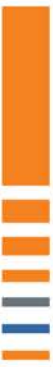


4.9.3 Observed changes and improvements

Table 4 provides a word frequency summary of responses for question 35 – “What changes or improvements in safety performance have been observed as a result of your safety culture improvement strategy?”

Table 4: Observed changes and improvements

Word	Count	%	Similar Words	Word	Count	%	Similar Words
operations	8	4.73	operation, operations, performance, running, work	results	3	1.29	events, results
conducted	7	3.87	behaviour, behavioural, behaviours, conducted, leading	strong	2	1.29	strong
safety	6	3.87	safety	currently	2	0.97	currently, flow
improvement	5	3.23	improvement, improvements	australia	1	0.65	australia
indicators	5	3.23	indicators, showing	available	1	0.65	available
program	5	3.23	plans, program, programs	awareness	1	0.65	awareness
reporting	5	3.23	reported, reporting	back	1	0.65	back
still	5	3.23	however, still, yet	benefits	1	0.65	benefits
day	4	2.58	day, days, year, years	clients	1	0.65	clients
incidents	4	2.58	incident, incidents	constructive	1	0.65	constructive
reduction	4	2.58	decrease, reduced, reduction	contractors	1	0.65	contractors
changes	3	1.94	change, changes	coupled	1	0.65	coupled
culture	3	1.94	culture	data	1	0.65	data
early	3	1.94	early	decision	1	0.65	decision
hands	3	1.94	hands, workforce	deployed	1	0.65	deployed
management	3	1.94	management, managers	drill	1	0.65	drill
seen	3	1.94	seen	drops	1	0.65	drops
survey	3	1.94	review, survey	every	1	0.65	every
leading	5	1.51	leading, results, running	everyone	1	0.65	everyone
deck	2	1.29	deck, floor	expected	1	0.65	expected
free	2	1.29	free	gathering	1	0.65	gathering
hazid	2	1.29	hazid	generally	1	0.65	generally
hse	2	1.29	hse	globally	1	0.65	globally
lagging	2	1.29	lagging	happy	1	0.65	happy
measured	2	1.29	measured, step	high	1	0.65	high



4.10 Traditional strategies

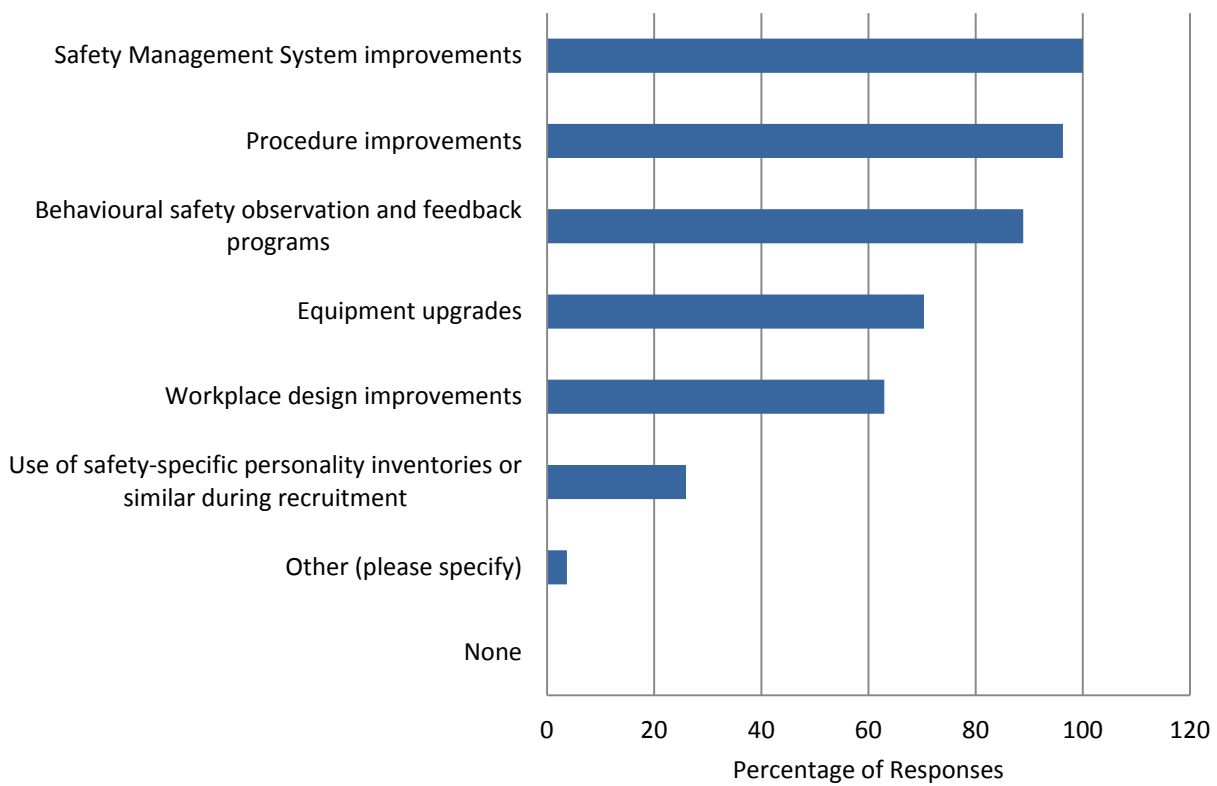
Information about the implementation of traditional safety improvement initiatives was collected in question 37.

4.10.1 Observed changes and improvements

Figure 30 provides response distributions for question 37 – “Which of the following additional safety improvement initiatives have been utilised within your organisation over the last two years?”

Figure 30: Implementation of traditional safety improvement initiatives

Traditional safety improvement strategies





5. Next steps

Part two of this research project will explore duty holders' approaches to safety culture improvement within their organisations. Qualitative research is underway at the time of publication of this report. A final report will be issued at the conclusion of the qualitative research and analysis process.



6. Appendix 1 – Survey: Safety Improvement Strategies in the Australian Offshore Oil and Gas Industry

Introduction and Information

This survey forms part of a National Program aiming to understand the ways in which safety culture is operationalised across the Australian offshore oil and gas industry. Culture is frequently identified as a contributing factor to major incidents across the industry, with strategies targeting safety culture improvement becoming increasingly popular. However there is little published evidence indicating whether such strategies have succeeded in improving safety outcomes.

As an independent regulator, NOPSEMA is in a position to objectively challenge ideas and practices as a means of improving industry's approach to risk management. Within the offshore oil and gas industry, if things go wrong they can do so catastrophically. As such, it is critical that safety resources are focused on strategies that have the best chance of succeeding in protecting the workforce.

As part of NOPSEMA's promotion and advice functions, and through our powers to conduct research, we are seeking to establish how duty holders apply the concept of safety culture, and how this has influenced safety outcomes. Research findings will be made available across the industry as a way of promoting best practice and innovation.

Please respond to this survey even if you have not introduced any strategies relating to safety culture within your organisation. In addition to questions about safety culture, this survey also seeks to gather information about the use of more traditional safety improvement strategies, such as KPIs, training, coaching, systems and equipment. Respondents may be contacted for further information. Interviews will be conducted to gather more detailed information about strategies, measures, outcomes and challenges.

All responses will be treated with strict confidentiality. Anonymity will be assured through the reporting of aggregated data only. Survey responses will be used solely for the purposes of this National Program, described above, and will not result in compliance-related action.

As with any research, for results to be meaningful and useful they must be drawn from representative data. A larger response rate provides more reliable data, which means that conclusions can be made with greater confidence. Your participation is critical to the achievement of practical findings and recommendations to foster continuous improvement in safety performance across the industry.

If you would like further information about this National Program, please contact Joelle Mitchell - joelle.mitchell@nopsema.gov.au



Contact Information

Personal and company identity information will not be reported or published in any format, and is requested for the purposes of data integrity assurance only. That is, to ensure that only one survey is completed per company. In the case of multiple responses from one company, NOPSEMA will contact you to identify which response is the appropriate one.

Q1. Please provide your preferred contact information (note above regarding use of this information).

Q2. On which company’s behalf are you responding?

[Set response options provided]

Company Information

Q3. How many employees work for your company within Australia, in divisions / business units directly related to offshore petroleum? Please include those located at facilities within state and Commonwealth waters.

- <50
- 751-1000
- 51-100
- 1001-2000
- 101-300
- 2001-5000
- 301-500
- >5000
- 501-750

Q4. At how many locations does your company operate within Australia, where work is directly related to offshore petroleum (including corporate support functions)? Please include corporate offices and individual offshore facilities.

Q5. How many of each facility type does your company operate within Australia? (select all that apply)

- Production Platform (with drilling)
- MODU
- Production Platform (no drilling)
- Accommodation Vessel
- Not Normally Manned Platform
- Multi-Service Vessel
- Pipeline
- Construction Vessel



Q6. How many of each onshore workplace type does your company operate within Australia? (select all that apply)

- Onshore Processing Plant
- Onshore Offices
- Other (please specify)

Q7. Which of the following best describes your company's management system structure?

- Multinational company with an Australian Business Unit (or similar) operating within a global management system
- Multinational company with an Australian Business Unit (or similar) operating within a Business-Unit-specific management system
- Multinational company with an Australian Business Unit (or similar) operating with site-specific management systems
- Australian company only with a company-wide management system
- Australian company only with site-specific management systems
- Non-Australian company operating within Australia with a company-wide management system
- Non-Australian company operating within Australia with site-specific management systems
- Other (please specify)

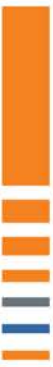
Q8. Which of the following best describes your company's safety / OHS personnel (excluding HSE Representatives / Committee Members)?

- No dedicated safety resource
- One part time safety resource
- One full time safety resource
- Two or more full time safety resources
- Other (please specify)

Safety Team Information

Q9. Which of the following best describes the reporting lines for your safety team/person?

- No reporting line to the most senior position (such as CEO, Owner, Director, or similar)
- Reporting to the most senior position via a non-safety line (e.g. Operations, Human Resources, etc.)
- Direct reporting line to the most senior position
- Indirect (i.e. 'dotted-line') reporting line to the most senior position
- Other (please specify)



Q10. Please identify how many safety personnel are allocated to each location type: (please enter a number for all applicable location types)

- Corporate offices
- Offshore
- Other site-based locations
- Office-based with regular site-based requirements
- Office-based with ad-hoc site-based requirements

Safety Improvement Initiatives – Safety KPIs

Q11. Does your company use Key Performance Indicators (KPIs) to measure safety performance?

- Yes
- No
- Unsure

Q12. Please describe any lag indicators (e.g. injury frequency rates) used to measure safety performance.

Q13. Please describe any lead indicators (e.g. action closeout status) used to measure safety performance.

Q14. Does your organisation set KPI targets for injury and incident frequency rates (e.g. TRIFR, LTIFR, etc.)?

- Yes
- No
- Unsure

Q15. Please identify the strategies used to drive and reinforce achievement of KPI's for reduced injury and incident frequency rates (select all that apply).

- Financial bonus for team/department performance
- Financial bonus across the organisation
- Site/team/department prize, trophy, award, or similar
- Global frequency rates communicated across the organisation
- Site/team/department frequency rates communicated across the organisation
- Formal recognition of site/team/department performance from executives
- Informal recognition of site/team/department performance from leaders
- None
- Other (please specify)



Safety Improvement Initiatives – Personal Safety Training

Definition: 'Personal Safety' focuses on injuries such as slips, trips, falls, struck-by incidents and strains. Personal safety programs place an emphasis on personal behaviours and the wearing of personal protective equipment.

Q16. Does your organisation provide training in personal safety as a way of improving safety performance?

- Yes
 No
 Unsure

Q17. Please identify the positions within your company receiving personal safety training (select all that apply).

- | | |
|--|--|
| <input type="radio"/> Frontline site-based employees Offshore | <input type="radio"/> Office-based supervisors requirements |
| <input type="radio"/> Frontline site-based labour-hire personnel | <input type="radio"/> Office-based managers |
| <input type="radio"/> Site-based supervisors | <input type="radio"/> Executives |
| <input type="radio"/> Site-based managers | <input type="radio"/> Site-based third party contractors and vendors |
| <input type="radio"/> Frontline office-based employees | <input type="radio"/> Office-based third party contractors and vendors |
| <input type="radio"/> Frontline office-based labour-hire personnel | <input type="radio"/> Other (please specify) |

Safety Improvement Initiatives – Process Safety Training

Definition: 'Process Safety' refers to the prevention of unintentional releases of hydrocarbons, chemicals, energy, or other potentially dangerous materials (including steam) during the course of facility processes and which can cause major accident events. Process safety involves, for example, the prevention of leaks, spills, equipment malfunction, over-pressures, over-temperatures, corrosion, metal fatigue and other similar conditions. Process safety programs focus on design of facilities, maintenance of equipment, alarms, effective control points, procedures and training.

Q18. Does your organisation provide training in process safety as a way of improving safety performance?

- Yes
 No
 Unsure



Q19. Please identify the positions within your company receiving process safety training (select all that apply).

- | | |
|--|--|
| <input type="radio"/> Frontline site-based employees | <input type="radio"/> Office-based supervisors |
| <input type="radio"/> Frontline site-based labour-hire personnel | <input type="radio"/> Office-based managers |
| <input type="radio"/> Site-based supervisors | <input type="radio"/> Executives |
| <input type="radio"/> Site-based managers | <input type="radio"/> Site-based third party contractors and vendors |
| <input type="radio"/> Frontline office-based employees | <input type="radio"/> Other (please specify) |
| <input type="radio"/> Frontline office-based labour-hire personnel | |

Q20. Does your organisation provide safety leadership training as a way of improving safety performance?

- Yes
 No
 Unsure

Q21. Please identify the positions within your company receiving safety leadership training (select all that apply).

- | | |
|--|--|
| <input type="radio"/> Leading hands (site-based) | <input type="radio"/> Office-based supervisors |
| <input type="radio"/> Frontline site-based supervisors | <input type="radio"/> Office-based middle managers |
| <input type="radio"/> Site-based middle managers | <input type="radio"/> Office-based senior management |
| <input type="radio"/> Site-based senior management | <input type="radio"/> Executives |
| <input type="radio"/> Office-based acting supervisors | <input type="radio"/> Other (please specify) |

Q22. Does your organisation provide safety leadership coaching as a way of improving safety performance?

- Yes
 No
 Unsure

Q23. Please identify the positions within your company receiving safety leadership coaching (select all that apply).

- | | |
|--|--|
| <input type="radio"/> Leading hands (site-based) | <input type="radio"/> Office-based supervisors |
| <input type="radio"/> Frontline site-based supervisors | <input type="radio"/> Office-based middle managers |
| <input type="radio"/> Site-based middle managers | <input type="radio"/> Office-based senior management |
| <input type="radio"/> Site-based senior management | <input type="radio"/> Executives |
| <input type="radio"/> Office-based acting supervisors | <input type="radio"/> Other (please specify) |


Safety Improvement Initiatives – Safety Culture/Climate Perception Survey

Q24. Does your organisation conduct safety culture/climate perception surveys?

- Yes
- No
- Unsure

Q25. Please select the option that best describes your safety culture/climate perception survey.

- Survey developed internally
- Survey developed fit-for-purpose by an external provider
- 'Off-the-shelf' survey purchased through an external provider
- Unsure
- Other (please specify)

Q26. Has your perception survey been subject to psychometric evaluation for reliability, validity, and/or factor structure?

- Yes
- No
- Unsure

Q27. How regularly is your perception survey administered?

- We haven't decided yet
- Monthly
- Quarterly
- Six-monthly
- Annually
- Every two years
- Every three years
- Unsure
- Other (please specify)

Q28. How is the perception survey administered?

- Administration and data collection conducted internally
- Administered internally with data collected by an external provider
- Administered by an external provider with data collected internally
- Administration and data collection conducted through an external provider
- Unsure
- Other (please specify)

Q29. How is the perception survey data analysed?

- Internally
- By an external provider
- Unsure



Q30. Are results provided to the workforce?

- Yes, all results are provided
- Yes, but results are vetted first
- No, results are not provided to the workforce
- We haven't decided yet
- Unsure

Q31. How are perception survey results communicated to the workforce? (select all that apply)

- Detailed report of findings made available, personnel advised of its availability and location
- Summary report of findings made available, personnel advised of its availability and location
- Presentation of detailed findings delivered across the organisation, the same presentation for all teams
- Presentation of detailed findings delivered across the organisation, with team-specific data provided
- Presentation of summarised findings delivered across the organisation, the same presentation for all teams
- Presentation of summarised findings delivered across the organisation, with team-specific data provided
- Email, memo, or similar sent to all personnel outlining summary findings
- Supervisors communicate findings to their teams
- No global strategy - left to individual team managers to decide
- We haven't decided yet
- Unsure
- Other (please specify)

Q32. What is done with the perception survey results? (select all that apply)

- Nothing
- Tracking results over time
- Comparisons between sites/departments/teams
- Comparisons with safety lag indicators
- Comparisons with safety lead indicators
- Prompting further investigation into specific areas of concern
- Development and implementation of integrated improvement plans across the organisation
- Sites/teams/departments expected to act on results, but this is not followed up
- Sites/teams/departments expected to act on results, followed up periodically
- Safety department/personnel develop and implement actions
- Disciplinary action against individuals/departments/sites/teams
- We haven't decided yet
- Unsure
- Other (please specify)



Safety Improvement Initiatives – Safety Culture

Q33. Has your organisation implemented a safety culture improvement strategy?

- Yes
- We are currently developing a strategy but have not yet commenced implementation
- Not yet, but we have a formal plan in place to develop a strategy in the near future
- Not yet, but we have informally agreed to develop a strategy in the near future
- No, and we have no plans to do so
- Unsure

Q34. Please describe your safety culture improvement strategy.

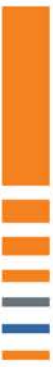
Q35. What changes or improvements in safety performance have been observed as a result of your safety culture improvement strategy?

Q36. NOPSEMA will be commencing a series of information-gathering interviews with industry personnel regarding their safety culture improvement strategies. Please provide the name and contact information for the appropriate interviewee within your organisation. (Note, the nominated interviewee should be the person responsible for the implementation of the strategy.)

Safety Improvement Initiatives – Traditional Strategies

Q37. Which of the following additional safety improvement initiatives have been utilised within your organisation over the last two years? (please select all that apply)

- Safety Management System improvements
- Procedure improvements
- Workplace design improvements
- Equipment upgrades
- Use of safety-specific personality inventories or similar during recruitment
- Behavioural safety observation and feedback programs
- None
- Other (please specify)



Third Party Contractor Safety Culture Improvement Strategies

Q38. Are you aware of safety culture improvement initiatives being run by major third party contractors/vendors working at your facilities?

- Yes No Unsure

Q39. Please provide contact details for those major third party contractors/vendors implementing safety culture improvement strategies (Please note, contractors/vendors may be contacted and asked to participate in this research project).

Survey Completed!

Thank you for taking the time to complete this survey.

Initial survey results will be published in aggregated and anonymous format on NOPSEMA's web page.

Following the interview phase of the National Program, a final report will be published outlining key findings and recommendations.

To receive an alert when the reports are published, please provide your email address below.