



Government of **Western Australia**  
Department of **Mines and Petroleum**  
Resources Safety

## **Results of 2012 perceptions survey of Resources Safety stakeholders**

**Reported March 2013**

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# 1. Overview and response to survey results

In 2010, the Department of Mines and Petroleum (DMP) started implementing the State Government's safety reform strategy (also referred to as Reform and Development at Resources Safety or RADARS). For the safety regulator, this initiative addresses issues of legislation, staff capacity and competency, and introduces a cost recovery approach to fund safety regulations of the resources industry in Western Australia. It also aims to support positive cultural change across the industry.

The RADARS initiative is now over two years into a plan expected to take five or six years to be fully rolled out across the three regulatory areas covering mining, petroleum (and geothermal energy), and dangerous goods. The major changes have been implemented and will be consolidated in the coming years. The biennial stakeholder perceptions survey is conducted to evaluate changes in industry's perception of Resources Safety's performance as a safety regulator prior to, during, and at the completion of the RADARS strategy. The survey specifically addresses:

- importance of the roles of a safety regulator and how well Resources Safety performed those roles
- perceptions of Resources Safety's performance when working with industry to reduce the likelihood and consequences of serious incidents
- perceptions of the value that various initiatives could add to clients' safety outcomes.

The survey also seeks industry's view of its own performance in achieving "a proactive, consultative safety culture" and how advanced it is in having the attributes of a resilient safety culture.

The original survey was conducted in 2010 to establish a baseline against which to measure progress. A range of anecdotal and informal feedback suggests that industry has observed a marked improvement in the way Resources Safety conducts its business activities. However, not all the results from the 2012 perceptions survey reflect that view. While there have been improvements in some areas, the shift in ratings is not always to the degree expected, although it is recognised that attitudes change slowly and tend to endure so there is likely to be a lag in changing perceptions.

When the perceptions survey was constructed in 2010, it was decided to include a specific measure for respondents to assess roles, services and functions as a score out of ten. The benchmark for industry satisfaction was set as a score of eight or more as these levels indicate a degree of excellence that reflects the aspirational goal of being a leading practice safety regulator. The number of respondents who score Resources Safety at this level is pleasingly high. However, the average ratings have not achieved the level we would like to see in all areas.

Unfortunately, for some representative groups, it was difficult to obtain a statistically valid sample size due to the small number of stakeholders in some areas and a low response rate from those to whom the survey was distributed. Changes in the industry's workforce, and not being able to guarantee that the same respondents are completing the survey at the different stages, also makes comparison between survey cycles difficult. Nevertheless, the implications of the 2012 perceptions survey are discussed below for the three regulatory areas.

## Mining

When RADARS was implemented in 2010, the highest priorities were the regulatory activities undertaken to administer the *Mines Safety and Inspection Act 1994*. The initial focus was to address issues of capacity and competency, and continue to promote a risk-based approach to occupational safety and health.

An extensive recruitment campaign and competency-based training and development program have led to an increase in the number of inspectors and a broader mix of skills and experience. A team-based structure and focus groups are now established and implementing more consistent approaches to raising awareness, seeking compliance and enforcing the legislation. The development of the online Safety Regulation System (SRS) is providing enhanced data management and analysis.

The Department believes that, under RADARS, there have been significant improvements in the delivery of mines safety regulatory services but this is not yet fully recognised by all stakeholders. However, using the results of this survey, the inspectorate is targeting areas where improvements can be made to address areas of continuing concern.

It was accepted in 2010 that the Department's relationship with safety and health representatives needed to improve and a specific focus group was established to support this important role in the mining industry. It is recognised that, because they now number over 2,200, it is difficult to interact personally with each of the State's safety and health representatives and consequently some may feel

neglected. However, a range of strategies and resources has been developed to overcome this issue, and it is hoped that the positive effects will be reflected in the 2014 survey results.

## **Petroleum**

The RADARS reform program for the petroleum and geothermal energy sectors commenced in the third quarter of 2011. On 1 January 2012, Resources Safety also assumed the safety regulatory responsibilities for all State coastal water offshore petroleum operations from NOPSA, the Commonwealth regulator. This presented additional challenges given the number of major projects underway on and around Barrow Island and adjacent Onslow, and the complexity of water activities in the area. Cost recovery for coastal waters safety regulatory services was introduced in late 2012.

At the start of 2012, a more client-focused approach was introduced to the operational structure. A significant recruitment campaign was undertaken to ensure the three new teams were properly resourced with appropriate competencies and skills. This was supported by an extensive training regime implemented during the year. There was also increased focus on regular and more comprehensive liaison with industry stakeholders and scheduled auditing of activities across the industry.

Over time, SRS development will also provide an online interactive interface for petroleum and geothermal energy safety regulatory services such as the lodgement, assessment and review of safety documentation. There will be a concurrent review of internal administrative procedures, guidelines and systems to ensure consistency.

Although there is a way to go to increase the proportion of respondents giving excellent ratings, it is pleasing that industry's perception is that the petroleum safety regulator's performance has improved since 2010. In 2013, as more RADARS objectives are achieved, increased efficiencies and improvements in overall service delivery to industry should see this positive trend continue.

## **Major hazard facilities (MHFs)**

The relationship between MHF operators and the dangerous goods regulator is still developing and therefore so are industry expectations. This was complicated in 2012 by two factors. Firstly, there was an increase in fees to near full cost recovery. Secondly, there was a significant switch away from assessment activities to the commencement of formal compliance audits.

The increase in fees was universally opposed and this issue generated considerable debate about the value-for-money of regulatory services. There was also much discussion about the audit program, how it would be conducted and what it was intended to achieve. In this context, the visibility of RADARS-related activities and changes in the approach of the dangerous goods officers was low, and this is reflected in the survey results.

As the MHF audit program is stabilised and entrenched, it is expected that the nature of the ongoing relationship between MHF operators and regulators will become clearer and, consequently, the value of the regulator's contribution will be more objectively assessed by industry. For example, a regular discussion forum held in March 2013 was attended by more than two-thirds of MHF operators and the feedback on audits was positive.

## 2. How was the survey conducted?

For the 2010 baseline survey, DMP commissioned Research Solutions to survey stakeholders about their perceptions of Resources Safety's roles, services and functions, with the aim of establishing a robust baseline against which to measure the Division's progress towards achieving the aims of the safety reform initiative. The results of the 2010 baseline perceptions survey were reported in February 2011.

Between August and October 2012, similar groups of industry representatives were again surveyed to see if industry's perceptions of Resources Safety as a safety regulator had changed since the introduction of RADARS.

Three regulatory areas were covered — mining, onshore petroleum and geothermal operations, and the safe use of dangerous goods (specifically MHFs, with other dangerous goods sites and activities addressed in ongoing site surveys). The survey specifically addressed:

- the importance of the roles of a safety regulator and how well Resources Safety performed those roles;
- the perceptions of Resources Safety's performance when working with industry to reduce the likelihood and consequences of serious incidents;
- the perceptions of the value that various initiatives from Resources Safety would add to clients' safety outcomes.

Given the stated aim of supporting positive cultural change, the survey also sought industry's view of its own performance in achieving a *proactive, consultative safety culture* and how advanced it is in having the attributes of a resilient safety culture.

The survey was distributed by email in August 2012 to all safety and health representatives and registered managers with a listed email address in Resources Safety's mines safety database. Those without an email address in the database were sent a letter directing them to the online survey on the Survey Monkey website. The survey was also emailed to petroleum and MHF clients. In October, a second round of emails was sent to attendees at the 2012 Exploration and Mines Safety Roadshows inviting them to respond to the survey. Follow-up emails were also sent to petroleum and MHF clients.

In this report, Resources Safety's stakeholders have been grouped as mining professionals (originally reported as mine managers for the 2010 survey report but comprising managers and occupational safety and health professionals), mine safety and health representatives, site managers and other safety representatives from onshore petroleum operations, and site managers and other safety representatives from major hazard facilities (MHFs).

The 2012 survey was completed by:

- **141 mining professionals**
- **134 elected safety and health representatives from the mining industry**
- **37 professionals and safety representatives from the onshore petroleum industry**
- **22 professionals and safety representatives from MHFs.**

The 2010 and 2012 data are listed separately for each stakeholder group (Appendices 1 to 4) in the same order as the survey questions (Appendices 5 and 6). The groups are colour coded (see above) for ease of comparison.

Issues that were flagged by a significant decrease in rating are discussed in Chapter 3.

### 3. Key findings

The following observations are based on a comparison of results from the 2010 and 2012 surveys.

#### 1. Contact with Resources Safety dropped across all groups and remains varied.

All four groups of respondents reported less contact with Resources Safety in 2011-12 compared to 2009-10. For mining professionals and safety and health representatives, and petroleum clients, the decrease was less than 10% and could be due to the change in respondent profile. Although only a very small sample, the number of MHF respondents who had contact with Resources Safety decreased from 93.3% (14 of 15 respondents) in 2010 to 59.0% (13 of 22 respondents) in 2012.

Petroleum respondents had the highest rate of contact with Resources Safety in 2011-12 (86.5%) followed by mining professionals (71.6%). Only 35.3% of mines safety and health representatives had contact with the regulator.

#### 2. Respondent profile varied from 2010 to 2012.

Almost half of all respondents in 2012 worked for organisations with more than 500 employees. This increase was driven by changes in the demographics of the mining professional respondents.

##### **Mining**

In 2010, only 7 of the 65 mining professionals (10.8%) were from organisations of more than 500 employees whereas in 2012, 59 of the 141 mining professionals (41.8%) worked for large organisations. When analysed by organisation size, mining professionals from organisations with more than 500 employees consistently gave higher average ratings and had a higher percentage of respondents rating each answer 8-10/10 than mining professionals from organisations with less than 500 employees. This increase in respondents from larger organisations does not, therefore, account for the change in perceptions of Resources Safety's performance within this group.

Within the mining professionals category, there was also an increase in the number of occupational safety and health (OSH) professionals responding in 2012. In 2010, 13.8% of mine manager respondents (9 of 65) were OSH professionals compared to 41.1% (58 of 141) in 2012. Again, when the results from OSH professionals are analysed on their own, these responses produced higher average ratings and a higher percentage of "outstanding" ratings than those in other roles.

The profile of the mining safety and health representative respondents, despite a decrease in the actual number of respondents from 237 in 2010 to 134 in 2012, was very similar across the two survey periods.

##### **Petroleum**

The number of petroleum clients who responded increased from 20 in 2010 to 37 in 2012, driven mainly by an increase in the number of general managers and senior executives from the petroleum sector who completed the survey. In 2010, there were 4 general managers or senior executives (20.0%) whereas in 2012 there were 17 (45.9%). When compared, the responses from the general managers and senior executives do not differ much from the petroleum client group overall.

##### **MHFs**

For the MHF respondents, there was an increase in the number of respondents from organisations with greater than 500 employees. In 2010, 6 of the 15 respondents (40%) were from organisations with more than 500 employees while in 2012, 14 of the 22 respondents (63.6%) were from large organisations. The number of safety and health representatives responding from MHF clients also increased in 2012. Only 1 respondent from 15 in 2010 (6.7%) was a safety and health representative compared to 7 of 22 (31.8%) in 2012. As only 13 of the 22 MHF respondents had contact with Resources Safety during 2011-12, the sample is not large enough to meaningfully break down further for the purpose of analysis.

**3. Perception in the resources industry that Resources Safety is a *proactive safety regulator* remained similar overall but varied between groups, while the perception of *adding value to client organisations* has increased since 2010.**

Across all groups, 67.7% rated Resources Safety positively overall (6-10/10) as a proactive safety regulator in 2012 compared to 67.2% in 2010. The percentage that rated Resources Safety highly (8-10/10) on *being a proactive safety regulator* decreased to 22.8% in 2012 compared to 26.3% in 2010. The number of mining respondents giving high ratings for this question decreased while the performance of Resources Safety in this area increased in the perception of the smaller petroleum and MHF clients. The percentage of respondents who gave positive ratings increased in all groups except mining professionals.

- 2012: 16.7% rate performance highly; 63.5% rate performance positively
- 2010: 26.2% rate performance highly; 72.3% rate performance positively

- 2012: 20.3% rate performance highly; 67.8% rate performance positively
- 2010: 27.2% rate performance highly; 66.0% rate performance positively

- 2012: 44.1% rate performance highly; 88.2% rate performance positively
- 2010: 25.0% rate performance highly; 70.0% rate performance positively

- 2012: 20.0% rate performance highly; 60.0% rate performance positively
- 2010: 13.3% rate performance highly; 60.0% rate performance positively

The percentage of respondents rating Resources Safety positively for *adding value to their organisation* increased from 56.0% in 2010 to 61.8% in 2012.

Despite a lower percentage of mines safety and health representatives rating their response highly (8-10/10), the percentage rating it positively (6-10/10) increased from 60.2% to 65.2%.

The only group whose perception of Resources Safety as adding value did not increase was that comprising MHF clients.

**Mining Professionals**

- 2012: 23.0% rate performance highly; 59.2% rate performance positively
- 2010: 20.0% rate performance highly; 46.2% rate performance positively

**Mines Safety and Health Representatives**

- 2012: 18.6% rate performance highly; 65.2% rate performance positively
- 2010: 28.2% rate performance highly; 60.2% rate performance positively

**Petroleum Clients**

- 2012: 41.2% rate performance highly; 76.5% rate performance positively
- 2010: 4% rate performance highly; 50% rate performance positively

**MHF Clients**

- 2012: No respondents rate performance highly; 35.0% rate performance positively
- 2010: 13.3% rate performance highly; 40.0% rate performance positively

**4. The perception of the importance of regulatory roles increased overall for mining professionals and petroleum clients, as did their rating of Resources Safety's performance as a regulator.**

Mining professionals gave similar or increased ratings of importance to all regulatory roles, with activities and outcomes ratings averaging above 7.5/10 for importance. The 2012 ratings of their perception of Resources Safety's performance as a regulator were similar to those in 2010 across the compliance activities and awareness-raising outcomes. *Setting appropriate safety standards* was perceived as the most important activity as well as the role where Resources Safety performed most highly in 2011-12.

When rating the importance of regulatory roles, a higher percentage of petroleum clients gave outstanding ratings for all compliance activities as well as higher average ratings. For raising awareness and promoting safety outcomes, the average ratings increased from 2010 but fewer respondents gave outstanding ratings (8-10/10) for some of these measures.

When rating Resources Safety's performance as a regulator, petroleum clients gave higher average ratings across all indicators and substantially more ratings of outstanding on most.

**5. Although most still rated highly, the perception of the importance of regulatory roles decreased slightly for mine safety and health representatives, as did their perception of Resources Safety's performance as a regulator.**

Across all compliance activities, mine safety and health representatives rated the importance of compliance activities and raising awareness and promoting safety outcomes less highly in 2012 than in 2010. They also perceived Resources Safety to be performing less well in these roles, with lower average ratings and a lower percentage of respondents giving outstanding ratings for performance on compliance activities.

**6. Resources Safety performs strongly on the two most important roles as rated overall by industry, but there is scope for improvement.**

As in 2010, *setting appropriate standards of safety* and *providing information and advice about safety* were the two roles rated most important by the industry overall in 2012.

Mining professionals and petroleum clients felt that Resources Safety performed better at setting appropriate safety standards in 2011-12 than in 2009-10, with both higher average ratings and a higher percentage of respondents giving ratings of 8-10/10. Mining safety and health representatives and MHF clients did not feel Resources Safety's performance in this role had improved.

Overall, industry felt Resources Safety performed similarly well at providing advice and information about safety in 2011-12 to 2009-10. A higher percentage of mining professionals rated Resources Safety as performing outstandingly well but the average rating decreased slightly. For mines safety and health representatives, there was a small decrease in both the percentage of respondents awarding outstanding ratings and the average rating. Petroleum clients awarded fewer outstanding ratings but the average rating increased.

Overall, Resources Safety's performance on these two roles were rated most highly by industry.

**7. Resources Safety performs strongly overall on the remaining roles of the safety regulator, but there is scope for improvement.**

Resources Safety's performance is rated fairly well overall on most of the remaining roles of the safety regulator, with ratings being similar or increasing for most roles, particularly the compliance activities.

Within each group, there is scope for improvement in various roles, which can provide a focus for Resources Safety in coming years.



**8. Mining respondents perceived Resources Safety to be performing similarly or less highly to 2010 on most of the nine initiatives identified on the survey as needing to be done well when working with industry to reduce the likelihood of and consequences of serious incidents.**

A higher percentage of mining professionals perceived Resources Safety as performing very well (8-10/10) on seven of the nine initiatives. However, only four of the initiatives received higher average ratings in 2012 than they did in 2010. Among this group, the initiatives perceived as being performed best are *publishes appropriate industry safety performance indices* and *supports a risk management approach*, with 46.2% of respondents rating performance highly for both initiatives.

Mines safety and health representatives gave fewer high ratings in 2012 than 2010 across the nine initiatives and lower average ratings. The initiatives with the most high ratings in 2012 were *publishes appropriate industry safety performance indices* and *adds value to site safety procedures*.

**9. Mining respondents perceived little change in the performance of Resources Safety's authorised officers (mines inspectors) between 2010 and 2012.**

A higher percentage of mining professionals rated Resources Safety's performance very well in 2012 compared to 2010 in eight of the 17 indices. The largest increase was in the perception that mines inspectors *are willing to consider and adapt to industry safety innovations*, which 48.8% of respondents rated very well compared to 28.9% in 2010. The indices receiving fewer high ratings saw only very small movements in most cases.

Mine safety and health representatives perceived very little change in performance across the 17 indices, with average ratings remaining between 7.00 and 8.00 for all but one, and between half and two-thirds of respondents perceiving Resources Safety to be performing very well in 12 of the 17.

**10. Perceptions of the quality and effectiveness of guidance materials increased among mines managers but decreased among safety and health representatives, with the two groups of mining respondents rating guidance material indices very similarly.**

For both mining groups, guidance material was rated most highly for being *accurate and consistent about what it says* and *using plain English to clarify legislative requirements*.

**11. Petroleum clients perceived Resources Safety to be performing better across almost all regulatory performance indices.**

Only three statements in this section (out of 32) received significantly less ratings of 8-10/10 in 2012 than in 2010 with four receiving similar numbers of high ratings and all others increasing. For those indices that received fewer high ratings, the average ratings for these statements still increased. The three statements receiving significantly fewer high ratings were that Resources Safety *provides guidance on development of documentation to meet legislative requirements*, and that petroleum inspectors *are knowledgeable about the industry that they are auditing and are willing to consider and adapt to industry safety innovations*.

Although increasing compared to 2010, the performance of guidance material was less highly rated by petroleum clients than the performance of the Resources Safety as a regulator overall or of the petroleum inspectors.

**12. Overall, the small number of MHF clients respondents perceived Resources Safety to be performing less well in 2012 than they did in 2010 in around two thirds of the indicators.**

More MHF clients rated Resources Safety to be performing very well (8-10/10) in eight of the 32 indicators while 11 indicators received higher average ratings in 2012 compared to 2010. The most highly rated statement by MHF clients was that dangerous goods officers *are available to answer queries over the telephone or online*.

**13. Overall, more respondents felt the initiatives tested in the survey would add value to their operations' safety outcomes in 2012 than in 2010.**

Only the small group of MHF clients did not perceive more highly that most initiatives tested would add value to their organisation, although with such a small number of respondents in both survey years, findings must be interpreted cautiously.

All four groups rated *provide positive feedback on what has been done well* in their top four value adding initiatives. Overall, more than 80% of respondents rated the following initiatives as likely to add some or a lot of value, in order:

- Be available to answer queries when needed
- Provide practical advice and examples of how things can be done better
- Provide positive feedback on what has been done well
- Ensure greater consultation and feedback to industry
- Be willing to provide guidance and act as mentors
- Provide pro forma documents, information packs for contractors and preformatted risk assessments to assist small companies in writing their safety plans
- Facilitate the development of industry networks to enable specific groups, such as managers or safety and health representatives, to get together.

Petroleum clients ranked the following initiatives substantially less favourably than mining respondents but viewed them as adding more value in 2012 than in 2010:

- Be willing to provide guidance and act as mentors (65.5% rated 4-5/5)
- Ensure mandatory training for safety and health representatives (58.6% rated 4-5/5)
- Undertake roadshows and formal presentations to companies and industry groups (51.7% rated 4-5/5)
- Facilitate the development of industry networks to enable specific groups, such as managers or safety and health representatives, to get together (58.6% rated 4-5/5)

In particular, the perceived value of undertaking roadshows and formal presentations increased from just 28.6% thinking it would add value in 2010 to 51.7% in 2012.

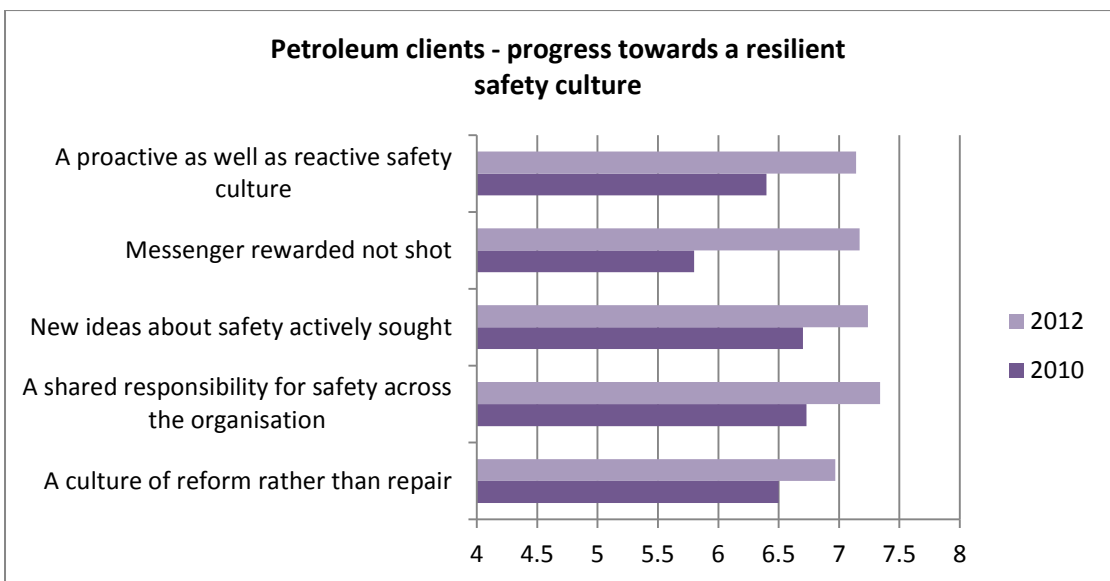
**14. The ultimate goal is for industry to have a proactive, consultative safety culture. The percentage of respondents with a positive perception that their industry has a proactive, consultative safety culture decreased for mining respondents but increased for petroleum and MHF respondents, however MHF respondents rated this statement highly (8-10/10).**

For mining, 81.6% of mining professionals rated their industry's performance in meeting this goal positively (6-10/10) compared to 89.2% in 2010, and 32.9% rated it highly (8-10/10) compared to 33.8% in 2010. The average rating dropped from 7.02 to 6.62. Some 72.9% of mines safety and health representatives gave a positive rating for progress towards a resilient safety culture compared to 73.6% in 2010, and 40.0% rated it highly, up from 36.6% in 2010. Despite slightly more outstanding ratings, the average rating dropped from 6.65 to 6.34.

For petroleum, all respondents gave a positive rating, up from 90.0% in 2010, and 58.6% rated it highly, up from 50.0% in 2010. The average rating increased to 7.66 from 7.20. Petroleum clients were the only group to rate the attributes of a resilient safety culture higher in 2012 than they did in 2010, and they rated all five attributes more positively than any of the other groups.

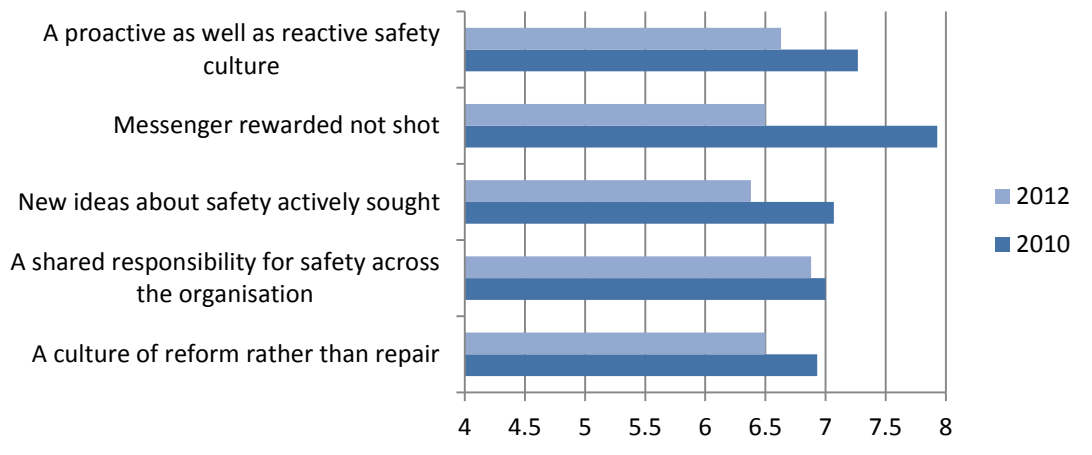
Despite more positive ratings for the proactive and consultative nature of safety culture, MHF clients gave lower average ratings for all five of the attributes of a resilient safety culture, most noticeably *messenger rewarded not shot*, which 73.3% rated outstandingly well in 2010 but only 50.0% in 2012.

The graphs below plot the average response for each safety culture attribute.



### MHF clients - progress towards a resilient safety culture

(small sample size)



## Appendix 1: Comparison of 2012 to 2010 survey data for mining professionals

### MINING PROFESSIONALS

#### STAKEHOLDER GROUP PROFILE

141 responses were received from mining and exploration professionals who had been invited to participate in the survey. In 2010 responses were received from only 65 professionals.

The professionals participating in the survey can be described as:

- Predominantly (3/4) coming from organisations with greater than 100 employees.
- Predominantly OHS professionals, general managers or senior executive, and supervisors.
- Having reasonable experience in the resources sector, with nine in ten having worked in mining for more than three years and almost six in ten more than ten years.

The professionals also have a fair degree of contact with Resources Safety:

- Over seven in ten had contact with Resources Safety in the previous 12 months. Contact initiated by the client organisation was slightly higher than by Resources Safety.
- More than three in four had several of many instances of contact during 2011-12.
- Contact was initiated for a wide variety of reasons.

	2010	2012
RESPONDENT PROFILE	%	%
<b>Size of organisation</b>		
Less than 10 employees	27.7	7.1
10-100 employees	36.9	17.7
101-500 employees	24.6	33.3
TOTAL - Less than 500 employees	89.2	58.1
More than 500 employees	10.8	41.8
<b>Respondent's current role</b>		
General manager or senior executive	40.0	14.2
Operations manager	30.8	8.5
Supervisor	1.5	14.9
Safety and health representative	4.6	0
Contractor	1.5	0
Occupational health and safety professional	13.8	41.1
Other - professional	4.6	17.0
Other - administration / office	3.1	4.3
<b>Length of time respondent has been working in the resources industry</b>		
Less than 3 years	3.1	9.9
3-10 years	18.5	31.2
More than 10 years	78.5	58.9

	2010	2012
<b>CONTACT PROFILE</b>	<b>%</b>	<b>%</b>
<b>Contact with Resources Safety in the past year</b>		
Only initiated by our organisation	10.8	21.2
Only initiated by Resources Safety	16.9	10.2
Initiated by our organisation <i>and</i> by Resources Safety	50.8	42.3
TOTAL initiated by Resources Safety (solely or also initiated by organisation)	67.7	52.6
TOTAL initiated by our organisation (solely or also initiated by Resources Safety)	61.5	63.5
TOTAL had contact with Resources Safety	78.5	73.7
No contact with Resources Safety	21.5	26.2
<b>Where applicable, how often was contact with Resources Safety during last financial year</b>		
Once	13.7	22.0
Several times	74.5	63.7
Many times	11.8	14.3
<b>Nature of these contacts</b>		
Response to an enquiry by you	45.1	39.8
Audit or inspection	43.1	49.0
A request for information from Resources Safety	41.2	48.0
Investigation of an incident	33.3	28.6
Consultation regarding a safety matter	33.3	42.9
Information session (e.g. safety road show, industry briefing)	27.5	70.4
Investigation of a complaint	11.8	9.2
Other	7.8	2.0

**ROLES AND PERFORMANCE OF SAFETY REGULATOR**

**PERFORMANCE OF REGULATOR IN TERMS OF**

Being a proactive safety regulator	63.5% say well (6-10/10), slightly down from 72.3% in 2010. 16.7% say outstandingly well (8-10/10), also down on 26.2% in 2010. The average rating decreased slightly from 6.35 in 2010 to 6.02.
Adding value to your organisation	59.2% say a significant amount (6-10/10), an increase on 46.2% in 2010. 23.0% say an exceptional amount, increased from 20.0% in 2010. The average rating increased from 5.29 in 2010 to 5.77.

**RATING THE IMPORTANCE OF REGULATORY ROLES (excludes “Don’t knows”)**

	<b>Essential (8-10/10)</b>		<b>Average rating</b>	
	<b>2010</b>	<b>2012</b>	<b>2010</b>	<b>2012</b>
<b>Compliance activities</b>				
Set appropriate safety standards	86.2%	77.5%	8.78	8.38
Conduct independent audits of safety systems	44.6%	61.2%	7.06	7.53
Undertake safety inspections	50.8%	62.5%	7.60	7.79
Carry out independent investigations of incidents	50.0%	73.8%	7.64	8.11
Respond to complaints about safety	67.2%	76.2%	8.22	8.38
<b>Raise awareness and promote safety outcomes</b>				
Provide advice and information about safety	82.8%	81.2%	8.84	8.70
Monitor safety performance data	50.0%	63.8%	7.30	7.84
Monitor health surveillance programmes	51.6%	61.2%	7.05	7.76
Support safety and health representatives	60.9%	76.2%	7.77	8.33
Resolve disputes about safety in the workplace	35.9%	56.2%	6.80	7.53

**RATING RESOURCES SAFETY’S PERFORMANCE IN REGULATORY ROLES (excludes “Don’t knows”)**

	<b>Very well (8-10/10)</b>		<b>Average rating</b>	
	<b>2010</b>	<b>2012</b>	<b>2010</b>	<b>2012</b>
<b>Compliance activities</b>				
Set appropriate safety standards	48.4%	48.8%	7.10	7.19
Conduct independent audits of safety systems	16.7%	27.5%	5.71	5.98
Undertake safety inspections	33.3%	31.2%	6.55	6.36
Carry out independent investigations of incidents	29.3%	42.5%	6.80	7.01
Respond to complaints about safety	42.1%	41.2%	7.11	7.01
<b>Raise awareness and promote safety outcomes</b>				
Provide advice and information about safety	52.4%	53.8%	7.37	6.96
Monitor safety performance data	39.6%	38.8%	7.19	6.59
Monitor health surveillance programmes	22.0%	37.5%	6.34	6.51
Support safety and health representatives	21.4%	37.5%	6.21	6.59
Resolve disputes about safety in the workplace	16.7%	27.5%	5.90	6.15

**WORKING WITH INDUSTRY TO REDUCE LIKELIHOOD AND CONSEQUENCES OF SERIOUS INCIDENTS**

**REGULATORY PERFORMANCE (excludes “Don’t knows”)**

	Very well (8-10/10)		Average rating	
	2010	2012	2010	2012
<b>Regulator overall</b>				
Supports a risk management approach	30.9%	46.2%	6.71	6.84
Publishes appropriate industry safety performance indices	37.9%	46.2%	7.03	7.11
Encourages consistent application of safety standards across all operations	37.3%	27.5%	6.78	6.09
Prosecutes if necessary	34.2%	23.8%	6.42	6.05
Provides guidance on development of documentation to meet legislative requirements	28.8%	37.5%	6.27	6.05
Clarifies where legal responsibilities lie	23.1%	40.0%	6.25	6.14
Adds value to site safety procedures	22.8%	28.8%	6.02	5.56
Responds in a timely manner	40.0%	42.5%	6.90	6.98
Reviews submitted documents in a timely manner	30.4%	33.8%	6.26	6.41
<b>Mines inspectors</b>				
Are knowledgeable about the legislation	68.0%	65.0%	7.94	7.73
Are consistent in their interpretation of the legislation	35.6%	41.2%	6.58	6.70
Interpret the legislation in a practical way	25.5%	40.0%	6.38	6.48
Are consistent in the application of the legislation	36.2%	38.8%	6.68	6.73
Are willing to consult our organisation	44.0%	46.2%	6.86	6.78
Are willing to consider and adapt to industry safety innovations	28.9%	48.8%	6.34	6.68
Approach their task professionally	62.0%	67.5%	7.82	7.71
Are knowledgeable about the industry that they are auditing or investigating	58.0%	52.5%	7.46	7.20
Are knowledgeable about the type of operation that they are auditing or investigating	45.8%	43.8%	7.10	6.86
Are well prepared before they go on site	42.5%	46.2%	7.08	7.15
Are available to visit sites when needed	37.8%	37.5%	6.89	6.80
Coordinate inspections and audits so that, where possible, the aims are achieved in one visit	41.7%	45.0%	7.19	6.86
Carry out audits and inspections in a timely manner	48.7%	47.5%	7.28	6.96
Are available to answer queries over the telephone or online	70.0%	61.2%	7.92	7.41
Have a consistent approach to audits and inspections, both individually and between inspectors	30.8%	27.5%	6.54	6.29
Provide useful, actionable information to make operations safer	42.9%	41.2%	7.14	6.54
Provide information in a friendly and cooperative way	62.7%	51.2%	7.71	7.18
<b>Guidance Material</b>				
Addresses operational needs	28.8%	38.8%	6.56	6.86
Uses plain English to clarify legislative requirements	45.0%	50.0%	6.92	7.13
Is in a form appropriate for operational use on site	36.2%	43.8%	6.66	6.86
Is concise	36.7%	42.5%	6.72	6.90
Is clear and definitive on what is required	38.3%	43.8%	6.73	6.76
Is accurate and consistent in what it says	48.3%	50.0%	7.10	7.18



**MINING  
PROFESSIONALS**

**ADDING VALUE**

\* Note change in rating scale to 5 (average not provided as numerical scale not used)

	Adds value (4-5/5)	
	2010	2012
Provide pro forma documents, information packs for contractors and preformatted risk assessments to assist small companies in writing their safety plans	79.4%	81.2%
Provide positive feedback on what has been done well	77.8%	88.8%
Provide practical advice and examples of how things can be done better	84.4%	95.0%
Be willing to provide guidance and act as mentors	67.2%	83.8%
Ensure mandatory training for safety and health representatives	60.3%	81.2%
Undertake roadshows and formal presentations to companies and industry groups	54.0%	81.2%
Facilitate the development of industry networks to enable specific groups, such as managers or safety and health representatives, to get together	57.8%	81.2%
Ensure greater consultation and feedback to industry	81.3%	90.0%
Be available to answer queries when needed	87.5%	93.8%

**MINING  
PROFESSIONALS**

**INDUSTRY'S ASSESSMENT OF SAFETY CULTURE PROGRESS FOR MINING AND EXPLORATION**

Meeting goal of proactive, consultative safety culture 81.6% say well (6-10 out of 10), similar to 89.2% in 2010  
32.9% say outstandingly well (8-10/10), again very comparable to 33.8% in 2010. Average rating is 6.62, slightly down from 7.02 in 2010.

	High rating (8-10/10)		Average rating	
	2010	2012	2010	2012
Culture of reform rather than repair	13.8%	18.4%	6.29	6.00
Shared responsibility for safety across the organisation	27.7%	22.4%	6.54	6.20
New ideas about safety actively sought	21.5%	34.2%	6.40	6.55
Messenger rewarded not shot	29.7%	32.9%	6.30	6.18
A proactive as well as reactive culture	28.6%	35.5%	6.59	6.29

## Appendix 2: Comparison of 2012 to 2010 survey data for mines safety and health representatives

### MINES S&H REPS

#### STAKEHOLDER GROUP PROFILE

134 elected mines safety and health representatives responded to the 2012 survey. In 2010, 237 elected safety and health representatives participated in the survey.

The demographic of safety representative respondents was very similar to 2010. Those who participated in the 2012 survey can be described as:

- Mainly coming from organisations of more than 500 employees (7 in 10).
- Having some experience in the resources sector, with half having worked in mining for three to ten years and a further 30% for ten or more years.

The safety representatives have a lower level of contact with Resources Safety than other stakeholder groups:

- 35% have had contact with Resources Safety in the past year, with contact being just as likely to have been initiated by Resources Safety as by the client organisation.
- Frequency of contact between S&H Reps and Resources Safety varied with 42% having had contact just once and 58% several or many times.
- Most safety representatives initiated contact either via attendance at an information session (52%), through participation in an audit or inspection (43%), via a request for information (25%) or through Resources Safety responding to a query (16%).

	2010	2012
RESPONDENT PROFILE	%	%
<b>Size of organisation</b>		
Less than 10 employees	0.4	1.5
10-100 employees	8.9	6.7
101-500 employees	21.1	20.1
TOTAL - Less than 500 employees	30.4	28.3
More than 500 employees	69.6	71.6
<b>Respondent's current role</b>		
General manager or senior executive	1.3	0.0
Operations manager	0.8	0.0
Supervisor	6.3	0.8
Safety and health representative	66.7	75.4
Contractor	0.8	0
Occupational health and safety professional	3.8	0
Other – professional	3.0	4.5
Other – trade / technician	9.3	6.7
Other – operator	3.0	6.0
Other – administration / office	3.4	6.0
Other	1.7	0.8
<b>Length of time respondent has been working in the resources industry</b>		
Less than 3 years	13.9	16.4
3-10 years	50.2	53.0
More than 10 years	35.9	30.6

	2010	2012
<b>CONTACT PROFILE</b>	<b>%</b>	<b>%</b>
<b>Contact with Resources Safety in the past year</b>		
Only initiated by our organisation	7.2	9.8
Only initiated by Resources Safety	12.2	12.0
Initiated by our organisation <i>and</i> by Resources Safety	19.8	13.5
TOTAL initiated by Resources Safety (solely or also initiated by organisation)	32.1	25.5
TOTAL initiated by our organisation (solely or also initiated by Resources Safety)	27.0	23.3
TOTAL had contact with Resources Safety	39.2	35.3
No contact with Resources Safety	60.8	64.7
<b>Where applicable, how often was contact with Resources Safety during 2009-10 financial year</b>		
At most once	47.9	42.5
Several times	46.9	52.5
Many times	5.1	5.0
<b>Nature of these contacts</b>		
Audit or inspection	30.5	43.2
Investigation of a complaint	2.1	4.5
Investigation of an incident	12.6	9.1
Consultation regarding a safety matter	10.5	6.8
Response to an enquiry by you	8.4	15.9
A request for information from Resources Safety	15.8	25.0
Information session (e.g. safety road show, industry briefing)	44.2	52.3
Other	23.2	18.2

## ROLES AND PERFORMANCE OF SAFETY REGULATOR

### PERFORMANCE OF REGULATOR IN TERMS OF

Being a proactive safety regulator	67.8% say well (6-10 out of 10), a small increase on 66.0% in 2010. 20.3% say outstandingly well (8-10/10), down from 27.2% in 2010. The average rating of 5.99 in 2012 represents a small decrease on 6.40 in 2010.
Adding value to your organisation	65.2% say a significant amount (6-10/10), up from 60.2% in 2010. 18.6% say an exceptional amount (8-10/10), down from 28.8% in 2010. Despite more ratings of 6-10/10, the average rating decreased slightly to 5.90 in 2012 compared to 6.16 in 2010.

### RATING THE IMPORTANCE OF REGULATORY ROLES (excludes "Don't knows")

	Essential (8-10/10)		Average rating	
	2010	2012	2010	2012
<b>Compliance activities</b>				
Set appropriate safety standards	85.1%	74.3%	9.05	8.40
Conduct independent audits of safety systems	76.3%	65.7%	8.60	8.01
Undertake safety inspections	78.7%	68.6%	8.57	8.13
Carry out independent investigations of incidents	80.4%	70.0%	8.65	8.20
Respond to complaints about safety	89.5%	75.7%	8.97	8.47
<b>Raise awareness and promote safety outcomes</b>				
Provide advice and information about safety	86.5%	78.6%	8.86	8.31
Monitor safety performance data	72.1%	67.1%	8.25	7.93
Monitor health surveillance programmes	70.8%	62.9%	8.16	7.91
Support safety and health representatives	85.1%	81.4%	8.92	8.67
Resolve disputes about safety in the workplace	80.6%	77.1%	8.64	8.46

### RATING RESOURCES SAFETY'S PERFORMANCE IN REGULATORY ROLES (excludes "Don't knows")

	Very well (8-10/10)		Average rating	
	2010	2012	2010	2012
<b>Compliance activities</b>				
Set appropriate safety standards	60.9%	48.6%	7.63	7.20
Conduct independent audits of safety systems	45.2%	37.1%	6.87	6.46
Undertake safety inspections	49.1%	37.1%	6.96	6.41
Carry out independent investigations of incidents	51.0%	34.3%	7.07	6.44
Respond to complaints about safety	49.7%	42.9%	7.01	6.86
<b>Raise awareness and promote safety outcomes</b>				
Provide advice and information about safety	58.2%	47.1%	7.37	7.03
Monitor safety performance data	50.7%	40.0%	7.22	6.64
Monitor health surveillance programmes	48.3%	31.4%	6.85	6.39
Support safety and health representatives	54.9%	45.7%	7.21	6.84
Resolve disputes about safety in the workplace	47.1%	32.9%	6.90	6.40

## WORKING WITH INDUSTRY TO REDUCE LIKELIHOOD AND CONSEQUENCES OF SERIOUS INCIDENTS

### REGULATORY PERFORMANCE (excludes "Don't knows")

	Very well (8-10/10)		Average rating	
	2010	2012	2010	2012
<b>Regulator overall</b>				
Supports a risk management approach	52.2%	38.6%	7.36	6.80
Publishes appropriate industry safety performance indices	59.9%	47.1%	7.65	6.93
Encourages consistent application of safety standards across all operations	53.2%	38.6%	7.30	6.59
Prosecutes if necessary	47.9%	30.0%	6.58	6.27
Provides guidance on development of documentation to meet legislative requirements	51.0%	38.6%	7.05	6.56
Clarifies where legal responsibilities lie	51.2%	40.0%	7.03	6.46
Adds value to site safety procedures	49.4%	41.4%	6.98	6.64
Responds in a timely manner	47.9%	37.1%	7.00	6.57
Reviews submitted documents in a timely manner	42.5%	30.0%	6.81	6.37
<b>Mines inspectors</b>				
Are knowledgeable about the legislation	67.3%	64.3%	7.93	7.77
Are consistent in their interpretation of the legislation	57.2%	55.7%	7.59	7.56
Interpret the legislation in a practical way	61.5%	55.7%	7.59	7.50
Are consistent in the application of the legislation	52.9%	54.3%	7.43	7.31
Are willing to consult our organisation	61.0%	50.0%	7.68	7.33
Are willing to consider and adapt to industry safety innovations	54.9%	45.7%	7.48	7.10
Approach their task professionally	69.3%	64.3%	8.03	7.79
Are knowledgeable about the industry that they are auditing or investigating	66.2%	65.7%	7.79	7.71
Are knowledgeable about the type of operation that they are auditing or investigating	61.0%	58.6%	7.68	7.53
Are well prepared before they go on site	60.9%	52.9%	7.55	7.27
Are available to visit sites when needed	54.2%	44.3%	7.10	7.01
Coordinate inspections and audits so that, where possible, the aims are achieved in one visit	55.3%	44.3%	7.20	6.79
Carry out audits and inspections in a timely manner	57.2%	47.1%	7.31	7.09
Are available to answer queries over the telephone or online	55.8%	48.6%	7.38	7.33
Have a consistent approach to audits and inspections, both individually and between inspectors	56.8%	51.4%	7.25	7.31
Provide useful, actionable information to make operations safer	62.6%	55.7%	7.45	7.37
Provide information in a friendly and cooperative way	64.0%	62.9%	7.67	7.77
<b>Guidance Material</b>				
Addresses operational needs	51.4%	37.1%	7.31	6.71
Uses plain English to clarify legislative requirements	53.8%	44.3%	7.48	7.19
Is in a form appropriate for operational use on site	55.2%	44.3%	7.43	6.99
Is concise	55.7%	42.9%	7.42	6.97
Is clear and definitive on what is required	53.1%	48.6%	7.37	7.10
Is accurate and consistent in what it says	60.6%	51.4%	7.62	7.21

## ADDING VALUE

\* Note change in rating scale to 5 (average not provided as numerical scale not used)

	Adds value (4-5/5)	
	2010	2012
Provide pro forma documents, information packs for contractors and preformatted risk assessments to assist small companies in writing their safety plans	78.9%	81.4%
Provide positive feedback on what has been done well	82.9%	88.6%
Provide practical advice and examples of how things can be done better	83.8%	85.7%
Be willing to provide guidance and act as mentors	79.1%	88.6%
Ensure mandatory training for safety and health representatives	85.1%	85.7%
Undertake roadshows and formal presentations to companies and industry groups	75.2%	80.0%
Facilitate the development of industry networks to enable specific groups, such as managers or safety and health representatives, to get together	77.1%	88.6%
Ensure greater consultation and feedback to industry	80.6%	87.1%
Be available to answer queries when needed	84.3%	91.4%

## INDUSTRY'S ASSESSMENT OF SAFETY CULTURE PROGRESS FOR MINING AND EXPLORATION

Meeting goal of proactive, consultative safety culture 72.9% say well (6-10 out of 10), little change from 73.6% in 2010. 40.0% say outstandingly well (8-10/10), increased from 36.6% in 2010. Despite more ratings of outstanding, the average rating is 6.34, down from 6.65 in 2010.

	High rating (8-10/10)		Average rating	
	2010	2012	2010	2012
Culture of reform rather than repair	34.7%	31.4%	6.50	6.13
Shared responsibility for safety across the organisation	38.4%	42.9%	6.73	6.57
New ideas about safety actively sought	38.0%	37.1%	6.70	6.27
Messenger rewarded not shot	24.2%	27.1%	5.80	5.57
Aproactive as well as reactive culture	34.5%	38.6%	6.40	6.13

## Appendix 3: Comparison of 2012 to 2010 survey data for petroleum clients

### PETROLEUM CLIENTS

#### STAKEHOLDER GROUP PROFILE

37 site managers and safety representatives from onshore petroleum operations took part in the survey, an increase on the 20 responses received in 2010.

The petroleum clients participating in the survey can be described as:

- Predominantly managers or senior executive, and health and safety representatives.
- Coming from all sizes of organisations.
- Having considerable experience in the resources sector, with seven out of ten having worked in the industry for more than ten years.

The petroleum clients have a reasonable level of contact with Resources Safety Division:

- Most had contact with Resources Safety in the past year. Contact was slightly more likely to have been initiated by the client organisation than by Resources Safety.
- In most instances contact was made several or many times during the 2011-12 financial year.
- Contact was initiated for a wide variety of reasons.

THIS IS A VERY SMALL SAMPLE. FINDINGS SHOULD BE INTERPRETED WITH CAUTION.

	2010	2012
RESPONDENT PROFILE	%	%
<b>Size of organisation</b>		
Less than 10 employees	15.0	16.2
10-100 employees	25.0	27.0
101-500 employees	10.0	24.3
TOTAL – Less than 500 employees	50.0	67.5
More than 500 employees	50.0	32.4
<b>Respondent's current role</b>		
General manager or senior executive	20.0	45.9
Operations manager	25.0	13.5
Supervisor	0.0	2.7
Safety and health representative	5.0	8.1
Contractor	5.0	0.0
Occupational health and safety professional	20.0	29.7
Other – Professional	15.0	0.0
Other – administrative	10.0	0.0
<b>Length of time respondent has been working in the resources industry</b>		
Less than 3 years	10.0	2.7
3 – 10 years	25.0	27.0
More than 10 years	65.0	70.3

	2010*	2012
<b>CONTACT PROFILE</b>	<b>%</b>	<b>%</b>
<b>Contact with Resources Safety in the past year</b>		
Only initiated by our organisation	10.0	13.5
Only initiated by Resources Safety	5.0	0.0
Initiated by our organisation <i>and</i> by Resources Safety	75.0	73.0
TOTAL initiated by Resources Safety (solely or also initiated by organisation)	80.0	73.0
TOTAL initiated by our organisation (solely or also initiated by Resources Safety)	85.0	86.5
TOTAL had contact with Resources Safety	90.0	86.5
No contact with Resources Safety	10.0	13.5
<b>Where applicable, how often was contact with Resources Safety during 2009-10 financial year</b>		
Once	16.7	6.5
Several times	61.1	51.6
Many times	22.2	41.9
<b>Nature of these contacts</b>		
Audit or inspection	50.0	56.3
Investigation of a complaint	0.0	3.1
Investigation of an incident	16.7	15.6
Consultation regarding a safety matter	38.9	43.8
Response to an enquiry by you	61.1	46.9
A request for information from Resources Safety	55.6	46.9
Information session (e.g. safety road show, industry briefing)	38.9	34.4
Other	33.3	31.3

\*With a total sample of only 20 in 2010 and 37 in 2012, this group is too small for cross-analysis. In addition, not all questions were answered by all respondents in 2010.



**ROLES AND PERFORMANCE OF SAFETY REGULATOR**

**PERFORMANCE OF REGULATOR IN TERMS OF**

Being a proactive safety regulator	88.2% say well (6-10 out of 10), increased from 70.0% in 2010. 44.1% say outstandingly well (8-10/10), increased from 25.0% in 2010. Average rating is 7.00, up from 6.10 in 2010
Adding value to your organisation	76.5% say a significant amount (6-10/10) compared to 50% in 2010 41.2% say an exceptional amount (8-10/10), compared to 5% in 2010. The average rating increased from 4.85 in 2010 to 6.62 in 2012.

**RATING THE IMPORTANCE OF REGULATORY ROLES (excludes "Don't knows")**

	Essential (8-10/10)		Average rating	
	2010	2012	2010	2012
<b>Compliance activities</b>				
Set appropriate safety standards	65.0%	79.3%	7.85	8.52
Conduct independent audits of safety systems	63.2%*	79.3%	7.53	8.38
Undertake safety inspections	52.6%*	69.0%	7.11	8.03
Carry out independent investigations of incidents	55.0%	55.2%	7.15	7.93
Respond to complaints about safety	63.2%*	72.4%	7.68	8.24
<b>Raise awareness and promote safety outcomes</b>				
Provide advice and information about safety	68.8%*	69.0%	7.94	8.07
Monitor safety performance data	73.3%*	55.2%	7.53	7.55
Monitor health surveillance programmes	40.0%*	44.8%	6.47	6.79
Support safety and health representatives	71.4%*	58.6%	7.36	7.59
Resolve disputes about safety in the workplace	53.3%*	48.3%	6.60	6.90

**RATING RESOURCES SAFETY'S PERFORMANCE IN REGULATORY ROLES (excludes "Don't knows")**

	Very well (8-10/10)		Average rating	
	2010	2012	2010	2012
<b>Compliance activities</b>				
Set appropriate safety standards	25.0%*	51.7%	5.50	7.28
Conduct independent audits of safety systems	33.3%*	44.8%	5.20	6.83
Undertake safety inspections	25.0%*	55.2%	4.83	6.83
Carry out independent investigations of incidents	11.1%**	24.1%	4.67	6.72
Respond to complaints about safety	0.0%**	34.5%	4.17	6.97
<b>Raise awareness and promote safety outcomes</b>				
Provide advice and information about safety	46.2%*	41.4%	6.31	7.17
Monitor safety performance data	28.6%**	24.1%	4.71	6.66
Monitor health surveillance programmes	0.0%**	20.7%	3.00	6.21
Support safety and health representatives	25.0%**	24.1%	5.50	6.66
Resolve disputes about safety in the workplace	0.0%**	20.7%	3.50	6.28

\*less than 20 respondents

\*\*less than 10 respondents

THIS IS A VERY SMALL SAMPLE WITH A LARGE FORECASTING ERROR. FINDINGS SHOULD BE INTERPRETED WITH CAUTION.

**WORKING WITH INDUSTRY TO REDUCE LIKELIHOOD AND CONSEQUENCE OF SERIOUS INCIDENTS**

**REGULATORY PERFORMANCE (excludes “Don’t knows”)**

	Very well (8-10/10)		Average rating	
	2010	2012	2010	2012
<b>Regulator overall</b>				
Supports a risk management approach	47.4%	65.5%	6.26	7.72
Publishes appropriate industry safety performance indices	43.8%	34.5%	5.75	6.66
Encourages consistent application of safety standards across all operations	26.3%	51.7%	5.47	7.38
Prosecutes if necessary	16.7%	27.6%	5.33	6.62
Provides guidance on development of documentation to meet legislative requirements	38.9%	37.9%	5.78	6.59
Clarifies where legal responsibilities lie	12.5%	31.0%	5.69	6.52
Adds value to site safety procedures	31.6%	31.0%	5.11	6.28
Responds in a timely manner	44.4%	41.4%	6.50	6.97
Reviews submitted documents in a timely manner	38.9%	41.4%	6.00	7.10
<b>Petroleum inspectors</b>				
Are knowledgeable about the legislation	52.6%	58.6%	6.89	7.59
Are consistent in their interpretation of the legislation	35.3%	41.4%	4.88	6.83
Interpret the legislation in a practical way	33.3%	41.4%	5.11	6.97
Are consistent in the application of the legislation	25.0%	41.4%	4.63	6.76
Are willing to consult our organisation	58.8%	65.5%	6.82	7.62
Are willing to consider and adapt to industry safety innovations	20.0%	48.3%	5.20	7.07
Approach their task professionally	55.6%	62.1%	6.67	7.69
Are knowledgeable about the industry that they are auditing or investigating	50.0%	31.0%	6.06	6.83
Are knowledgeable about the type of operation that they are auditing or investigating	50.0%	31.0%	6.00	6.69
Are well prepared before they go on site	38.5%	51.7%	6.15	7.17
Are available to visit sites when needed	38.5%	44.8%	6.54	6.69
Coordinate inspections and audits so that, where possible, the aims are achieved in one visit	61.5%	48.3%	6.69	7.10
Carry out audits and inspections in a timely manner	35.7%	48.3%	6.57	7.17
Are available to answer queries over the telephone or online	64.3%	72.4%	6.86	7.79
Have a consistent approach to audits and inspections, both individually and between inspectors	35.7%	37.9%	5.14	6.72
Provide useful, actionable information to make operations safer	23.1%	31.0%	5.15	6.76
Provide information in a friendly and cooperative way	58.8%	58.6%	7.06	7.66
<b>Guidance Material</b>				
Addresses operational needs	12.5%	34.5%	5.13	6.69
Uses plain English to clarify legislative requirements	31.3%	48.3%	5.88	7.10
Is in a form appropriate for operational use on site	13.3%	37.9%	4.93	6.55
Is concise	12.5%	41.4%	5.07	6.83
Is clear and definitive on what is required	53.1%	34.5%	4.81	6.66
Is accurate and consistent in what it says	26.7%	41.4%	5.73	6.86

**PETROLEUM  
CLIENTS**

**ADDING VALUE**

\* Note change in rating scale to 5 (average not provided as numerical scale not used)

	Adds value (4-5/5)	
	2010	2012
Provide pro forma documents, information packs for contractors and preformatted risk assessments to assist small companies in writing their safety plans	83.3%	82.8%
Provide positive feedback on what has been done well	89.5%	96.6%
Provide practical advice and examples of how things can be done better	73.7%	96.6%
Be willing to provide guidance and act as mentors	57.9%	65.5%
Ensure mandatory training for safety and health representatives	50.0%	58.6%
Undertake roadshows and formal presentations to companies and industry groups	28.6%	51.7%
Facilitate the development of industry networks to enable specific groups, such as managers or safety and health representatives, to get together	53.3%	58.6%
Ensure greater consultation and feedback to industry	68.4%	96.6%
Be available to answer queries when needed	78.9%	93.1%

**PETROLEUM  
CLIENTS**

**INDUSTRY'S ASSESSMENT OF SAFETY CULTURE PROGRESS FOR MINING AND EXPLORATION**

Meeting goal of proactive, consultative safety culture 100.0% say well (6-10 out of 10) compared to 90.0% in 2010.  
58.6% say outstandingly well (8-10/10) compared to 50.0% in 2010  
The average rating increased from 7.20 in 2010 to 7.66 in 2012.

	High rating (8-10/10)		Average rating	
	2010	2012	2010	2012
Culture of reform rather than repair	35.0%	44.8%	6.55	6.97
Shared responsibility for safety across the organisation	50.0%	55.2%	7.10	7.34
New ideas about safety actively sought	35.0%	55.2%	6.90	7.24
Messenger rewarded not shot	25.0%	44.8%	6.40	7.17
A proactive as well as reactive culture	31.6**%	41.4%	6.79	7.14

\*less than 20 respondents

THIS IS A VERY SMALL SAMPLE WITH A LARGE FORECASTING ERROR. FINDINGS SHOULD BE INTERPRETED WITH CAUTION.

## Appendix 4: Comparison of 2012 and 2010 survey data for MHF clients

### MHF CLIENTS

#### STAKEHOLDER GROUP PROFILE

22 site managers and safety representatives from MHFs took part in the 2012 survey. This represents a 46.7% increase over the 15 responses received from MHFs in 2010.

The MHF clients participating in the survey can be described as:

- A mix of managers, safety representatives and professionals.
- Predominantly working for organisations with more than 500 employees (14/22). Only one respondent was from an organisation with 10-100 employees and none had less than ten.
- Generally having extensive experience in the resources sector, with ten of 22 having worked there for more than ten years and another nine between three and ten years.

The MHF clients have a reasonable level of contact with Resources Safety Division:

- 13 had contact with Resources Safety in the past year.
- Contact was initiated by Resources Safety and the organisation and most had contact several or many times.
- Contact was initiated for a wide variety of reasons.

THIS IS A VERY SMALL SAMPLE. FINDINGS SHOULD BE INTERPRETED WITH CAUTION.

	2010*	2012
RESPONDENT PROFILE	%	%
<b>Size of organisation</b>		
Less than 10 employees	0.0	0.0
10-100 employees	33.3	4.5
101-500 employees	20.0	31.8
TOTAL - Less than 500 employees	53.3	36.3
More than 500 employees	40.0	63.6
<b>Respondent's current role</b>		
General manager or senior executive	13.3	13.6
Operations manager	33.3	13.6
Supervisor	6.7	4.5
Safety and health representative	6.7	31.8
Occupational health and safety professional	20.0	13.6
Other	13.3	22.7
<b>Length of time respondent has been working in the resources industry</b>		
Less than 3 years	0.0	13.6
3 – 10 years	26.7	40.9
More than 10 years	66.7	45.5

	2010*	2012
<b>CONTACT PROFILE</b>	<b>%</b>	<b>%</b>
<b>Contact with Resources Safety in the past year</b>		
Only initiated by our organisation	0.0	4.5
Only initiated by Resources Safety	0.0	4.5
Initiated by our organisation <i>and</i> by Resources Safety	93.3	50.0
TOTAL initiated by Resources Safety (solely or also initiated by organisation)	93.3	54.5
TOTAL initiated by our organisation (solely or also initiated by Resources Safety)	93.3	54.5
TOTAL had contact with Resources Safety	93.3	59.0
No contact with Resources Safety	6.7	40.9
<b>Where applicable, how often was contact with Resources Safety during 2009-10 financial year</b>		
Once	0.0	7.7
Several times	26.7	53.8
Many times	66.7	30.8
<b>Nature of these contacts (multiple responses allowed)</b>		
Audit or inspection	60.0	53.8
Investigation of a complaint	0.0	7.7
Investigation of an incident	20.0	38.5
Consultation regarding a safety matter	13.3	38.5
Response to an enquiry by you	46.7	46.2
A request for information from Resources Safety	40.0	30.8
Information session (e.g. safety road show, industry briefing)	46.7	61.5
Other	53.3	23.1

**ROLES AND PERFORMANCE OF SAFETY REGULATOR**

**PERFORMANCE OF REGULATOR IN TERMS OF**

Being a proactive safety regulator 60% [12 out of 20 respondents] say well (6-10 out of 10). This is the same percentage as in 2010 [9/15].  
 20% [4/20] say outstandingly well (8-10/10), up from 13.3% [2/15] in 2010.  
 Average rating in 2012 is 5.55, comparable to 5.60 in 2010.

Adding value to your organisation Two 2012 respondents did not answer the question. 35% [7/20] say a significant amount (6-10/10), down from 40% [6/15] in 2010.  
 No 2012 respondents said an exceptional amount (8-10/10) compared to 13.3% [2/15] in 2010.  
 The average rating in 2012 decreased slightly to 4.50 compared to 4.93 in 2012.

**RATING THE IMPORTANCE OF REGULATORY ROLES (excludes “Don’t knows”)**

	Essential (8-10/10)		Average rating	
	2010	2012	2010	2012
<b>Compliance activities</b>				
Set appropriate safety standards	93.3%	55.6%**	8.80	7.78
Conduct independent audits of safety systems	66.7%	44.4%**	7.00	7.56
Undertake safety inspections	73.3%	55.6%**	7.67	7.78
Carry out independent investigations of incidents	73.3%	55.6%**	7.87	7.67
Respond to complaints about safety	73.3%	66.7%**	8.27	8.00

**RATING RESOURCES SAFETY’S PERFORMANCE IN REGULATORY ROLES (excludes “Don’t knows”)**

	Very well (8-10/10)		Average rating	
	2010	2012	2010	2012
<b>Compliance activities</b>				
Set appropriate safety standards	14.3%*	33.3%**	5.00	5.56
Conduct independent audits of safety systems	9.1%*	22.2%**	4.09	4.78
Undertake safety inspections	25.0%*	22.2%**	5.58	5.56
Carry out independent investigations of incidents	33.3%**	22.2%**	4.67	5.22
Respond to complaints about safety	28.6%**	33.3%**	5.43	6.11

\*less than 15 respondents

\*\*less than 10 respondents

THIS IS A VERY SMALL SAMPLE WITH A LARGE FORECASTING ERROR. FINDINGS SHOULD BE INTERPRETED WITH CAUTION

## WORKING WITH INDUSTRY TO REDUCE LIKELIHOOD AND CONSEQUENCES OF SERIOUS INCIDENTS

### REGULATORY PERFORMANCE (excludes "Don't knows")

	Very well (8-10/10)		Average rating	
	2010	2012	2010	2012
<b>Regulator overall</b>				
Supports a risk management approach	35.7%*	33.3%**	6.71	6.00
Publishes appropriate industry safety performance indices	23.1%*	11.1%**	4.77	4.56
Encourages consistent application of safety standards across all operations	27.3%*	22.2%**	5.18	4.33
Prosecutes if necessary	20.0%**	22.2%**	4.00	5.44
Provides guidance on development of documentation to meet legislative requirements	26.7%	22.2%**	5.27	4.11
Clarifies where legal responsibilities lie	30.8%*	11.1%**	5.46	4.67
Adds value to site safety procedures	14.3%*	22.2%**	4.71	4.44
Responds in a timely manner	46.7%	33.3%**	6.80	5.56
Reviews submitted documents in a timely manner	42.9%*	22.2%**	5.64	4.89
<b>MHF dangerous goods officers</b>				
Are knowledgeable about the legislation	53.3%	33.3%**	6.93	6.33
Are consistent in their interpretation of the legislation	33.3%	33.3%**	4.33	4.67
Interpret the legislation in a practical way	26.7%	33.3%**	4.87	4.78
Are consistent in the application of the legislation	21.4%*	22.2%**	4.50	4.89
Are willing to consult our organisation	46.7%	44.4%**	6.93	6.56
Are willing to consider and adapt to industry safety innovations	45.5%*	33.3%**	6.18	6.22
Approach their task professionally	66.7%	55.6%**	7.27	7.78
Are knowledgeable about the industry that they are auditing or investigating	40.0%	33.3%**	6.13	5.33
Are well prepared before they go on site	33.3%	44.4%**	5.60	6.44
Are available to visit sites when needed	46.7%	33.3%**	6.20	6.22
Coordinate inspections and audits so that, where possible, the aims are achieved in one visit	76.9%*	44.4%**	7.77	7.00
Carry out inspections and audits so that, where possible, the aims are achieved in one visit	46.2%*	33.3%**	6.23	6.78
Carry out inspections and audits in a timely manner	50.0%*	44.4%**	7.33	7.00
Are available to answer queries over the telephone or online	69.2%*	55.6%**	7.46	7.78
Have a consistent response or approach to inspections	27.3%*	22.2%**	4.73	4.56
Provide useful, actionable information to make operations safer	30.8%*	22.2%**	5.69	5.44
Provide information in a friendly and cooperative way	66.7%	44.4%**	7.47	6.89
<b>Guidance Material</b>				
Addresses operational needs	28.6%*	11.1%**	6.36	5.33
Uses plain English to clarify legislative requirements	26.7%	11.1%**	6.53	6.00
Is in a form appropriate for operational use on site	21.4%*	22.2%**	5.93	5.67
Is concise	26.7%	22.2%**	5.87	5.44
Is clear and definitive on what is required	26.7%	22.2%**	5.13	5.22
Is accurate and consistent in what it says	20.0%	33.3%**	5.40	5.89

\*less than 15 respondents

\*\*less than 10 respondents

THIS IS A VERY SMALL SAMPLE. FINDINGS SHOULD BE INTERPRETED WITH CAUTION.

## ADDING VALUE

\* Note change in rating scale to 5 (average not provided as numerical scale not used)

	Adds value (4-5/5)	
	2010	2012
Provide pro forma documents, information packs for contractors and preformatted risk assessments to assist small companies in writing their safety plans	64.3%	66.7%**
Provide positive feedback on what has been done well	100.0%	88.9%**
Provide practical advice and examples of how things can be done better	93.3%	88.9%**
Be willing to provide guidance and act as mentors	60.0%	66.7%**
Ensure greater consultation and feedback to industry	93.3%	77.8%**
Be available to answer queries when needed	93.3%	66.7%**

\*\*less than 10 respondents

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## INDUSTRY'S ASSESSMENT OF SAFETY CULTURE PROGRESS FOR MAJOR HAZARD FACILITIES

Meeting goal of proactive, consultative safety culture 100% [8/8] say well (6-10 out of 10) compared to 80.0% in 2010  
37.5% [3/8] say outstandingly well (8-10/10) compared to 60.0% in 2010  
The average rating in 2012 was 7.00, almost identical to 7.13 in 2010.

	High rating (8-10/10)		Average rating	
	2010	2012	2010	2012
Culture of reform rather than repair	46.7%	37.5%**	6.93	6.50
Shared responsibility for safety across the organisation	46.7%	50.0%**	7.00	6.88
New ideas about safety actively sought	46.7%	62.5%**	7.07	6.38
Messenger rewarded not shot	73.3%	50.0%**	7.93	6.50
A proactive as well as reactive culture	60.0%	50.0%**	7.27	6.63

\*\*less than 10 respondents.

THIS IS A VERY SMALL SAMPLE. FINDINGS SHOULD BE INTERPRETED WITH CAUTION.



## Appendix 5: Questions for mining and petroleum stakeholders

### ABOUT YOU

The following information is required to ensure we have a representative cross section of industry.

1. **Which industry sector do you mainly work in?**
  - Mining <sub>1</sub>
  - Petroleum <sub>2</sub>
  - Geothermal energy <sub>3</sub>
  - Other (*please specify*) .....
  
2. **What is the size of your organisation?**
  - Less than 10 employees <sub>1</sub>
  - 10-100 employees <sub>2</sub>
  - 101-500 employees <sub>3</sub>
  - More than 500 employees <sub>4</sub>
  
3. **How long have you been working in the resources industry?**
  - More than 10 years <sub>1</sub>
  - 3-10 years <sub>2</sub>
  - Less than 3 years <sub>3</sub>
  
4. **What is your current role?**
  - General manager or senior executive <sub>1</sub>
  - Operations manager <sub>2</sub>
  - Supervisor <sub>3</sub>
  - Safety and health representative <sub>4</sub>
  - Contractor <sub>5</sub>
  - Occupational health and safety professional <sub>6</sub>
  - Other (*please specify*) <sub>9</sub>

### INTERACTION WITH RESOURCES SAFETY

5. **Have you had contact with Resources Safety in the past year? Please tick one only.**
  - Yes – only initiated by our organisation <sub>1</sub>
  - Yes – only initiated by Resources Safety <sub>2</sub>
  - Yes – initiated by our organisation and by Resources Safety <sub>3</sub>
  - No <sub>4</sub> → Go to Question 8a
  
6. **How often did you have contact with Resources Safety during the 2009-10 financial year?**
  - Not at all <sub>1</sub>
  - Once <sub>2</sub>
  - Several times <sub>3</sub>
  - Many times <sub>4</sub>
  
7. **What was the nature of these contacts? Tick as many as applicable**
  - Audit or inspection <sub>1</sub>
  - Investigation of a complaint <sub>2</sub>
  - Investigation of an incident <sub>3</sub>
  - Consultation regarding a safety matter <sub>4</sub>
  - Response to an enquiry by you <sub>5</sub>
  - A request for information from Resources Safety <sub>6</sub>
  - Information session (e.g. safety roadshow, industry briefing) <sub>7</sub>
  - Other (*please specify*) .....

**8.a Overall, how well do you feel that Resources Safety performs in terms of being a proactive safety regulator, working with industry to create an environment where industry is operating as safely as possible? Please rate out of 10 where 0 is very poorly and 10 is outstandingly well. Tick the box closest to your view.**

Very poor Outstandingly well

<sub>0</sub>   <sub>1</sub>   <sub>2</sub>   <sub>3</sub>   <sub>4</sub>   <sub>5</sub>   <sub>6</sub>   <sub>7</sub>   <sub>8</sub>   <sub>9</sub>   <sub>10</sub>

**8.b To what extent, if at all, do you feel that Resources Safety adds value to your organisation? Please rate out of 10 where 0 is not at all and 10 is an extraordinary amount. Tick the box closest to your view.**

Not at all An extraordinary amount

<sub>0</sub>   <sub>1</sub>   <sub>2</sub>   <sub>3</sub>   <sub>4</sub>   <sub>5</sub>   <sub>6</sub>   <sub>7</sub>   <sub>8</sub>   <sub>9</sub>   <sub>10</sub>

### RESOURCES SAFETY'S ROLES AND PERFORMANCE

**9.a How important are the following roles of the safety regulator? Please rate out of 10 using 0 for not important and 10 for essential. If you do not know or have had no experience with this, tick the DK box.**

	Not important		Essential
<b>Compliance activities</b>			
Set appropriate standards of safety	<input type="checkbox"/> <sub>0</sub>	<input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
Conduct independent audits of safety systems	<input type="checkbox"/> <sub>0</sub>	<input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
Undertake safety inspections	<input type="checkbox"/> <sub>0</sub>	<input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
Carry out independent investigations of incidents	<input type="checkbox"/> <sub>0</sub>	<input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
Respond to complaints about safety	<input type="checkbox"/> <sub>0</sub>	<input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
<b>Raise awareness and promote safety outcomes</b>			
Provide advice and information about safety	<input type="checkbox"/> <sub>0</sub>	<input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
Monitor safety performance data	<input type="checkbox"/> <sub>0</sub>	<input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
Monitor health surveillance programmes	<input type="checkbox"/> <sub>0</sub>	<input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
Support safety and health representatives	<input type="checkbox"/> <sub>0</sub>	<input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
Resolve disputes about safety in the work place	<input type="checkbox"/> <sub>0</sub>	<input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>

**9.b How well does Resources Safety perform in the delivery of these services? Please rate out of 10 using 0 for very poorly and 10 for outstandingly well. If you do not know or have no experience with this, tick the DK box.**

	Very poorly		Outstandingly well
<b>Compliance activities</b>			
Set appropriate standards of safety	<input type="checkbox"/> <sub>0</sub>	<input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
Conduct independent audits of safety systems	<input type="checkbox"/> <sub>0</sub>	<input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
Undertake safety inspections	<input type="checkbox"/> <sub>0</sub>	<input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
Carry out independent investigations of incidents	<input type="checkbox"/> <sub>0</sub>	<input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
Respond to complaints about safety	<input type="checkbox"/> <sub>0</sub>	<input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
<b>Raise awareness and promote safety outcomes</b>			
Provide advice and information about safety	<input type="checkbox"/> <sub>0</sub>	<input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
Monitor safety performance data	<input type="checkbox"/> <sub>0</sub>	<input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
Monitor health surveillance programmes	<input type="checkbox"/> <sub>0</sub>	<input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
Support safety and health representatives	<input type="checkbox"/> <sub>0</sub>	<input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
Resolve disputes about safety in the work place	<input type="checkbox"/> <sub>0</sub>	<input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>

10. Here are some things that industry people have said need to be done well by Resources Safety when working with industry to reduce the likelihood and consequences of serious incidences. How well do you think Resources Safety performs on these? Please rate out of 10 using 0 for very poorly and 10 for outstandingly well. If you do not know or have had no experience with this, tick the DK box.

Resources Safety	Very poorly											Outstandingly well			
Supports a risk management approach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Publishes appropriate industry safety performance indices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encourages the consistent application of safety standards across all operations (e.g. small and large employers and contractors)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prosecutes if necessary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides guidance on the development of documentation to meet legislative requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clarifies where legal responsibilities lie	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adds value to site safety procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Responds in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reviews submitted documents in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Resources Safety authorised officers**

Are knowledgeable about the legislation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are consistent in their <u>interpretation</u> of the legislation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interpret the legislation in a practical way	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are consistent in their <u>application</u> of the legislation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are willing to consult our organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are willing to consider and adapt to industry safety innovations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Approach their task professionally	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are knowledgeable about the <u>industry</u> that they are auditing or investigating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are knowledgeable about the <u>type of operation</u> that they are auditing or investigating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are well prepared before they go on site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are available to visit sites when needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coordinate inspections and audits so that, where possible, the aims are achieved in one visit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carry out inspections and audits in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are available to answer queries over the telephone or online	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have a consistent response or approach to inspections and audits, both individually and between officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide useful, actionable information to make operations safer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide information in a friendly and cooperative way	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**INDUSTRY CULTURE**

17. **It is now accepted that a proactive, consultative safety culture achieves the best outcomes. How do you rate your industry overall in meeting this goal?** *Please rate your industry out of 10 where 0 is very poorly and 10 is outstandingly well. Tick the box closest to your view.*

Very poorly Outstandingly well

<sub>0</sub>   <sub>1</sub>   <sub>2</sub>   <sub>3</sub>   <sub>4</sub>   <sub>5</sub>   <sub>6</sub>   <sub>7</sub>   <sub>8</sub>   <sub>9</sub>   <sub>10</sub>

18. **How advanced is your industry in having the attributes of a resilient safety culture?** *Please rate your industry out of 10 where 0 is not established yet and 10 is achieved industry wide. Tick the box closest to your view.*

	Not established yet	Achieved industry wide
A culture of reform rather than repair	<input type="checkbox"/> <sub>0</sub> <input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	
A shared responsibility for safety across the organisation	<input type="checkbox"/> <sub>0</sub> <input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	
New ideas about safety actively sought	<input type="checkbox"/> <sub>0</sub> <input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	
Messenger rewarded and not shot	<input type="checkbox"/> <sub>0</sub> <input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	
A proactive as well as reactive safety culture	<input type="checkbox"/> <sub>0</sub> <input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	

**Thank you for your time in completing this survey. Are there any other comments you would like to make?**

.....

## Appendix 6: Questions for MHF stakeholders

### ABOUT YOU

The following information is required to ensure we have a representative cross section of industry.

**1. Which industry sector do you mainly work in?**

- Mining <sub>1</sub>
- Petroleum <sub>2</sub>
- Geothermal energy <sub>3</sub>
- Chemical industry <sub>4</sub>
- Other (*please specify*) .....

**2. What is the size of your organisation?**

- Less than 10 employees <sub>1</sub>
- 10-100 employees <sub>2</sub>
- 101-500 employees <sub>3</sub>
- More than 500 employees <sub>4</sub>

**3. How long have you been working in the resources industry?**

- More than 10 years <sub>1</sub>
- 3-10 years <sub>2</sub>
- Less than 3 years <sub>3</sub>

**4. What is your current role?**

- General manager or senior executive <sub>1</sub>
- Operations manager <sub>2</sub>
- Supervisor <sub>3</sub>
- Safety and health representative <sub>4</sub>
- Contractor <sub>5</sub>
- Occupational health and safety professional <sub>6</sub>
- Other (*please specify*) <sub>9</sub>

### INTERACTION WITH RESOURCES SAFETY

**5. Have you had contact with Resources Safety in the past year? Please tick one only.**

- Yes – only initiated by our organisation <sub>1</sub>
- Yes – only initiated by Resources Safety <sub>2</sub>
- Yes – initiated by our organisation and by Resources Safety <sub>3</sub>
- No <sub>4</sub> → Go to Question 8a

**6. How often did you have contact with Resources Safety during the 2009-10 financial year?**

- Not at all <sub>1</sub>
- Once <sub>2</sub>
- Several times <sub>3</sub>
- Many times <sub>4</sub>

**7. What was the nature of these contacts? Tick as many as applicable**

- Audit or inspection <sub>1</sub>
- Investigation of a complaint <sub>2</sub>
- Investigation of an incident <sub>3</sub>
- Consultation regarding a safety matter <sub>4</sub>
- Response to an enquiry by you <sub>5</sub>
- A request for information from Resources Safety <sub>6</sub>
- Information session (e.g. safety roadshow, industry briefing) <sub>7</sub>
- Other (*please specify*) .....

**8.a Overall, how well do you feel that Resources Safety performs in terms of being a proactive safety regulator, working with industry to create an environment where industry is operating as safely as possible? Please rate out of 10 where 0 is very poorly and 10 is outstandingly well. Tick the box closest to your view.**

Very poor Outstandingly well

<sub>0</sub>   <sub>1</sub>   <sub>2</sub>   <sub>3</sub>   <sub>4</sub>   <sub>5</sub>   <sub>6</sub>   <sub>7</sub>   <sub>8</sub>   <sub>9</sub>   <sub>10</sub>

**8.b To what extent, if at all, do you feel that Resources Safety adds value to your organisation? Please rate out of 10 where 0 is not at all and 10 is an extraordinary amount. Tick the box closest to your view.**

Not at all An extraordinary amount

<sub>0</sub>   <sub>1</sub>   <sub>2</sub>   <sub>3</sub>   <sub>4</sub>   <sub>5</sub>   <sub>6</sub>   <sub>7</sub>   <sub>8</sub>   <sub>9</sub>   <sub>10</sub>

### RESOURCES SAFETY'S ROLES AND PERFORMANCE

**9.a How important are the following roles of the safety regulator? Please rate out of 10 using 0 for not important and 10 for essential. If you do not know or have had no experience with this, tick the DK box.**

	Not important	Essential
<b>Compliance activities</b>		
Set appropriate standards of safety	<input type="checkbox"/> <sub>0</sub> <input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
Conduct independent audits of safety systems	<input type="checkbox"/> <sub>0</sub> <input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
Undertake safety inspections	<input type="checkbox"/> <sub>0</sub> <input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
Carry out independent investigations of incidents	<input type="checkbox"/> <sub>0</sub> <input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
Respond to complaints about safety	<input type="checkbox"/> <sub>0</sub> <input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>

**9.b How well does Resources Safety perform in the delivery of these services? Please rate out of 10 using 0 for very poorly and 10 for outstandingly well. If you do not know or have no experience with this, tick the DK box.**

	Very poorly	Outstandingly well
<b>Compliance activities</b>		
Set appropriate standards of safety	<input type="checkbox"/> <sub>0</sub> <input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
Conduct independent audits of safety systems	<input type="checkbox"/> <sub>0</sub> <input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
Undertake safety inspections	<input type="checkbox"/> <sub>0</sub> <input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
Carry out independent investigations of incidents	<input type="checkbox"/> <sub>0</sub> <input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>
Respond to complaints about safety	<input type="checkbox"/> <sub>0</sub> <input type="checkbox"/> <sub>1</sub> <input type="checkbox"/> <sub>2</sub> <input type="checkbox"/> <sub>3</sub> <input type="checkbox"/> <sub>4</sub> <input type="checkbox"/> <sub>5</sub> <input type="checkbox"/> <sub>6</sub> <input type="checkbox"/> <sub>7</sub> <input type="checkbox"/> <sub>8</sub> <input type="checkbox"/> <sub>9</sub> <input type="checkbox"/> <sub>10</sub>	<input type="checkbox"/> <sub>DK</sub>

10. Here are some things that industry people have said need to be done well by Resources Safety when working with industry to reduce the likelihood and consequences of serious incidences. How well do you think Resources Safety performs on these? Please rate out of 10 using 0 for very poorly and 10 for outstandingly well. If you do not know or have had no experience with this, tick the DK box.

Resources Safety	Very poorly										Outstandingly well	
Supports a risk management approach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Publishes appropriate industry safety performance indices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encourages the consistent application of safety standards across all operations (e.g. small and large employers and contractors)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prosecutes if necessary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides guidance on the development of documentation to meet legislative requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clarifies where legal responsibilities lie	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adds value to site safety procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Responds in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reviews submitted documents in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Resources Safety authorised officers**

Are knowledgeable about the legislation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are consistent in their <u>interpretation</u> of the legislation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interpret the legislation in a practical way	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are consistent in their <u>application</u> of the legislation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are willing to consult our organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are willing to consider and adapt to industry safety innovations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Approach their task professionally	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are knowledgeable about the <u>industry</u> that they are auditing or investigating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are knowledgeable about the <u>type of operation</u> that they are auditing or investigating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are well prepared before they go on site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are available to visit sites when needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coordinate inspections and audits so that, where possible, the aims are achieved in one visit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carry out inspections and audits in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are available to answer queries over the telephone or online	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have a consistent response or approach to inspections and audits, both individually and between officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide useful, actionable information to make operations safer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide information in a friendly and cooperative way	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**Resources Safety’s guidance material**

Addresses operational needs	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4	<input type="checkbox"/> _5	<input type="checkbox"/> _6	<input type="checkbox"/> _7	<input type="checkbox"/> _8	<input type="checkbox"/> _9	<input type="checkbox"/> _10	<input type="checkbox"/> _DK
Uses plain English to clarify legislative requirements	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4	<input type="checkbox"/> _5	<input type="checkbox"/> _6	<input type="checkbox"/> _7	<input type="checkbox"/> _8	<input type="checkbox"/> _9	<input type="checkbox"/> _10	<input type="checkbox"/> _DK
Is in a form appropriate for operational use on site	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4	<input type="checkbox"/> _5	<input type="checkbox"/> _6	<input type="checkbox"/> _7	<input type="checkbox"/> _8	<input type="checkbox"/> _9	<input type="checkbox"/> _10	<input type="checkbox"/> _DK
Is concise	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4	<input type="checkbox"/> _5	<input type="checkbox"/> _6	<input type="checkbox"/> _7	<input type="checkbox"/> _8	<input type="checkbox"/> _9	<input type="checkbox"/> _10	<input type="checkbox"/> _DK
Is clear and definitive on what is required	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4	<input type="checkbox"/> _5	<input type="checkbox"/> _6	<input type="checkbox"/> _7	<input type="checkbox"/> _8	<input type="checkbox"/> _9	<input type="checkbox"/> _10	<input type="checkbox"/> _DK
Is accurate and consistent in what it says	<input type="checkbox"/> _0	<input type="checkbox"/> _1	<input type="checkbox"/> _2	<input type="checkbox"/> _3	<input type="checkbox"/> _4	<input type="checkbox"/> _5	<input type="checkbox"/> _6	<input type="checkbox"/> _7	<input type="checkbox"/> _8	<input type="checkbox"/> _9	<input type="checkbox"/> _10	<input type="checkbox"/> _DK

11. Here are some things that industry people have said are important for Resources Safety to do when working with industry to reduce the likelihood and consequences of serious incidents. How well do you think each of these would add value to your operation’s safety outcomes?

		Would add a lot of value	Would add some value	May/may not add value	Probably wouldn’t add value	Definitely wouldn’t add value	Don’t know
1.	Provide pro forma documents, information packs for contractors and preformatted risk assessments to assist small companies in writing their safety plans	<input type="checkbox"/> _5	<input type="checkbox"/> _4	<input type="checkbox"/> _3	<input type="checkbox"/> _2	<input type="checkbox"/> _1	<input type="checkbox"/> _9
2.	Provide positive feedback on what has been done well	<input type="checkbox"/> _5	<input type="checkbox"/> _4	<input type="checkbox"/> _3	<input type="checkbox"/> _2	<input type="checkbox"/> _1	<input type="checkbox"/> _9
3.	Provide practical advice and examples of how things can be done better	<input type="checkbox"/> _5	<input type="checkbox"/> _4	<input type="checkbox"/> _3	<input type="checkbox"/> _2	<input type="checkbox"/> _1	<input type="checkbox"/> _9
4.	Be willing to provide guidance and act as mentors	<input type="checkbox"/> _5	<input type="checkbox"/> _4	<input type="checkbox"/> _3	<input type="checkbox"/> _2	<input type="checkbox"/> _1	<input type="checkbox"/> _9
5.	Ensure greater consultation and feedback to industry	<input type="checkbox"/> _5	<input type="checkbox"/> _4	<input type="checkbox"/> _3	<input type="checkbox"/> _2	<input type="checkbox"/> _1	<input type="checkbox"/> _9
6.	Be available to answer queries when needed	<input type="checkbox"/> _5	<input type="checkbox"/> _4	<input type="checkbox"/> _3	<input type="checkbox"/> _2	<input type="checkbox"/> _1	<input type="checkbox"/> _9

12. What else might Resources Safety do that would support better safety outcomes at your operation?

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**INTERACTION WITH THE DEPARTMENT AS A WHOLE**

Questions 13 to 16 look at interaction with the Department of Mines and Petroleum as a whole, and are not included here.

**INDUSTRY CULTURE**

17. It is now accepted that a proactive, consultative safety culture achieves the best outcomes. How do you rate your industry overall in meeting this goal? Please rate your industry out of 10 where 0 is very poorly and 10 is outstandingly well. Tick the box closest to your view.

Very poorly Outstandingly well

\_0   \_1   \_2   \_3   \_4   \_5   \_6   \_7   \_8   \_9   \_10

- 18. How advanced is your industry in having the attributes of a resilient safety culture?**  
*Please rate your industry out of 10 where 0 is not established yet and 10 is achieved industry wide. Tick the box closest to your view.*

	Not established yet										Achieved industry wide
A culture of reform rather than repair	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A shared responsibility for safety across the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New ideas about safety actively sought	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Messenger rewarded and not shot	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A proactive as well as reactive safety culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Thank you for your time in completing this survey. Are there any other comments you would like to make?**

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