**Human Factors Checklist: Manager Survey**

**Brief instructions**

Questions require a free response, unless otherwise stated (i.e.: ‘please tick’ or ‘yes/no’). Only brief notes are required to remind you of the response the interviewee gave when it comes to assessing the answers.

Do not write the respondent’s name anywhere on this sheet, their data should be kept anonymous

Try to ensure a private space for interviewing the respondent to protect his/her confidentiality.

***You’ll need to advise interviewees of how the interview will progress, just prior to the interview. We suggest the following is read out although feel free to cover the points in your own words:***

The interview you are about to have covers your perceptions and opinions of the control room, the equipment and the work itself. The aim of the interview is to identify if there are any ways in which the control room can be improved to help support the control room team in the work that you do. You are not obliged to take part in this interview or answer any questions that you don’t want to. All the information obtained from you will be kept completely confidential, so nothing will be publicly disclosed that will identify you as an individual. I will not record your name anywhere, just a broad job title as long as you aren’t concerned that it will identify you. The interview should take around 45 minutes but this depends on how chatty you are!

- Have you got any questions?

- Are you still happy to take part?

**Manager interview guide/ survey**

|  |  |  |  |
| --- | --- | --- | --- |
| *NAME OF SITE* |  | *DATE OF INTERVIEW* |  |
| *NAME OF INTERVIEWER* |  | *INTERVIEWEE JOB TITLE* |  |

**JOB**

1a) What shift system do you use here?

1b) Are staff able to alter their shifts to suit their own needs?

*Shift pattern…...………….…………………………………………………………..…………*

*Shift flexibility….………….…………………………………………………………..…………*

2a) How are shift-handovers handled?

2b) Are any materials or equipment used to help with this?

2c) Does a briefing take place and if so, are staff paid during this activity?

*Shift-handovers………….…………………………………………………………..…………*

*Aids used……...………….…………………………………………………………..…………*

*Briefing arrangements….………….………………………………………………..…………*

3) Is the role of active monitoring rotated amongst the team during a shift?

*Monitoring duration…………………………………………………………………..…………*

4a) How often would you say the workload in the control room really stretches the capacity of the staff here?

4b) How often is the work so sparse that employees are searching for things to keep them busy?

*Workload/stress………….…………………………………………………………..…………*

*Work underload.………….…………………………………………………………..…………*

5a) Do you think members of the CCTV team believe their work is important to the overall goals of the organisation?

5b) Do they get feedback on a job well done?

*Contribution to organisation………...…………………..…………………………………….*

*Praise/ recognition…….………………………………………………………………………..*

6a) How would you describe staff retention levels?

6b) What about levels of absenteeism amongst the team?

*Staff retention………...…………………………………………………………………………*

*Absenteeism……………………….……………………………………………………………*

- Now we’re moving on to talk about how the team understand each other’s roles –

7a) In general, how would you describe team member’s understanding of what each other’s job duties are?

7b) How well would you say the control room staff understand the roles of other teams within the organisation and vice versa?

7c) How well would you say control room staff understand the roles of others in different organisations, with whom they may have to communicate (e.g. emergency services)?

7d) Are there any issues with communication?

*Understanding team roles………...……………………………………..…………………….*

*……………………………………………………………………………………………………*

*Understanding within the organisation…...…………..………………………………………*

*……………………………………………………………………………………………………*

*Other organisations………………………...…………..………………………………………*

*Communication…...………………………...…………..………………………………………*

*Absenteeism……………………….……………………………………………………………*

8) Do internal and external teams share the same site maps or plans?

*Map consistency…...…………………………………………………………………………*

9) What about the visual or auditory alarms which relate to the CCTV system, are they ‘trusted’ by the CCTV team?

- If not, why not?

*Warning design….…...…………………………………………………………………………*

*………………………………………….……………………………………………………….*

10a) Do you have a separate working space which has been especially designed for dealing with emergencies?

10b) Do facilities exist for key managerial staff to work from home or off-site in emergencies?

*Emergency work-space: Yes / no ……….…………………………………..…………*

*Facilities for off-site working ….…………………………………………………………..…*

***Please ask the question, then request the respondent to choose between ‘yes’, ‘no’ or ‘don’t know’ and tick the relevant box:***

|  |  |  |  |
| --- | --- | --- | --- |
| ***Question*** | ***Yes*** | ***No*** | ***Don’t know*** |
| 11a) Is it easy to control the temperature in the control room? |  |  |  |
| 11b) Are there difficulties with regulating temperature for particular workstations (or staff members) when required? |  |  |  |
| 11c) Are there any sources of natural light in either the CCTV room or breakout areas? |  |  |  |
| 11d) Are operators able to adjust the lighting as needed at their own workstation? |  |  |  |
| 11e) Do staff members ever complain of headaches or sore eyes? |  |  |  |
| 11f) Are there any workstations where light tends to get reflected off the monitors? |  |  |  |
| 11g) Do staff ever complain of feeling physically uncomfortable in the CCTV room (i.e. too hot, sticky)? |  |  |  |
| 11h) Do operators ever complain about noise levels in their workspace? |  |  |  |
| 11i) Are operators who need to verbally communicate able to do this easily? |  |  |  |
| 11j) Do staff ever complain of having aches and pains in their wrists, hands or backs? |  |  |  |

***Please note any interesting comments or explanations:***

…………………………………………....……….…………………………………..…………

……………………….…………….…………………………………………………………..…

……………………….…………….…………………………………………………………..…

***Please also comment on your own opinion of the current noise levels in the CCTV room*** ………………………………………………………………………

…………………………………………………………………………………………..

**INDIVIDUAL**

12a) When new staff are employed, do they tend to stay for a fair amount of time?

12b) To what extent do you think that the way new staff are selected is effective in maintaining a good team?

12c) Is there anything about the selection process that you would want to change?

*Retention of new staff.…………………………………………………………………………*

*Effectiveness selection ………....…….……………………………………………………….*

*Issues selection……….………....…….……………………………………………………….*

13a) What competencies do you look for in new operators?

13b) How well-prepared do new starts tend to be before they start work here?

*Can competencies be specified? Yes / no ……..………………………………………*

*Pre-job training (selection) …………..…....…….…………………………………………….*

14a) Do operators receive on-going training?

14b) To what extent does this training keep pace with the requirements of the control room as it evolves?

*On-going training.…………..….……………………………………………………………….*

*Effectiveness training.…………….……………………………………………………………*

*…………….……………………………………………………………………………………...*

**ORGANISATION**

15a) What are the key purposes of this control room?

15b) Has the CCTV system been specifically designed to fulfil these purposes, in other words, designed according to a formal Operational Requirements process?

*CR purpose………….……..….………………………………………………………….…….*

*…………….……………………………………………………………………………………...*

*Designed for op. req..………..……….………………………………………………………..*

16a) In your view, to what extent does senior management actively support the security function?

16b) How would you describe the attitude towards security amongst employees, in general?

*Support for security………..….………………………………………………………….…….*

*…………….……………………………………………………………………………………...*

*Employee attitude.………..……….……………………………………………………………*

17a) How much support do you get in your role as manager of the team?

17b) Do you receive leadership training, i.e. for managing and motivating performance?

17c) Are you able to set suitable performance targets for individuals within the team?

17d) Does the organisation have a performance appraisal system which includes the security staff and CCTV operators?

17e) If so, have those conducting appraisals received training related to this?

*Management support………..….………………………………………………………….…..*

*…………….……………………………………………………………………………………...*

*Leadership training: Yes / no ……….…………………………………..…………*

*Performance targets: Yes / no ……….…………………………………..…………*

*Appraisal systems: Yes / no ……….…………………………………..…………*

*Appraisal training: Yes / no ……….…………………………………..…………*

18a) Would you say that the CCTV team seem to feel they are getting a good deal in terms of pay and other perks of the job or do they seem dissatisfied?

18b) To what extent do you think the CCTV team feel they are fairly treated by the organisation?

*Reward satisfaction………..….………………………………………………………….…….*

*…………….……………………………………………………………………………………...*

*Fairness.………………….…..……….………………………………………………………...*

**Answer key: manager survey**

|  |  |  |  |
| --- | --- | --- | --- |
| Qu # | Information prompt | Typical response requiring referral to Guide | Guide section(s) |
| 1a | Shift pattern | ‘Shifts greater than 8 hrs’; shifts that do not rotate clockwise | **Job** *(Shift patterns)* |
| 1b | Shift flexibility | No flexibility in shifts at all |
| 2a | Shift handovers | No procedure as such | **Job** *(Shared team awareness – shift change-over)* |
| 2b | Aids used | No aids used, e.g. logs |
| 2c | Briefing arrangements | No briefing; staff expected to brief outside of shift hours |
| 3 | Monitoring duration | Negative response; monitoring task duration appears excessive; especially if the site is particularly security critical | **Job** *(Vigilance tasks)* |
| 4a | Workload/ stress | ‘Very often’; appear to be struggling to cope | **Job** *(Task workload)* |
| 4b | Work underload | ‘Very often’; boredom issues apparent |
| 5a | Contribution to organisation | Negative response; ‘low’ | **Job** *(Task design for job satisfaction)*  also see**Organisation** *(Organisational culture, Leadership sections)* |
| 5b | Praise/ recognition | Negative response; ‘low’ |
| 6a | Staff retention | ‘High turnover’; ‘low retention’ |
| 6b | Staff absenteeism | High |
| 7a | Understanding team roles | Negative response | **Job** *(Shared team awareness)*  also see **Individual** *(Training)* |
| 7b | Understanding within organisation | Negative response |
| 7c | Other organisations | Negative response |
| 7d | Communication | External communication issues with apparent |
| 8 | Map consistency | Negative response | **Job** *(Camera maps & other maps)* |
| 9 | Warning design | If not trusted; system flaws apparent | **Job** *(Task automation, Alarms/warnings)* |
| 10a | Emergency work-space | Negative response | **Job** *(Designing for an emergency)* |
| 10b | Facilities for off-site working | Negative response |
| 11a | - | No | **Job** *(Environmental conditions – Heat and humidity, Light, Noise, etc)* |
| 11b | - | Yes |
| 11c | - | No |
| 11d | - | No |
| 11e | - | Yes |
| 11f | - | Yes |
| 11g | - | Yes |
| 11h | - | Yes |
| 11i | - | No |
| 11j | - | Yes |
| If you perceive the work environment to be very noisy | | |
| 12a | Retention of new staff | Negative response | **Individual** *(Selection of CCTV operators)* |
| 12b | Effectiveness selection | Indication selection not effective; selection process not related |
| 12c | Issues selection | Any indication serious issues. i.e. lack of control |
| 13a | - | If ‘no’ | **Individual** *(Selection of CCTV operators)* |
| 13b | Pre-job training | ‘Ill prepared’; indication new employees lack basic/ generic skills |
| 14a | On-going training | Negative response | **Individual** *(Training)* |
| 14b | Effectiveness training | Negative response; indication training outdated |
| 15a | Control Room purpose | Unable to specify; security very low priority when security is critical; unusually extensive list | **Organisation** *(The function of the control room - operational requirements)* |
| 15b | Designed for op. req. | Negative response; indication control room not fit for purpose |
| 16a | Support for security | Negative response; ‘not sure’ | **Organisation** *(Organisational culture)* |
| 16b | Employee attitude | Implications that security is not taken seriously |
| 17a | Management support | ‘None’; ‘not much’ | **Organisation** *(Leadership sections)* |
| 17b | Leadership training | ‘No’; especially if low morale apparent |
| 17c | Performance targets | ‘No’; especially if low motivation apparent | **Organisation** (Goal setting) |
| 17d | Appraisal system | ‘No’; especially if poor performance apparent | **Organisation** *(Appraisal)* |
| 17e | Appraisal training | ‘No’ (if appraisals undertaken) |
| 18a | Reward satisfaction | Negative response; employees appear dissatisfied | **Organisation** (Justice, Managing expectations - communications) |
| 18b | Fairness | Negative response; indication of serious dispute or substantial dissatisfaction in recent years |

**This answer key is not a definitive list of concerning responses and is for guidance purposes only. The interviewer should use his/her own judgement of an interviewee’s responses in conjunction with knowledge of the organisational context, to interpret when referral to the Guide is necessary.**