Culture Check:

Best Practices to Improve Your Workplace Safety Culture

Introduction

Congratulations! You've taken the **Safety Culture Assessment (SCA);** now what? It's time to think more about what your score means to your workplace's safety culture. If your overall score was in the **green** or **yellow** areas, this guide is for you – it will help you to understand and take action on your SCA results.

| 0 | 1 | 2 | 3 | 4 |

This guide will help improve your understanding of what a positive safety culture looks like in the workplace, and help you to build on what you've already started. As a workplace that believes safety already plays an important role and has a safety program in place, this guide will provide you with some best practices you can use to make improvements and help enhance your safety culture. It is not intended for workplaces that are in the initial stages of building their safety and health program to meet minimum legislative requirements, which are the foundation of a safety culture.

If you found yourself in the **red,** don't get discouraged. By taking the SCA, you now know you have room to improve. We recommend working with your **industry-based safety program**, **SAFE Work Manitoba** or a safety and health professional for customized assistance.

If you haven't taken the SCA yet, visit **safemanitoba.com/safety culture** to complete it, or see Appendix A: Safety Culture Assessment; and Appendix B: Understanding Your Score.

To learn more about how the SCA was developed, see Appendix C: How the Safety Culture Assessment Was Developed.

What is Safety Culture Anyway?

The term *culture* is widely used and is often defined in relation to the workplace as "the way we do things around here." When combined with safety, however, culture is so much more complex than this. Two companies can be the same size, do the same work and even have similar safety and health programs, but that doesn't mean they will have the same safety culture.

Safety culture does not exist in isolation. It's a reflection of a company's overall organizational culture and is required to meaningfully reduce workplace injuries and illnesses and sustain prevention efforts.

We worked with the Institute for Work and Health (IWH) and Manitoba stakeholders to develop this definition, which we think will help guide our efforts to ensure a strong and sustained safety culture – across the province – for generations to come:

> *A positive safety culture exists when a set of shared values and beliefs about workplace safety and health influences and drives practices for preventing workplace injuries and illnesses.*

Values and beliefs underpin a strong safety culture.

In a strong safety culture, people value and expect: a safe and healthy workplace; that people in the workplace are considered to be the most valuable resource; and that safety and health is valued along with productivity, quality and pay.

In a strong safety culture, people believe workplace injuries and illnesses can be prevented; leaders drive improvement; and everyone plays a part in building safe and health workplaces.

Establishing and maintaining a strong safety culture should be an important goal for all Manitobans and Manitoba workplaces.

Dimensions of Safety Culture

Research and subject matter experts tell us that there are six interrelated dimensions that characterize workplaces with strong safety cultures. These dimensions help us understand whether a strong safety culture exists within a workplace; a strong safety culture is typically present when all six are present. Together, they represent how values and beliefs are enacted in the workplace.

1

Safety and health concerns are addressed – keeping workers safe from hazards is a prerequisite to a positive safety culture.

2

Leaders are committed to safety and health – good leaders allocate resources, communicate and make decisions that demonstrate safety is a priority along with all other business operations.

3

Trust and respect are essential in the work environment – workers feel safe to raise concerns and trust that interactions and problem solving will be fair and respectful.

4

Everyone in the organization feels personally committed to and accountable for safety and health – individuals in the workplace feel responsible for their own safety and the safety and health of their peers.

5

The work environment is inclusive – all workers matter. Contract, temporary and other non-traditional workers are respected equally to full-time workers. There is a commitment to reach out to all workers and to consider factors which may leave some workers particularly vulnerable to injury (language, disabilities, precarious work, etc.).

6

Continuous learning is a feature of the organization – everyone in the workplace has an inquiring attitude. The workplace strives towards maintaining and improving best practices.

As you learn more about your rating on each of the questions, you will see which of the six dimensions they are measuring in order to determine the strength of the safety culture in your workplace.

How to Use This Guide

Before we dive in, let's refresh on what your self-rating means:

Green (SCA final score is equal to or greater than 3): You are performing well overall. We have other suggestions on ways you can improve.

Yellow (SCA final score is equal to or greater than 2 but less than 3): Specific safety and health practices in your organization may need some improvement. We've listed some best practices you can use to make improvements.

Red (SCA final score is less than 2): Your work in safety and health likely needs attention and improvement. Again, it is recommended you contact your IBSP representative or a safety and health professional for customized assistance.

If your SCA score was in the **green** or **yellow** areas we will dig deeper into how you scored yourself to help you identify areas for improvement.

Work through the following pages to determine the strength of the safety culture in your workplace and the related safety culture dimension(s). You can then see suggestions for improvement based on your self-rating.

1. Safety Audits

Formal safety audits are conducted at regular intervals, and this is a normal part of our business.

What was your rating on this question? Circle it on the scale below.

| 0 | 1 | 2 | 3 | 4 |

Consider This:

- Does your workplace conduct safety and health audits at least once per year?

What's Culture Got to do With It?

Conducting an audit based on your organization's existing safety and health program will measure the company's performance against a known standard to identify weaknesses in the system.

It is up to your organization to take this information and develop corrective actions.

When formal safety audits at regular intervals are a normal part of business, your organization supports the following dimensions of a positive safety culture:

Safety and Health Concerns Are Addressed: Auditing the hazard identification and control systems helps ensure hazards and concerns are addressed and up-to-date.

Leaders are Committed to Safety and Health: Good leaders invest in safety programs and ensure audits are being performed on a regular basis with sample suggestions and action plans.

Continuous Learning is a Feature of the Organization: Integrating regular safety audits into business operations provides an avenue for the workplace to continuously learn and grow.

How to Improve Your Rating: Suggestions

Based on your rating, the following suggestions offer best practices to improve your safety culture.

| 0 | 1 | 2 | 3 | 4 |

0
- Ensure legislated safety and health requirements are met
- Contact an Industry-Based Safety Program (IBSP) or SAFE Work Manitoba for information and support

2
- Adopt an auditing tool that aligns with recognized standards (SAFE Work Certified/COR/CSA Z1000)
- Ensure corrective actions are noted, assigned and include management/employer review and sign-off
- Circulate and communicate audit results and actions to stakeholders
- Other suggestions? _____

3
- Develop long-term goals based on audit findings and integrate with overall business operations
- Incorporate audit findings into performance reviews
- Introduce management audits to supplement other audits
- Other suggestions? _____

2. Ongoing Safety Improvement

Everyone at this organization values ongoing safety improvement.

What was your rating on this question? Circle it on the scale below.

0 1 2 3 4

Consider This:

- Do managers and supervisors correct and/or report safety and health problems when they see them?
- Are workers encouraged to report and/or correct safety and health concerns/problems where applicable?
- Are inspections for safety and health hazards regularly conducted?
- Is everyone encouraged to proactively look for safety improvements and offer suggestions during safety and health inspections?
- Are there ongoing opportunities to learn more about safety and health (e.g., special safety and health events, news, extra education/training)?

What's Culture Got to do With It?

Shared values and beliefs are the underpinning of safety culture. When everyone in the organization values safety improvement the following dimensions of a positive safety culture are present:

Everyone in the Organization Feels Personally Committed to and Accountable for Safety and Health: Everyone at the workplace understands their role and feels both personally accountable and committed to their own and others' safety and health.

Continuous Learning is a Feature of the Organization: Everyone in the workplace has an inquiring attitude and the workplace strives towards maintaining and improving best practices.

How to Improve Your Rating: Suggestions

Based on your rating, the following suggestions offer best practices to improve your safety culture.

0 1 2 3 4

- Ensure legislated safety and health requirements are met
- Contact an Industry-Based Safety Program (IBSP) or SAFE Work Manitoba for information and support

- Include safety as part of all meetings – preferably as the first topic
- Encourage and reward hazard reporting and involvement in safety and health activities
- Promptly investigate all concerns, near misses and incidents – emphasize implementing and communicating corrections
- Other suggestions?_____

- Include safety and health as a priority in your organization's mission and values
- Reach out to industry-based safety programs, SAFE Work Manitoba and/or safety and health groups to seek out leading practices and emerging standards
- Measure safety program using leading indicators (e.g., safety training, employee perceptions, safety audits, etc.)
- Bring together staff from different departments to gain a range of insights and input
- Other suggestions? _____

3. Safety is Considered Important

The organization considers safety at least as important as production and quality.

What was your rating on this question? Circle it on the scale below.

| 0 | 1 | 2 | 3 | 4 |

Consider This:

- Does work stop if a safety and health problem or hazard is identified?
- Is safety and health incorporated into your performance metrics?
- Is safety and health considered when setting organizational goals?
- Is safety and health considered when making changes to improve production or quality?
- Is safety and health important in all departments of the organization?
- Do managers and supervisors ensure that safety and health remains a priority even when deadlines are tight?
- Is safety a consideration in all decision-making, purchasing and change management?

What's Culture Got to do With It?

Valuing safety along with production and quality is fundamental to a strong safety culture. When organizations consider safety at least as important as production and quality, they demonstrate the following aspects of a positive safety culture:

Leaders are Committed to Safety and Health: Leaders show how they value safety by incorporating safety and health into all other organizational operations and functions.

Everyone in the Organization Feels Personally Committed to and Accountable for Safety and Health: Workers know their safety and health is a priority – everyone in the workplace is accountable and personally committed to safety and health.

How to Improve Your Rating: Suggestions

Based on your rating, the following suggestions offer best practices to improve your safety culture.

| 0 | 1 | 2 | 3 | 4 |

0
- Ensure legislated safety and health requirements are met
- Contact an Industry-Based Safety Program (IBSP) or SAFE Work Manitoba for information and support

1 / 2
- Empower workers to stop work when concerns arise
- Train managers and supervisors on the importance of their leadership role in safety and health
- Emphasize worker wellness
- Include safety as a measure in performance reviews
- Make safety a selection criteria for procurement and contractors
- Other suggestions? _____

3 / 4
- Integrate safety across all organizational operations
- Include safety in your organization's strategic planning, annual reporting and budgeting
- Demonstrate your safety leadership in the community (through mentorship programs, leadership charters, participation in safety groups, etc.)
- Adopt best practices and voluntary standards (e.g., workplace psychological health and safety)
- Other suggestions? _____

4. Information

Workers and supervisors have the information they need to work safely.

What was your rating on this question? Circle it on the scale below.

0	1	2	3	4

Consider This:

- Have workers and supervisors been trained/educated to identify and control the hazards in their work?
- Have workers and supervisors been trained on safe work practices and safe operating procedures?
- Do workers know who to report safety and health concerns to?
- Does new worker orientation include safety and health training and/or mentorship?
- Are organizational changes that affect safety and health communicated in a timely manner to others (e.g., changes in procedure or materials)?

What's Culture Got to do With It?

Workers and supervisors need to be informed in order to be safe. Orientation and training are some of the main ways to do this. When workers and supervisors have the information they need to work safely, your organization demonstrates the following dimensions of a positive safety culture:

Safety and Health Hazards Are Addressed: Keeping workers safe from hazards is a prerequisite to a positive safety culture. Providing good training and information helps ensure hazards are addressed.

Everyone at the Organization Feels Personally Committed to and Accountable for Safety and Health: Training and information includes understanding safety and health roles and responsibilities and how individuals are held accountable to these.

How to Improve Your Rating: Suggestions

Based on your rating, the following suggestions offer best practices to improve your safety culture.

0	1	2	3	4

0
- Ensure legislated safety and health requirements are met
- Contact an Industry-Based Safety Program (IBSP) or SAFE Work Manitoba for information and support

1 – 2
- Include training and information sharing responsibilities in manager and supervisor job descriptions and performance reviews
- Invest in training beyond signing off and lecturing (e.g., groups exercises, member-led training, weekly huddles)
- Have employer/management communicate safety expectations to all workers, including prime contractors and subcontractors
- Create communication loops to share safety and health information arising from hazards concerns, inspections, investigations and workplace changes
- Other suggestions? _____

3 – 4
- Involve owners/managers in safety orientations and look for opportunities for management to communicate directly with workers about their safety
- Develop training material which considers vulnerabilities (e.g. languages, literacy, disability/accommodations)
- Ensure field personnel identify training needs and help to develop materials (they should not be passive attendees)
- Provide supervisors with communication and leadership skills training
- Other suggestion? _____

5. Worker Involvement

Employees are involved in decisions affecting their health and safety.

What was your rating on this question? Circle it on the scale below.

| 0 | 1 | 2 | 3 | 4 |

Consider This:

- Is safety and health the first thing discussed at regular meetings?
- Are brief pre-shift safety and health awareness talks held every day?
- Is everyone in your company responsible for safety and health within their authority and ability?
- Does everyone in your workplace have the knowledge, skills and abilities to solve their own safety and health issues?
- Do opportunities exist for employees to participate in discussions and decisions about aspects that affect their safety and health (e.g., safe work procedures, hazard assessments) or the safety and health of others (e.g., contractors)?
- Is the joint safety and health committee (in workplaces with 20 or more workers) or worker safety representative (in workplaces with 5-19 workers) active and visible to employees?

What's Culture Got to do With It?

Having workers involved in the decisions that affect their safety and health is not only a requirement – it is a valuable opportunity to gather worker insights and perspectives. Involving workers helps create buy-in and promotes the internal responsibility system, which is based on the foundation that everyone in the workplace is responsible for their own safety and the safety of their co-workers. Learn more about internal responsibility systems from the **Canadian Centre for Occupational Health and Safety**.

When employees are involved in decisions affecting their safety and health, the organization demonstrates the following dimensions of a positive safety culture:

Trust and Respect Are Essential in the Work Environment: Workers feel free to communicate and know their input will be valued and respected.

The Work Environment is Inclusive: When workers are involved in decisions, they know that their voice matters. An inclusive workplace reaches out to all workers, including those who are on contract, who are temporary or are working in a non-traditional capacity.

How to Improve Your Rating: Suggestions
Based on your rating, the following suggestions offer best practices to improve your safety culture.

| 0 | 1 | 2 | 3 | 4 |

- Ensure <u>legislated safety and health requirements</u> are met
- Contact an <u>Industry-Based Safety Program (IBSP)</u> or SAFE Work Manitoba for information and support

- Include workers in schedule of interviews as part of inspection process
- Develop a rewards and recognition program for bringing safety and health items and suggestions forward
- Encourage and support committees or representatives to implement workplace safety and health and work process improvements
- Involve workers in reviewing and purchasing personal protective equipment (PPE)
- Other suggestions?_____

- Assess worker vulnerability using <u>vulnerability measure</u>
- Reach out on a regular and planned basis to workers who may be on the "outside" contractors, temporary/part-time and casual workers to share safety information and seek input
- Conduct focus groups/surveys and other outreach to seek workers' ideas and input
- Involve workers in change management processes (e.g., equipment purchases, work processes, other changes, etc.)
- Other suggestions? _____

6. Authority

Those in charge of safety and health have the authority to make changes they have identified as necessary.

What was your rating on this question? Circle it on the scale below.

| 0 | 1 | 2 | 3 | 4 |

Consider This:

- Are barriers to correcting identified hazards acknowledged and dealt with?
- Are identified hazards or safety and health concerns addressed in a timely manner when identified?
- Is the right to refuse work encouraged and promptly addressed?

What's Culture Got to do With It?

A workplace with an effective safety and health management system demonstrates commitment to protecting employees from injury and illness through safety leadership identifying and controlling hazards and empowering workers' involvement in a continuous improvement process. When those in charge of safety have the authority to make the changes they have identified as necessary, the organization enforces a positive safety culture:

Safety and Health Concerns Are Addressed: Authority to makes changes ensures prompt actions can be taken to address safety concerns.

Everyone in the Organization Feels Personally Committed to Accountable For Safety and Health: Those responsible for safety can perform their role effectively because they have the required authority.

How to Improve Your Rating: Suggestions

Based on your rating, the following suggestions offer best practices to improve your safety culture.

| 0 | 1 | 2 | 3 | 4 |

- Ensure <u>legislated safety and health requirements</u> are met
- Contact an <u>Industry-Based Safety Program (IBSP)</u> or SAFE Work Manitoba for information and support

- Ensure workplace safety and health committee activities are <u>resourced and effective</u>
- Ensure job descriptions and authority are aligned to ensure workers can effectively perform their job duties
- Empower supervisors to correct hazards
- Provide signing authority to supervisors for safety budgets/purchases
- Other suggestions? _____

- Empower workers to stop work and recommend safety improvements
- Involve workers in organizational safety, including strategic and budget planning
- Consider electronic platforms and service providers to manage safety and health administrative requirements
- Other suggestions? _____

7. Recognition

Those who act safely receive positive recognition.

What was your rating on this question? Circle it on the scale below.

| 0 | 1 | 2 | 3 | 4 |

Consider This:

- Are employees recognized (formally or informally) for working and acting safely?
- Does good safety and health performance count in performance reviews and promotions?

What's Culture Got to do With It?

Positive feedback is important to the longevity of any habit or activity and can promote an active and healthy internal responsibility system.

When those who act safely receive positive recognition, the organization supports the following dimension of a positive safety culture:

Everyone in the Organization Feels Personally Committed to and Accountable For Safety and Health: People in the workplace know their roles and responsibilities, feel personally accountable and committed to their own and others' safety and health and are recognized for their efforts.

How to Improve Your Rating: Suggestions

Based on your rating, the following suggestions offer best practices to improve your safety culture.

0	1	2	3	4

- Ensure legislated safety and health requirements are met

- Contact an Industry-Based Safety Program (IBSP) or SAFE Work Manitoba for information and support

- Include safety and health responsibilities in job descriptions and performance reviews

- Encourage supervisors to acknowledge safe work practices and efforts

- Require management to provide regular feedback to supervisors regarding their safety and health responsibilities

- Make safety and health a primary determinant when selecting a contractor to provide goods or services

- Other suggestions? _____

- Develop a rewards and recognition program for safety ideas and suggestions

- Conduct a weekly/monthly review of company-wide safety and health success stories

- Pay wages (salary) for safety and health positions, demonstrating that safety is a priority

- Other suggestions? _____

8. Tools and Equipment

Everyone has the tools and/or equipment they need to complete their work safely.

What was your rating on this question? Circle it on the scale below.

0   1   2   3   4

Consider This:

- Are safer tools (e.g., tools that further reduce exertion, vibration or dust) made available when needed and used to do the same job?
- Is equipment modified (e.g., guards or steps added) when possible to make the equipment safer?
- Is regular maintenance completed on tools and equipment as per the manufacturer specification to ensure safety and health?
- Is appropriate personal protective equipment (e.g., safety glasses, respirators, etc.) provided and used when needed?
- Are safety and health standards upheld for personal protective equipment (e.g., fit tests, maintenance, training on use)?

What's Culture Got to do With It?

Equipping your staff with the necessary skills and training to perform their work safely is important. Equally important is providing and maintaining the correct tools and equipment employees need to do their work.

When everyone has the tools and/or equipment they need to complete their work safely, your organization demonstrates the following dimension of a positive safety culture:

Safety and Health Concerns Are Addressed: Keeping workers safe from hazards is a prerequisite to a positive safety culture. This includes ensuring they have all the necessary tools and equipment.

How to Improve Your Rating: Suggestions

Based on your rating, the following suggestions offer best practices to improve your safety culture.

0   1   2   3   4

- Ensure legislated safety and health requirements are met
- Contact an Industry-Based Safety Program (IBSP) or SAFE Work Manitoba for information and support

- Involve frontline staff in identifying and choosing the best tools, equipment and PPE for the job
- Develop a preventative maintenance program
- Other suggestions? _____

- Incorporate prevention through design principles at earlier stages of processes (e.g., concept, design, purchasing)
- Partner with manufacturers to incorporate safety measures into new and existing equipment and tools
- Use suppliers and manufactures who have made safety and health a priority within their own organization
- Other suggestions? _____

9. Preventing Future Incidents

Action are taken to prevent future incidents.

What was your rating on this question? Circle it on the scale below.

0	1	2	3	4

Consider This:

- Are all incidents investigated to determine a root cause?
- Is the safety and health committee involved in the investigation and making suggestions for improvement?
- Are changes made based on results from inspections and investigations and on staff suggestions?

What's Culture Got to do With It?

Preventing future incidents requires forward thinking and willingness to learn. The more we add to our knowledge base, the easier it becomes to predict future concerns and mitigate hazards before they lead to a costly event.

When actions are taken to prevent future incidents, your organization demonstrates the following dimensions of a positive safety culture:

Safety and Health Concerns Are Addressed: Keeping workers safe from hazards is a prerequisite to a positive safety culture and includes addressing hazards proactively.

Continuous Learning is a Feature of an Organization: Learning about new and improved ways to prevent future incidents requires an inquiring attitude and a commitment to best practices.

How to Improve Your Rating: Suggestions

Based on your rating, the following suggestions offer best practices to improve your safety culture.

0	1	2	3	4

- Ensure legislated safety and health requirements are met
- Contact an Industry-Based Safety Program (IBSP) or SAFE Work Manitoba for information and support

- Ensure root causes of all near miss and other incidents are communicated to both management and workers
- Focus on near misses, inspections and worker suggestions to help prevent incidents from occurring
- Maintain injury and incident statistics and review for trends
- Invite, reward and follow up on worker suggestions for improvements
- Other suggestions? _____

- Engage senior staff in inspections and investigations including providing feedback on drills and simulations
- Proactively predicting risk (asking what can go wrong and what is the likelihood of incidents occurring)
- Consider other sources of data and best practices in your industry for improvement
- Provide continuing education opportunities to all workers
- Other suggestions? _____

10. Manager Involvement

Top management is actively involved in the safety program.

What was your rating on this question? Circle it on the scale below.

0	1	2	3	4

Consider This:

- Do managers know their legislated health and safety responsibilities?
- Are mangers responding to safety and health committee/representative concerns?
- Do managers ensure their supervisors are trained and competent?

What's Culture Got to do With It?

We often hear that safety starts at the top. We know leaders play a key role in setting the tone in the organization, and investing in safety helps to set the tone of the workplace safety culture. Seeing senior management's participation in safety and health initiatives goes a long way to improving the overall morale of the workplace and forming workplace attitudes towards safety and health.

When top management is actively involved in the safety program, your organization positively influences the following safety culture dimension:

Leaders Demonstrate a Commitment to Safety and Health: Leaders demonstrate commitment and active involvement in the safety program by allocating resources, communicating and making decisions in a way that indicates safety and health is a priority.

How to Improve Your Rating: Suggestions

Based on your rating, the following suggestions offer best practices to improve your safety culture.

0	1	2	3	4

0 1
- Ensure legislated safety and health requirements are met
- Contact an Industry-Based Safety Program (IBSP) or SAFE Work Manitoba for information and support

2
- Ensure all incident reports, including recommendations for corrective actions, are seen by management
- Involve management in informal safety walks, inspections and investigations
- Invite senior managers to provide safety presentations and talks, including orientation
- Integrate safety updates from management in all other organizational communications (e.g., newsletters, notifications, etc.)
- Other suggestions? _____

3 4
- Commit to senior management involvement on safety and health committees
- Involve the upper management in safety groups, mentorship programs and other community safety groups
- Collaborate with other organizations in your industry to identify and promote innovative health and safety solutions
- Other suggestions? _____

11. Communication

Communication is open and employees feel free to voice concerns and make suggestions.

What was your rating on this question? Circle it on the scale below.

`0   1   2   3   4`

Consider This:

- Do workers know who to report concerns and incidents to?
- Are workers aware of their rights and responsibilities?
- Is there an active and effective safety and health committee in place for workplaces with 20 or more workers, or in workplaces with 5-19 workers is there a safety and health representative?
- Are workers provided orientation and training to do their jobs safely?

What's Culture Got to do With It?

Communication is essential to our interactions and relationships. Good communication can help build a positive work environment. When communication is open and employees feel free to voice concerns and make suggestions, your organization influences the safety culture:

Trust and Respect Are Essential in the Work Environment: Workers feel free to communicate and know their input will be valued and respected.

The Work Environment is Inclusive: When workers are involved in decisions they know that they matter. An inclusive workplace reaches out to all workers, including those who are on contract, are temporary or are working in a non-traditional capacity.

How to Improve Your Rating: Suggestions

Based on your rating, the following suggestions offer best practices to improve your safety culture.

`0        1        2        3        4`

0
- Ensure legislated safety and health requirements are met
- Contact an Industry-Based Safety Program (IBSP) or SAFE Work Manitoba for information and support

1 / 2
- Have safety as first topic on every meeting agenda
- Reach out for feedback and suggestions (e.g., suggestion boxes)
- Ensure a strong communication feedback loop (especially during inspections and investigations)
- Consider language and literacy in communication (different languages used, pictograms, etc.) and use multiple communication mediums (e.g., video, poster, pictograms, etc.)
- Other suggestions? _____

3 / 4
- Formalize the process to include workers who may be at greater risk for injury (temporary, casual, newcomers, workers with disabilities)
- Train managers and supervisors in soft skills and communication skills
- Brand safety as part of the organization's outward-facing marketing/promotions
- Obtain workplace feedback through surveys, focus groups and seminars, being sure to communicate findings and actions taken as a result
- Assess managers and supervisors for safety communication as a leading indicator
- Other suggestions? _____

12. Trust and Respect

There is a high level of trust in the employee/employer relationships at our company.

What was your rating on this question? Circle it on the scale below.

| 0 | 1 | 2 | 3 | 4 |

Consider This:

- Does the workplace have a harassment policy?
- If there is the potential for violence in the workplace is there a violence prevention policy?

What's Culture Got to do With It?

The level of trust found in an organization reveals the most about its culture. Fostering an environment of trust starts with respect and takes time to grow.

When a workplace has a high level of trust in the employee/employer relationship at the company, your organization demonstrates the following dimensions of a positive safety culture:

Trust and Respect Are Essential in the Work Environment: Workers should feel safe to share concerns and make suggestions.

Leaders Are Committed to Safety and Health: Leaders show their commitment and build trust by supporting a respectful work environment and a work environment where workers are free to raise concerns.

Everyone in the Organization Feels Personally Committed to and Accountable For Safety and Health: Trust is supported by all persons at the workplace understanding their role and being committed to their own and others' safety and health.

The Work Environment is Inclusive: All workers matter. Trust is built when diversity is welcomed and all workers matter, including those who are on contract, temporary or working in a non-traditional capacity.

How to Improve Your Rating: Suggestions

Based on your rating, the following suggestions offer best practices to improve your safety culture.

| 0 | 1 | 2 | 3 | 4 |

- Ensure <u>legislated safety and health requirements</u> are met
- Contact an <u>Industry-Based Safety Program (IBSP)</u> or SAFE Work Manitoba for information and support

- Develop respectful workplace policy and practices <u>(SAFE Work Manitoba Harassment and Violence Prevention workshop)</u>
- Be transparent; share meeting minutes/outcomes, openly communicate change management processes
- Promptly and consistently respond to and follow through on suggestions and commitments
- Provide feedback and give credit and recognition of work and efforts of individuals and teams
- Encourage open dialogue and inclusion between staff and workers and discourage blame and fault finding
- Other suggestions? _____

- Conduct team building events off-site that help workers get to know each other personally
- Arrange for sessions which support understanding of team interactions, interpersonal conflict, communication styles, biases, etc. in a work setting
- Develop <u>conflict resolution processes</u> that are fair and impartial
- Provide regular opportunities for joint decision-making through committees or other avenues which seek input
- Other suggestions? _____

Resources

Reducing workplace injuries and illness and building a strong safety culture are two important objectives of SAFE Work Manitoba. Learn more about safety culture and find resources at **safemanitoba.com/safetyculture.**

For more information specific to your industry, contact your industry-based safety program:

Construction

- **Heavy Construction: Manitoba Heavy Construction Association WORKSAFELY™** (MHCA)
- **Industrial, Commercial and Residential Construction: Construction Safety Association of Manitoba** (CSAM)

Manufacturing

- **Made Safe**

Transportation

- **Motor Vehicle Safety Association of Manitoba** (MVSAM)
- **RPM Trucking Industry Safety Program** (RPM)

Agriculture

- **Manitoba Farm Safety Program**

Oil and Gas

- **Enform**

Mining

- **Mining Association of Manitoba Inc.**

If your industry is not currently associated with one of the above IBSPs, please **contact SAFE Work Manitoba.**

Acknowledgments

The Safety Culture Assessment was developed in consultation with the IWH, and Manitoba safety and health stakeholders. We would like to thank the IWH and the Construction Safety Association of Manitoba for their help with developing the SCA and this guide, and for their willingness to provide ongoing feedback and guidance.

Appendix A:
Safety Culture Assessment (SCA)

Questions: To be completed by person most knowledgeable of the organization's health and safety program.	Score: Answer each question based on the percentage of time each practice takes place at your organization. If the organization has many locations, answers should be based on the location(s) audited.					
Question	0%-20% 0	21%-40% 1	41%-60% 2	61%-80% 3	81%-100% 4	Score 0 – 4
Formal safety audits at regular intervals are a normal part of our business.	❑	❑	❑	❑	❑	
Everyone at this organization values ongoing safety improvement in this organization.	❑	❑	❑	❑	❑	
This organization considers safety at least as important as production and quality in the way work is done.	❑	❑	❑	❑	❑	
Workers and supervisors have the information they need to work safely.	❑	❑	❑	❑	❑	
Employees are involved in decisions affecting their safety and health.	❑	❑	❑	❑	❑	
Those in charge of safety have the authority to make the changes they have identified as necessary.	❑	❑	❑	❑	❑	
Those who act safely receive positive recognition.	❑	❑	❑	❑	❑	
Everyone has the tools and/or equipment they need to complete their work safely.	❑	❑	❑	❑	❑	
Actions are taken to prevent future incidents.	❑	❑	❑	❑	❑	
Top management is actively involved in the safety program.	❑	❑	❑	❑	❑	
Communication is open and employees feel free to voice concerns and make suggestions.	❑	❑	❑	❑	❑	
There is a high level of trust in the employee/ employer relationship at your company.	❑	❑	❑	❑	❑	
Total score: Add together all the scores from each question above to create your total score.						*Total score*
Overall score: Divide your total score by 12 (the total number of questions). Your overall score will be between 0 and 4.						*Overall score*

Appendix B:
Understanding Your Overall Score

0   1   2   3   4

Your organization's overall score will fall on the above scale. Your results will fall into one of three key areas:

Green (Safety Culture Assessment final score is equal to or greater than 3): You are performing well overall. Keep doing what you are doing and strive for excellence.

Yellow (Safety Culture Assessment final score is equal to or greater than 2 but less than 3): Specific safety and health practices in your organization may need some improvement. Consider if the lower scored items in your survey should be a focus area for your company. Review your practices and policies, and consider consulting your Industry Based Safety Program (IBSP) representative or a safety and health professional for information about ways to improve.

Red (Safety Culture Assessment final score is less than 2): Your work in safety and health likely needs attention and improvement. It is recommended you contact your IBSP representative or a safety and health professional for customized assistance.

After completing the above assessment, actions should be developed for specific practices requiring improvement. Improvements should be prioritized in an order that is most efficient and makes sense for your organizations specific needs. **Particular attention should be paid to each practice with a score of 0 or 1.**

In general terms, a score of 3 or more may still mean there are specific, individual practices that scored lower and would benefit from targeted attention. The overall safety culture assessment score is a tool to measure your organization's workplace safety culture. Improving each individual point above will strengthen your safety culture and overall safety initiatives.

Appendix C:
How the Safety Culture Assessment Was Developed

The 12-point safety culture assessment questionnaire was developed in consultation with the IWH, and Manitoba safety and health stakeholders. The goal was to find a tool that is easy-to-complete, is relevant to all sectors and organizational sizes and is able to track change over time.

This short, easy-to-use questionnaire aligns with the values, beliefs and six dimensions of a strong workplace safety culture and can help Manitoba workplaces to consider their culture in their workplace. The questionnaire is based on the eight questions from the IWH's Organizational Performance Metric (IWH-OPM) an eight-item, evidence-based survey developed and validated by the IWH in conjunction with Occupational Health and Safety (OHS) system partners in Ontario. It assesses occupational safety and health performance, and is considered an indicator of safety culture. The Safety Culture Assessment includes four additional items from the short-form of the Organizational Policies and Practices (OPP) Questionnaire, a tool developed by Amick, Habeck and Hunt (2000). Each question of the Safety Culture Assessment is answered on a five-point scale as a percentage of time the policy/practice is implemented and provides a multi-item scale, which creates the possibility to observe improvement over time. Read our frequently asked questions about the SCA: **https://www.safemanitoba.com/safetyculture/pages/safety-culture-assessment.aspx**

The following table shows how the eight IWH-OPM questions and the four additional OPP questions corresponds with the dimensions of a strong safety culture.

• Formal safety audits at regular intervals are a normal part of our business	Dimension: hazards addressed, leadership commitment, continuous learning
• Everyone at this organization values ongoing safety improvement in this organization	Dimension: accountability, continuous learning
• This organization considers safety at least as important as production and quality in the way work is done	Dimension: leadership, accountability
• Workers and supervisors have the information they need to work safely	Dimension: hazards addressed, accountability
• Employees are always involved in decisions affecting their health and safety	Dimension: respectful, inclusive
• Those in charge of safety have the authority to make the changes they have identified as necessary	Dimension: hazards addressed, accountability
• Those who act safely receive positive recognition	Dimension: accountability
• Everyone has the tools and/or equipment they need to complete their work safely	Dimension: hazards addressed
• Actions are taken to prevent future incidents	Dimension: hazards addressed, continuous learning
• Top management is actively involved in the safety program	Dimension: leadership commitment
• Communication is open and employees feel free to voice concerns and make suggestions	Dimension: respectful, inclusive
• There is a high level of trust in the employee/employer relationship at our company	Dimension: leadership, accountable, respectful, inclusive