CultureSAFE Programme

What is CultureSAFE?

CultureSAFE is a comprehensive programme developed by the Workplace Safety and Health (WSH) Council in September 2012 to inculcate in every member of the organisation a safety mindset and the importance of incorporating safety into the work culture.

It aims to help organisations build up and sustain a progressive and pervasive WSH culture via CultureSAFE cycle, a typical change management cycle for continual improvement.

6 Attributes of WSH CultureSAFE Model

Leadership & Commitment

WSH as core value
Credibility, Involvement
Engagement & Competence

Competent & Learning Organisation

Workforce competency, learning
From internal & external
Continuous organisational learning

Governance

WSH Vision and Values
HR & Operation Policies in WSH

Ownership & Teamwork

Stakeholder ownership,
engagement & empowerment

Work Management System

Day-to-day operations &
change management

Communication & Reporting

Open & 2 way commutation &
No blame reporting

CultureSAFE Maturity Level

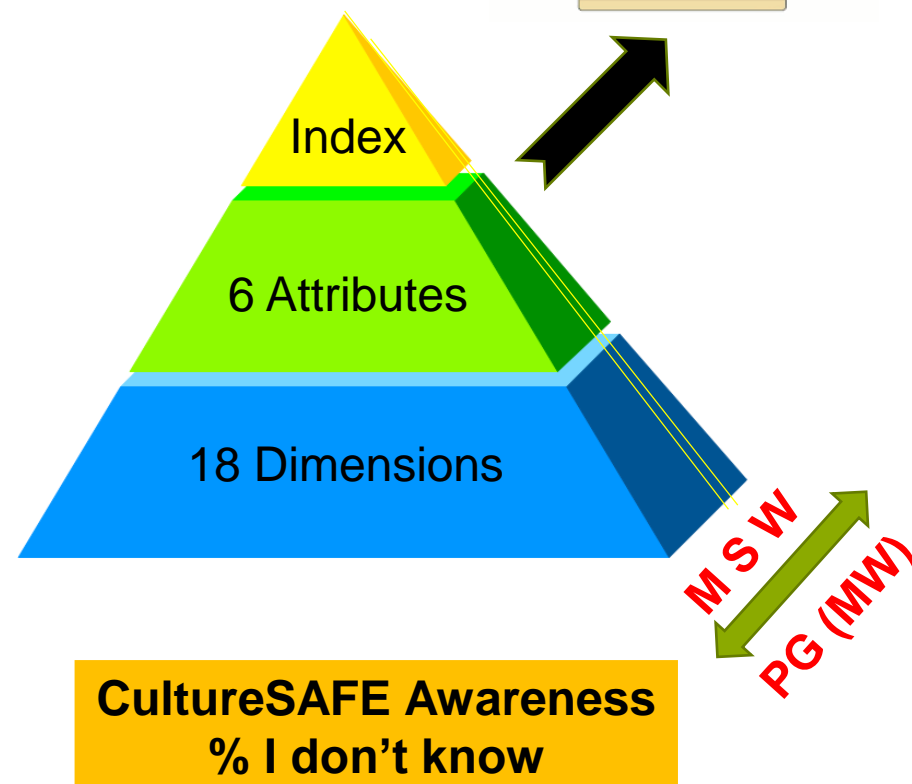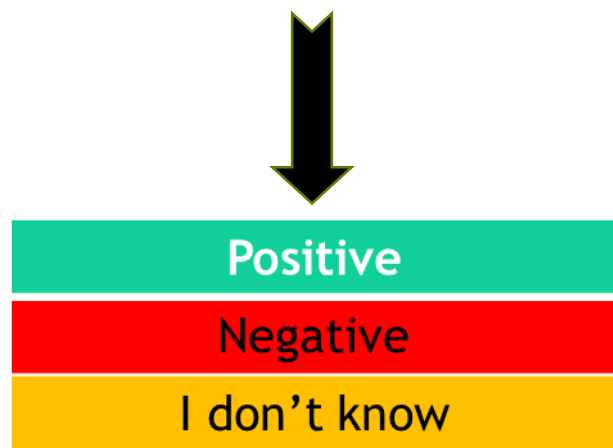| Level		Description
5	**EXEMPLARY**	→ Internalisation of WSH as a non-negotiable value
4	**PROGRESSIVE**	→ WSH ownership is pervasive throughout the company
3	**PROACTIVE**	→ Employees are mindful of WSH issues in their daily work
2	**PARTICIPATIVE**	→ Employees are involved and participate in WSH initiatives
1	**REACTIVE**	→ Top-down management and direction of WSH initiatives

Perception Survey and Analysis

3 versions of survey questions

Diagnostic & Reporting

Step 1 & 2
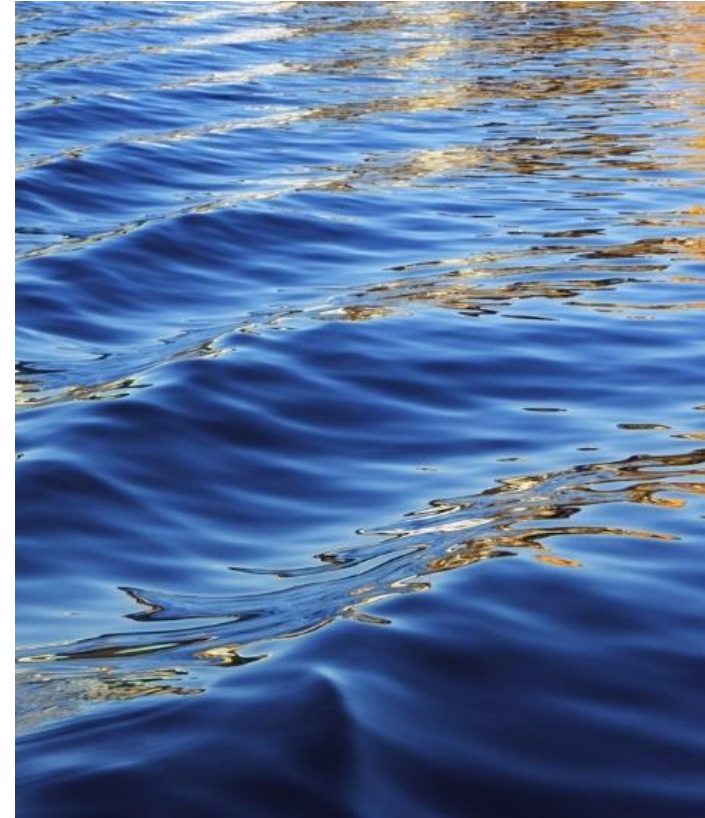
WSH CultureSAFE Assessment Methodology

Three Levels of Culture (Schein)

Artifacts — Visible organizational structures and business processes
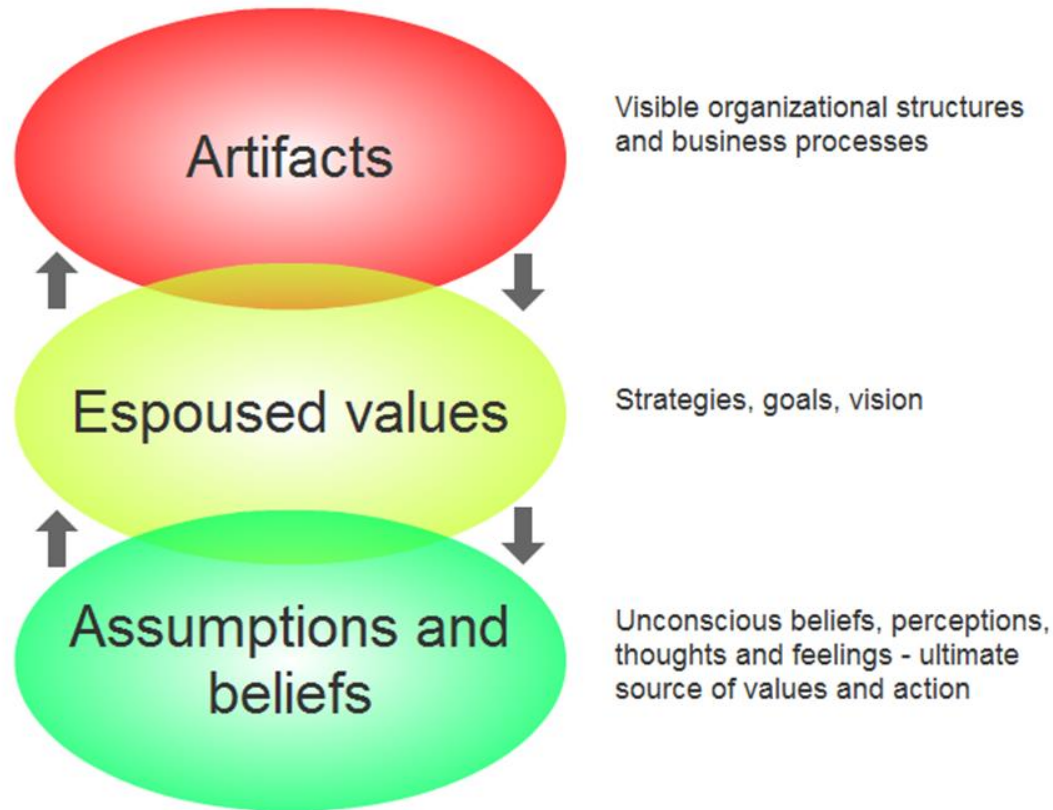
▶ **Evidence-based Survey** by observation and document review

Espoused values — Strategies, goals, vision

▶ **Evidence-based Survey** by interview

Assumptions and beliefs — Unconscious beliefs, perceptions, thoughts and feelings - ultimate source of values and action

▶ **Perception-based Survey**

Perception-based Survey

1. WSH Council's e-tools
   - Computing organization profile in attributes and dimensions
   - Computing job level comparison in attributes and dimensions

2. We analyse the data for your company by:
   - Benchmarking with industry data
     - Average
     - Percentile ranking

   - Strength and weakness analysis
     - Areas of strength and weakness
     - Responses leading to specific strengths and weaknesses

   - Job level analysis
     - Significant variation across job level

3. We provide data driven recommendation

Organisation - Attribute Profile

Organisation - Attribute Profile
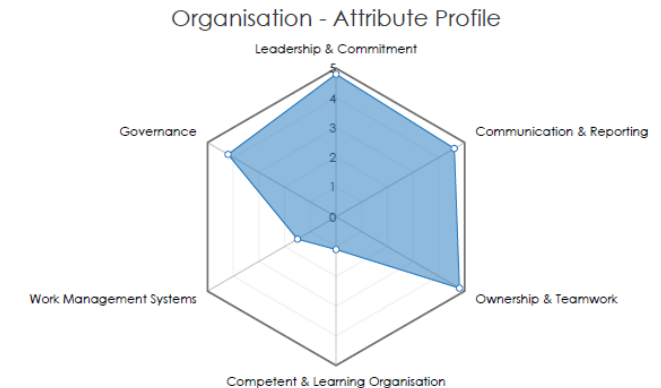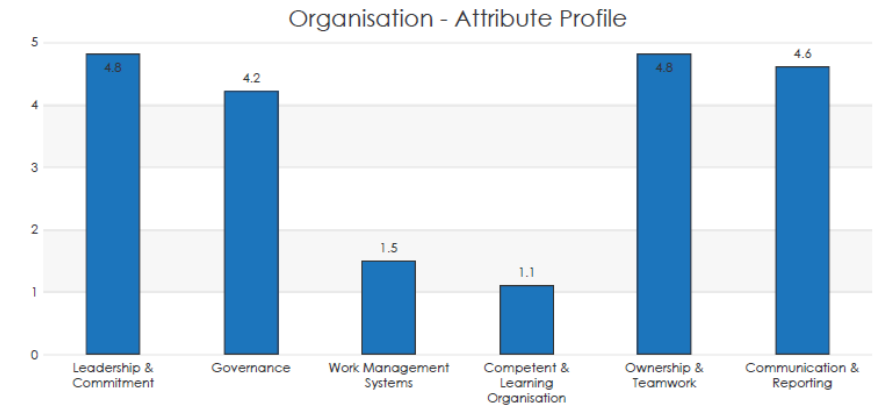
Reference Database Maintained by EQS Asia Pte Ltd

41 organizations and 5354 respondents
(2013 to 2017)

MNC	LLC	SME
14.6%	53.7%	31.7%

Construction	Transport & Logistics	Engineering	Marine
58.5%	29.2%	7.3%	4.9%
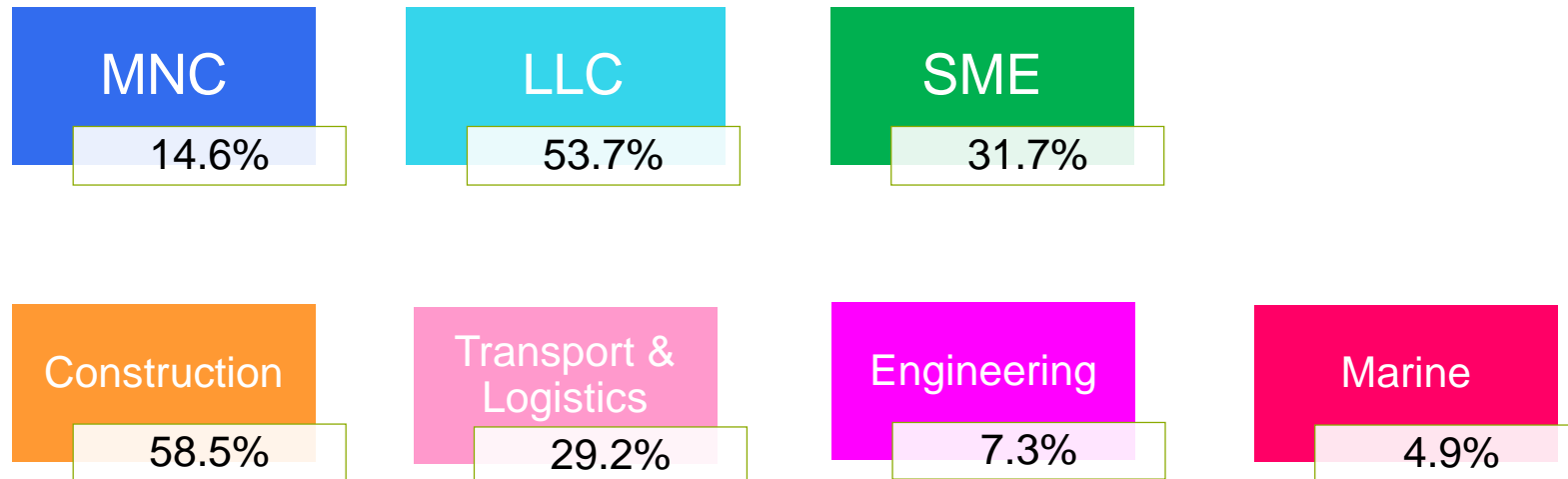
As at 1 October 2017

CultureSAFE Maturity Index
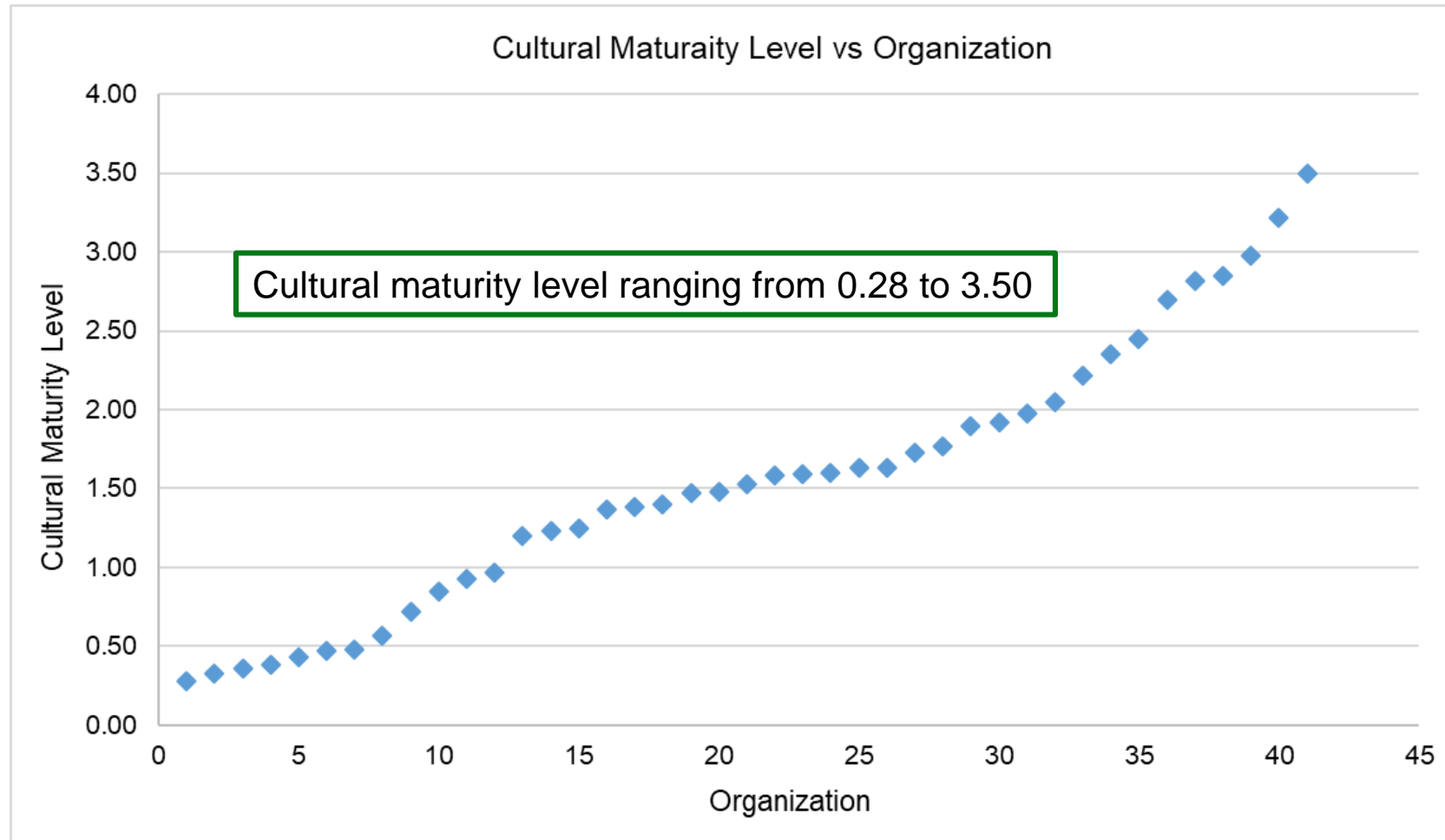
Cultural Maturaity Level vs Organization

Cultural maturity level ranging from 0.28 to 3.50

Reference database
Organisation: 41
Respondents: 5354
Mean Cultural Index: 1.55
Standard deviation: 0.834

As at 1 October 2017

CultureSAFE Attributes

Mean Cultural Attribute Profile

Reference database
Organisation: 41
Respondents: 5354
Mean Cultural Index: 1.55
Standard deviation: 0.834

Attribute	Value
Leadership & Commitment	1.61
Governance	2.00
Work Management System	0.27
Competent & Learning Organization	0.82
Ownership & Teamwork	2.57
Communication & Reporting	2.03

■ Reference Database

As at 1 October 2017

CultureSAFE Index Scoring

Attribute is the mean of dimensions
And it is set to zero if negative

CultureSAFE Index

Mean of Attributes

| A1: Leadership & Commitment | A2: Governance | A3:Work Management System | A4: Competent & Learning Organization | A5: Ownership & Teamwork | A6: Communication & Reporting |

A2D1: Organizational WSH Vision, Roles & Targets

A2D2: Human Resource Policies with WSH Impact

A2D3: Operational Policies with WSH Impact

Mean of job level Dimension Score

CultureSAFE Index Scoring

| | Manager Dimension Score | Supervisor Dimension Score | Worker Dimension Score |

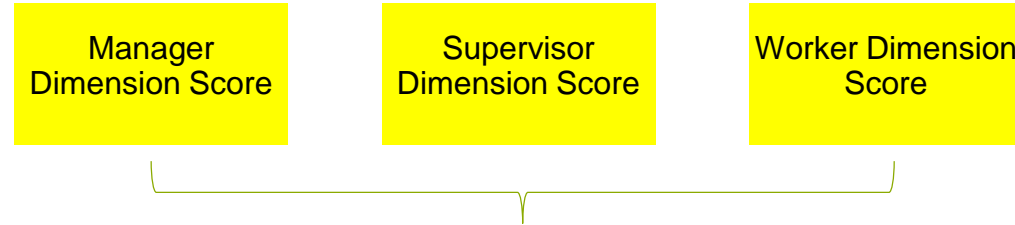| Dimension	Fundamental Question
A1D1	Although our management has said that "safety comes first," project/production targets and deadlines are usually given a higher priority.
A1D2	Our management do not participate in WSH activities until an adverse workplace incident or accident occurs. WSH meetings are seldom conducted by our managers.
A1D3	The planning of WSH enhancement programmes and activities are led by our management. Our managers do not personally deliver WSH training as they might not have the time or competence to do so.
A1D4	We are not involved with defining the set of WSH performance indicators used by our organization. These are decided solely by our senior management.
A2D1	Our WSH policy, mission and vision statements are clearly visible and easily understood. We have not been informed about the WSH responsibilities for our jobs.
A2D2	We have defined formal WSH training requirements for all appointments in our organization including managers.
A2D3	Only accidents that are reportable to the authorities are investigated by our organization. We conduct risk assessments to evaluate the potential impact of manpower changes on WSH.

The individual dimension score will depend the % positive response of the relevant questions.
If the % response of the **fundamental question is less than the threshold**, the individual score will be **negative**.
However, if the % response of the fundamental question is above the threshold, the score can be between 0 to 5, depending on the other questions.

CultureSAFE Index Scoring

Manager Dimension Score	Supervisor Dimension Score	Worker Dimension Score

Dimension	Fundamental Question
A3D1	Our tools and equipment are often unavailable or unserviceable when we need to use them. We often encounter task performance conflicts between adjacent work areas. We need to perform housekeeping only when instructed by our supervisor.
A3D2	We make operational changes, workarounds or improvisations on the spot as and when required.
A4D1	In our organization, an explicit set of criteria detailing job requirements and qualifications are specified for each appointment. Our management has implemented a mentoring system to facilitate on the job training and supervision of new employees and/or transfer personnel.
A4D2	Audits are viewed by our organization as a means to uncover non-compliance.
A4D3	Our organization does not subscribe to any external WSH bulletins and publications.
A4D4	We schedule toolbox meetings, mass briefings and management meetings regularly to discuss and disseminate WSH news and information to everyone.

The individual dimension score will depend the % positive response of the relevant questions.
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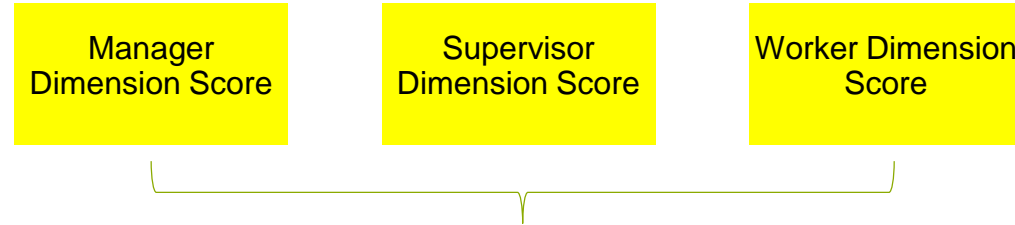
CultureSAFE Index Scoring

Manager Dimension Score | Supervisor Dimension Score | Worker Dimension Score

Dimension	Fundamental Question
A5D1	Our WSH department is visibly involved only when an adverse workplace incident or accident occurs. Our WSH department is concerned primarily with inspections to ensure that we comply with safe work procedures and WSH requirements.
A5D2	In our organization, only the WSH representative is responsible for identifying workplace hazards, for proposing safety measures, and for enforcing safe work procedures. We have not been made aware of the potential hazards of our tasks and the surrounding work areas.
A5D3	We know that disciplinary action will be taken if we break WSH rules and regulations intentionally, e.g. by taking shortcuts and not complying with safe work procedures. We should not ask questions during toolbox/safety meetings even if we have WSH concerns since we should just follow what we are told to do. In our organization, WSH initiatives are formulated and decided only by our management.

The individual dimension score will depend the % positive response of the relevant questions.
If the % response of the **fundamental question is less than the threshold**, the individual score will be **negative**.
However, if the % response of the fundamental question is above the threshold, the score can be between 0 to 5, depending on the other questions.
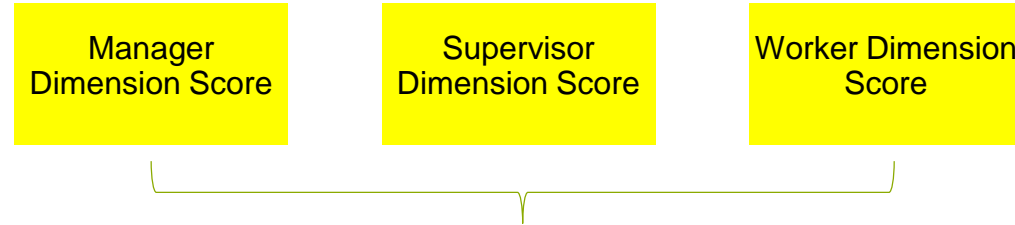
CultureSAFE Index Scoring

Manager Dimension Score	Supervisor Dimension Score	Worker Dimension Score

Dimension	Fundamental Question
A6D1	We cancel daily toolbox meetings when we have lots of work to do. Formal WSH communication is initiated primarily by our management and comprises mainly written (one-way) memorandums and safe work instructions. There is good interactive (two way) communication between our supervisors and workers.
A6D2	Our WSH reports must be channelled strictly through our organizational hierarchy for our management to review. When we report WSH concerns, there is usually no acknowledgement and/or visible action taken to address them.

The individual dimension score will depend the % positive response of the relevant questions.
If the % response of the **fundamental question is less than the threshold**, the individual score will be **negative**.
However, if the % response of the fundamental question is above the threshold, the score can be between 0 to 5, depending on the other questions.

Evidence-based Survey

▶ The perception survey is influenced by many factors such personal experience, organizational climate and interactions with immediate supervisors. The results must be interpreted in the organizational context.

▶ Evidence-based survey will include

   ▶ Site inspection to verify the workplace conditions and practices

   ▶ Interview of respondents to understand the safety issues they encountered

   ▶ Document review to verify the safety management practices

▶ Recommendations to address issues surfaced in CultureSAFE Perception Survey

Action Planning

Step 3

Reflection of CultureSAFE Survey

1. Leadership Workshop
   - How are the survey results reflective of organization culture?
   - Why are there perception variations across job level (managers, supervisors and workers)?
   - How to close the perception gaps across job levels?
   - How to improve the weak attributes?
   - What are the safety visions and underlying values?

2. Focus Groups (Supervisors and Workers)
   - Reflection of survey results
   - What are the safety vision for the company?
   - What are the safety barriers?
   - Do employees feel cared for?
   - How can the organization make positive changes?
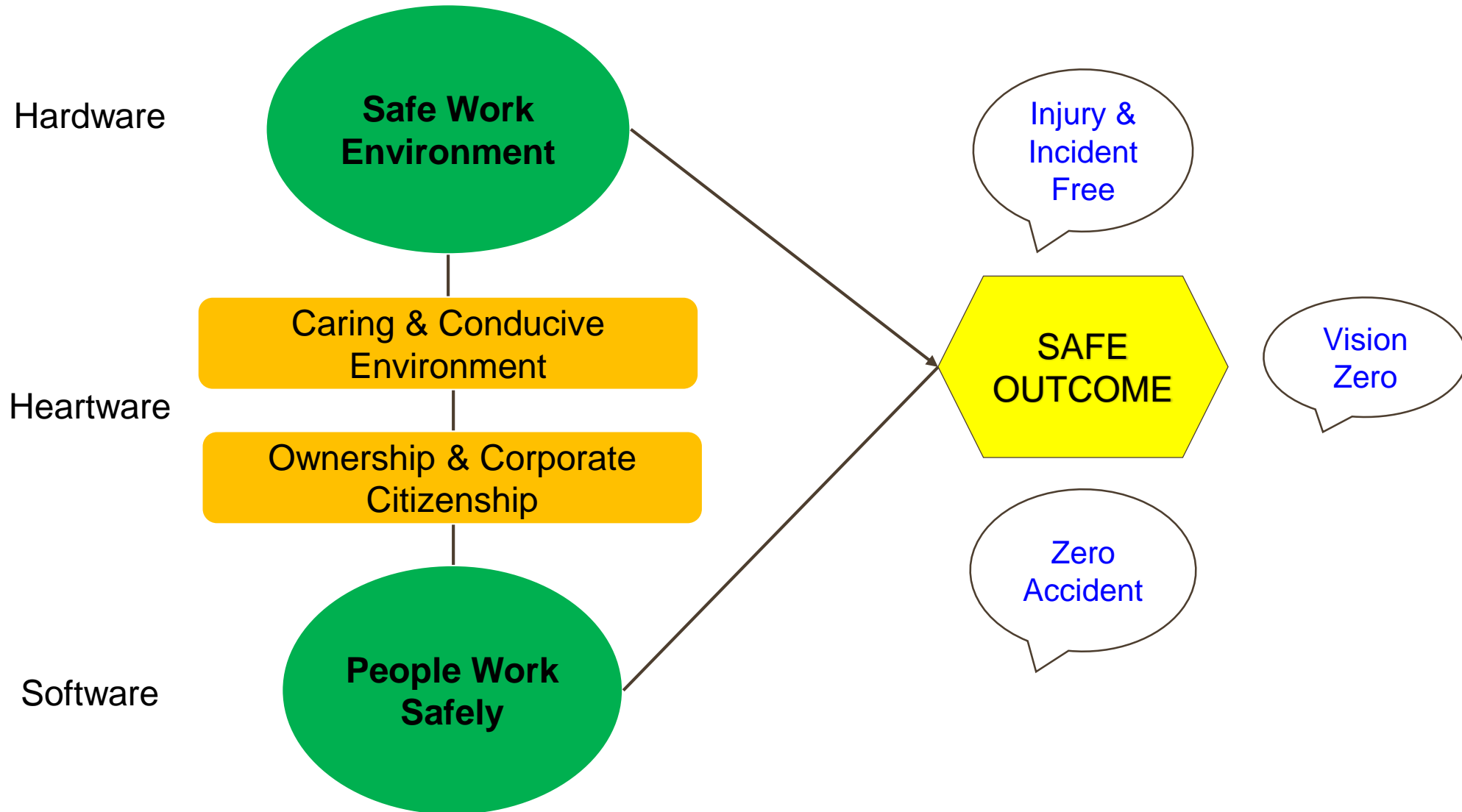   - Is the organization committed to make positive changes?

Aligning visions & values

Implementation, Review & Evaluation

Step 4 & 5

EQS Safety Approach

EQS Safety Approach

Hardware

Safe Work Environment

A workplace free from hazards

Caring & Conducive Environment

Support safety where management care about employees and employees care about each other

Heartware

Ownership & Corporate Citizenship

Employees feel belonged in the company, willing to do above call of duty

Software

People Work Safely

Employees' behaviour and management system

EQS CultureSAFE Approach

1. Building Trust
   - Creating a positive mindset and open communicative environment not focusing on blaming
   - Initiating paradigm shift with intensive focus group workshop and leadership workshop

2. Empowering People
   - Introducing employee driven initiative to develop Behaviour-Based Safety (BBS) process
   - Identifying critical behaviours that matter to safety outcomes
   - Buying in of BBS process
   - Developing behavioural observation and feedback procedure
   - Training observers

EQS CultureSAFE Approach

3. Observation & Feedback

- Conducting regular peer to peer observation
- Providing positive feedback on observed behaviours to peers
- Creating caring and feedback rich work environment

4. Removing Safety Barriers

- Understanding the root causes of at-risk behaviours
- Solving safety problems collectively
- Binding commitments for safe behaviours
- Monitoring leading safety indicators in safe behaviours
- Identifying systemic barriers that prevent people from working safely
- Removing identified safety barriers
- Reinforcing positive, open, trusting and caring work environment

EQS CultureSAFE Approach

5. Appreciative Approach

➤ Focusing on strengths

➤ Giving appreciative feedback

➤ Extending recognition

➤ Celebrating success

6. Strengthening BBS Process

➤ Monitoring process indicators to improve BBS implementation

➤ Inducting and training new batches of observers

➤ Continual learning to improve BBS process and safety performance

Success Stories

Success Story 1

- Local construction contractor and builder

- SME with about 70 employees, mostly foreign manpower from Thailand, India and Bangladesh.

- Certified by ISO 9001, ISO 14001 and OHSAS 18001.

- Embarked on CultureSAFE journey in 2013

Success Story 2

- Local M&E Contractor

- SME with about 150 employees, mostly foreign manpower from India, Bangladesh, Myanmar and PRC

- Certified by ISO 9001, ISO 14001 and OHSAS 18001

- Embarked on CultureSAFE journey in 2014

- **bizSAFE Exemplary Award 2016**

Focus Group Meeting

Our CultureSAFE Implementation

- K.S. Services – a local construction company
  - Completed

- LSK Engineering (S) – a local M&E company
  - Completed
  - bizSAFE Exemplary Award 2016

- Lian Ho Lee – a local construction company
  - Completed
  - bizSAFE Exemplary Award 2016

- Nustar Technologies – a local offshore engineering company
  - In-progress

- Welltech – a local construction company
  - In-progress

CultureSAFE Perception Survey

- Low Keng Huat (Singapore) Pte Ltd

- Daewoo Engineering & Construction
  - Sharp Award 2015

- Hock Guan Cheong

- Lend Lease Asia

- Sumitomo Chemical Singapore

- Amec Foster Wheeler

- SMRT Ltd
  - CCL-BPLRT
  - OM
  - NSEW Line
  - SMRT Bus Services
  - Automotive Services

- SBS Transit Ltd
  - NEL-SPLRT Line
  - Downtown Line
  - SBS Bus Services

Questions?

We will be pleased to share more success stories and bespoke implementation strategies for your organization.

Do contact us at 62218006 or training@eqsasia.com for enquiries and quotation.