CULTURESAFE

HELPING YOUR BUSINESS
BUILD A WSH CULTURE

CultureSAFE
User Guide

WSHCOUNCIL

Tripartite Alliance for
Workplace Safety and Health

CultureSAFE User Guide

Thank you for your interest in CultureSAFE.

This guide is developed to help companies build a Workplace Safety and Health (WSH) culture through the CultureSAFE Model and Index System.

Contents

1. Quick Start to CultureSAFE **2**

2. Introduction to CultureSAFE **4**

3. WSH Culture: Why Build It? **4**

4. The 5 Steps to CultureSAFE **7**
4.1 Step 1: Diagnostic 8
4.2 Step 2: Reporting 11
4.3 Step 3: Action Planning 16
4.4 Step 4: Implementation 21
4.5 Step 5: Review and Evaluation 21

5. Annexes **22**
5.1 Annex A – Determining the Sampling Size 22
5.2 Annex B – Culture Building Initiatives 23

This guide is accompanied by the following documents (included in zip file):

No.	Document	File Type
1	Sharing on CultureSAFE (presentation slides)	PowerPoint
2	Diagnostic Survey Questionnaire in other languages, compiled into a zip file	PDF
3	Report Generator	Excel
4	Evidence-Based Assessment Form (for consultants)	Excel

Quick Start to CultureSAFE

There are 5 steps in the CultureSAFE cycle.

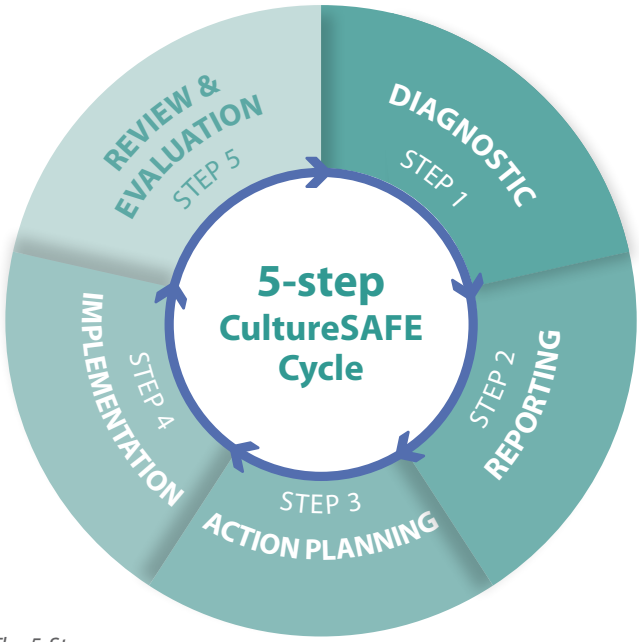


Figure 1: *The 5-Step CultureSAFE Cycle*

Step 1

Diagnostic

In this step, you will identify your organisation's strengths and weaknesses from a WSH cultural perspective. This will help you to prioritise and target resources for areas of improvement. You can evaluate your organisation's WSH culture by using the Perception Survey. There are three different surveys designed for your organisation's key stakeholders, namely for Managers, Supervisors and Workers. For more accurate results, we recommend having as many employees complete the survey as possible.

Step 2

Reporting

Next, you will generate a report on your organisation's WSH culture profile, and strengths and areas for improvement (Refer to **Understanding your Report** for more information).

You may also wish to perform an Evidence-Based Assessment (EBA) to validate the scores obtained from the Perception Survey (Refer to **EBA** for more information).

Step 3

Action Planning

Based on the generated report, you will then brainstorm with your colleagues to create an action plan that addresses the areas for improvement while being unique to the needs of your organisation.

Your plan should include proposed culture building initiatives, and their corresponding performance indicators.

Step 4

Implementation

Next, you will implement your action plan's culture-building initiatives. As you execute the action plan, remember to regularly provide progress and status updates to all stakeholders and continue to monitor the schemes for each initiative.

Step 5

Review and Evaluation

In this final step, you should regularly review the effectiveness and results of your implementation. This will provide feedback on whether your organisation needs to:

- Refine the action plan to ensure its robustness and sustainability; or
- Work on other areas of WSH improvements.

You may also repeat the Perception Survey, if necessary.

Introduction to CultureSAFE

WSH Culture: Why Build It?

Reduce

- Downtime
- Accidents and Injuries
- Insurance premiums
- **Costs**

Improve

- WSH behaviours
- Staff retention
- Company image
- **Productivity**

Many organisations mistakenly believe that having a comprehensive set of Safe Operating Procedures (SOPs) is the same as having good WSH management. However, that is not always the case as just having SOPs alone is insufficient, and WSH considerations tend to stop once the SOPs are established.

Without a strong WSH culture, organisations tend to face situations such as:

- Unmotivated workers playing a cat-and-mouse game with the management in which they only follow SOPs when they are being monitored;
- Supervisors having no incentive to lead positively by example; and
- New workers not being sufficiently trained.

These situations can lead to downtime, accidents, injuries and/or higher insurance premiums, subsequently leading to an increase in costs.

A strong WSH culture not only promotes the importance of safety and health in your organisation, but also boosts productivity through improved staff retention, staff confidence and WSH behaviours. Furthermore, it reinforces and sustains your organisation's WSH efforts, and has the greatest impact on reducing workplace accidents.

CultureSAFE is designed to help your organisation understand the state of its WSH culture, and to cultivate a progressive WSH culture. An anonymous Perception Survey questionnaire is used to measure the perceptions and attitudes of management, supervisors and workers towards WSH.

We recommend repeating the CultureSAFE process regularly to continually track and measure your organisation's progress.

The CultureSAFE Model

The CultureSAFE programme is based on the CultureSAFE Model and Index System, reflected by a five-step CultureSAFE cycle. The cycle starts with a diagnosis and report of your organisation's existing WSH culture. This is followed by action planning to improve your company's WSH culture. Once you have implemented your action plan, you will review and evaluate what has been done for further improvements.

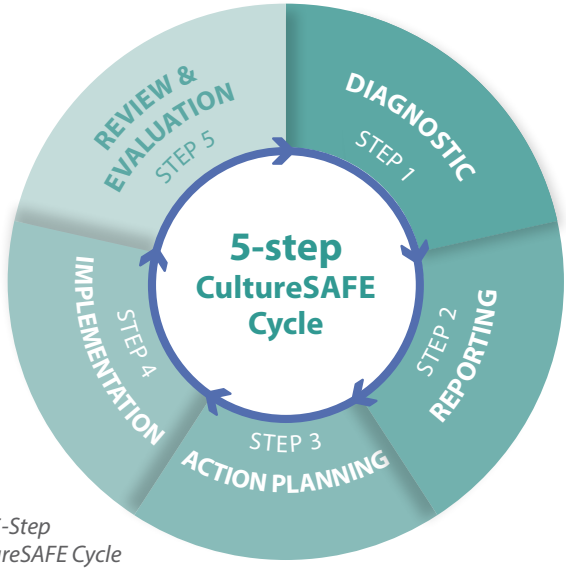


Figure 2: *The 5-Step CultureSAFE Cycle*

The CultureSAFE model consists of six attributes that describe the WSH commitment, practices, perceptions, and beliefs of the organisation and its stakeholders. It is used in the diagnostic and reporting steps to indicate a company's current WSH culture. It is also used to prioritise culture-building initiatives in the action planning step.

Attribute		Description
A1:	**Leadership and Commitment**	Extent to which management emphasises WSH commitment as a core or personal value.
A2:	**Governance**	Explicit WSH policies and objectives that are applied appropriately to business decisions and operations.
A3:	**Work Management System**	Responsiveness and flexibility in addressing WSH concerns in day-to-day operations.
A4:	**Competent and Learning Organisation**	Competency as a key requirement for staff recruitment and promotion, with emphasis on continuous learning.
A5:	**Ownership and Teamwork**	Motivation and empowerment for all stakeholders, from the CEO to the last worker, to contribute proactively towards WSH.
A6:	**Communication and Reporting**	Presence of effective communication channels that address WSH concerns in a timely manner.

The CultureSAFE Index

The CultureSAFE index is used to score your company on a scale of one to five, based on the attributes listed in the CultureSAFE Model.

It is used in the diagnostic and reporting steps to indicate your organisation's WSH culture. You may also use the index to benchmark your organisation's culture.

Scale	What this means
5 – Exemplary	Internalisation of WSH as a non-negotiable value.
4 – Progressive	Extensive WSH ownership throughout 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.

The 5 Steps to CultureSAFE

We will discuss the five steps of the CultureSAFE cycle in this section.

Who should lead it?

We recommend appointing the department or individual who oversees the implementation of health and safety measures in the organisation to drive CultureSAFE efforts with visible support from their management. He or she should implement the five steps of the CultureSAFE cycle using inputs from every function of their organisation.

To garner support from your management and colleagues, you may use the PowerPoint deck Building a WSH culture with CultureSAFE.pptx to aid you in explaining CultureSAFE and its benefits.

Role of Management

Active support from the management is critical to the success of CultureSAFE. Management is the best party in the organisation to create a safe environment for employees, enabling them to openly share feedback for the collective improvement of the organisation. Management can play an active role by regularly requesting updates and providing active leadership and support to the organisation's culture-building efforts.

What you will need

You will need the following tools to carry out the CultureSAFE diagnostic:

01

A computer or laptop with:

- An internet connection;
- An internet browser;
- A PDF reader (e.g., Adobe Acrobat); and
- An application able to process Microsoft Excel spreadsheets.

02

A Microsoft Account

- This account can either be your Office 365 Education account, Microsoft 365 Apps for Business account, or a free personal Microsoft account (e.g., Hotmail, Live or Outlook.com).

03

Your employees need to minimally have a smartphone to complete the online perception survey.

Step 1: Diagnostic

The first step of CultureSAFE is to conduct a WSH culture assessment. This serves to aid your organisation's WSH culture-building journey in the following ways:

- Establish a reference baseline as the first step to a long-term WSH culture building programme.
- Diagnose and identify gaps in your organisation's WSH culture, which in turn allows for appropriate targeted plans and intervention measures.
- Raise awareness of WSH culture to all levels of stakeholders in your organisation.

CultureSAFE uses a perception survey questionnaire as a diagnostic tool, to assess WSH culture in the six key attributes of Leadership and Commitment, Governance, Work Management System, Competent and Learning Organisation, Ownership and Teamwork, and Communication and Reporting. To recap, you can refer to The CultureSAFE Model for more details).

There are a total of 112 questions in the questionnaire. As WSH responsibilities differ between workers, supervisors and management, Supervisors will answer an additional six questions (total of 118 questions) and Managers answer an additional 23 questions (total of 135 questions).

Performing the Diagnostic

Obtain a copy of the perception survey forms to begin the Diagnostic. Please refer to the following steps:

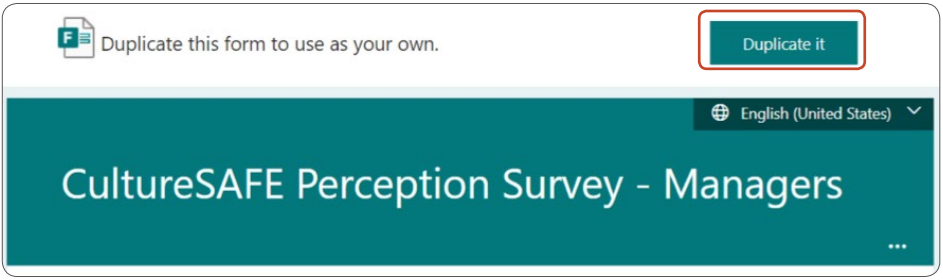
1) As the survey forms are on **Microsoft Forms**[1], ensure you have a Microsoft account. You can use your work email (if your organisation is a Microsoft 365 Apps for business user) or your personal Microsoft email (e.g., Hotmail, Live, Outlook). If you currently do not have one, you can register for a free personal account.

2) Access the respective set of forms via the following links:

Managers | Supervisors | Workers

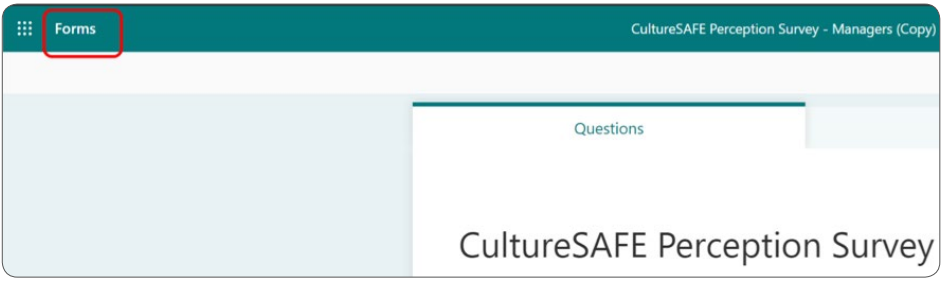
[1] *Microsoft Forms is available to Office 365 Education customers, Microsoft 365 Apps for business customers, and personal users with a Microsoft account (Hotmail, Live, or Outlook.com). To find out more about Microsoft Forms, visit https://support.microsoft.com/en-us/office/introduction-to-microsoft-forms-bb1dd261-260f-49aa-9af0-d3dddcea6d69.*

3) Click on "Duplicate It".



4) Sign-in to your Microsoft account when promoted to do so.

5) A copy of the form will be saved into your Microsoft account once you are successfully logged in. You can view the forms by clicking on "**Forms**".

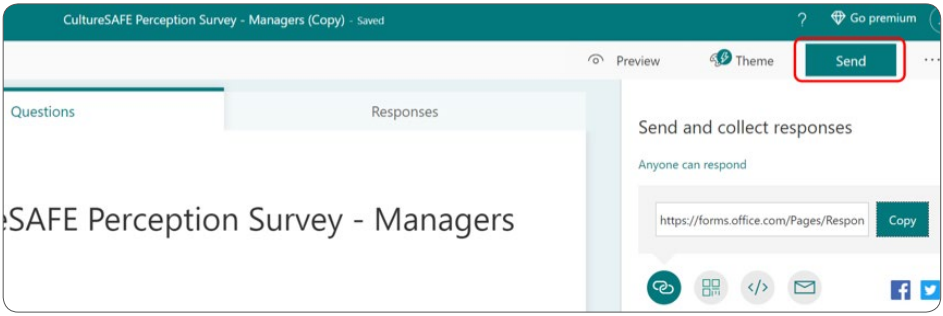


6) Other languages of the survey form can be accessed from this link:

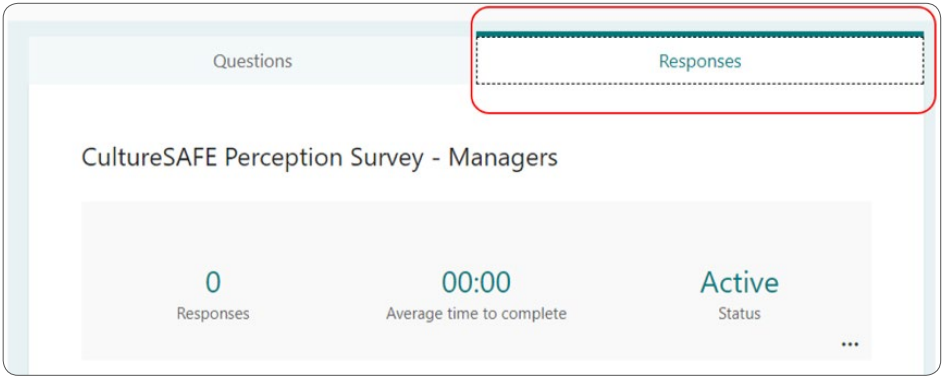
7) Click on "**Send**" to send the survey to the participants. You may refer to Annex A on Determining the Sampling Size to decide the number of participants.

You may send the survey via:

- Direct URL Link
- QR Code
- Email



8) You can monitor the participation rate by going to the "**Responses**" tab.



9) You may refer to CultureSAFE Survey Questionaires.zip (included in zip file) for the questionnaire in other languages. If hardcopy questionnaires are used, please note that you will need to manually input the survey responses in the Report Generator (included in zip file) under Step 2.

Step 2: Reporting

Upon completion of the perception survey, you will need to download the results and generate your organisation's report with our Report Generator.

The Report Generator is a Microsoft Excel spreadsheet (included in zip file) that comes with this Guide where you will input the responses from the CultureSAFE Perception Surveys to calculate your organisation's CultureSAFE Index and generate the CultureSAFE Report.

The Report Generator contains the following tabs:

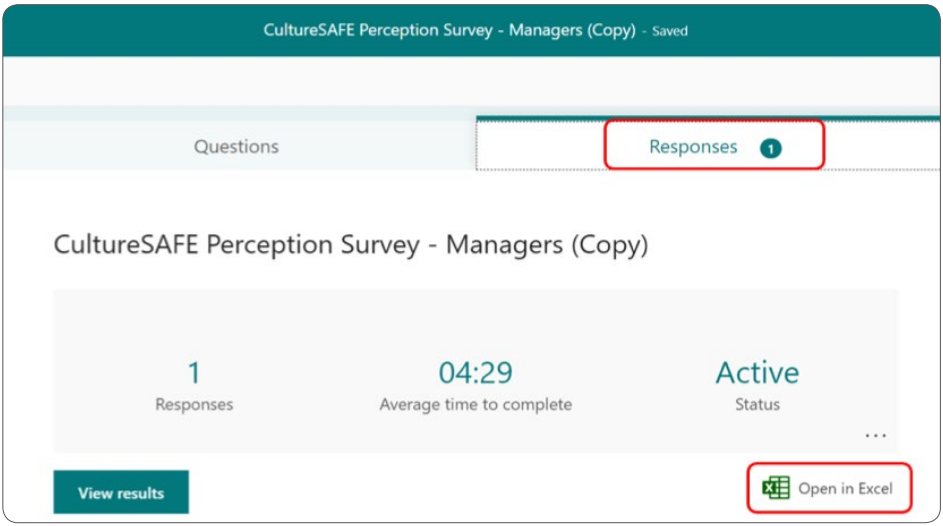
- **Response (M)**
  - Input your organisation's responses to the CultureSAFE Perception Survey for Management into this tab.
- **Response (S)**
  - Input your organisation's responses to the CultureSAFE Perception Survey for Supervisors into this tab.
- **Response (W)**
  - Input your organisation's responses to the CultureSAFE Perception Survey for Workers into this tab.
- **Report**
  - Once the responses have been added, view the Report in this tab.
    Summary of Responses
  - This tab will show the number of positive responses for all questions.
- **Question Map**
  - This tab will show the map of the questions to the six CultureSAFE Attributes and their Dimensions.

Please refer to the next section if this is your first time downloading the responses (or if you are unsure how to). Otherwise, you may skip to the next section.

Obtaining Your Organisation's Results from Microsoft Forms

1) Go to the "**Responses**" tab in Microsoft Forms.

2) Click "**Open in Excel**". The excel file will automatically download to your downloads folder.

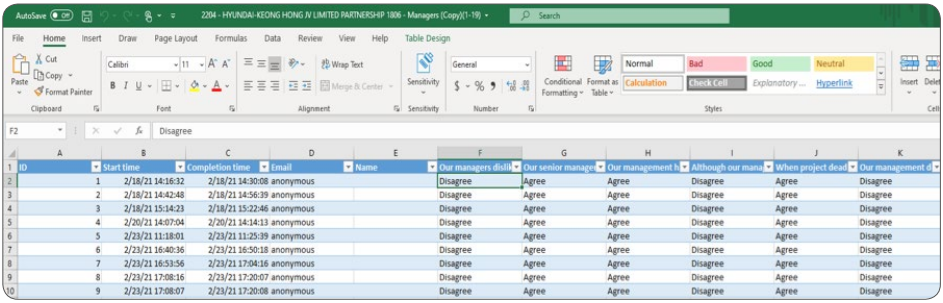


3) Repeat the same steps for the other two surveys.

Generating Your Organisation's CultureSAFE Report

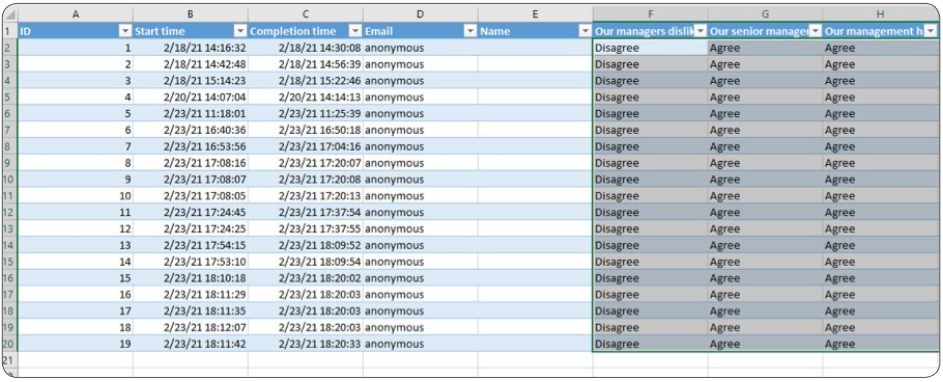
To generate the report, you will need to copy the survey responses from Microsoft Forms and paste them into the respective tabs of the report generator. See the following steps for more information:

1) Open the **Manager** survey responses.



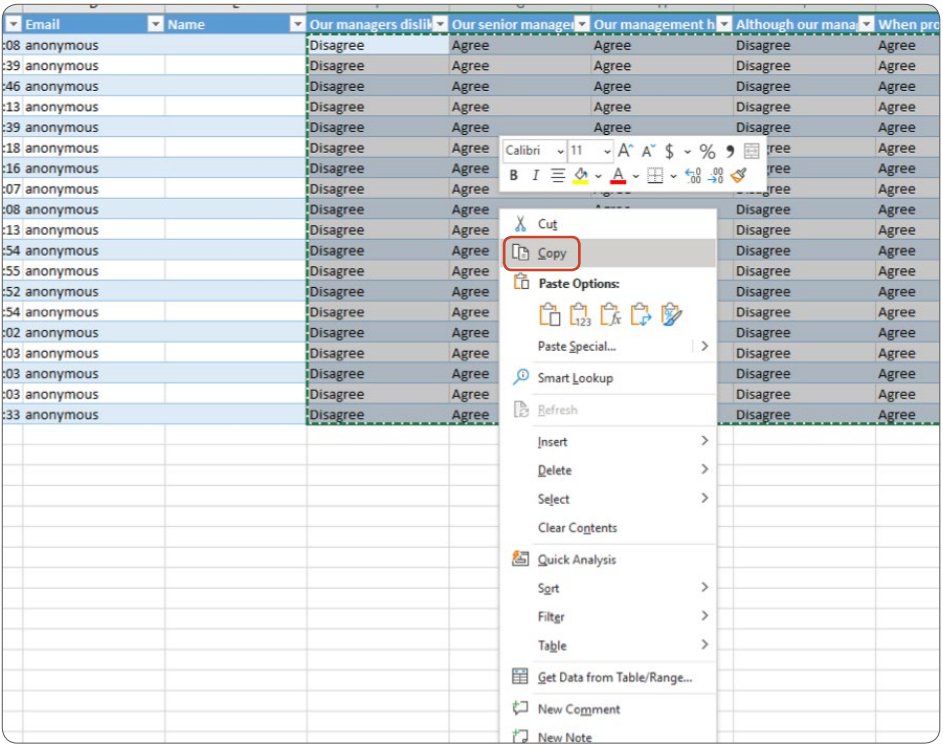
ID	Start time	Completion time	Email	Name	Our managers disili	Our senior manage	Our management h	Although our mana	When project dead	Our management c
1	2/18/21 14:16:32	2/18/21 14:30:08	anonymous		Disagree	Agree	Agree	Disagree	Agree	Disagree
2	2/18/21 14:42:48	2/18/21 14:56:39	anonymous		Disagree	Agree	Agree	Disagree	Agree	Disagree
3	2/18/21 15:14:23	2/18/21 15:22:46	anonymous		Disagree	Agree	Agree	Disagree	Agree	Disagree
4	2/20/21 14:07:04	2/20/21 14:14:13	anonymous		Disagree	Agree	Agree	Disagree	Agree	Disagree
5	2/23/21 11:18:01	2/23/21 11:25:39	anonymous		Disagree	Agree	Agree	Disagree	Agree	Disagree
6	2/23/21 16:40:36	2/23/21 16:50:18	anonymous		Disagree	Agree	Agree	Disagree	Agree	Disagree
7	2/23/21 16:53:56	2/23/21 17:04:16	anonymous		Disagree	Agree	Agree	Disagree	Agree	Disagree
8	2/23/21 17:08:16	2/23/21 17:20:07	anonymous		Disagree	Agree	Agree	Disagree	Agree	Disagree
9	2/23/21 17:08:07	2/23/21 17:20:08	anonymous		Disagree	Agree	Agree	Disagree	Agree	Disagree

2) Select all the responses from Column F to Column EJ. (Please copy only the responses and ignore the heading and other columns). You can use the shortcut keys of SHIFT + CTR + → (right arrow key) and SHIFT + CTR + ↓ (down arrow key) to help you select the responses quickly.

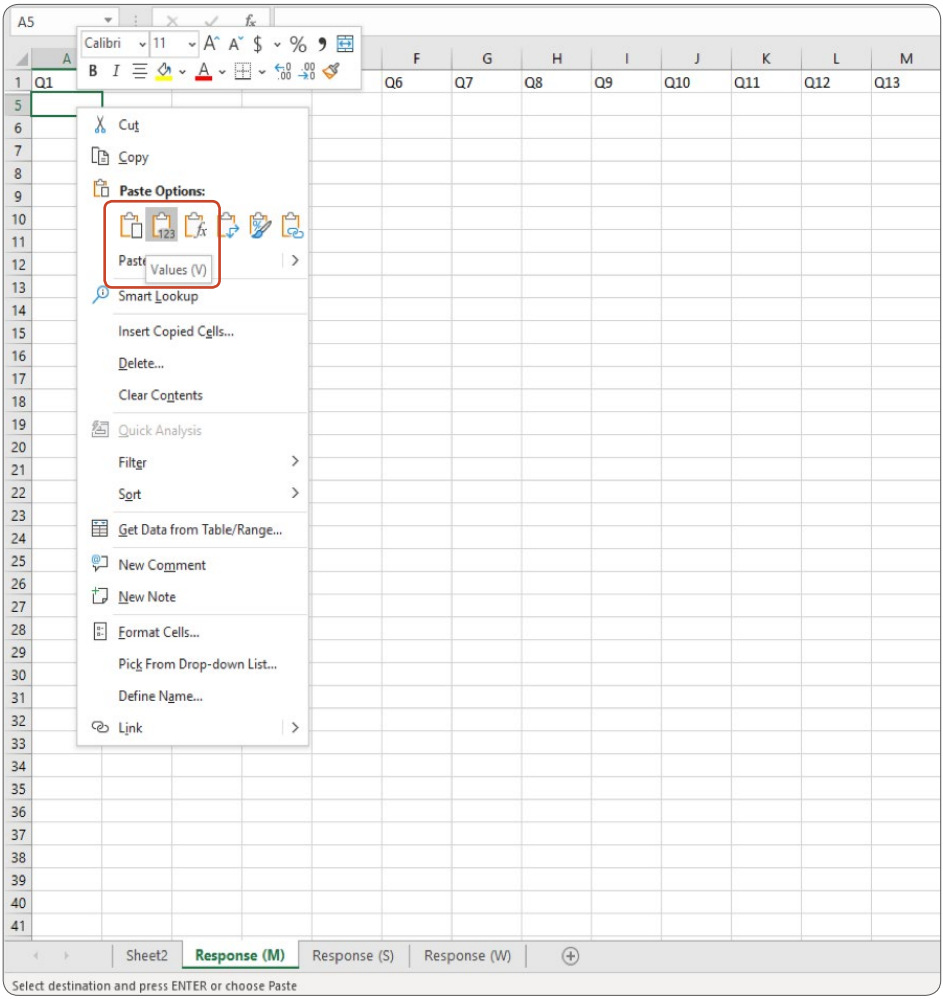


	A	B	C	D	E	F	G	H
1	ID	Start time	Completion time	Email	Name	Our managers dislik	Our senior manager	Our management h
2	1	2/18/21 14:16:32	2/18/21 14:30:08	anonymous		Disagree	Agree	Agree
3	2	2/18/21 14:42:48	2/18/21 14:56:39	anonymous		Disagree	Agree	Agree
4	3	2/18/21 15:14:23	2/18/21 15:22:46	anonymous		Disagree	Agree	Agree
5	4	2/20/21 14:07:04	2/20/21 14:14:13	anonymous		Disagree	Agree	Agree
6	5	2/23/21 11:18:01	2/23/21 11:25:39	anonymous		Disagree	Agree	Agree
7	6	2/23/21 16:40:36	2/23/21 16:50:18	anonymous		Disagree	Agree	Agree
8	7	2/23/21 16:53:56	2/23/21 17:04:16	anonymous		Disagree	Agree	Agree
9	8	2/23/21 17:08:16	2/23/21 17:20:07	anonymous		Disagree	Agree	Agree
10	9	2/23/21 17:08:07	2/23/21 17:20:08	anonymous		Disagree	Agree	Agree
11	10	2/23/21 17:08:05	2/23/21 17:20:13	anonymous		Disagree	Agree	Agree
12	11	2/23/21 17:24:45	2/23/21 17:37:54	anonymous		Disagree	Agree	Agree
13	12	2/23/21 17:24:25	2/23/21 17:37:55	anonymous		Disagree	Agree	Agree
14	13	2/23/21 17:54:15	2/23/21 18:09:52	anonymous		Disagree	Agree	Agree
15	14	2/23/21 17:53:10	2/23/21 18:09:54	anonymous		Disagree	Agree	Agree
16	15	2/23/21 18:10:18	2/23/21 18:20:02	anonymous		Disagree	Agree	Agree
17	16	2/23/21 18:11:29	2/23/21 18:20:03	anonymous		Disagree	Agree	Agree
18	17	2/23/21 18:11:35	2/23/21 18:20:03	anonymous		Disagree	Agree	Agree
19	18	2/23/21 18:12:07	2/23/21 18:20:03	anonymous		Disagree	Agree	Agree
20	19	2/23/21 18:11:42	2/23/21 18:20:33	anonymous		Disagree	Agree	Agree
21								

3) Right click and select Copy to copy the responses.



4) Open the Report Generator you saved in your computer. Select the **Responses (M)** Worksheet. Right click on cell **A5** and select the **Paste Values** icon to paste the responses. Ensure the responses are pasted on the correct sheet.



5) If you have used more than one Microsoft Form survey in different languages, you will need to combine the results and ensure that all survey responses are included in the Report Generator.

6) Repeat the steps 1 to 5 for the supervisors' and workers' responses to generate your organisation's report.

Understanding Your Report

Once you have put in the respective survey responses into the respective response tabs of the Report Generator, the CultureSAFE report can be found in the "Report" tab. The Report will score your organisation's CultureSAFE Index and provide a breakdown by the six Attributes and their Dimensions.

How is the CultureSAFE Index derived?

The CultureSAFE Index is computed from the positive responses received from your survey respondents. Each question contributes to the Index and there is a threshold to meet for the score to be positive (>0). A ***negative*** *score (<0) suggests that there are more non-positive responses ("I don't know" responses suggest a lack of WSH communication and/ or knowledge and are thus counted as non-positive responses) than positive responses.*

Dimension Index scores are computed from the scores of each question. Attribute Index scores are computed by taking the average of the Dimension Index scores under it. The average of the Attribute Index scores forms the CultureSAFE Index (If the index score is negative, it will be shown as zero instead).

For the section "Breakdown by Managers/ Supervisors/ Workers", we have provided two charts for each attribute for your reference – one based on the 112 questions that your workers completed, and another chart that includes the additional questions answered by your supervisors (additional six questions) and managers (additional 23 questions).

Evidence-Based Assessment

To increase the reliability of the perception survey, the results can be augmented with additional data, such as information collected from onsite observations and interviews, to draw out richer information on WSH management systems and verify the consistency of actual behaviours and practices.

Once you have completed the perception survey, you may perform the Evidence-Based Assessment (EBA) yourself or with the help of an external party, such as an auditor or consultant. The EBA is used to validate the scores obtained from the perception survey, provide an in-depth analysis on the state of WSH, and diagnose areas for improvement in the organisation. It involves the clarification and validation of data from the perception survey through:

- Verification Interviews;
- Documentation Reviews; and
- Site Inspections.

The **Evidence-Based Assessment Form** (included in zip file) for external consultants has been included with this Guide.

Step 3: Action Planning

To improve your CultureSAFE Index, develop an action plan to address areas for improvement based on the Report from Step 2. Your plan should include culture-building initiatives based on the unique needs of your organisation, and their corresponding performance indicators.

Developing the Action Plan

An action plan is a checklist or a list of tasks your organisation needs to complete to achieve your organisation's CultureSAFE goals. Developing an action plan is essential to track the progress of your tasks and ensure that you do not miss out on any actions or overcommit to one particular action. This plan can be done in-house, or with the help of a consultant experienced in WSH culture-building or change management.

Form a Team

01

Having a dedicated team is key to forming a viable culture improvement action plan. Led by management and comprising the organisation's WSH team, this dedicated team should also include representatives from the union, human resources, and key operations.

Understand the Results

02

Taking time to understand the results enables you and your dedicated team to have a detailed understanding of your organisation's current WSH culture before designing changes to address the needs of your organisation.

a) Review your organisation's CultureSAFE report in detail. Study the attributes and identify the strengths and weaknesses of your organisation for each attribute.
   i) You can refer to the Evidence-Based Assessment Form to identify additional strengths and weaknesses.

b) Rank the importance of each attribute in terms of their impact on WSH performance in your organisation. Then, identify the top three attributes to address.

c) Repeat step (b) for each dimension under each of the top three attributes to address. Rank the weaknesses by importance in terms of their impact on WSH performance and the magnitude of the weakness.

d) Conduct an in-depth analysis to uncover underlying reasons behind the findings. You can reference various models such as the loss causation model[2], the five whys methodology[3], or a root cause analysis[4] to do a deep dive.
   i) You can organise interviews, workshops and/ or focus groups with stakeholders to do the in-depth analysis.

e) While it is easy to run into action plans at this stage, it is important to park the ideas for later. To do so, create a "parking lot" to "park" the ideas. The "parking lot" may be in the form of a list on a white board, on a piece of paper, or in a Word document.

Gather Ideas

03

In gathering ideas, the more, the merrier. Ideas tend to reinforce and supplement existing views. Ideas are also made better when one or more differing views can come together.

a) Before embarking on any brainstorming to generate ideas, it is important for all participants to understand the findings from the results. Communicating the findings must be the first step.
   i) You may wish to convene a meeting with the management and stakeholders at this juncture to discuss the findings of the WSH culture assessment results and explain your proposal to obtain buy-in.

b) Decide on the focus for idea generation. You and your dedicated team can pick one key organisational weakness to address or focus on the top three weaknesses. For each weakness, create a specific problem statement to lend focus to the ideas. For example, the problem statement can be "How might we improve our communication between our management and supervisors?" instead of "How might we improve our WSH Culture in the organisation?"

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[2] *Developed by The International Loss Control Institute, the Loss Causation Model studies the sequence of events that leads up to an eventual loss, much like Heinrich's Domino Theory.*

[3] *The five whys methodology is a question-asking technique that is used to explore the cause-and-effect relationships underlying a particular problem. The primary goal of the technique is to determine the root cause of a defect or problem by repeating the question "Why?". Each answer forms the basis of the next question.*

[4] *Root cause analysis is the process of determining the root causes of problems to identify appropriate solutions. It commonly uses the cause-and-effect fishbone diagram.*

c) To gather ideas, you can either rely on your dedicated team, or assemble an additional team comprising representatives from the management, supervisors, and workers just for this exercise. You may also call for ideas through notice boards or emails, etc. Where possible, ensure a "safe" environment where ideas may flow freely. Set ground rules such as "there are no wrong answers" or "all ideas are good ideas".

   i) It is important to understand that supervisors and/ or workers might only want to share their ideas without management present as they might fear retaliation. Similarly, workers might only want to share ideas without management or supervisors present.

   ii) It is also important to communicate to all participants that the ideas are for the good of the organisation, and no party should take it as an opportunity for personal attacks or agendas. Focus on the issues at hand and base ideas on facts, and not emotions.

   iii) Limitations like budget, manpower or other resources should not be considered at this juncture of idea generation as they can restrict creativity.

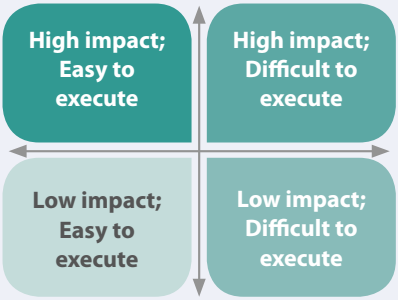
d) You can also get some ideas by referring to Annex B – Culture Building Initiatives

e) After the initial gathering of ideas, include the ideas in the "parking lot". It is also good practice for participants, especially the parties in charge of executing the action plans, to appreciate each idea and be given the opportunity to add on or enhance the ideas. This is where ideas can be made better by reinforcing each other.

04 Formulate the Action Plan

Your action plan is developed based on the ideas that were generated in the previous step. The ideas will need to go through a prioritisation process to ensure that we focus our resources on what matters most.

a) From the ideas generated, sort each idea into a matrix, similar to the following:



Ideas should be sorted based on their effectiveness (higher effectiveness = higher impact) and ease of execution, considering the organisation's limits such as budget, manpower, and constraints on other resources such as time and space availability.

- The parties that are involved in the sorting should be part of the execution team. Where necessary, it could be useful to go back to the person who came up with the idea to clarify points about the idea and improve on them further.

b) Once the ideas are sorted into the matrix, prioritise ideas from the "High impact; Easy to execute" quadrant to be done first, followed by ideas in the "High impact; Difficult to execute" that can be done within the organisation's limits, and finally ideas that are in the "Low impact; Easy to execute" if they are of value to the organisation. This prioritised list of ideas is your action plan.

c) For every item in the action plan, set goals, key performance indicators (KPIs) and a timeline, and appoint a person-in-charge. While the WSH department can lead the project, the person-in-charge of each work item need not be part of the WSH department. Having a cross-department team involved would encourage cross-department sharing and teamwork.

d) Management should endorse this action plan and the involved team members, empowering them carry out the action plans. A management representative should also be involved in leading the team.

Communicate the Action Plan

05

Effective and regular communication fosters good working relationships between management, supervisors, and workers. Morale and productivity tend to improve when management, supervisors and workers understand each other clearly.

a) Once the action plan is developed and endorsed by management, the final step would be to communicate the plan and introduce the persons-in-charge to the whole organisation so that all stakeholders, down to the last worker, are aware and know what to expect in the coming months.

   i) It is recommended for management to lead the communications to staff.

Step 4: Implementation

The implementation stage is where organisations carry out their action plans. For best results, establish:

- Visible and strong management leadership;
- Clear specification of roles and responsibilities;
- Specified objectives and targets;
- Realistic timelines; and
- Track progress updates and status reviews periodically.

As your organisation executes its action plan, remember to provide regular progress and status updates to the management. A convenient way to do this is to provide the update at regular, scheduled management meetings as part of KPI updates. Regular progress updates should also be provided to all employees.

Step 5: Review and Evaluation

You should review the effectiveness and results of your implementation. This will provide feedback on whether your organisation needs to:

- Refine the action plan to ensure its robustness and sustainability; or
- Work on other areas of WSH improvements.

You may wish to consider the following points:

- Were activities conducted according to the defined timeframe?
- Any shortcomings in each of the activities which were conducted?
- Were the proposed activities effective in improving culture (based on observation, feedback from workers etc)?
- Are each of the proposed activities one-off or ongoing?
- Is there an improvement in WSH performance? E.g., Are there are more near misses reported? Is there a reduction in MC rates / injury rates?
- Are employees happier or more satisfied working in the organisation?

Your organisation may also consider performing another Perception Survey (refer to Step 1: Diagnostic) to measure any WSH improvements. However, itis important to note that culture-building initiatives often take several years to yield favourable results. Hence, undertaking another Perception Survey too soon after Implementation (Step 4) may not accurately reflect your implementation efforts.

Annexes

Annex A – Determining the Sampling Size

We recommend that all employees complete the perception survey. If that is not possible, a sample of your employees, preferably random, may be invited to complete the survey. We recommend a minimum sampling size at 95% confidence level, with a 5% margin of error. You can use online sample size calculators, or refer to the table below for the recommended involvement:

Organisation Size	Manager 2	Supervisor 3	Worker 10	Minimum Employee Sample
50	6	8	30	44
75	8	13	42	63
100	11	16	53	80
150	14	22	72	108
200	18	26	88	132
250	20	31	101	152
300	22	34	113	169
400	26	39	131	196
500	29	43	145	217
600	31	47	156	234
700	33	50	165	248
800	35	52	173	260
1000	37	56	185	278
1200	39	58	194	291
1500	41	61	204	306

If there are less than 50 employees in your organisation, we recommend that all employees be invited to complete the perception survey. If you have insufficient suitable employees to complete the Management or Supervisor surveys, you may enlist the more senior supervisors to complete the Management survey. Similarly, the more senior workers may be invited to complete the Supervisor survey.

Annex B – Culture Building Initiatives

After propagating the CultureSAFE report with the Report Generator, here are some ideas that may help to support your WSH culture-building efforts in your organisation.

A1: Leadership and Commitment

A1: Leadership and Commitment looks at the extent to which the management emphasises WSH commitment as a core or personal value. Any improvements made to A1 would involve changing how Management approaches and empowers WSH in the organisation.

Recommendations:

1. Managers can be WSH role models by demonstrating true and visible commitment to WSH to all stakeholders in every decision, actions, and inactions they do. In other words, managers should always "walk-the-talk".

2. Develop and implement a WSH Policy with clearly defined WSH goals and objectives.

3. Empower a WSH team with the responsibilities of implementing and achieving at least bizSAFE level 3 certification.

4. Conduct a WSH Management review meeting on a quarterly basis to evaluate WSH performance vs WSH objectives.

5. Regularly involve Management in the delivery of safety induction/ orientation training, and toolbox meetings between supervisors and workers.

6. Conscientiously remind staff that WSH is still the top priority even with tight deadlines and provide suggestions on how to do so.

7. Implement an "Open Door Policy" for employees to raise and discuss WSH issues and concerns at any time.

8. Conduct site inspections regularly. During inspections, managers should directly recognise and encourage supervisors/ workers to carry out their works in a safe manner. Should there be any supervisors/ workers carrying out their works in an unsafe manner, managers should directly communicate, understand, as well as correct their behaviour on the spot.

9. Include WSH performance as part of the annual appraisal system for career advancement or remuneration revisions.

10. Implement a WSH Reward Scheme for exemplary employees as a form of recognition and encouragement towards positive WSH behaviours and implementation.

A2: Governance

A2: Governance refers to the explicit WSH policies and objectives that are applied appropriately to business decisions and operations. Any improvements made to A2 would involve improvements to organisational rules, systems, and practices.

Recommendations:

1. Set organisational WSH vision, values, roles and targets that are communicated to all employees.

2. Develop an action plan to achieve WSH performance targets.

3. Ensure the organisation's WSH policy is located at a visible location, commonplace for all employees to see and be reminded of it at all times.

4. Include WSH requirements in recruitment and job descriptions.

5. Set a minimum WSH criteria when engaging external contractors.

6. Make identification of workplace hazards and risks the responsibility of everyone to inculcate collective WSH responsibility at the workplace.

7. Allocate a budget to WSH that is comparable to similar organisations in your industry.

8. Conduct regular WSH trainings and emergency drills.

9. Set up an efficient communication platform between management and staff to share benefits of implementing WSH requirements and initiatives.

10. Set WSH performance as a component of the annual staff/ workers performance appraisal.

11. Provide rewards for WSH suggestions and encourage the reporting of unsafe conditions, acts, and near misses within the workplace.

12. Allow whistleblowing of WSH issues to be raised directly to top management, instead of the EHSQ Manager.

13. Top management to allow/ empower employees to stop work should they feel unwell, or if the work environment or work activity is considered unsafe.

A3: Work Management System

A3: Work Management System refers to the responsiveness and flexibility in addressing WSH concerns in day-to-day operations while systematically managing change.

Recommendations:

1. All work activities should have a method statement, risk assessment and step by step safe work procedure that is reviewed regularly.

2. All employees should know the necessary safety measures that must be put in place at clients' worksite.

3. Day-to-day operations should be properly administered using effective control systems (e.g.: having a permit to work, conducting an inspection before work starts, asking workers about their health etc.).

4. Tools and equipment should be regularly checked and serviced to ensure work productivity.

5. Perform regular housekeeping measures to keep the place clean and safe.

6. Implement a fatigue management system.

7. Managers should always discuss operational changes with supervisors and seek their feedback on WSH initiatives, as well as any proposed changes to work plans, equipment, processes and systems, prior to their procurement and implementation.

8. Limitations of human task performance need to be taken into consideration when operational changes are planned.

9. Review and enhance the effectiveness of the WSH reporting system regularly.

10. Analyse incidents, near misses and accidents to uncover root causes and contributing factors, so enhancements can be made to the operations.

11. Form work improvement teams and encourage at least one work improvement project completed every month.

12. Develop a review and evaluation process to periodically monitor the need for WSH enhancements or procedure implementations.

13. Build a comprehensive WSH Management System that is recognised and based on approved standards, such as ISO 45001.

A4: Competent and Learning Organisation

A4: Competent and Learning Organisation sets competency as a key requirement for staff recruitment and promotion, with emphasis on continuous learning.

Recommendations:

1. Establish a mentoring system to facilitate on-the-job training.

2. Approach audits positively, with the mindset of improving working conditions.

3. Analyse incidents, near misses and accidents to uncover root causes and contributing factors so that enhancements can be made.

4. Stay up to date with WSH news bulletins to learn new protocols and news

5. Participate in external seminars/ activities organised by external bodies like trade associations, WSH Council, MOM, etc.

6. Share relevant WSH information with employees regularly to increase their WSH awareness and enhance informal WSH learning.

7. Share good industry practices from both internal and external sources.

8. Develop a training and competency matrix for all staff, operatives, and workers for effective planning and monitoring.

9. Conduct WSH quizzes regularly to create safety awareness and gain WSH Knowledge.

10. Organise regular sharing sessions for supervisors and workers. Information such as lessons learned from incidents occurred in the past (e.g., first aid cases, lost-time injuries, or near-misses), and non-conformances observed from different types of inspections may be shared at these sessions by managers.

11. Set up bulletin and notice boards around the workplace to share news and updates regarding WSH, as well as display posters and promotional information to increase awareness of WSH.

12. Benchmark WSH performance to industry standards and develop action plans to enhance existing WSH practices and processes.

A5: Ownership and Teamwork

A5: Ownership and Teamwork describes the motivation and empowerment for all stakeholders, from the CEO to the last worker, to contribute proactively towards WSH.

Recommendations:

1. Ensure all employees are aware of all WSH hazards related to their tasks and surrounding work areas, and how their tasks may affect the WSH of their colleagues working near them.

2. Encourage employees to actively participate in WSH enhancement initiatives by providing incentives and supervisory support for their participation

3. Cultivate personal responsibility among all employees for their safety and safety of everyone in the organisation.

4. Appoint WSH advocates, leaders, or mentors to act as bridging spokespersons for WSH discussions between management, supervisors, and workers.

5. Empower individual departments to propose and review WSH suggestions and initiatives.

6. Recognise both team and individual WSH efforts e.g., by visibly and clearly crediting employees for good work done.

7. Implement a peer-to-peer support and encouragement programme, especially for new hires, to achieve collective WSH targets and aims.

8. Implement a buddy system for all high-risk activities.

9. Implement a Behaviour Based Safety Programme (BBS) or Behavioural Observation and Intervention programme.

10. Organise team-building activities to foster deeper understanding, appreciation and camaraderie among teams and co-workers, and strengthen team spirit and cohesiveness.

11. Celebrate milestone achievements such as accident-free manhours or accident-free time periods.

A6: Communication and Reporting

A6: Communication and Reporting talks about the presence of effective communication channels that address WSH concerns in a timely manner.

Recommendations:

1. Mention a topic on WSH by management at all staff engagement events, such as Townhalls, annual dinner and dance, etc.

2. Organise informal sharing sessions from management to staff and vice versa regularly to seek feedback and ideas, as well as foster closer relationships and trust.

3. Share the process, findings, and improvements from WSH incident and accident investigations with all employees.

4. Set up a whistle blower system that focuses on identifying root causes of the incident instead of determining blame.

5. Reinforce a no-blame policy for reporting incidents and near misses. Share the actions taken and lessons learnt from these reports with all employees.

6. Invite external speakers from other companies or agencies to share fresh perspectives about safety and health with all employees.

7. Provide incentives to employees to reward safe and responsible behaviour both at and outside the workplace.

8. Organise campaigns on various themes such as work at height, hand safety and crane safety, regularly to raise awareness and promote safety.

9. Encourage staff to share suggestions. Implement a suggestion box, reward good suggestions, and share how the suggestions have improved the workplace.

10. Regularly review the effectiveness of communications

11. Conduct regular surveys with staff to review the effectiveness of communication efforts and understand employee sentiments so that efforts can be tweaked accordingly.

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