



OHS Culture - an important prevention approach
A governmental jurisdictional perspective



Outline for Today

A jurisdictional journey towards health and safety culture

Who we are - WorkSafeBC overview

Who I am - Our Safety Culture and Leadership team

Where we are today

Health and Safety Culture – A Strategic Priority for us

How did we get here

The stages of our journey

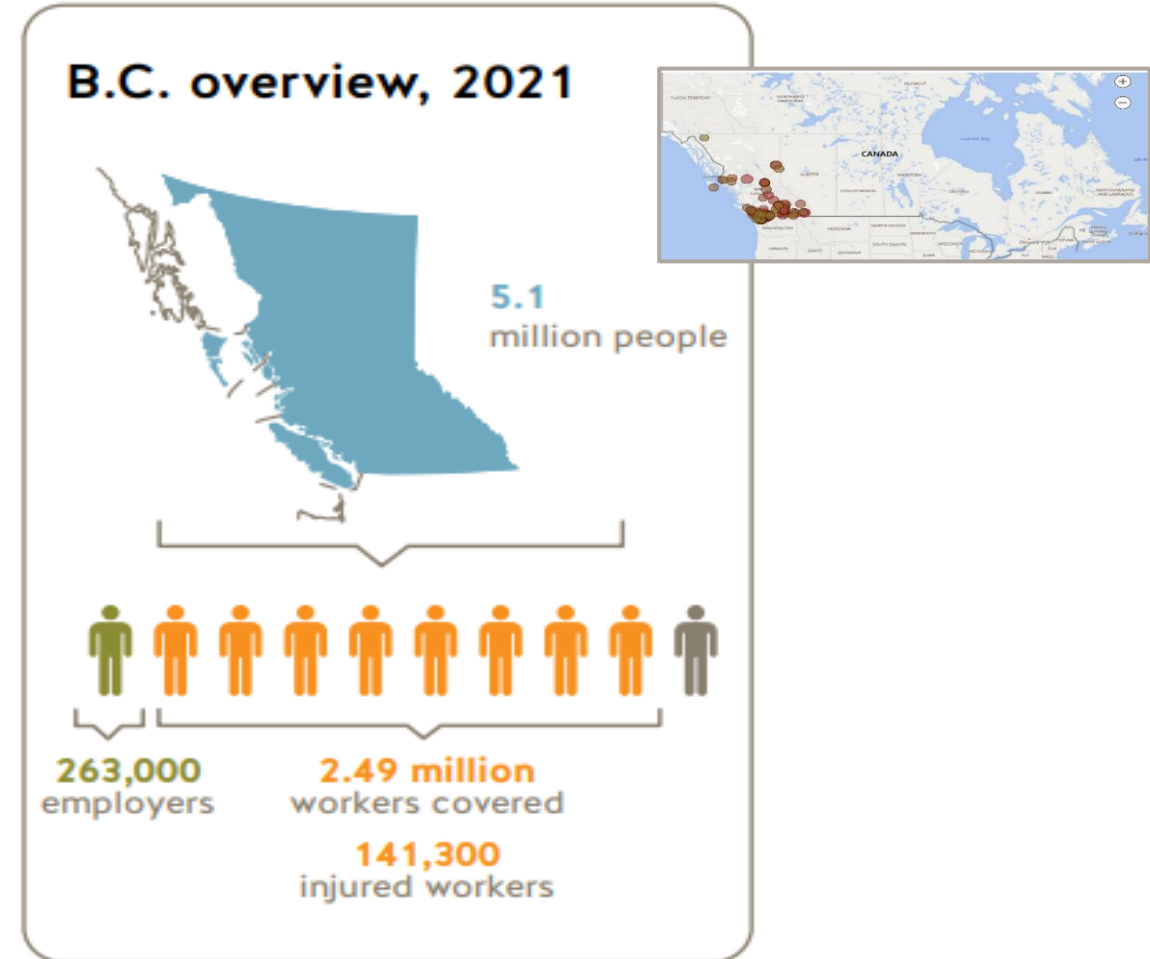
What's next

Opportunities for new conversations

Further regulatory change

WorkSafeBC – Who we are

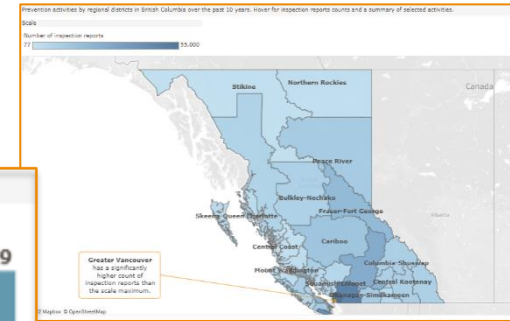
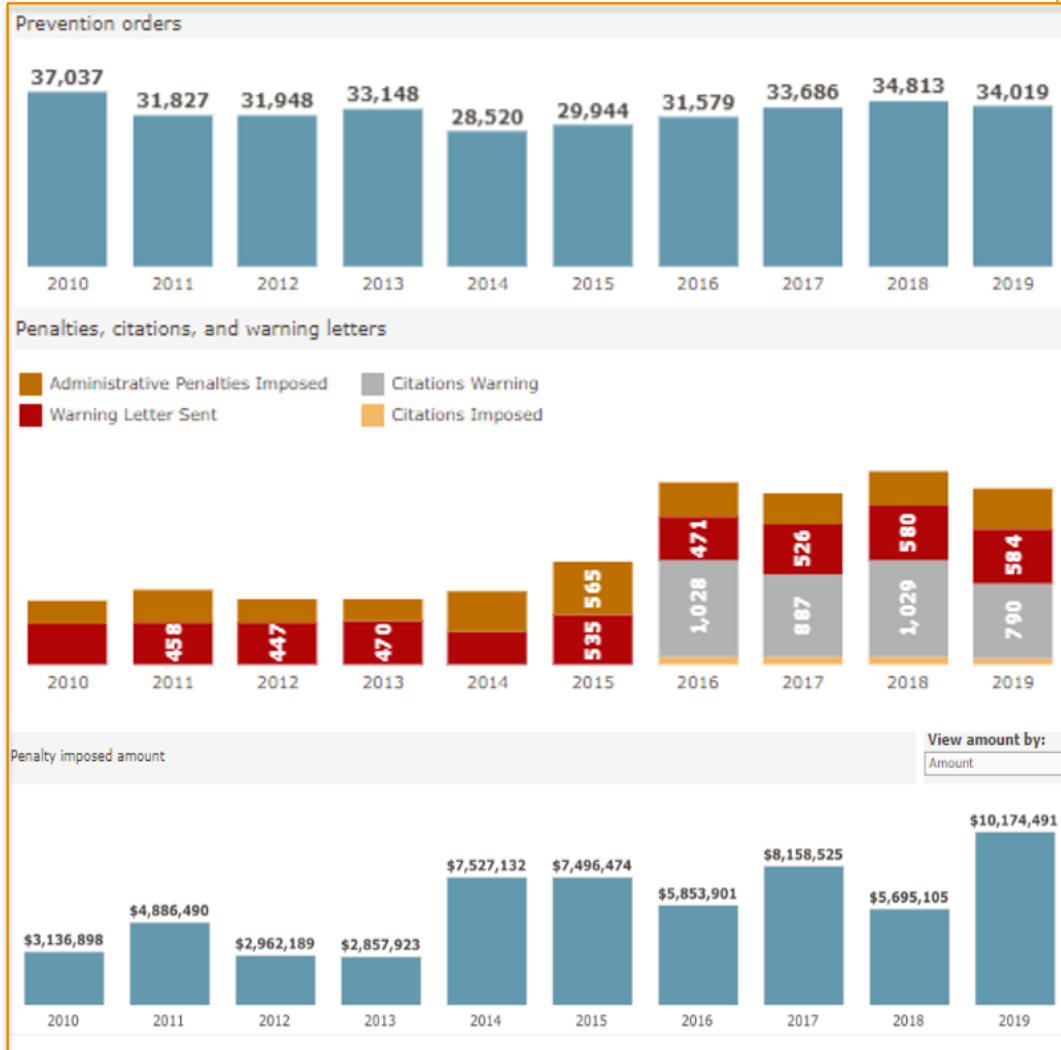
The screenshot shows the WorkSafeBC website interface. At the top left is the 'WORK SAFE BC' logo. A search bar contains the text 'Search worksafebc.com'. To the right are links for 'Contact Us' and 'Log in / Create an account'. Below the header is a large banner image of a smiling woman and man in a kitchen setting. An orange overlay on the left of the banner says 'Communicable disease prevention' with a 'Read more' button. To the right of the banner is a 'Popular links' section with the following items: 'Report a workplace injury', 'View claim information', 'Search the OHS Regulation', 'Report payroll & pay premiums', and 'Get a clearance letter'. Below this is a 'Find information and services by topic' section with three columns: 'Health & Safety' (Requirements, hazards, equipment, industries, training and certification, investigations), 'Claims' (Start a claim, claim status, benefits and services, recovery and work resources), and 'Insurance' (Clearance letters, coverage, report payroll and pay premiums, account management). A second row includes 'Forms & Resources' (Search forms and resources, filter by topic, audience, type, and language), 'Law & Policy' (News and updates related to law, policy, and consultations), and 'About Us' (Careers, news, who we are, shared data, privacy, fraud prevention). At the bottom of this section is a 'Find information and services for you' section with five categories: 'Workers', 'Employers', 'Health & safety committee members', 'Health care providers', and 'Vocational rehabilitation providers'. The footer contains navigation links: 'I am a...', 'How do I...', 'About us', and 'Contact us'.



Prevention Services – Who we are

Prevention Services

- Occupational health and safety regulator and inspectorate
- 500,000+ workplaces
- 14 offices / 250 inspectors
 - ~ 300 additional prevention staff
- ~ 44,000 inspections
- ~ 34,000 safety orders
- ~ 400 penalties (\$\$)

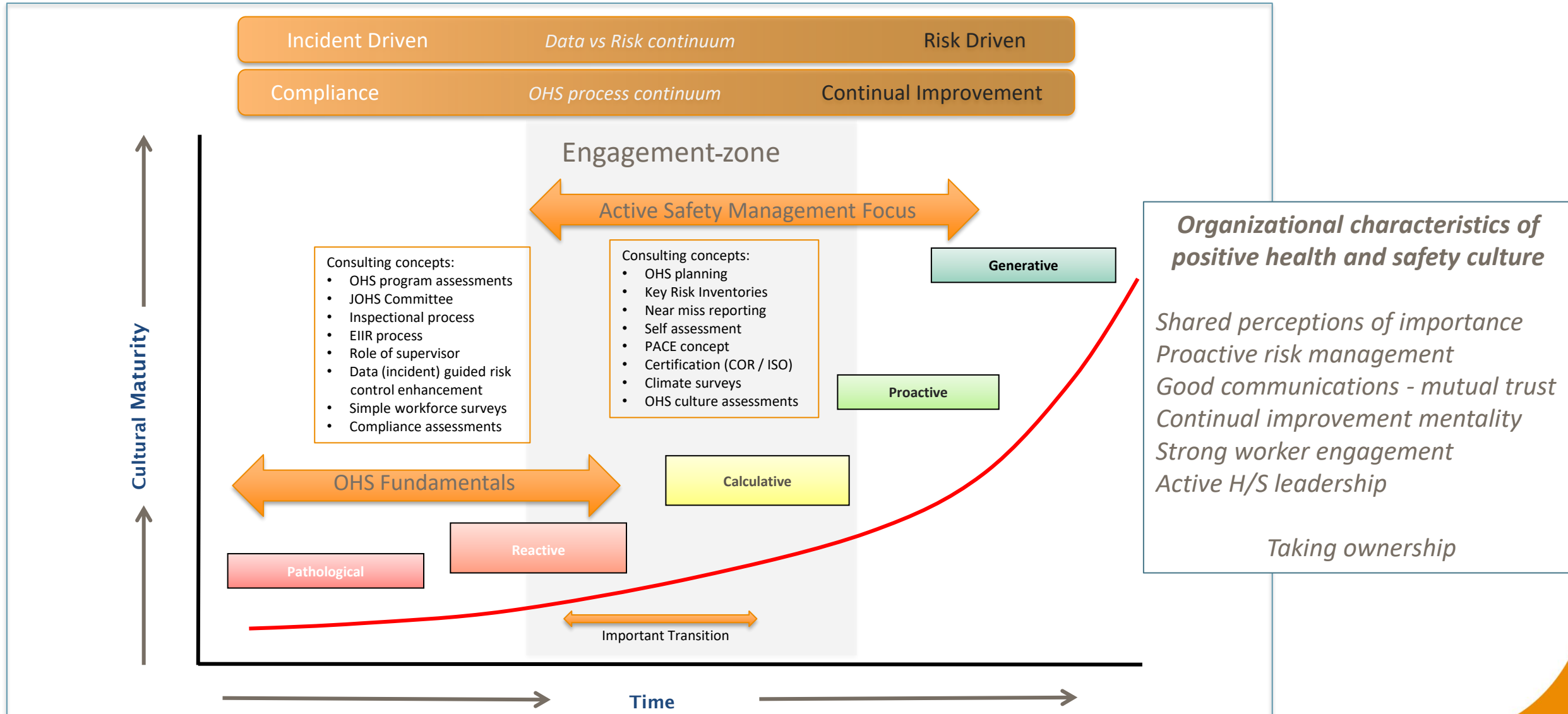


Regulation + Add to My Handbook

1. Definitions Add
2. Application Add
3. Rights and Responsibilities Add
4. General Conditions Add
5. Chemical Agents and Biological Agents Add
6. Substance Specific Requirements Add
7. Noise, Vibration, Radiation and Temperature Add
8. Personal Protective Clothing and Equipment Add
9. Confined Spaces Add
10. De-energization and Lockout Add
11. Fall Protection Add
12. Tools, Machinery and Equipment Add
13. Ladders, Scaffolds and Temporary Work Platforms Add
14. Cranes and Hoists Add
15. Rigging Add
16. Mobile Equipment Add
17. Transportation of Workers Add
18. Traffic Control Add
19. Electrical Safety Add
20. Construction, Excavation and Demolition Add
21. Blasting Operations Add
22. Underground Workings Add
23. Oil and Gas Add
24. Diving, Fishing and Other Marine Operations Add
25. Camps Add
26. Forestry Operations and Similar Activities Add
27. Wood Products Manufacturing Add
28. Agriculture Add
29. Aircraft Operations Add
30. Laboratories Add
31. Firefighting Add
32. Evacuation and Rescue Add
34. Rope Access Add

Moving along the OHS cultural maturity curve

OHS process best practices for employers to adopt



Safety Culture and Leadership Team – Consulting Tools

Moving employers along the maturity curve



INJURY PREVENTION CONSULTING WITH EMPLOYERS: TOOLS AND APPROACHES

Gap Analysis Tools

A gap analysis of OHS best practices and safety culture is conducted by using various tools to look at injury, incident, and performance data together with how well health and safety and risks are managed. This results in a report with recommendations that leads to action planning and an outline of the OHS improvement initiatives to be undertaken.

Injury Prevention Background Report

This report illustrates WorkSafeBC's view of the employer's overall health and safety performance. Created primarily from internal WorkSafeBC data sources, the report includes an initial performance overview, comparison to peers, incident type breakdowns, and pertinent location performance trends. The report presents an opening to initiate a conversation about a consulting engagement, and may include some initial observations on specific injury prevention opportunities for the employer.

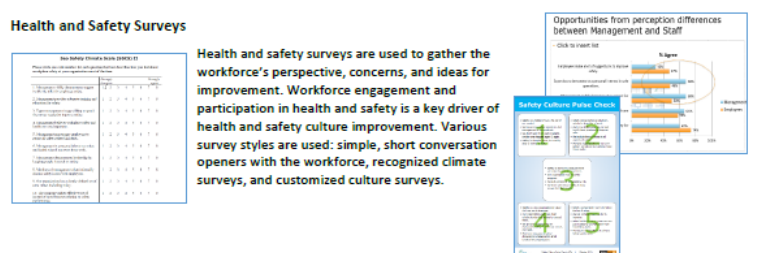
eCAT—Employer Culture Assessment Tool

The eCAT evaluates an employer against best practice health and safety management and culture concepts such as health and safety leadership, worker engagement, transparency, communication, and the continual improvement cycle. It is a key gap analysis tool that provides an objective health and safety culture assessment and a clear roadmap on how to improve. This proprietary tool has been piloted and refined over the last five years. The active safety management (ASM) and culture concepts contained herein have been reviewed against internationally recognized health and safety management standards (e.g., ISO 45001) and against various health and safety culture tools from other jurisdictions.



Health and Safety Surveys

Health and safety surveys are used to gather the workforce's perspective, concerns, and ideas for improvement. Workforce engagement and participation in health and safety is a key driver of health and safety culture improvement. Various survey styles are used: simple, short conversation openers with the workforce, recognized climate surveys, and customized culture surveys.



OHS Staffing Capacity Analysis

This tool answers the question: "Do you have sufficient health and safety capacity considering the size of your organization and the risks inherent to your operations?" Two OHS capacity calculation models have been piloted by WorkSafeBC injury prevention consultants. These models require some detailed data from the employer regarding job titles and staffing numbers across the organization. This analysis enables conversations with the employer regarding health and safety as an organizational priority.



Activity Analyses

Activity Analyses are in-depth operational activities focused on an employer's injury data rather than just looking at the regular statistical coding. This tool helps answer the question: "What activities are creating injuries?" Major data sources for activity trending and categorization are incident descriptions and detailed WorkSafeBC internal claims reports. Consulting reports highlighting the specific activities lead to robust discussions with the employer around targeted injury prevention initiatives.



EIIR Analysis—Identifying Serious Preventable Incidents

A risk-based tool was developed and piloted to help employers identify serious preventable incidents direct from their EIIR data. EIIRs are a readily available data source for all employers, and the activity and work condition descriptions that are contained therein provide a rich source of information. This tool leads directly to serious-injury prevention planning.

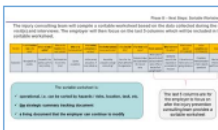


Change Management Tools

Change management tools support the recommendations of the gap analysis report.

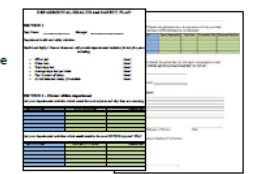
How to create a Key Risk Inventory

Using a collaborative approach with employers and workers, injury prevention consultants create a Key Risk Inventory for selected departments. Employers are then provided with an initial, sortable key risk inventory (excel-based), together with the knowledge and process templates to complete the exercise for the remainder of the site.



How to develop a departmental Health and Safety Plan

A simple health and safety plan helps departments take greater ownership for improving health and safety in their area. The methodology outlined is designed to be facilitated by the employer health and safety manager and results in an annual departmental health and safety improvement plan with three to five prevention initiatives. Simple, customizable annual departmental plan templates are provided.



INJURY PREVENTION CONSULTING WITH EMPLOYERS: TOOLS AND APPROACHES

How to develop Injury Prevention Measurement Dashboards

Senior leadership engagement, understanding, tracking and prioritizing of health and safety is key to driving improvement in health and safety culture. The dashboards created with the employer for quarterly reporting to their senior executive team focus on a mix of leading (activity measures) and more traditional lagging health and safety measures. The dashboards are customized to reflect the employer's current cultural maturity and OHS sophistication, and are often reflective of the change initiatives being undertaken.



How to conduct a CEO site visit for Health and Safety

This guide has sample health and safety questions and approaches for the CEO for all site levels and follows the key concepts of active health and safety management that drive improvement of culture. CEOs can often regard a site visit focusing on health and safety as needing to take the form of a CEO-style safety inspection. While connecting with staff will always be a critical part of any CEO's site visit, such visits should be viewed as opportunities to push the importance of health and safety at all levels. The guide helps facilitate those conversations.



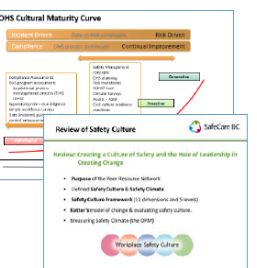
How to create Peer Safety Groups—A grass-roots approach to culture change

This grass-roots approach, centred around staff leaders for health and safety, is supported by templates that outline the terms of reference, monthly meetings, communication boards and plans, measurement, and promotional activities. A Peer Safety Group approach to culture change is enhanced by OHS educational initiatives and is particularly useful for employers who have limited access to internal health and safety resources such as OHS coordinators/managers or corporate OHS teams. This culture-changing approach was piloted in a Long-Term Care facility and was recently featured in *WorkSafe Magazine*.



Health and Safety Culture Overview

A health and safety culture overview is aimed at senior leaders and management teams, emphasizing the concepts of health and safety culture and climate, and helping the employer understand the link with active health and safety management. Concepts such as senior leadership ownership for health and safety and the importance of worker engagement and participation are discussed, together with how to assess an organization's health and safety culture. Additional topics such as an active OHS program, due diligence, the role of the JOHSC, and the continual improvement cycle assist the discussion.



For more information contact Adrian Cook at Adrian.Cook@WorkSafeBC.com

Helping organizations assess OHS culture

Use both objective and subjective OHS culture tools

3 distinct but complementary lines of inquiry are used:

(1) Workforce health and safety *perception survey*

- Likert scale OHS value questions

(2) Evaluation of the organizations *OHS practices*

- Site tours, OHS program review
- Assessment against leading international OHS management standards
- Discussions with leadership

(3) *Direct commentary* from the workforce

- Written response questions added to the workforce safety climate survey
- Interviews / focus groups with various levels of staff

- [WorkCover Queensland](#) – Safety Climate and Safety Culture
- Health and Safety Executive – [Assessing Safety Culture \(an inspectors guide\)](#)

} Other jurisdictions also outline this approach

2021 Engineering Services Workplace Health & Safety Survey

Engineering Services wants to improve workplace health and safety for its employees. As part of this an Engineering Services has invited the Safety Culture and Leadership consulting team from WorkSafeBC to assist.

This survey is for the OHS 300A, OHS 300B, OHS 300C, and management staff to assess OHS Culture, OHS Practices, and OHS Leadership. Please allow employees 15 to 20 minutes to complete. Managers, supervisors, and forepersons. Please allow employees 15 to 20 minutes to complete.

This survey is anonymous and confidential. Individual responses go directly to WorkSafeBC. WorkSafeBC will share summarized results from this survey to all staff.

Consider your recent experience (e.g. last 3 years) to answer the survey.

Circle the value that best describes how you feel.

1. I feel that my workplace is safe.

a. does not care about workplace health and safety.
b. believe workers other than me are involved.
c. often to be compliant (follow the rules) when it comes to workplace health and safety.
d. believe workplace health and safety is the first and most important consideration in all we do.

2. When I am performing my job:

a. I feel very unsafe. An accident can happen anytime and anywhere at work.
b. I feel there are some clear workplace safety issues. Sometimes, the work can be a bit risky.
c. I feel confident that we working safely. My work environment is safe.

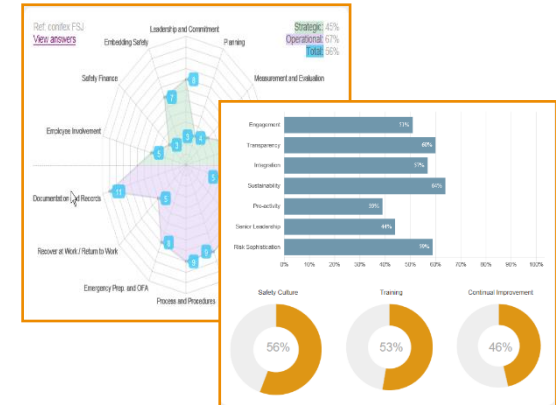
3. How often do you report unsafe conditions, near misses or accidents?

Using the scale 1 (strongly disagree) to 5 (strongly agree).

4. I have received the training to do my work safely.
5. I am comfortable reporting something that I think is unsafe.
6. I follow all policies and procedures to be safe at work.

7. How do you think the next employee will / might get seriously injured in your area?

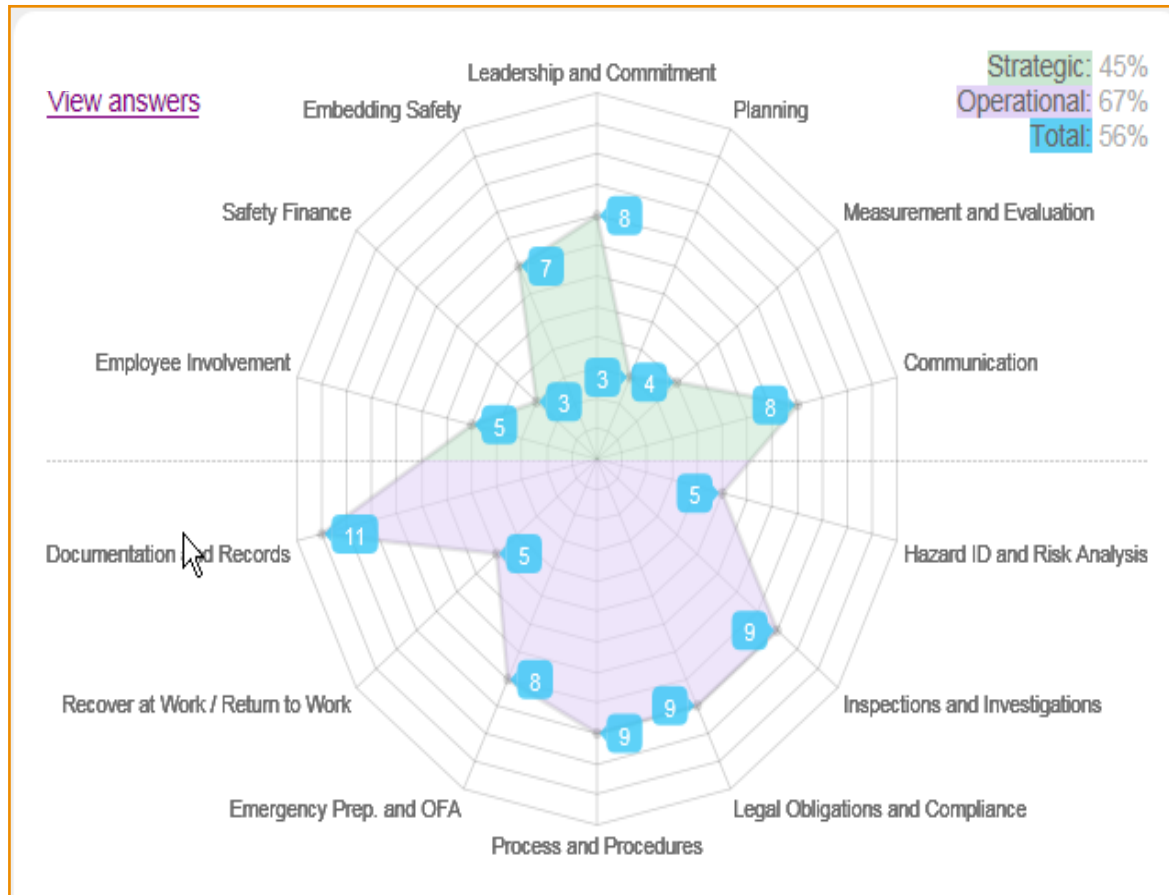
8. If report a workplace health and safety concern, I feel confident I will be addressed.
9. I feel that my health (physical/mental), stress, or physical has the resources needed to improve safety.
10. We have been well informed from past experiences.
11. I feel the daily crew (job) safety information useful.
12. I am encouraged to "stop and think" about how to work safely before starting a task.
13. New employees get the training / support to work safely.
14. Management encourage the staff to work in the safety and take breaks.
15. When people talk back to the co-workers about safety, it is ignored.
16. We as workers complaint created our own for working safely.
17. If you as workers see each other doing unsafe work, they will tell them.
18. I get the most useful safety information from (check up to 3 boxes)
19. If I have a safety concern, the first person I would tell is (check 1)
20. Your job safety is best described as:



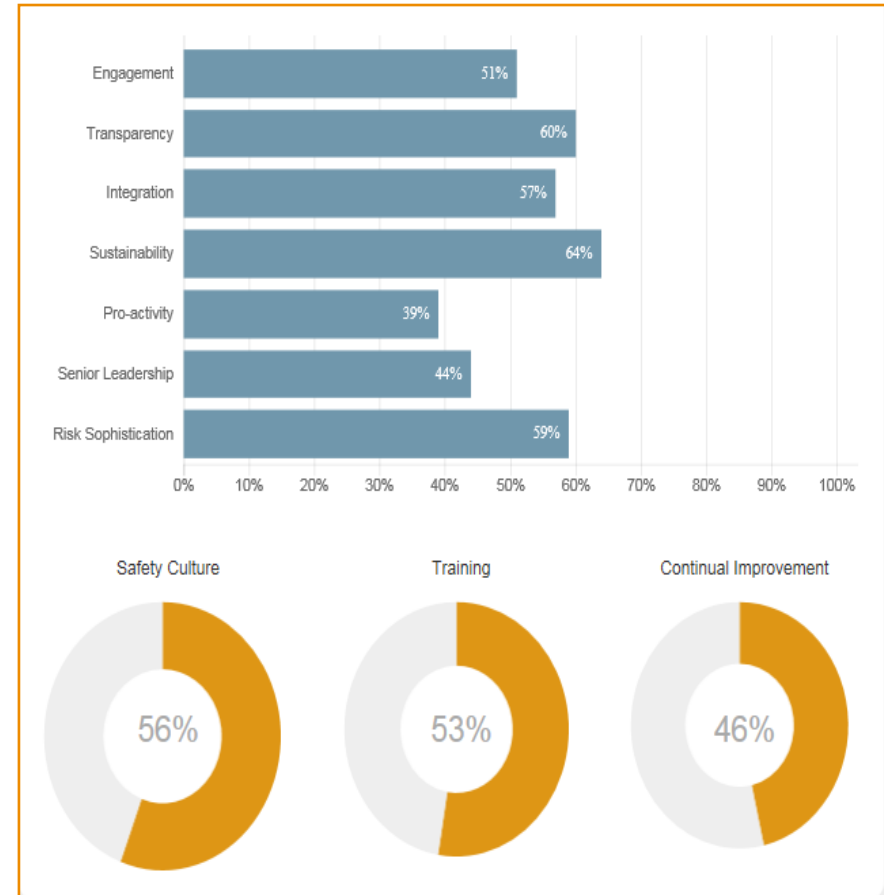
Employer (OHS) Culture Assessment Tool - eCAT

An Objective Health and Safety Culture Assessment Tool

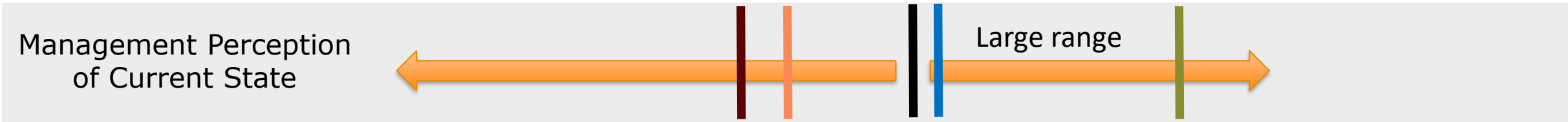
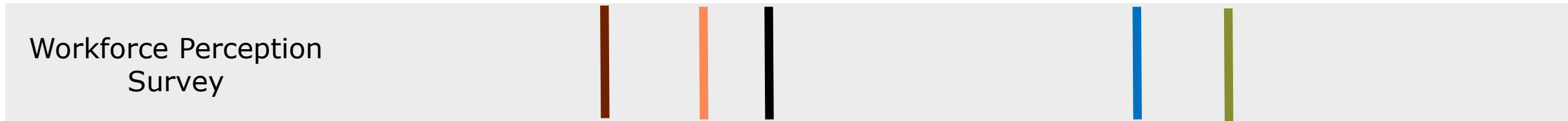
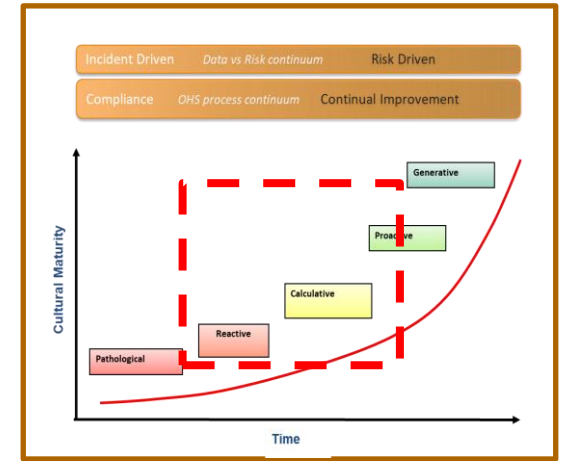
The 14 OHS Dimensions



Organizational indicators



Where on the maturity curve



Reactive

Calculative

Proactive

Culture Maturity

- Weighted average across the 4 sites

- Sites

Health and Safety Culture now a Strategic Priority



Priority

Prevent workplace injury, disease, and death by engaging employers and workers in workplace health and safety

Desired outcomes

- Reduce health and safety risks in B.C. workplaces
- Strengthen the health and safety culture in B.C. workplaces



High Risk Strategies



Employer-Level and Worker-Level Consultations



Expanding the Depth, Breadth, and Reach of OHS Investigations



Psychological Health and Safety



Worker Engagement and Joint Committees



Health and Safety Culture

Outcome #1 Reduce Risk in BC Workplaces

High Risk Strategies

Worker engagement / Joint committees

Mental Health and Psychological Safety

Employer-level Consultations

OHS Investigations

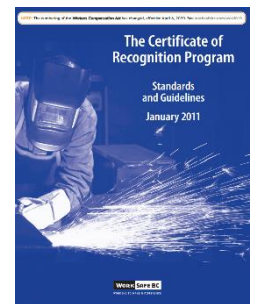
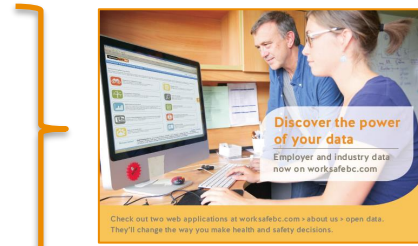
Outcome #2 Strengthen Health and Safety Culture in BC Workplaces

Health and Safety Culture

Stages of our journey – 2000 to 2022

Towards a strategic priority on health and safety culture

- Enhancing OHS performance knowledge – Shared Data strategy
 - Replaced static reports with interactive tools *2006 to present*
- Created OHS performance improvement consulting programs
- Encouraged industry ownership of OHS performance
 - Funded sectoral Health and Safety Associations *2002 to 2018*
- Incented active health and safety management (continual improvement)
 - Voluntary employer certification program *2006 to present*
- Enhanced our risk focused messaging *2014 to present*
- Visible support through new areas of our website
 - “Create and Manage a healthy and safe workplace” *2016*



Enhancing OHS performance knowledge

Interactive tools not static reports

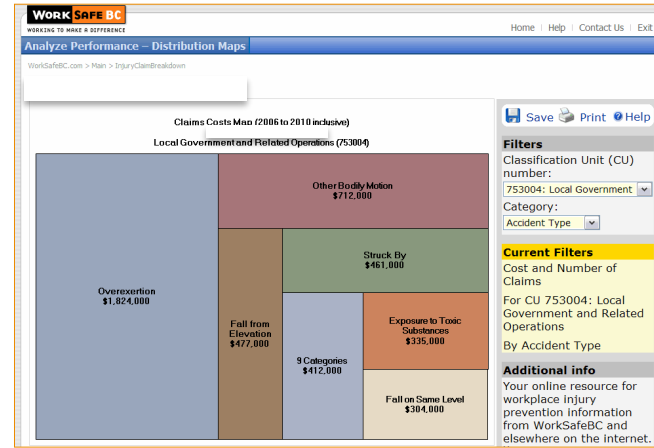
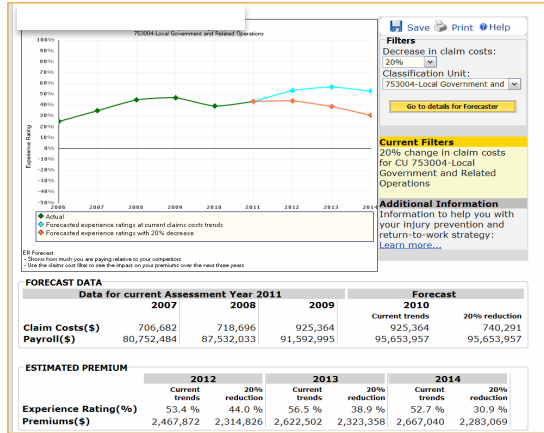
WORKSAFE BC Employer Report Card

14th Floor, 100-1000, 1000 Burrard Street, Vancouver, BC V6Z 1G6

Employer ID: 13007, Classification Unit: 753004, Address: 4776, 7640-161 Street, Surrey, BC V4N 1C5

Injury Rate	2009	2010	2011	2012	2013	2014
All Work-Related Injuries	2.5	2.8	3.0	3.0	3.0	3.0
All Work-Related Fatalities	0.0	0.0	0.0	0.0	0.0	0.0
All Work-Related Lost Time	1.8	2.1	2.2	2.2	2.2	2.2
All Work-Related Days Lost	2.7	3.1	3.2	3.2	3.2	3.2
All Work-Related Property Damage	0.0	0.0	0.0	0.0	0.0	0.0

Additional Information
Information to help you with your injury prevention and return-to-work strategy. [Learn more...](#)



Call to Action

- ▶ A planning tool
- ▶ Your injury and cost drivers
- ▶ Set your OHS and RTW initiatives



WORKSAFE BC Search

Main | Experience Rating Forecaster | Peer Comparison | Injury Breakdown Maps | Return to Work | Industry Risks | More

753004: Local Government and Related Operations

Employer Health and Safety Planning Tool Kit

Analyze your injuries and risks, compare your performance to your peers, identify trends, and plan your health and safety initiatives

Quick Stats

- Time-loss claims (2015): **196**
- Serious injury claims (2015): **15**
- Total work days lost (2015): **3,399**
- Most frequent accident type: **Overexertion**

Financial Summary

- Cost of claims (2015): **\$1,030,136**
- Experience rating (2016): **2.1%** discount
- Maximum potential savings (2016): **\$3,578,333**
- Most costly accident type: **Overexertion**

How you compare to your peers

- Experience rating
- Injury rate
- % Serious injury
- Duration

How is your organization doing?

- See how your injury costs impact your insurance rate
- See how you compare to your peers
- View your inspection history

Discover what you can do to improve

- See which injuries are driving your costs
- Learn what regulations and risks are most cited in your industry
- See your return-to-work trends

Learn more

- View your reports
- Calculate the actual cost of incidents in your workplace
- Analyze health and safety data for your industry
- Learn more about creating a healthy and safe workplace

[How to use the tool kit](#)

Hooks

- ▶ Your costs and projections
- ▶ Your performance relative to your peers

Enhancing OHS performance knowledge

Industry and employer level data sharing

Serious Injuries at Work

A dashboard to help you plan for workplace health and safety

What is the Serious Injuries Dashboard? •
How will it help you? •
How I use it? •

Body Part & Injury Type for Serious Injuries (2010-2014)

Then view the most common injury types

Injury Type	Count	Percentage
Fractures	13,466	13.2%
Laceration	5,965	11.3%
Contusion	2,278	7.2%
Concussion	2,268	7.2%
Back Strain	1,274	2.7%
Other Strain	1,229	2.7%
Amputation	1,419	2.7%
Clotting	468	2.7%
Other Injuries	422	1.4%
Cancer	230	1.1%
All others	2,281	2.4%

Industry: All, 70: Primary Resources, 71: Manufacturing, 72: Construction, 73: Transportation and Warehousing, 74: Trade, 75: Public Sector, 76: Service Sector

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Health & Safety Insurance Claims I Am a... Search worksafebc.com

Home > About us > Shared data

Shared data

Interested in learning more about workplace injuries, claim costs, assessments, and prevention activities?

You can use our statistics and interactive tools to better understand the patterns of work-related injuries and disease, and work-related deaths. This information is free for you to view and use, as part of our commitment to openly sharing and providing public access to the data we collect.

Featured Content

Employer Safety Planning Tool Kit
View injury and claims trends for workplace health and safety planning.

Annual Statistical Reports
Learn more about injury,...

I am a...
Worker
Employer
Small business owner
Health care provider
Vocational rehabilitation provider
Health & safety committee member

How do I...
Report a workplace injury or disease
Find a form
Search the OHS Regulation & related materials
Request a review of a decision

About us
Careers
News & events
Doing business with WorkSafeBC
Research Services
More about WorkSafeBC

Where could you focus your health and safety plan?

The Employer Health and Safety Planning Tool Kit helps you to understand your performance and your industry's risks.

WORKSAFE BC

Brewers Distributor reduced back injuries from 17 to 1

"It was all because of the data. The Employer Safety Planning Tool Kit is like your map."
— Mike Monkman, safety advisor, Brewers Distributor Ltd.

The Employer Safety Planning Tool Kit is changing the way employers use their data. Learn how they're improving workplace safety and performance.

WORKSAFE BC

Discover the power of your data

Employer and industry data now on worksafebc.com

Check out two web applications at worksafebc.com > about us > open data. They'll change the way you make health and safety decisions.

Encouraging industry ownership of OHS

Funded health and safety associations

- 12 industry health and safety associations in B.C.
- Funded from employer premiums
- Industry specific OHS resources, roundtables, forums, courses, conferences



Incenting active health and safety management

Voluntary employer certification

- Rewards employers who implement and maintain an effective OHS management system with a rebate on their premiums.

Certifying partners



Enhancing our risk messaging

A Risk Based Approach

Basics of risk management

Four steps to a healthy and safe workplace

Managing risk in your workplace involves thinking about what might cause harm to your workers and determining whether you are taking reasonable steps to prevent that harm from happening. To manage risks, follow these basic four steps: Understand the level of risk in the workplace, implement appropriate measures, communicate policies and protocols to all workers, and monitor and update measures regularly.

Step 1: Understand the risks

Identify hazards

Begin by accurately identifying hazards in your workplace. A hazard is anything that can cause harm, such as chemicals, electricity, or equipment.

Ideas to get started:

- Ask your workers and supervisors what health and safety concerns they have in the workplace. They should have first-hand experience and knowledge about the day-to-day operations.
- Walk around the site to see for yourself what's going on. Observe how workers are carrying out their tasks. Assess the equipment workers are using. Analyze the design and layout of the work areas.
- Check manufacturer instructions and safety data sheets for equipment and products that are used in your workplace.
- Review incident, near miss, and first aid records.
- Review hazard reports and joint health and safety committee meeting minutes.

Assess risks

After you determine what hazards exist in your workplace, assess the risk these hazards pose to workers so you can dedicate the appropriate attention and level of control to each one. The risk is the chance that somebody could be harmed by these hazards, as well as the potential severity of the harm.

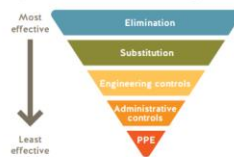
Hazards with a higher chance of harm and potential severity have a higher risk level. One method to display risk level based on these factors is shown below.

Step 2: Implement measures

Control risks

The next step is to control the risks. The greatest risk should be addressed first. If you cannot eliminate a risk, you'll need to implement control measures to minimize it.

The hierarchy of controls can help you select and implement more effective measures to mitigate risks.



Ideas to get started:

- Follow the hierarchy of controls: elimination, substitution, engineering controls, administrative controls, and, finally, personal protective equipment (PPE).
- Eliminate or replace the hazard, if possible. Is there a safer way to perform the task? Can workers use a less-harmful product?
- Engineering — Is there any equipment or other physical changes to the workplace that will make the task safer?
- Administrative — Are there safe work procedures or practices that will reduce the risk?
- PPE — Is protective clothing or equipment necessary to protect workers, by itself or in combination with another type of risk control?

Step 3: Communicate

Your risk management program won't be effective if no one knows about it.

Ideas to get started:

- Provide managers, supervisors, and work orientation and training on how to identify and what to do to control the risks.
- Document and share your safe work practices and policies with workers.

Step 4: Monitor and update

Monitor risks

Managing your workplace risks is an ongoing process, not a "one and done." You'll need to monitor the effectiveness of the control measures in place and improve those that are not working as intended.

Ideas to get started:

- Conduct regular workplace safety inspections so you can identify new or changing hazards and risks. Activities that support your monitoring may include daily checks, supervision, walk-throughs, and a regular ongoing program of maintenance inspections.
- Observe and supervise work activities that are higher level of risk. Confirm your control measures are being used properly and procedures are being followed.
- Organize a joint committee and hold regular meetings to discuss health and safety issues.
- Review your risk assessments at least annually and whenever you introduce new equipment, materials, or work processes.
- Conduct incident investigations to identify risks or improvements needed to more effectively manage previously identified risks.
- Create a master list that summarizes your workplace risks and helps you track your risk controls.

Learn more about the basics of workplace health and safety

Visit [worksafebc.com/create-manage](https://www.worksafebc.com/create-manage) for additional information and resources, including managing risk, health and safety programs, supervising for safety, and meeting other basic requirements.

Managing risks in manufacturing workplaces: How to use the self-evaluation tool

This tool provides questions to help you evaluate how you are identifying, controlling, and managing significant risks in your operation.

This evaluation is intended to be for your own reference as part of your overall health and safety management. You will not need to provide the results of this self-evaluation to WorkSafeBC. However, you may wish to contact a prevention officer or occupational health and safety consultant from your local WorkSafeBC office if you have questions about how to create your action plans or for advice on addressing specific risks.

A team-based approach

This tool is designed to promote discussion about how you currently identify hazards and manage risks. For best results, use a team-based approach with representation from all areas of your organization, including managers, supervisors, front-line workers, and members from your joint health and safety committee (or worker health and safety representative). The team should work together to evaluate, discuss action plans, and analyze the effectiveness of your improvement activities.

Using the tool

The self-evaluation questionnaires in this package are grouped under two risk management approaches: assessing risks and evaluating your safety management system.

Assessing risks

These 10 self-evaluation questionnaires can help you evaluate how you are managing significant risks that are common in manufacturing workplaces:

- Combustible dust
- Flammable and combustible substances
- Safeguarding and lockout
- Power tools
- Hand tools
- Material handling
- Falls from elevation
- Slips, trips, and falls
- Mobile equipment
- Musculoskeletal injury (MSI)

Download and save the questionnaires for the risks that apply to your workplace. These questionnaires are provided in a fillable Word format for you to document the results of your evaluation.

There are multiple questions for evaluating each risk, so you will likely want to complete them over several sessions. Note, too, that some risks are inter-related so you may find it helpful to look at them in combination (e.g., safeguarding and power tools, material handling and MSI). You can also revisit the tool periodically to re-evaluate the risks at your workplace and monitor how you have been able to reduce risks over time.

Creating a Key Risk Inventory for Your Workplace: Engaging Your Workers to Help Manage Risks



A key risk inventory (KRI) can be a valuable tool in your overall strategy for managing workplace risks. This guide describes what a KRI is and how to use a collaborative approach to create one for your workplace.

A customizable KRI template is also available to help you interview workers to obtain information about key risks around different areas of your worksite.

See [Managing risk](#) for more information and resources on this topic.

Download PDF

Publication Date: Apr 2022

File type: PDF (317 KB)

Asset type: Guide

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Related Resources

- [Creating a key risk inventory for your workplace: Template for summarizing worker interviews](#)

WorkSafeBC.com and health and safety culture

The screenshot shows the WorkSafeBC website interface. At the top, there is a navigation bar with the WorkSafeBC logo and links for 'Forms & Resources', 'Law & Policy', 'About Us', and 'Contact Us'. A search bar is also present. Below the navigation bar, the main content area is titled 'Create & manage a healthy & safe workplace'. It includes a section for 'The basic requirements' with a list of 10 items: Getting started (the basics), Roles, rights & responsibilities, First aid requirements, Managing risk, Health & safety programs, Workplace inspections, Incident investigations, Supervising for health & safety, Training & orienting workers, and Joint health & safety committees. Below this is a section for 'Enhancing a health and safety culture (beyond the basics)' with a list of 6 items: Enhancing health & safety culture & performance, Active health & safety management, Planning for health & safety, Leadership & commitment, Engaging workers in health & safety, and Due diligence. At the bottom, there is a 'Featured Content' section with three articles: 'Getting started', 'Penalties', and 'Recent incidents'.

Enhancing health & safety culture & performance
“Your workplace's health and safety culture, proactive management of health and safety, and health and safety performance are interlinked.”

***Culture is what you do
not what you say***

Improving health and safety culture

Improving your organization's health and safety culture involves **clearly demonstrating** that the organization places a high priority on:

- Preventing injuries
- Minimizing risks
- Solving occupational health and safety issues
- Investing in control measures
- Engaging your entire workforce in health and safety
- Being transparent and open about health and safety
- Leading and striving for continual improvement in health and safety performance

Jurisdictional journey - health and safety how

Question set: Safety culture			
Question	Site response	Inspectors view	Improvements needed
<p>1 Management commitment</p> <ul style="list-style-type: none"> Where is safety perceived to be in management's priorities (senior/middle/lst line)? How do they show this? How often are they seen in the workplace? Do they talk about safety when in the workplace and is this visible to the workforce? Do they 'walk the talk'? Do they deal quickly and effectively with safety issues raised? What actions do their actions show between safety and production? Are management trusted over safety? 			
<p>2 Communication</p> <ul style="list-style-type: none"> Is there effective two-way communication about safety? How often are safety issues discussed? With line managers/subordinates? With colleagues? What is communicated about the safety programme of the company? How open are people about safety? 			
<p>3 Employee involvement</p> <ul style="list-style-type: none"> How are people (all levels, especially operators) involved in safety? How often are individual employees asked for their input safety issues? How often do operators report unsafe conditions or near misses etc? Is there active, structured operator involvement e.g. workshops, projects, safety circles? Is there a continuous improvement / total quality approach? Whose responsibility is safety regarded to be? Is there genuine cooperation over safety - a joint effort between all in the company? 			
<p>4 Training/information</p> <ul style="list-style-type: none"> Do employees feel confident that they have all the training that they need? How accurate are employees' perceptions of hazards and risks? How effective is safety training in meeting needs (including managers)? How are needs identified? How easily available is safety information? 			

COMMON TOPICS
Common topic 4: Safety culture

Introduction

Note: Safety culture is an important topic, but time consuming to inspect (because of the sample required) and difficult to tackle. It is recommended that it is only be taken on where there is good reason to believe that there is a significant issue to address, such as a poor safety record over a period, and where the company is likely to be receptive to advice.

An organisation's culture can have as big an influence on safety outcomes as the safety management system. 'Safety culture' is a subset of the overall company culture (and is defined in the box on the right).

Many companies talk about 'safety culture' when referring to the inclination of their employees to comply with rules or act safely or unsafely. However we find that the culture and style of management is even more significant, for example a natural, unconscious bias for production over safety, or a tendency to focussing on the short-term and being highly reactive.

Symptoms of poor cultural factors can include:

- Widespread, routine procedural violations;
- Failure to comply with the company's own SMS (although either of these can also be due to poor procedure design);
- Management decisions that appear consistently to put production or cost before safety.

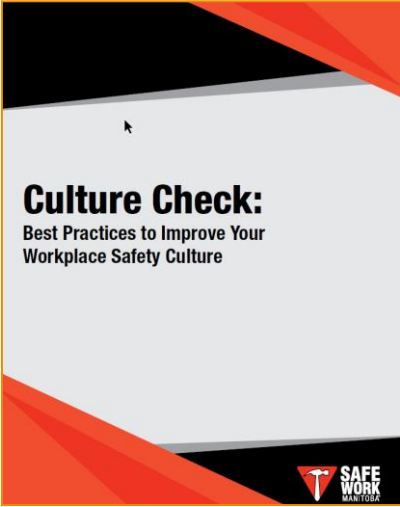
In inspection, it is possible to gather evidence about a company's culture, although this requires interviewing a suitably representative sample of people from all levels.

Key aspects of an effective culture:

Management commitment: this commitment produces higher levels of motivation and concern for health and safety throughout the organisation. It is indicated by the proportion of resources (time, money, people) and support allocated to health and safety management and by the status given to health and safety versus production, cost etc. The active involvement of senior management in the health and safety system is very important.

Visible management: Managers need to be seen to lead by example when it comes to health and safety. Good managers appear regularly on the 'shop floor', talk about health and safety and visibly demonstrate their commitment to health and safety management and by the status given to health and safety versus production, cost etc. The active involvement of senior management in the health and safety system is very important.

Good communications between all levels of employee: in a positive culture questions about health and safety should be part of everyday work conversations. Management should listen actively to what they are being told by employees, and take what they hear seriously.



10. Manager Involvement

The management is actively involved in the safety program.

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

0 1 2 3 4

Consider This:

- Do managers know their legal health and safety responsibilities?
- Are managers responding to safety and health concerns/accidents/incidents?
- Do managers assess their own safety knowledge and competence?

What's Culture Got to do With It?

One other factor that safety checks on the job, the law knows that a key risk in creating the tone in the workplace, and promoting a safety culture, is the role of the workplace safety culture. Strong senior management participation in safety and health initiatives goes a long way to improving the overall morale of the workforce 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 dimensions:

Leaders Demonstrate a Commitment to Safety and Health: Leaders demonstrate commitment and act as role models in the safety program by observing, coaching, consulting, and motivating. A key role model is safety and health in the workplace.

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: **Implement safety and health training:**
 - Develop a safety and health training program for all employees.
 - Conduct regular safety and health training sessions for all employees.
- 1: **Establish a safety and health committee:**
 - Establish a safety and health committee with representatives from all levels of the organization.
 - Hold regular meetings to discuss safety and health issues.
- 2: **Develop a safety and health policy:**
 - Develop a safety and health policy that is clear, concise, and easy to understand.
 - Communicate the policy to all employees.
- 3: **Encourage employee participation:**
 - Encourage employees to report safety and health concerns.
 - Recognize and reward employees who report safety and health concerns.
- 4: **Lead by example:**
 - Lead by example in safety and health practices.
 - Communicate your commitment to safety and health to all employees.

Injury Rate

Technology Improvement

OHS Management Improvements

OHS Culture Conversations

2020

Ref. 1999 HSE Dr. N. Byrom

HSE's strategic timeline for change

WorkSafe old.gov.au

Safety & prevention - Claims & insurance - Rehabilitation & return to work - Licensing & regulations - Laws & compliance - The WorkSafe system

Safety Leadership at Work

The Safety Leadership at Work Program is designed to improve safety culture and contribute to reducing work-related injuries and fatalities in Queensland workplaces.

Through the program, safety leaders at all levels have the opportunity to learn from others, develop their safety leadership skills and build a positive safety culture in their workplace.

The best safety leaders develop their practice over time, learning from others along the way. The Safety Leadership at Work Program provides direct access to leaders who have already demonstrated their safety journey, so that you can apply their learnings directly to your own workplace.

Who is a safety leader?

Anyone can become a safety leader.

Safety leadership exists at all levels of an organisation and across all industries. While the level of safety maturity will vary from person to person and across different organisations, all safety leaders share a common objective - to create safe and more productive workplaces.

The Safety Leadership at Work program welcomes participation from everyone:

- workers, supervisors, managers and business owners
- small, medium and large firms
- public, private and not-for-profit organisations.

Why join?

Join the program to learn and learn how to influence and build a positive safety culture through:

Safety culture, climate and leadership

What is safety culture?

Safety culture embodies the value placed on safety and the extent to which people take personal responsibility for safety in an organisation. Safety culture is often described as the 'personality' of an organisation, as it is a shared value of safety.

Safety culture is just one aspect of an organisation's broader culture. Culture forms naturally wherever there are groups of people working together. Organisational culture is invisible as most people are beliefs and assumptions that influence their behavior.

An example of how you might experience safety culture in your organisation. At first you see procedures, and training you have been given. You leaders, watching what they say and how they act, if observations you would come to understand the safety culture.

A positive safety culture exists when employees exhibit positive safety behaviours. Examples of positive safety behaviours (PSBs) without being all jobs and reporting all incidents. If an organisation may be seen as unnecessary and this might lead to negative safety behaviours include taking shortcuts.

What is safety climate?

Safety climate is the perceived value placed on safety in time. Therefore, we can think of safety climate as what workers experience at a specific time.

As safety climate is a snapshot of safety at one point or weekly basis. For example, safety climate might be safety procedure or after an incident. If that happens time, it can lead to changes in the underlying culture.

As safety climate captures the attitudes towards safety, it is a useful indicator of safety performance. Measuring employee survey or team discussions.

Putting it all together

If safety leaders exhibit a strong commitment to safety, motivate staff and provide a positive example of safety, this will improve the safety climate. If we keep up our safety leadership efforts, over time it will cause people to reassess their deep beliefs and values about safety and have a positive effect of the safety culture. Through the actions of safety leaders, we can create a positive safety culture, resulting in better safety performance, which will help keep our employees safe at work.

By investing in safety leadership, we can start to influence the safety climate, and over the long term, build a positive safety culture. The end product are improved employee safety behaviours.

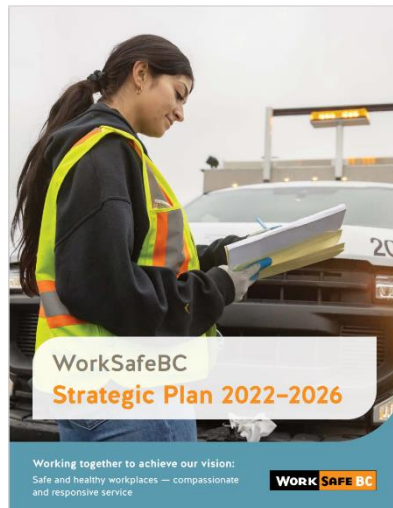
Safety Leadership → Safety Climate → Safety Culture → Improved Employee Safety Behaviours

What's Next ...

Opening OHS Culture conversations

Use OHS Culture prevention stream to:

- Open more conversations on the “OHS how”
- Develop new OHS culture check and OHS culture assessment materials
- Grow our “Enhancing health and safety culture” website area
- Support with strategic regulatory changes



Employer-Level and Worker-Level Consultations



Worker Engagement and Joint Committees



Health and Safety Culture

*The next phase of our journey
towards the “OHS how” is just beginning ...*



Questions and Discussion

