

Workplace Safety and Health Culture



Goh Chye Guan
Managing Director

WSH Culture

Goh Chye Guan
SME Resources



Scope

1. Introduction
2. What is Culture?
3. How is Culture Measured?
4. Nurturing Safety Culture
5. Summary

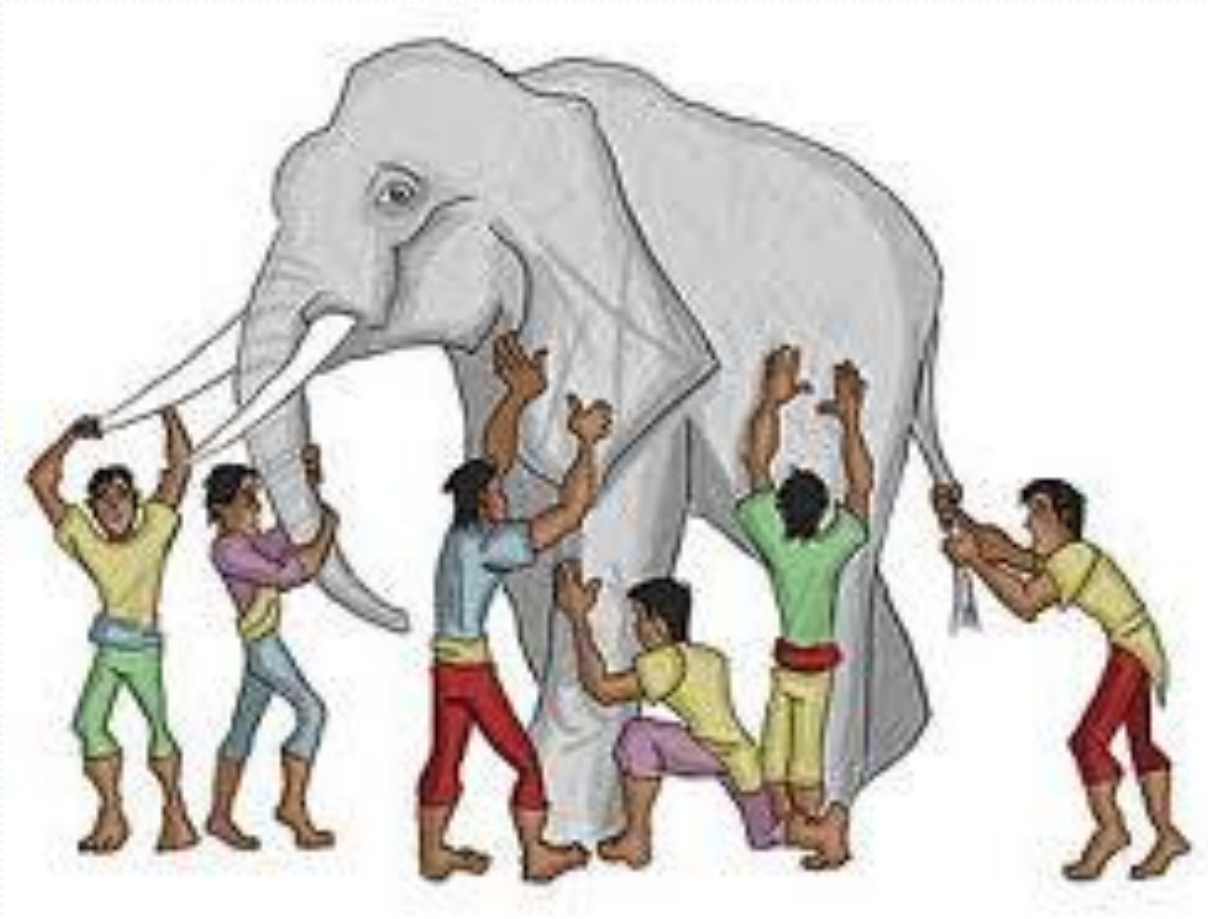
Introduction



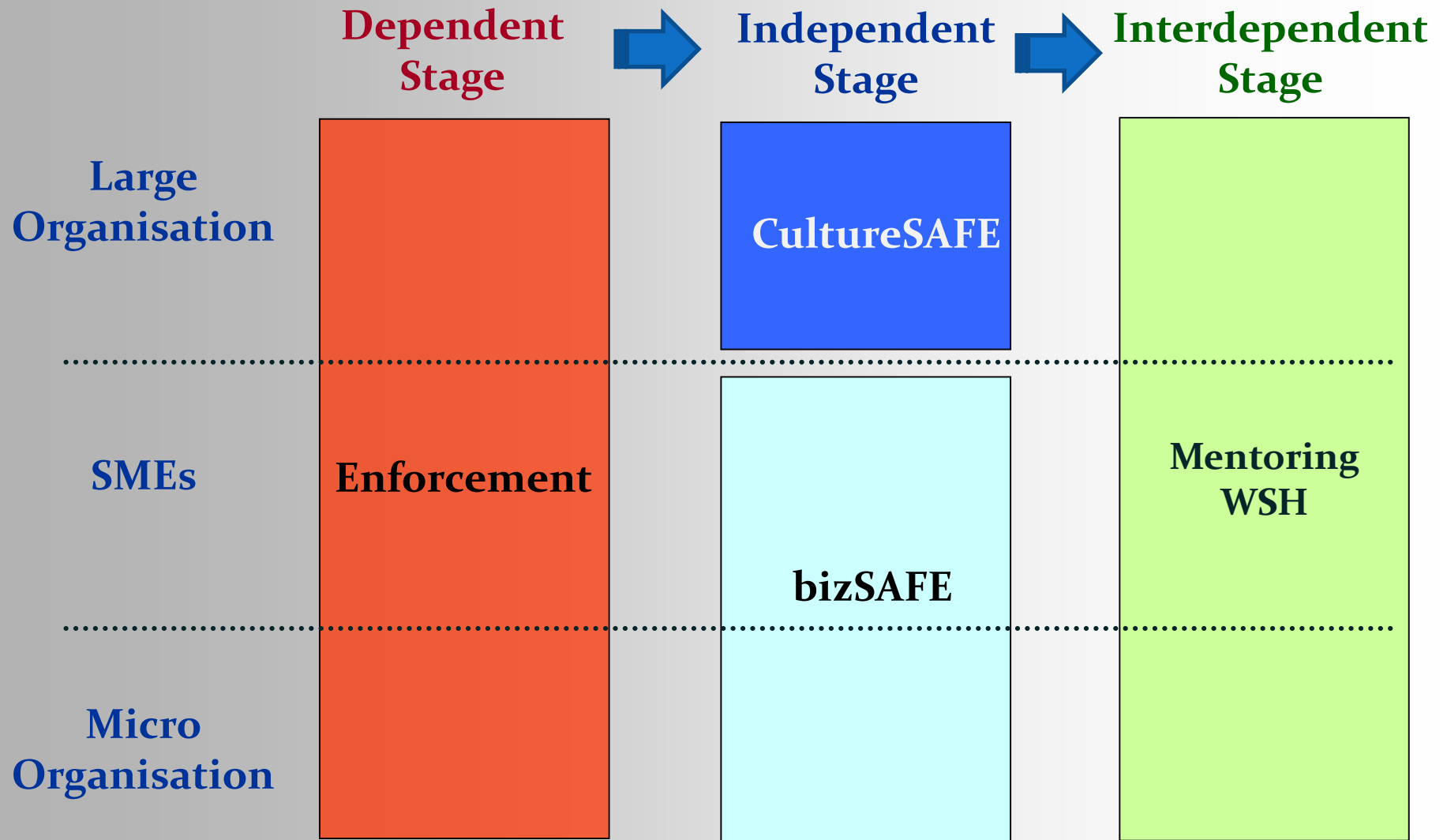
Four Strategic Outcomes:

1. Reduction in WSH incident rates
2. WSH an integral part of business
3. Singapore as a renown Centre of Excellence for WH
4. A progressive and pervasive WSH culture

The Elephant Metaphor



瞎子摸象



Wikipedia:

“Culture is a set of **shared** attitudes, values, goals, and practices that characterizes an institution, organization or group.”

Five Stage of WSH Culture

5. GENERATIVE

4. PROACTIVE

3. CALCULATIVE

2. REACTIVE

1. PATHOLOGICAL

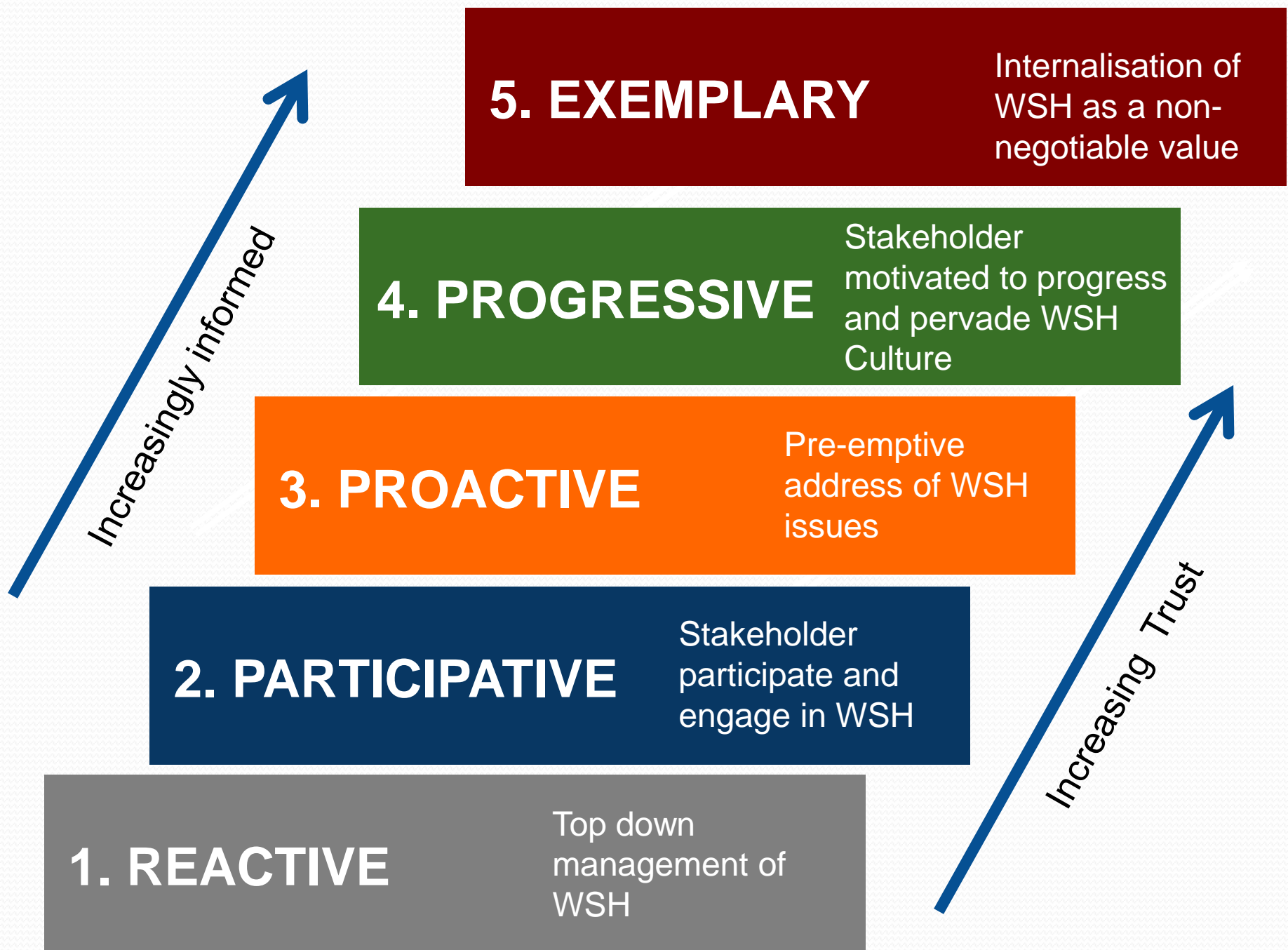
5. EXEMPLARY

4. PROGRESSIVE

3. PROACTIVE

2. PARTICIPATIVE

1. REACTIVE



5. EXEMPLARY

Internalisation of WSH as a non-negotiable value

4. PROGRESSIVE

Stakeholder motivated to progress and pervade WSH Culture

3. PROACTIVE

Pre-emptive address of WSH issues

2. PARTICIPATIVE

Stakeholder participate and engage in WSH

1. REACTIVE

Top down management of WSH

3. How is Culture Measured?



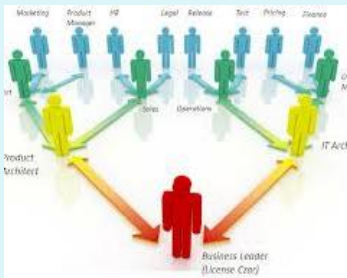
CultureSAFE Approach



Leadership & Commitment



Competent & Learning Organisation



Governance



Ownership & Teamwork



Work Management Systems



Communication & Reporting

Assessing Culture

Workers = 112

Supervisors = 118

Managers = 135

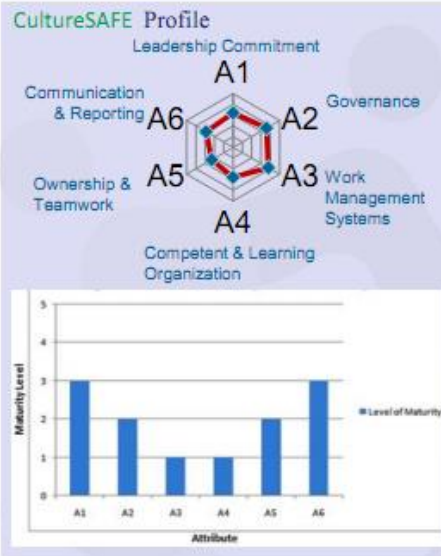


Perception-based Survey



Evidence-based Assessment

Output Report



Perception-based Survey

Question	Your Response		
1. Our managers dislike audits as they delay our work.	<input type="checkbox"/> Agree	<input type="checkbox"/> Disagree	<input type="checkbox"/> I Don't Know
13. WSH and business operations are considered as separate concerns by our management.	<input type="checkbox"/> Agree	<input type="checkbox"/> Disagree	<input type="checkbox"/> I Don't Know
117. Our management is able to foster a climate that encourages communication and teamwork within our work group and across functional teams.	<input type="checkbox"/> Agree	<input type="checkbox"/> Disagree	<input type="checkbox"/> I Don't Know

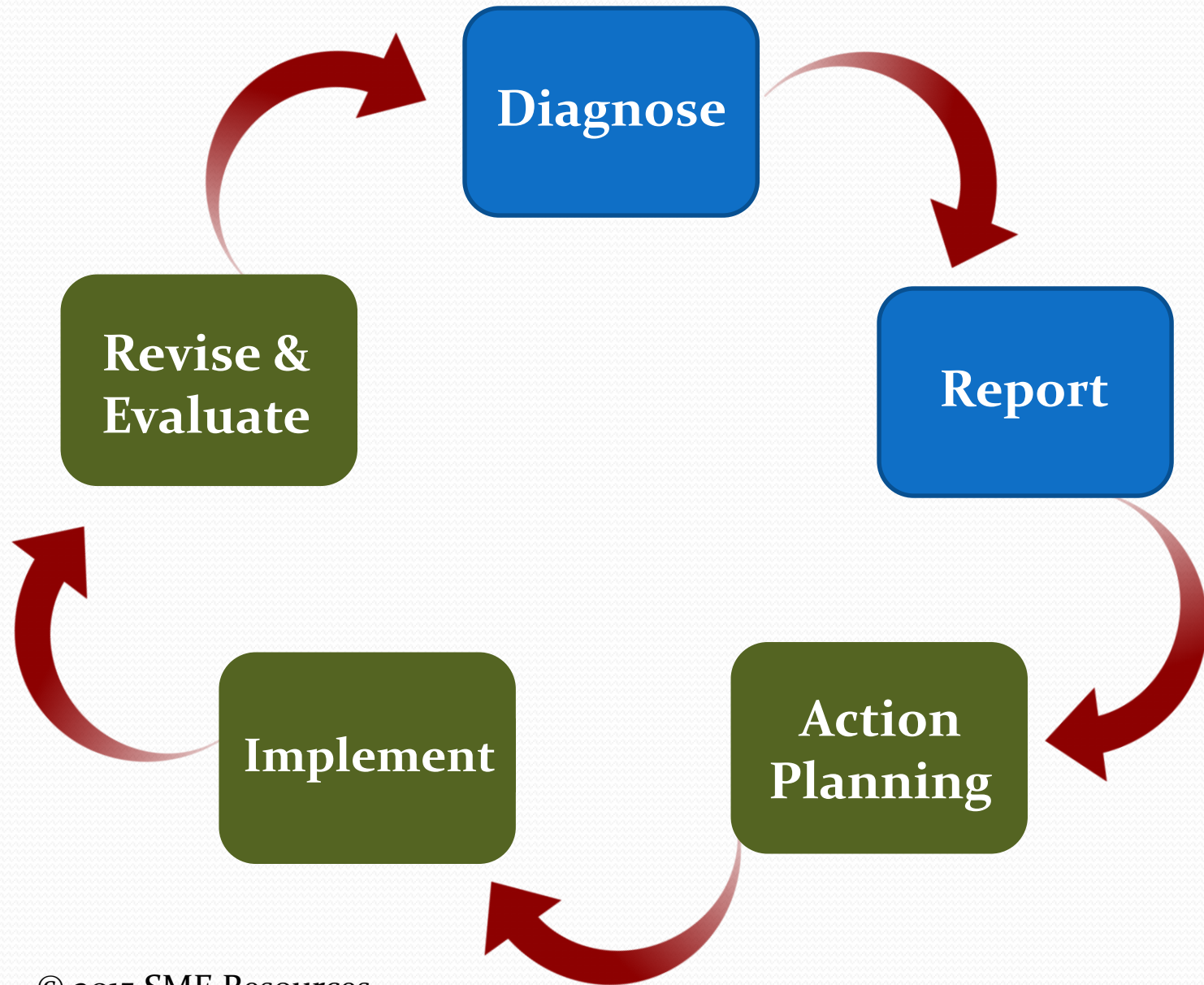
Evidence-based Assessment



Verification Interview Scoring Template for Assessors

Item #	Dimension	Assessor should Determine during the Evidence Based Assessment Protocol (Interview, Site, &/or Document Inspection) Which One of the Scenarios in L1 to L5 Prevails in the Organization				
		L1 (Reactive)	L2 (Participative)	L3 (Proactive)	L4 (Pervasive)	L5 (Exemplary)
A1: (Management) Leadership & Commitment	A1D1: Management Credibility	<input type="checkbox"/> Managers “talk-the-talk” on WSH only when convenient and when project/ production targets and deadlines are not tight.	<input type="checkbox"/> When project deadlines are tight, managers are consistent in conscientiously reminding stakeholders that WSH remains the top priority.	<input type="checkbox"/> Managers accept that they are ultimately responsible for WSH.	<input type="checkbox"/> Managers demonstrate personal enthusiasm towards continuous WSH improvement including learning from audits. <input type="checkbox"/> Management allocates an additional budget for WSH whenever it is needed.	<input type="checkbox"/> Senior managers are exemplary in “walking-the-talk” on WSH by constantly upgrading their WSH competencies. <input type="checkbox"/> Management has implemented an ‘open door’ policy for stakeholders to raise and discuss WSH issues and concerns at any time.

Typical Implementation Cycle



4. Nurturing Safety Culture



Wikipedia:

“Culture is a set of **shared** attitudes, values, goals, and practices that characterizes an institution, organization or group.”

Believing in Safety

1. Catastrophes (Chernobyl 1986)
2. Regulations
3. Liability and Lawsuits
4. Enlightened Employees
5. Fast Changing Technology
6. New Media and Public Pressure
7. Competition
8. Corporate Social Responsibility



The New Paper, 21 Mar 2013

- 21 months old
- Rescued once in Apr 2012
- Death due to fall in Jun 2012

Toddler's fatal fall found to be misadventure

March 21, 2013 - 1:05am

Like

13 people like this. Be the first of your friends.

By: [David Sun](#)



TNP PICTURE: DAVID SUN

LAST June, Wang Yu Hao fell to his death from his fourth-storey condominium home in Upper Bukit Timah.

The toddler, just three months shy of his second birthday then, died after falling four storeys from his home. The family's maid was at home with him at the time.

Yesterday, a Coroner's Inquiry into Yu Hao's death ruled that it was misadventure. Investigations found that he had squeezed through the 14cm to 16.5cm gaps in the balcony's grille, something he had done before, and fallen.

His father told The New Paper: "Life will never be the same again."

Read the full report in The New Paper on Thursday (March 21).

Safety as A Value



**We truly believe that all injuries are preventable.
We embrace safety as our way of life by
ensuring that
every act we perform is safe.**

Pfizer Asia Pacific

Engagement

Nobody Gets Hurt

'We Care' Safety Culture ✍ Behavioral Based Safety ✍ COACH

Care

Face-to-Face
Discussions

Leadership Team
Managers
Supervisors

Tool Box Meeting
Colleagues
Contractors

Observe

Walkabout &
Observations

- Leadership Team
- Managers
- Supervisors
- Colleagues
- Contractors

Interventions
'At-Risk'
Behaviors

Analyze

Haz Identification
Risk Assessment
Investigation
(Root Cause
Analysis)
Lessons Learnt

Use of Method 1
Techniques
(Cause & Effect,
Pareto Charts, 5-
Why)

Communicate

EHS e-comm
- Video Clips (LT,
Mgrs, Suprs,
Colleagues)
- Colleague Family
Photo with Safety
Message
- DUPONT TAKE2
Video Clips

Quarterly MD Team
Briefs
Dept Meetings
EHS Committees

Help

Training
'Leading-the-
Way' (LT, Mgrs,
Suprs)
'COACH' (All
Colleagues &
In-house
Contractors)

Company's Leader Behaviors

Company's Values

Collective Leadership

As industry leaders we have the intellect and controls within our power to ensure every worker returns safely to his or her family after a day at work – “it is our moral obligation.... nothing less”

An International Construction Company



Collective Belief

Collective Belief will achieve zero accidents one dayhow long is up to you and me

An International Construction Company



Accentuate this ...



Minimise this ...



Active Participation by All



- I am an active member of the WSH team
- I choose and want to be involved
- I influence those around me to be involved
- The company empower me to work safely

Bad Planning



- No preparation
- Lack of thought and foresight
- Whoever gets it will have to find a way
- No housekeeping

Frequent Communication



- We talk about safety openly
- I talk about safety to anyone
- Anywhere and at anytime
- Allocate time for discussion

Failing to learn from previous incidents

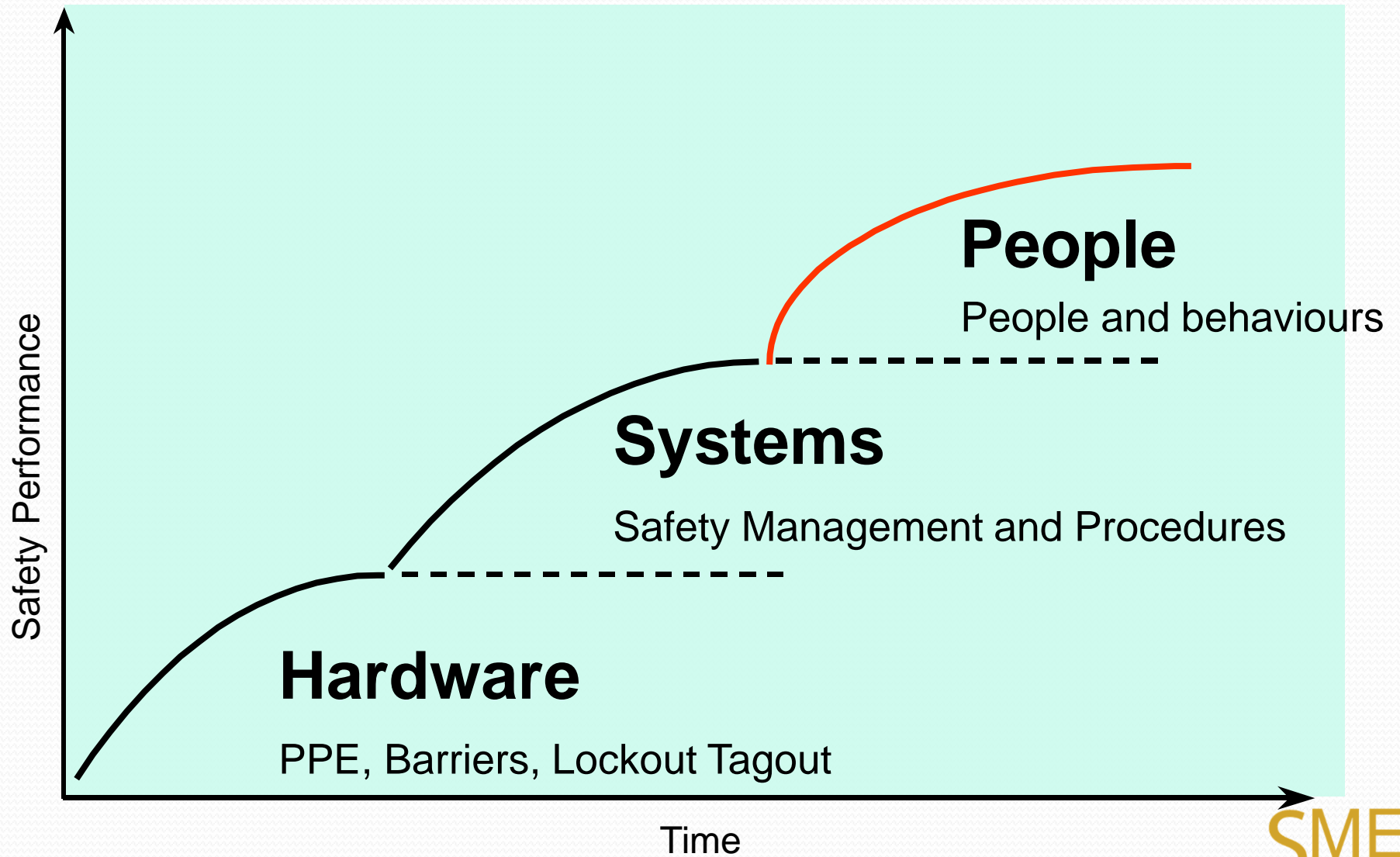


- It happened to you because of your luck
- It won't happen to me
- I understand, but why should I change?
- Not listening to other people's experiences

5. Summary



The next big step is your PEOPLE



Leadership Sets the Vision

- by 20xx we will be “Exemplary”
- Our objective is to be free from accident or incident



