



YOUR OPINION MATTERS

BC Safety Charter World Café 2015

FINDINGS REPORT


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**TREVOR
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"...As a business owner my employees are the #1 Value"



What We Have Learned From You

THANK YOU FOR YOUR INPUT
ON WORKPLACE SAFETY CULTURE IN BC



Introduction

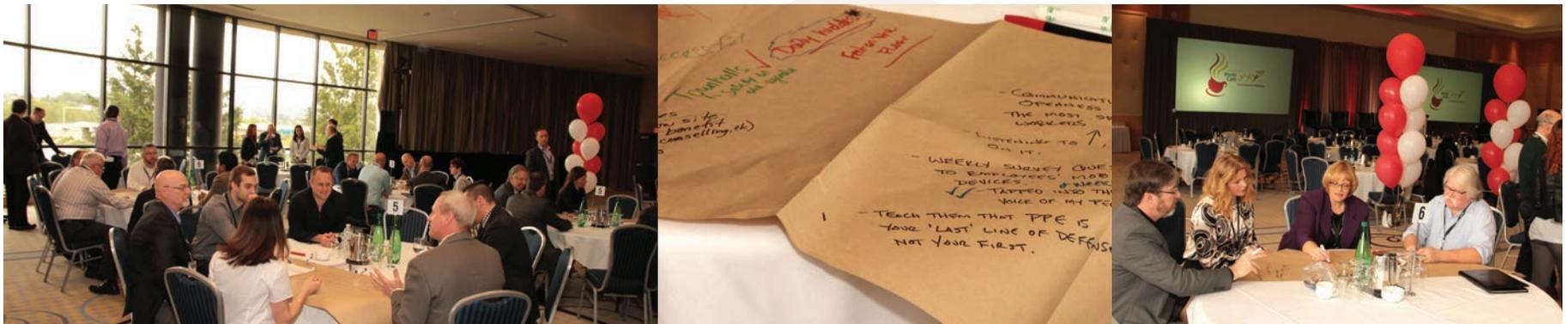
The 2015 BC Safety Charter roundtable featured a structured conversation known as World Café. The World Café format is intended to facilitate open and intimate discussion and link ideas within a larger group to capture the collective intelligence and wisdom of the participants.

Participants in small groups moved between a series of tables where they were presented with health and safety questions and invited to write their responses on large sheets of paper.

The World Café report is a summary of the questions asked and our participants'

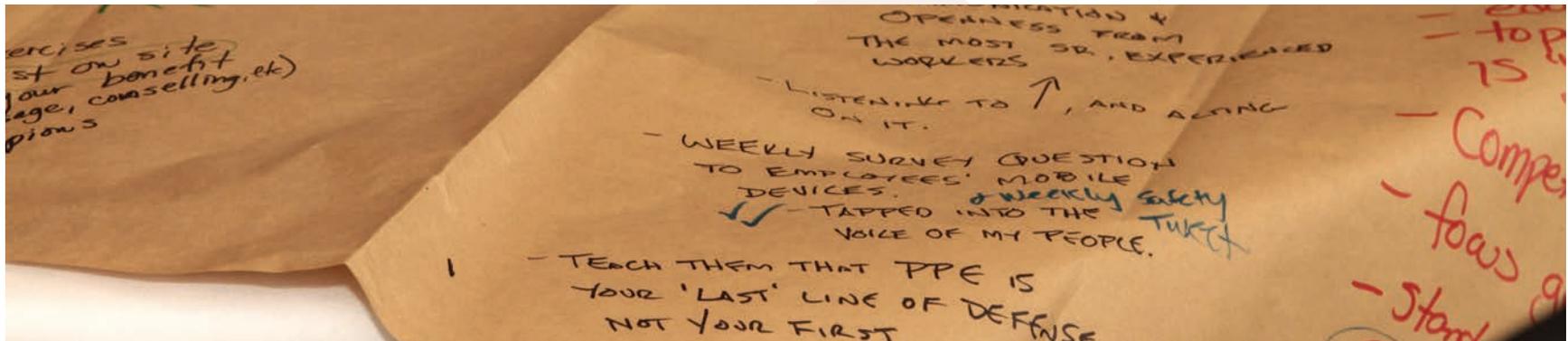
responses. The results are organized and grouped by general themes and include the unedited submissions of our participants.

We thank our BC Safety Charter participants for their open and candid opinions on workplace health and safety.



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Question #1: What are some of your best practices to achieve optimal health and safety?

Communication

Participants in the World Café discussion repeatedly referenced the topic of communication when it comes to health and safety. Setting clear goals, providing opportunities to discuss and share ideas in a non-confrontational environment and making health and safety a regular topic in team discussions were common themes.

Incentives and Rewards

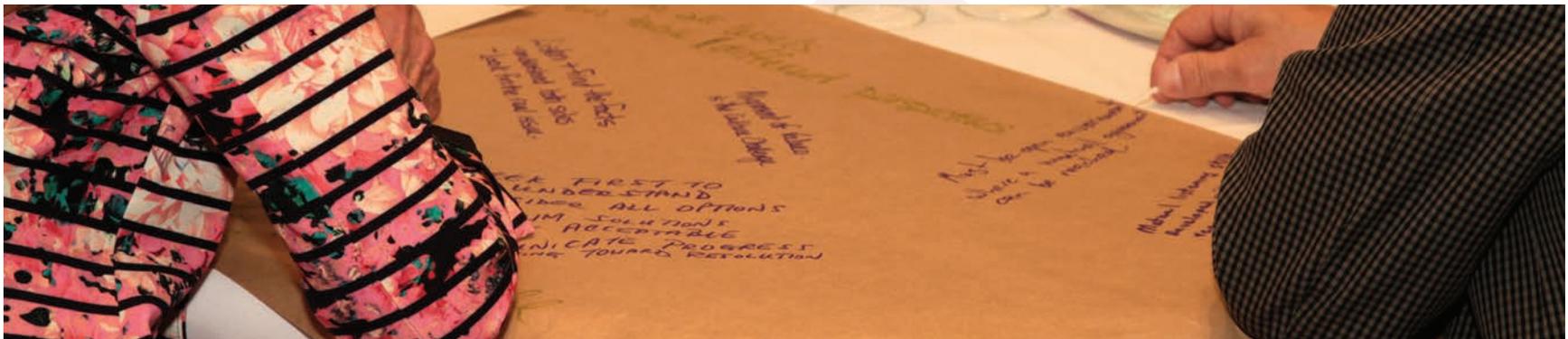
Celebrating successes and providing incentives for individuals to report near-misses and areas where improvements are needed were keys to achieving optimal health and safety. Our World Café participants revisited the theme of rewarding open communication and buy-in to a health and safety plan.

Measurement

Our participants listed the measurement of their health and safety plan as equal priority to communication and incentives. Knowing where they stand and what direction they are trending is key to building on successes and eliminating weaknesses.

Other feedback:

- Accessible and effective training.
- Employing people with the right attitude who buy in to the plan.
- Thorough planning and communication of expectations.
- Accountability when things go wrong.
- Strong leadership and setting an example.



Your Answers to the Question #1

- Having a central point for all training docs and safety issues
- Open-door policy everyone has access to leadership group.
- Auditing with all departments
- People management
- Performance management to ensure we have the right people and everyone treated the same. Be prepared to make changes
- Roll injury premiums into the department budget to ensure each manager is accountable**
- Team meeting to involve all departments including CEO
- Get everyone involved. All employees are part of the safety program***
- Catch people doing it right*****
- Measure your safety metrics**
- Roll them up to your dashboard widget is well integrated into how you measure your business.
- (What gets measured... Get done)
- Start all agendas with safety*
- Celebrate success***
- Constant/frequent communication about safety. "even my out of office message today and emails to my staff say I am at this event"
- Open Communication
- Rewards/recognize good ideas not bad experience***
- Distributed ability to recognize
- On site contractor regulations are shown to them and safety is in force employees on site see this enforcement and value
- Safety as a resource not a police force**
- Discussed health and safety at each staff meeting
- Training matrix of employees skills and what they are up to date in qualifications
- Lots of communication. Communication plan
- Risk assessment
- Site-specific toolbox meetings
- Ensure coordination offsite workers and on-site workers
- Transmission/toolbox tools
- Cross training for fresh eyes
- Coaching and mentoring training***
- KISS approach to process pre/post op inspection and audit
- Supervisors that have the tools
- Communication one-on-one to show that I care
- Make values a strategic vision
- Listening to associate feedback to accomplish safety goals
- Feedback. Audit/Inspect
- Ongoing communication
- Two-way communication
- Employee involvement and buy in
- Provide enough resources
- Lead By example
- Weekly corporate conference call on OHS to share successes and challenges*
- Reward incident reporting
- Stop counting days without injury
- Report all near misses**
- Planning*
- Risk analysis*
- Training
- Tailgate meetings
- Safety management system in place**
- Start with compliance-commitment
- Health versus safety - Focus more on health, Will influence the other
- Pop machines versus water chips versus apples
- Learn from your internal best adopters
- Ongoing communication tools focused on safety
- Include the loudest naysayers on your team***
- preventative measures for good health (physical and mental)
- Safety magazine articles from employees and managers**
- SOP
- Measure reportable incidents (leading indicator)**
- Toolbox talks on a weekly basis
- Measure progress against safety goals *
- Rigorous health and safety committee
- Ensure supervisors have time to do a walk arounds
- Safety as common language
- Andon board for safety (communication tool)
- Engaging employees
- Some daily safety focus
- Working engagement training people to be successful
- Stretching exercises**
- Ergonomist on-site*
- Understanding your benefit package (massage, counseling, etc.)
- Use of champions
- Town hall- safety on the agenda
- Daily huddles*
- Feet on the floor
- Regular auditing process
- Communication and openness from the most senior, experienced workers
- Listening to an acting on it
- Weekly survey question to employees mobile devices
- Plus weekly safety tweet
- Tapped into the voice of the people**
- Teach them that PPE is your last line of defense not your first
- Accountability
- Education
- Top corporate value is safety
- Competency testing
- Focus groups
- Standard process
- Empowering people to stop bad processes
- Performance review tied to safety

* indicates the number of times this response was repeated.

Question #2: How can charter peers foster accountability for executing good health and safety performance?

Communication

The open sharing of experiences and best practices has been outlined as a key item in fostering accountability for executing good health and safety performance. Encouraging employees to check in with each other and for organizations to reach outwards can inspire positive health and safety change.

Mentoring

Mentoring at all levels was a recurring accountability topic. Learning on peer leaders and the willingness to be lead are critical to head in the right direction. The participants clearly stated that leadership from industry peers was important to them.

Peer Accountability

On a similar theme as mentoring, peer accountability is critical to the execution of effective health and safety in the workplace. Like any discipline, health and safety is a daily commitment and must become a part of the daily routine for any organization. Our leaders recognized that safety culture is most

effective when business leaders held accountable to each other.

Other feedback:

- Incentive/Competition
- Standards
- Engage Values
- Leadership



Your Answers to the Question #2

- Storytelling*
- Shared standards and expectations*
- Opened discussion*
- Peer evaluations*
- Peer pressure
- You got a live it
- Healthy competition
- Facilitate self-reflection
- Sharing metrics**
- Share real experiences**
- Touring other companies***
- Doing secret shopper inspections**
- Get nonmember involvement
- Charter signature mentoring*
- Peer calls to follow-up on accountability
- Peer mentoring**
- Better communication
- Constant improvement
- Performance objectives
- Incentives/dashboards
- Sharing best practices*
- Competition
- Pressure for the charter peers*
- Lead by actions not words*
- Health and safety results aren't tied to compensation/results
- CEO is held accountable****
- Measure and award efforts
- Near misses/opportunity
- Missed days
- Reported hazardous conditions (do something about them all)
- Benchmark against peer group (gap line-bench line)**
- Leaders leading leaders. Event with breakouts, share
- Competition is not a barrier- share
- Transparency of data sharing between organizations**
- Sharing of values***
- Value your people, your most important asset
- Use scorecards to track performance; company quality, efficiency and safety (leading/lagging)
- Bring home perspectives to group
- Engage in values
- In grain safety as a measure within performance management system
- Health and safety can be kept secret. Employees may not want employers to be aware of disabilities such as working with arthritis
- Publicly promote performance (transparency)*
- Participation*
- Share resources*
- In a non-competitive nature
- Network the brand of PC safety charter
- Signatory peer review
- Set up a set of core beliefs (values) amongst charter signatories**
- Shared knowledge*
- Shared stories, Materials, programs, policies*
- Lead by example (with employees) and Peers*
- Sharing best practices with business peers**
- Meet in person or online with other executives and OSH folks to discuss issues and ideas
- Check in with each other**
- Share resources**
- Peer audits/inspection (internal and external) *
- CEO KPI report card* already developed?
- Share your track record are you winning or losing?***
- Mentoring program**
- For new members **
- Every CEO needs to publicly speak on your accident level
- Build a common KPI
- Build a sharing network
- Ensure that people understand the responsibilities*
- Forming a peer group where like members share***
- Safety shouldn't be a competitive variable
- Common measurement tool- assist CO. with developing the baseline. Share w/ other companies*****
- Regular info sessions. Challenge and recruit members
- Provide leaders with opportunity to talk about safety to add safety in as a mandatory step in there's only works on this thing production

* indicates the number of times this response was repeated.

Question #3: Resolving a health and safety conflict between different parties looks like:

Culture

The establishment of a health and safety culture is critical in resolving conflicts between different parties in the workplace. A positive safety culture allows us to challenge the issues without singling out the person, identify training opportunities and find common ground towards continual improvement. Companies

should strive towards building a culture where there is no fear of repercussions or blame when confronting weaknesses.

Standards

Clear and well documented standards go a long way towards resolving conflict in the workplace. Our participants identified setting expectations and sticking to those

standards as a method for dealing with conflict resolution.

Communication

Strong communication is the core to all conflict resolution, so it is no surprise that communication was a theme repeated among our World Café participants. Listening to and understanding the facts, communicating progress towards a

resolution and seeking buy in from those affected were all repeated factors of workplace safety conflict resolution.

Others conflict resolution topics:

- Inspiration
- External Influence
- Leadership



Your Answers to the Question #3

- Non-positional conversations
- Win/win
- Training opportunity*
- Awareness
- Continual improvement*
- Communication*
- Building relationships**
- Problem VS. solution
- Soft skill training
- Pick up the phone*
- Congeniality/respect
- Clear expectations*
- A broader communications opportunity
- Focus on the process
- Make a health and safety a specification with vendors – questionnaire before awarding contracts
- Success
- Choose not to use that contractor
- Communicating our standards before getting into business*
- Start with expectations*
- Use OHSR (or experts) as a baseline
- Know your expectations*
- Rise above the box
- Brainstorming outside the box*
- Taking time
- Find common ground*
- Understanding the issue and potential outcomes***
- Educating the parties involved*
- Transparency
- Keeping your commitments*
- Finding common ground
- Agreed to common values*
- Sever relationship
- Celebrate successes when they happen
- Turn the conflict (Challenge) into an opportunity***
- For contractors work with them to help them learn not against them
- Win win
- Fire them
- Sticking to your policies
- Good communication
- Ask: help me understand how we are keeping people safe from this hazard
- We all have smart phones, take a picture and take it to the leader and ask how should we deal with this?
- Is it in my best interest that my competitors manage safety the same as me because then our cost and pricing are on a level*
- Set an example of openness and honesty at the top**
- Committee has complete authority to reduce/eliminate conflict
- Root cause analysis to identify where the gap is**
- Involve both parties in the resolution
- To bring the groups together, discuss the issue and the reasons behind it. Ask for solutions and seek buy in from the group for a common goal.
- Listening
- Participation from all levels**
- Put all ideas on the table + different perspectives
- Document agreed-upon solutions
- No fear worry repercussion's/ blame**
- Determining the goal
- Always challenge the subject not the person. Be respectful***
- Communication between all parties
- Sometime you have to take charge. Especially in an immediate danger
- Listen and find the facts/*
- Understand both sides
- Look for the real issue
- Practice people skills
- Explain problem - work together to develop solution
- Alignment of culture challenge
- Understanding vision and values*
- Seek first to understand*
- Consider all options*
- Interim solutions are acceptable**
- Communicate progress moving towards resolution*
- Consistency in approach and principles-staying true to values
- Must be open environment where mutual agreement can be reached*
- Removing personalities***
- Being prepared ahead of time * policies and procedures developed and agreed to in advance***
- Active listening
- Outline facts
- Remove judgment
- Find common goals
- Brainstorm solutions
- Mutual listing skills development with a trained team member
- Effective communication*
- Determined facts- risk assess situation
- Identify minimum acceptable outcome
- Agree on commitments
- Values
- Policy/practice
- Deliverable

* indicates the number of times this response was repeated.

Question #4: What holds you back from executing a health and safety management program/system?

Vision

The most referenced barrier to executing a health and safety management program was solidifying a successful vision. Having champions for the cause who can identify, communicate and effectively lead a plan to a health and safety management program were listed as being essential.

Complacency

The second most referenced barrier to executing a health and safety management plan was overcoming inertia and complacency when it comes to safety. Participants were often critical of themselves as being the prime reason for not moving forward. Additionally, resting on their laurels because of a lack of workplace injuries in the past were

strong contributors to a level of complacency.

Support

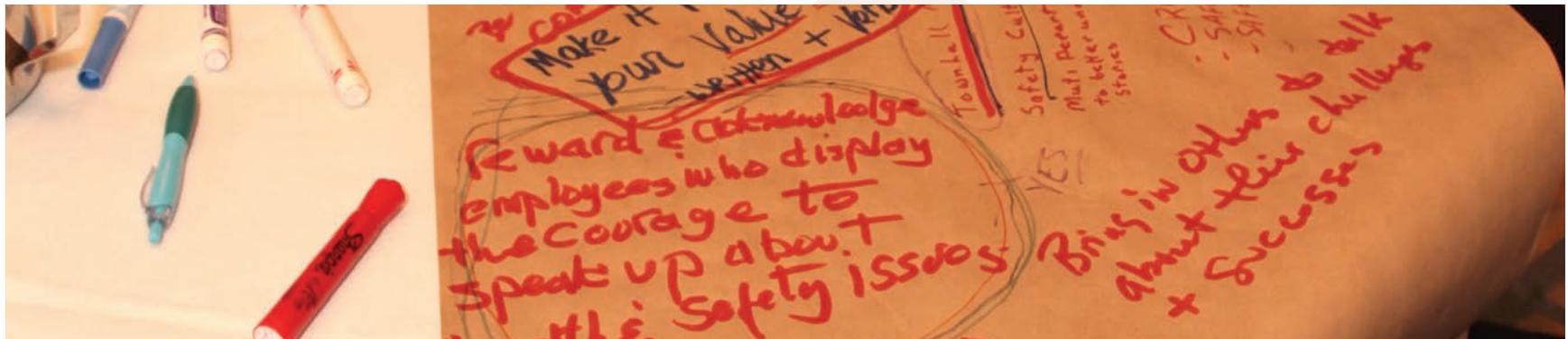
Feeling overwhelmed by the undertaking and doubting that support is available was the next most stated barrier to executing a health and safety management program. The fear of the unknown and fear of getting in over their head was a serious concern.

Resources

The last major obstacle to executing a health and safety management system was the cost in dollars and time to reach their goals. A fear of lost productivity and additional expenses was reason enough not to pursue a health and safety program for some.

Other reasons:

- Competing Priorities
- Wrong People for the Job



Your Answers to the Question #4

- Lack of trust* getting shit on for lack of production as a result of supporting OHS*
- "Right people?"*
- Culture
- Leadership
- I need to integrate into daily process
- Where to start?
- Constant CHG -regulations
- Daunting*
- Old habits
- No buying in from all areas**
- Including bad apples
- Tenured employees
- Supervisors
- Conflicting priorities: food safety regulations vs. people safety
- Lack of commitment from senior leaders*
- Cost*
- Lack of commitment from Board of Directors
- Too many number one priorities*
- It probably won't happen to me or it won't be that bad
- Champion*
- Time*
- Priority*
- Get 'er done attitude
- Resources
- Lack of systems and not having to depend on one person
- Time
- Money
- Other working priorities
- Lack of knowledge**
- A simple "how" guide
- Distraction
- Complacency
- Lack of ownership/having a champion*
- Resistance to change/Routine**
- Having a 100% dedicated staff member on safety*
- Systems/programs can be too complicated
- Procedures can be hard to implement in larger organizations
- Time/resources/costs.
- Nothing
- Time
- Productivity
- Myself
- Don't know where to go for the resources
- Knowledge don't know what to do
- In the dark
- Where should we be with our safety program
- Zelot
- Human nature- sometimes people cannot buy in due to their nature
- Can't get people off the line for training-extends on to outcome for training
- Lack of regulatory support (some of federally regulated)
- Language barriers
- Money**
- Bureaucracy**
- Failing to recognize long-term benefit versus short-term costs**
- Fear of what you'll find*
- Cost
- Laziness
- No SME to support
- Lack of belief at the top that there is an issue with safety therefore lack up buy in and resources from the top**
- Unclear expectations- inconsistent goals
- Knowledge. You don't know what you don't know***
- 100% by an top-down**
- Not following through
- Even with buy in at the top the issue can't be lower down support
- Leadership*****
- Financial and human resources
- Top-down commitment\ finances and resources and time
- Employee buy-in/ culture*
- Right people in the Right position
- un willingness to recognize the need for change and understanding different perspectives
- Education and training
- My own time limitations
- Nothing
- Buying from the top* demonstration of commitment from the top* no support from EH + S department
- Existing culture
- Time versus resources*
- Financial barriers perceived versus actual
- Need for champion agreed vision*
- Executive support
- Feeling that we don't need a program because we have not had a problem yet*

* indicates the number of times this response was repeated.

Question #5: What does your world look like when health and safety using the DNA of all of your staff members?

Less Stress

The decrease in stress and peace of mind that comes when health and safety is part of the DNA of our World Café participants workforce was the most common response. The ability to “sleep at night” and have an optimistic outlook on the future we regularly repeated factors.

Higher Morale / Employer of Choice

Our participants recognized that a commitment to health and safety leads to higher worker morale and the improvement of the perception of their business being an employer of choice. There was a significant recognition that an investment in people would pay short and long term dividends.

Accountable

When safety is embedded in the culture of workers a commitment is made to keep individuals and the collective accountable. Our participants identified improved accountability through improved communication, willingness to report near-misses and a pro-active work force.

Lower Costs

A decrease in accidents, an increase in productivity, a decrease in turnover and a generally more efficient workplace were all listed as benefits of health and safety being a part of the DNA of a workforce. Our participants envisioned a workplace with zero accidents and a happy, efficient and productive workforce.

Others:

- Fewer Accidents
- Efficient
- Compliant



Your Answers to the Question #5

- Success! an Intrinsic sense of reward *
- Well-oiled machine
- Life is easy
- Simple
- Happiness*
- Engagement*
- Innovation* act the same At home as they do at work****
- People come to see what you are doing*
- Awareness and communication of all hazards
- Total compliance with PPE
- Safety discussed at every meeting
- Pride among employees and staff
- Coworkers walking watching each other's backs
- Hard to imagine (utopia)
- Free up time and energy to focus on other areas*
- Continuous learning
- Increase profitability/Productivity**
- Preferred employer*
- Less turnover
- Collaboration between departments
- Safety is part of your vision*
- People first*
- Sleep at nights*
- Good feeling about where you work
- Feel safer, happier, productive
- Lower stress**
- Lower turnover
- Trust
- Opening environment
- Allows to step off into bigger things
- Increasing engagement
- Sleep a lot better*
- Witnessing initiative to fix a hazard*
- Don't pass it up pick it up
- Optimum WCB payments
- Morale is better
- High levels of trust*
- No surprises
- \$\$
- The Painted picture
- Residual risk engineered out
- Unemployed safety managers
- Whole person productivity
- Empathetic on safety
- Focus on safety
- Frontline safety drivers
- Safety culture
- Safety embedded in way of life*
- Safely do everything
- Trust
- Skinny rulebook*
- Personal and work world become a beautiful place*
- Zzzzzzzzz****
- Productivity, Quality, sales, retention, morale all increase
- There is equal emphasis on health and safety
- Transparency (never lying) is part of our culture
- Caching caching (\$\$)
- Profitable*
- Shared responsibility
- Lowered stress
- Open Communication
- Improvement
- Investment into the safety needs more resources
- Becomes part of a communication strategy
- Caring, positive energy, healthier environment
- Sense of pride for brand
- Develop an engaged workforce
- Safety is not just on a piece of paper. It's not just a policy. It's a way we do things. It becomes the first thing that's thought about before doing a task
- Bright future
- Less stress
- Optimism
- The employer becomes more sustainable as the company becomes more profitable
- Saves money
- Your world is successful
- Happy*
- Sleeping well at night***
- Respectful
- Quiet
- Less headaches
- You notice outliers
- Those who don't buy in*
- The whole team becomes responsible for the talent in the organization*
- Everyone goes home at the end of the day*
- Peaceful and wellness focused*
- Productive yet creative*
- Empowered and fulfilling
- Efficient
- Total accountability***
- Employee level engagement**
- Unity*
- Synergy
- Increased ability to focus on other priorities*
- Zero incidents and injuries*
- Willing to report a near miss
- Virtually zero accidents.
- We don't have or need a safety manager. ("I've been instilling a safety DNA/culture into our employees for 25 years")
- We would work a company where there were no injuries(reportable)
- Everyone would go home each night to their families
- Absentee numbers would drop
- Employees would be more productive
- Profits will increase as costs drop
- Without a safety manager you would need strong leadership from the top for safety would decline*
- A sense of accomplishment that you have done all you can
- Empowered
- Challenging (positively)*
- Peer and upwards accountability *
- Shopfloor tells the boss*
- Safety, production, quality equilateral***
- Any organization with very strong morale, high level of productivity, great quality-control and long-term sustainability-in addition to all staff feel like they are family they love and care for each other.

* indicates the number of times this response was repeated.

Question #6: How do you demonstrate your commitment in culture of safety to customers and employees?

Leadership

There is no more effective way to lead than by example. Our BC Safety Charter members provided us with lots of feedback about setting an example and being visible when leading. Having an open mind, being a good listener and demonstrating integrity were all key factors in demonstrating a commitment to the culture of safety.

Communication

Open communication that includes regularly discussing safety in meetings and sharing experiences, both positive and negative, contribute to a culture of safety in the workplace. Ensuring that all workers are given a voice can go a long way towards achieving this goal as well.

Accountability

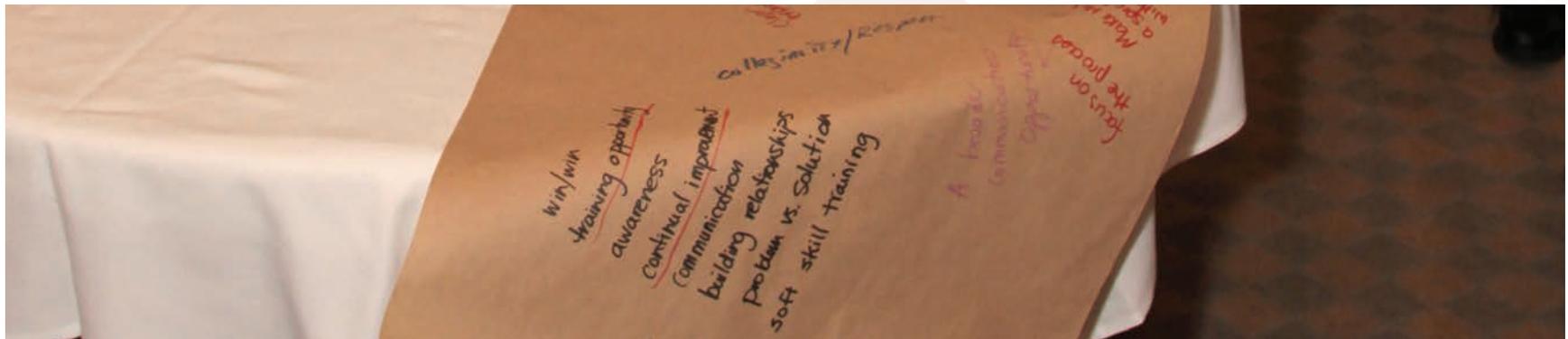
Holding individuals accountable can be one of the most powerful methods for demonstrating a commitment to safety within an organization. Starting from the top down, accountability is most effective when the same rules apply to everyone and are evenly enforced.

Visual / Signage

Proper safety signage in the workplace, as well as in literature produced by a company can be a great way to demonstrate a commitment to workplace safety. A reminder to those with their boots on the ground as well as a marketing tool for customers will continue to promote the culture of safety in an organization.

Other examples:

- Incentives and Rewards for positive behavior.
- Making an investment in training and equipment.



Your Answers to the Question #6

- Visual recognition*
- LTA- Public
- Jackets
- Safety first regardless*
- Participating in customer audits*
- Financial- WIFM incentives, feedback
- Providing tools/PPE -subsidize
- Accountability- performance management all levels
- New equipment investment
- Visible charter logo/ commitment
- Have a safety budget*
- Crew talks
- Quoting policies
- Holding vendors and customers to account**
- Same rules apply to everyone*
- Proper systems
- Walk the talk***
- A good leader is a good follower***
- Listen! Lead by example!*
- Inclusion strategic plan
- Asking questions
- Includes safety as a topic in all company meetings
- Include awards and company newsletter
- Publish results*
- Transparency
- Share experience with everyone*
- Make good use of the charter logo*
- Purchase orders etc.**
- In mission statement**
- Ownership
- Participating in health and safety days
- Visible leadership****
- Action*
- Follow through** provide an opportunity for workers to participate. I.e. Correct peer behavior*
- Listen to peers
- Nurture the passion in your messaging*
- Communication 360*
- CEO accountability system for OHOS*
- CEO budget for safety*
- Regular safety KPI reporting to CEO on a dashboard*
- CEO does field audits*
- Amnesty for self-reporting*
- Have to have empathy, empowerment and engagement *
- Encourage mentoring
- Senior official does all safety orientation
- Talking safety from start to finish- from day one on-the-job
- Share my journey with staff*
- Build a team that has their hands on the safety wheel
- Let them know that the most junior guy on a crew can stop work***
- Open Communication
- A visual appearance
- Housekeeping- a clean environment is a safe environment
- Demonstrating in how to treat your customers and how you do your business*
- Include a message from the president/CEO
- Through induction*
- Develop policies that employees must follow that demonstrate their commitment such as wearing safety vests
- Safety awards
- Mission statement*
- Core values*
- Safety records
- It's everywhere. In your values, part of your vision/mission part of your business.
- Message being up front and center, visible.
- Allows you to be held accountable for your decisions and actions.
- How quickly respond to an issue. Curiosity and questions. Do you do something about it.*
- Put the resources in place to ensure it happens*
- Make it a value**
- Continue communication always talk about it
- Sincerely care
- Be safety officer number one; need right people right systems
- Addressing safety concerns of employees
- Ask questions when they arrive about their safety culture. Share.
- See it in action make it visible
- As a retailer, visible fire extinguisher and safety signs, vests. I'll add safety charter logo to website about us
- Be passionate*
- Be passionate about safety. Be active e.g. commitment behind what they say*
- Practice what you preach demonstrate the action or show conviction actively
- Be verbal talk safety live safety
- Communicate your progress*
- Share your safety goals and vision
- Be visible-follow your own rules*
- FIOSA-MIOSA logo
- Be visible in your actions and expectations*****
- Demonstrate accountability***
- To be willing to lead from the front***
- Recognition of "right" behaviors
- Show follow-up in a timely manner*
- Pay attention to the little things*
- Recognition of safety wins**
- Walk the walk and talk the talk**
- Recognize good safety performance
- Share all parts of safety with employees and clients
- Perform safety by walking around. Talk to your staff, engage them. Look for people doing it right. Reward safe performance.

* indicates the number of times this response was repeated.

Question #7: How do you as a leader communicate a culture of safety?

Values

Our leaders identified the importance of a public statement of safety as a part of the values of an organization. This could exist on a website, in an employee manual or visually in the workplace. Communicating these values both written and verbally will reinforce the culture of safety for a company.

Storytelling

Sharing stories about what has worked, what has not, where the challenges exist were ways our leaders made communicating the culture of safety a priority.

By Example

There is no better way to communicate a culture of safety than to live and breathe it every day. Our

participants re-visited the theme of leading by example and being a positive role model as one of the most effective ways to be a leader in safety.

Other examples:

- Periodic Audits
- Empowering Key Individuals
- Incentives/Rewards for positive behavior.



Your Answers to the Question #7

- Walking the talk*
- Empower people to lead*
- Measures successes, Measure failures, set goals regularly**
- Engage your people, get them to lead discussions on safety
- Promote safety on/ in your brand live it.
- Investing in safe equipment*
- Being visible
- Asking questions*
- Participate in training and ongoing reinforcement
- Celebrate wins*
- Educate on opportunities
- Reward incident and near miss reporting**
- Ask questions!
- Consistency*
- Vision/mission/goals with safety elements
- Incentive plan
- Get down on the shop floor and engage employees where PPES****
- Consistent communication that everyone gets the same message from their leader on down*
- By supporting JHSC*
- Supporting visual communication: signs, memos, posters
- Positive reinforcement-recognize safe behaviors
- Train/develop supervisors to be aware of safety and taking ownership*
- By example**
- By making tough decisions
- By slowing down and thinking before acting
- Think then act
- Include safety in every discussion**
- Never cut corners**
- By demonstrating my values system**
- Sharing the metrics and celebrating success
- With passion, not by vote
- Focus on the benefits: financial, production, morale, etc.**
- Share best practices! Rewarding and recognize (not punitive)
- Meetings
- Storytelling
- Set clear example
- Empowerment
- Measure success
- Demonstrating values
- Train and delegate
- Passion
- Ensure others in organization are allowed to grow i.e. health and safety educating
- Having that safety centered vision
- Bringing others to talk about their challenges and successes
- Reward and challenge employees to display the courage to speak up about health and safety issues*****
- Role model
- Be genuine
- Consistency and message
- Make it part of your value statement written and verbal****
- Town hall meetings**
- Safety culture survey*
- Multi departmental teams to better understand rough stories
- Crew talks
- Safety talks
- Safety stand-downs
- Safety is not a priority it's a value
- Weekly safety audits
- Quarterly audits
- Listen and action
- Follow up***
- Involved in solution
- Values, visibility, verbalize
- See, hear, say
- Lead by example
- If I see a hazard let people see me correcting it as I also explain why **
- Include a safety topic in every biweekly newsletter (which I write)
- Understand behaviors/values
- Deal with tough issues*
- Reflection and communication of values
- Walk the talk- lead by example****
- Sharing your personal story/ experience*
- Shift from a consequence avoidance to achievements**
- Share a safety vision with the company
- Example in person
- Enforcement of policies in fair and equitable
- Expectations clearly stated*
- Orientation/training
- Communicate safety first always
- Transition/toolbox talks
- Supervision leadership
- Make it your culture-whole list approach
- Lead by example*
- Ensure safety as part of every job*
- Hire people who value safety*
- Ensure resources are available*
- By calling it a culture, not OH+ S leads to a more holistic approach and greater engagement at all levels toward safety
- Lead by example*
- See it say it, be knowledgeable always learning and improving the culture.

* indicates the number of times this response was repeated.

Appendix: SME Strategy World Cafe Results Summary

NAME IT	TURN IT	REPLACE IT
Lack of accountability to manage performance with daily coaching (Safety procedure).	Highlight more of our wins and give daily tools for talks.	An engaged culture of safety conscious employees & supervisors. No longer taking the easy way/shortcuts.
Lack of clear direction on H&S Program.	Corporate direction and Support.	Program that is sustainable and provides associate understanding and healthier work environment.
Skids against on end machinery.	Have daily safety huddles.	Education and support safety supervisor.
Ladder Use.	Refresh expectations.	Workers remind each other about safe use practices.
Near Miss Reporting.	Reward program for reporting corrective actions.	Less LTI + Recordable, therefore safer work place.
Minimal visible support from the top.	Verbalize my concerns.	I will feel more supported in my role. Other employees will see the commitment.
Blocking safety exits "fire".	Ensure everyone understands why not to do it. -Reduce blame.	Exits are never blocked, things are always put away.
Poor Documentation.	Empower someone to control documents.	Everyone benefits from easily accesses/well written documentation to learn from.
Poor communication.	Centralized system.	Everyone reading from the same page.
Lack of leadership.	Educate senior management.	Safety is a priority; from the top down, everyone benefits.
Snail's pace around keeping safety program current.	Take charge and move things forward.	Safety program current and all employees buy in and help the climate of change leading to a dynamic safety culture.
Lack of buy in from other managers and supervisors.	Bypass managers and supervisors go directly to the floor.	Floor staff all buys in and protect each other.
Director support.	Take the time to build the business case.	Full support of a director level allows a safety culture to thrive.
Consistent following of policies and procedures.	Top down approach to enforcement of policies.	Policies ingrained/2nd nature. Everyone benefits from safer environment.

Info retention.	Refresher training.	As a company we don't let them forget- Always reminded.
Lack of training.	Integrate.	Trained/competent employees.
Insufficient near miss reporting.	Bribe employees to report their near misses.	Every employee reports a near miss every month. Increased proactive changes to reduce hazards and risk levels.
Unsafe behavioral issues of employees.	Implement behavioral program.	Peer to peer mentoring- Employees looking out for each other.
Application of winter weather policy.	Contingency planning.	Project move forward without exposing team members to hazardous road conditions.
Dealing with contractors and neighboring businesses that don't care about safety.	Communicate more with these contractors and these other businesses associates and neighbors.	Everyone works safely with concern of how their actions affect others.
Organization is struggling with defining and committing to actions. Needing to address learning.	We would have visible + felt leadership on this challenge + ownership of how the challenges/ actions needed would fit into existing work plans could happen.	Organization would feel like changes needed are being looked at/ dealt with by a senior leader. Not an extra to-do out of an incident, rather + feedback method.
Not following Sop's because of time constraints or the old culture	Top down enforcement of the safety first workplace.	Employees recognize the value of safety first. Working safe = less production downtime and better family life.
Age of work force baby boomers.	Health and safety issues.	Accommodation of older workers.
Obtaining the next step change in our H+S program.	Plan, check, do, bet.	H+S further embeds itself into our culture and extends to peoples everyday lives. Healthier happy workforce, more profitable company.
Management and unions often take a positional confrontational approach to safety issues.	Focus on the common Goal of keeping people safe.	Management and unions take a collaborative approach to safety issues and involve and trust each other.
Continuous improvement of safety policies.	Leadership commitment.	Encourage champions and take the train the trainer approach
Ergonomic: Waiting to report discomfort until it has become and injury.	Increase awareness and hazard recognition, evaluation and control.	Best practice in data input safe work practices including job rotation, workstation and technology.

Incoming truck driver walking around the shop without PPE.	Lock out existing doors + place a bell on the door outside of the yard.	Drivers will be out of harm's way+ avoid a number of close calls.
Improper investigation of health and safety issues then poor root cause solutions.	Ownership and accountability to find real root cause and prevent it.	Finding root cause and working on prevention. Fewer incidents happening. Everyone engaged.
Workers buy in into safety policy. Lack of trust with management on safety items.	Arrange forums for worker involvement and review of safety policy and development. Implement a sustainable rewards and recognition program to encourage involvement and instill confidence.	All members of the organization take ownership and have complete buy in into the OHS programs. There is visible trusting relationship between management and employees.
Worker Action.	Change workers to act safely with self-motivation.	Workers actively use safety processes.
Understanding. In an office environment need to get team to move beyond understanding to complete health awareness.	Education. Open the eyes of our team, find stories of similar businesses.	Embracing a whole life perspective. The time at work is a great part of your day.
Unsafe habits.	More training?	Consistent analysis of the small issues and near misses.
Safeguarding of machinery.	Creating greater awareness about the issue and solutions.	All machines are effectively safeguarded. People/workers go home with their hands and digits.
Accountability for health and safety owned by everyone down to the shop floor.	Leadership, make it a priority, education.	Less stress, sleep better at night, more caring culture.
People getting small cuts.	Make the environment cleaner and safer: change culture.	Production people don't get cuts.
JHSC meetings are boring and people aren't willing to attend anymore.	Interject fun and encourage engagement.	People are excited to come to the JHSC and participate. The departments benefit from this change.
Lack of ownership on safety program responsibilities.	Identifying the problem and ask to discuss open discussions.	Those responsible take ownership of the problem. Transparency. Those involved make the required changes.
Complacency.	Reinvigorate self (others).	Engagement (all). Results!
Lack of mental health awareness.	Talk about what's mental health.	Make mental health part of the conversation. Take away the stigma. Create conversation as a start to next steps.

Very Delayed RTW.	Much better accommodated DTN- Better process around RTW. Focus on preventing the absences. H+S	E'ees back to work sooner. E'ees feel valued. Walk the talk. Better morale.
Understanding responsibilities for safety.	Education of employer have through more consultation and training opportunities.	Stronger safety culture. Safer workplaces for all successful businesses.
Having a confident vision of what a desired OHS culture is. + Systems.	Self knowledge and awareness.	Describing the journey to gain this knowledge and understanding the execution to achieve the vision.
Contractor understanding risk analysis.	Clear expectations in participation from contractors and employer.	Contractors one in charge of their own risk assessments and coming with solutions.
Team member engagement lacking on safety.	Team members are fully engage, value safety honest collaborative working relationship on safety.	Everyone in the organization participates and benefits zero our RIR plus LTA.
Complacency.	Awareness plus alignment from team leaders.	The whole enterprise benefits individuals who are injured or at risk
Engaging temporary tradesmen on our projects sent by union locals.		Contact and develop relationships with locals to work with us in building commitment to a safe work culture.
The old way. (Culture of accountability.)	On board our new GM of ops to live our safety values and hold people accountable.	OSSE achieved everyone plus health focus.
Not following procedure.	Involvement in procedure writing.	Employees can quickly fix procedure issues.
Absence of safety culture (second nature).	Safety as a core value not just a priority.	- Workers - Safe in workplace and come home safe to your loved ones.
DTA's.	Independent medical assessment.	Employee benefit. More productive.
Joint H+S committee disfunctionality.	Train members on communication skills OHS/Purpose/terms reference.	L and M work constructively together with a common purpose, no politics, valuable safety recommendations through good, constructive sessions result.
The efficiency of the J HSC.	Engage, empower, develop and support the membership.	An effective, engaged an autonomous committee that identifies problems and affect solutions. All of us win!

Too much looking to the past and not enough looking to the future.	Create a clear road map and vision and communicate it.	We all have a common goal and do not let past history affect our willingness to take part in creating a new company vision.
Employee engagement and ownership.	Increase training revitalized incentives.	Employees recognizing an acting upon unsafe conditions and procedures.
Starting/maintaining programs.	Start with the gap analysis, get outside guidance.	Our staff, customers and brands benefit from having a clear, concise and maintainable (sustainable) safety program.
Apathy towards the safety of their team members.	Focused on the team as a family.	Reward programs ... that benefit from collective approaches safety.
Simple and consistent work procedures.	Procedures one page only. Maximum of four people writing a procedure. Field staff write procedures.	One version of the truth easy for field staff to understand the procedure and own it. Work safety.
Improve communication plus culture teambuilding in the more globalized world of work.	Tell us, workers what would be better with the new approach.	To improve safety is an interesting. Never ending challenge.
Failure to consistently hold toolbox talks.	Schedule a standard routine time for these.	Regular toolbox talks; safety of employees, productivity of the company, management/mitigation of risk.
Overuse syndrome – repetitive actions leading to injury.	Education/preventative programs.	No injuries to report! No lost workdays workers, customers, cost to healthcare.
Tech's not wearing PPE protection.	Tech's wearing PPE all the time.	All tech's are not at risk of eye injuries because they are always wearing PPE.
The overall safety culture.	Better communication.	Positive safety culture. Entire company and The families benefit.
Passing an unsafe asset without addressing it.	Leading by example.	All staff benefit by exposing issues caused by the few.