

Fostering Leadership Commitment to Occupational Safety in Saskatchewan: An Examination of the Effectiveness of the Saskatchewan Health & Safety Leadership Charter

2015 AWCBC Conference
Toronto, ON
May 26, 2015

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Acknowledgements

Research funded by the Saskatchewan WCB.

Thank you to Dr. Tunde Ogunfowora for collaborating on this research.

Thank you to **Bruce Anderson, Heather Becker, Phil Germain, Annette Goski, Jack Hardy, and Gord Moker** for their support of this research and the participating organizations. Thanks also to the project's research assistants: Emily Barber, Heather Bryant, Dayle Diekrager, Carly Dueck, Angela Gilroy, Kayla Hordos, Mike Jesse, Courtney Kozakewycz, Craig Lui, and Sarah Novak.

Overview of Presentation

1. Do CEOs drive organizational safety culture?
2. The Saskatchewan Health and Safety Leadership Charter
3. Research related to the Saskatchewan Health and Safety Leadership Charter
4. CEO Safety Charter Programs: Considerations and final thoughts

Do CEOs Drive Organizational Safety Culture?

National Safety Council Perspective

“[We] know that strong safety cultures thrive in organizations where leaders take an active role.”

“All of this year’s [recognized] CEOs understand that building a safety culture in their organization starts with them – **the choices they make, where they focus their efforts and the expectations they set for others.**”

Source: National Safety Council, “CEOs who Get It”

<http://www.safetyandhealthmagazine.com/articles/11666-from-2014-CEOs>



CEO Perspective

“I choose to lead and emphasize a safe workplace; I want to meet with my employees in safety meetings and not see them in the hospital or meet broken families in the funeral homes.”

Source: Brad Childers, President and CEO of Exterran,
<http://www.safetyandhealthmagazine.com/articles/11666-from-2014-CEOs?page=4#section-2>

Union Perspective

“More than 1,000 workers each year are killed at work, but police and prosecutors are not utilizing the Westray amendments **that hold corporations, their directors and executives criminally accountable for the health and safety of workers.**”

Source: <http://www.stopthekilling.ca/>



Another CEO Perspective

Months before the Deep Water Horizon explosion, Hayward recounted a story from the mid-1990s when he was BP's President of Operations in Venezuela. After attending the funeral of a BP worker who had died on the job, the employee's grieving mother confronted Hayward, beat his chest, and demanded to know **“Why did you let it happen to him?”**

Source: Hayward, T. (July 27, 2009). Entrepreneurial spirit needed: Tony Hayward, British Petroleum. Stanford School of Business public lecture. Retrieved October 15, 2014 at

<http://www.youtube.com/watch?v=FwQM00clxgM>.



Another CEO Perspective

Hayward said the encounter had an enormous impact on him that led him to believe that **“If you lead an organization you have a duty of care to everyone in it. It’s a fact. And the bigger the organization, the more people you’re taking care of.”**

Source: Hayward, T. (July 27, 2009). Entrepreneurial spirit needed: Tony Hayward, British Petroleum. Stanford School of Business public lecture. Retrieved October 15, 2014 at

<http://www.youtube.com/watch?v=FwQM00clxgM>.



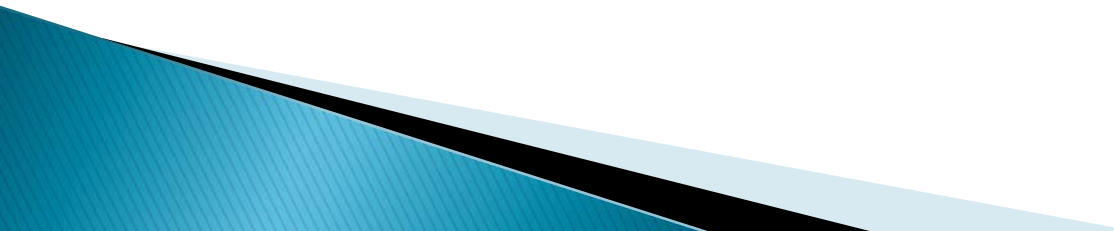
**How much Influence do CEOs really have over
the Safety of their Workers?**

**What does Research tell us about the Impact
CEOs have on Organizational Safety
Culture/Climate?**

Safety Climate

The extent to which employees perceive that safety and safe behaviour is genuinely valued and rewarded in an organization (Zohar, 2010)

Safety climate speaks to the *relative* importance of safety in a setting (Zohar, 2010) and is a leading indicator of safety performance.



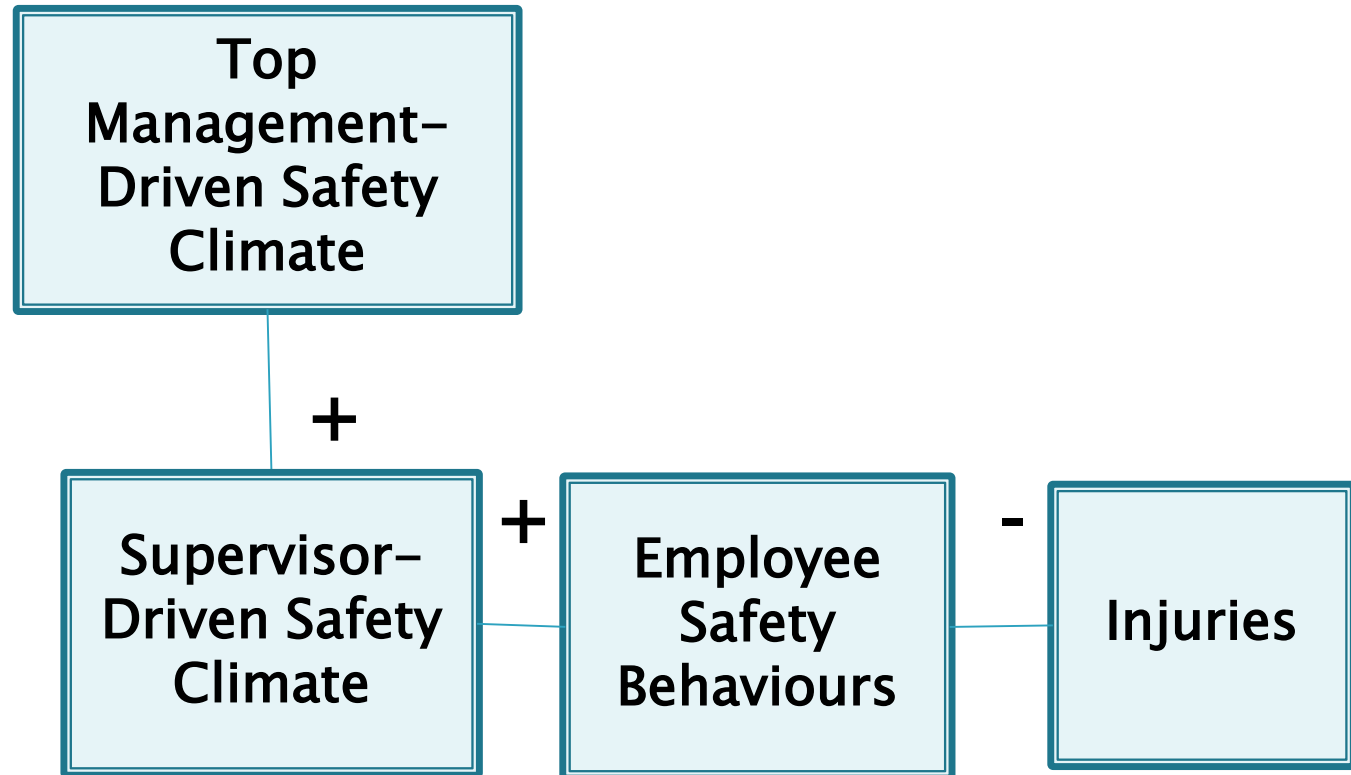
Safety Climate Survey Items

Top management-driven safety climate survey items:

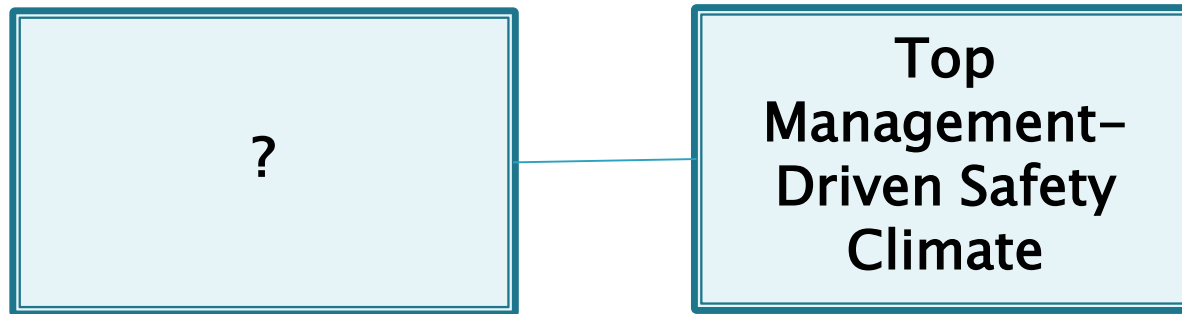
- ▶ Reacts quickly to solve the problem when told about safety hazards.
- ▶ Insists on thorough and regular safety audits and inspections.
- ▶ Tries to continually improve safety levels in each department.
- ▶ Provides all the equipment needed to do the job safely.
- ▶ Is strict about working safely when work falls behind schedule.
- ▶ Quickly corrects any safety hazards (even if it's costly).
- ▶ Provides detailed safety reports to workers (e.g. injuries, near accidents).
- ▶ Considers a person's safety behaviour when moving-promoting people.
- ▶ Requires each manager to help improve safety in his-her department.
- ▶ Invests a lot of time and money in safety training for workers.

Source: Zohar and Luria, 2005

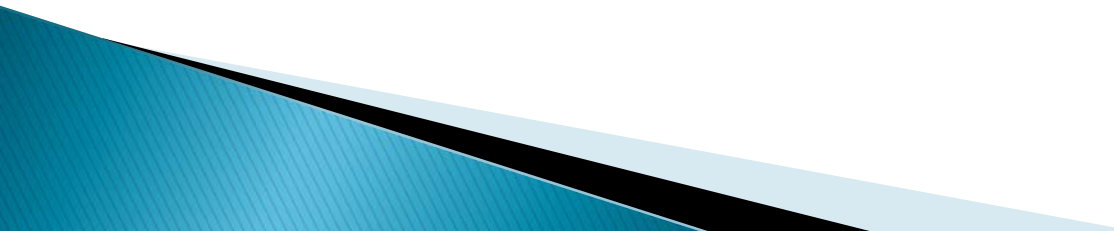
Trickle-down Model: Safety Climate to Employee Injuries



Who/What Drives Top Managers Commitment to Safety?



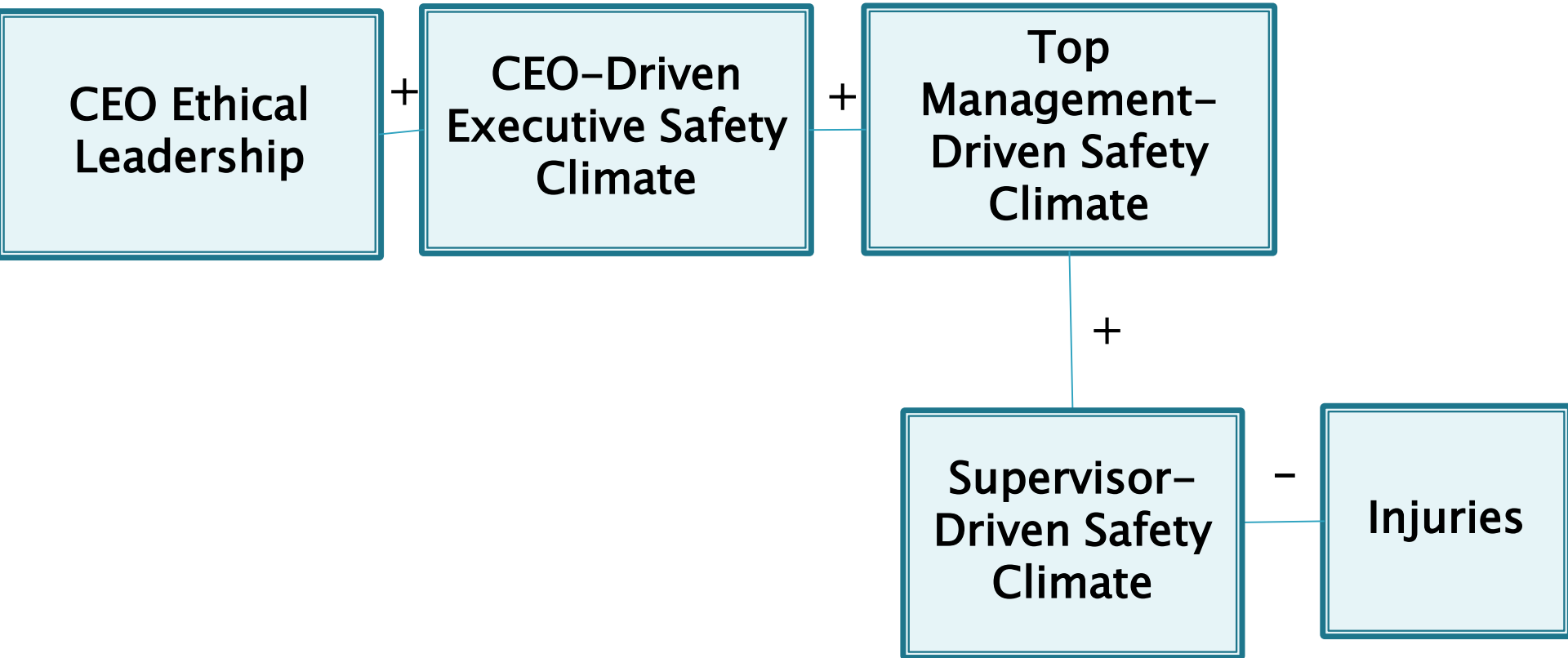
CEOs and Organizational Safety Climate

- ▶ Very little research on the impact of CEOs on safety climate.
 - ▶ **A recent search of a respected research database using the terms “safety climate” and “CEO” returned only two articles!**
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A Study of CEOs and Organizational Safety Climate

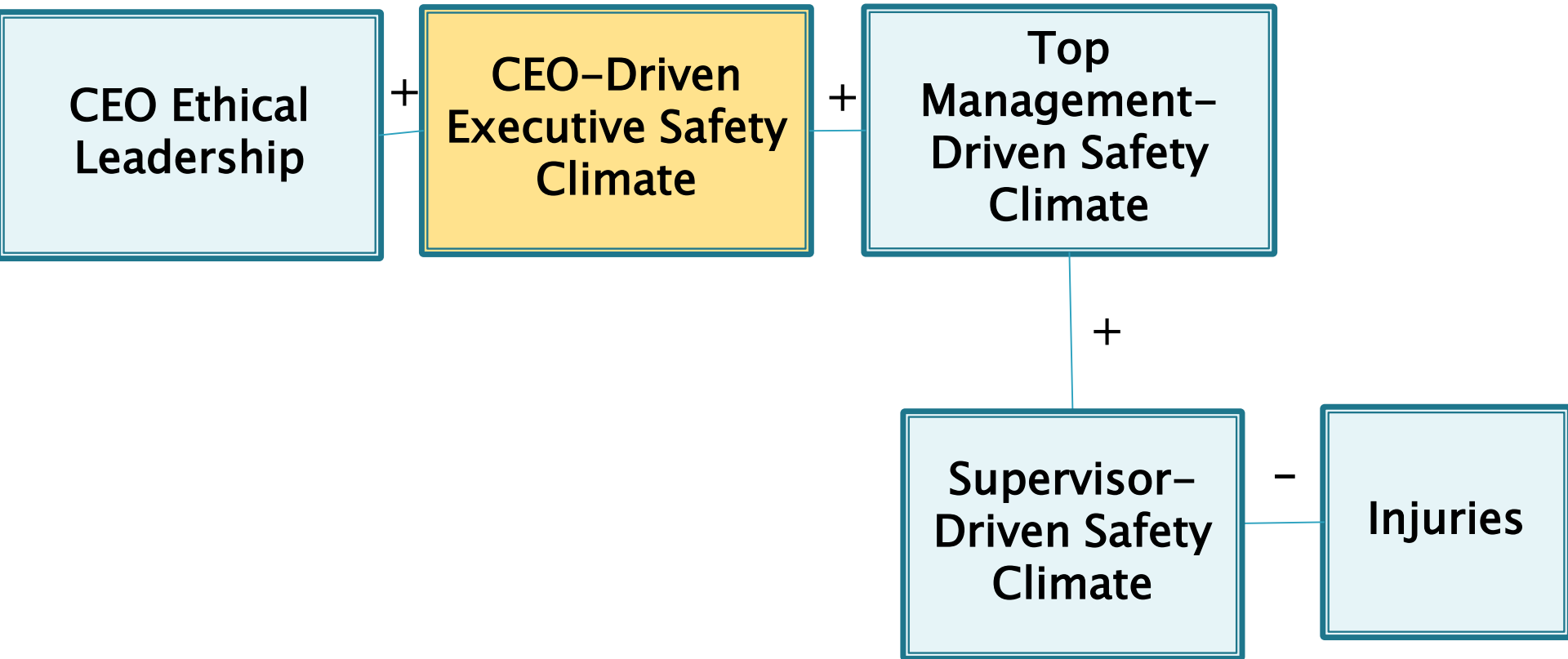
- ▶ Sample of 54 organizations
 - Public sector (43%), manufacturing (20%), commodity and wholesale (11%), building constructions (7%)
 - Average 376 employees per organization (median = 185 employees)
 - Mostly Charter signatories
- ▶ Break down of participant numbers:
 - 2,714 frontline employees
 - 1,398 supervisors
 - 229 members of top management teams

Linking CEO Leadership, Organizational Safety Climate, and Employee Injuries



Tucker, S., Ogunfowora, T., & Diekrager, D. (April 2015). The impact of CEO ethical leadership on frontline employee injuries. Symposium titled "Leadership for Organizational Safety." Society for Industrial and Organizational Psychology (SIOP) meeting, Philadelphia, PA.

How Can CEO Commitment to Safety Be Fostered?



Preventing Work-Related Injuries in Saskatchewan

1. Financial penalties (e.g., SOTs)
2. Target high-risk workplaces (~1,600 inspections per year in SK)
3. WCB-supported training initiatives
4. Social marketing ('Mission Zero' SK)
5. Incentives for injury prevention (e.g., reduced WCB premiums)
6. **Public pledges by organizational leaders (SK Health and Safety Leadership Charter)**

Leadership Charter Programs in Canada

- ▶ A different approach to injury prevention
 - Voluntary mechanism
 - Committing to safety because **“We want to”** versus **“We have to”**
- ▶ Signing as a corporate social responsibility activity
 - Meeting societal expectations
- ▶ Without commitment from top management to safety it is impossible to develop safety climate
 - Extension of the trickle down hypothesis (i.e., if a CEO and top management team walks the talk others will follow)

Saskatchewan Health and Safety Leadership Charter

- ▶ Established in 2010 to support provincial cultural transformation and injury prevention
- ▶ Annual signing event
- ▶ Currently over 400 members
- ▶ Next signing event June 2015
- ▶ My role as a researcher





Saskatchewan Health and Safety Leadership Charter

- ▶ Open to all organizational leaders
 - Public
 - Private
 - Unions
 - Government
 - Non-profit

- ▶ Subscribe to seven principles
 - On the job
 - Off the job



Health & Safety Leadership Charter

This charter is intended to support the continuous improvement of healthy and safe workplaces. It is founded on the principle that the effective management of health, safety and wellness is essential to the operation of a successful business. Participation in this charter is a visible commitment from business leaders to actively participate within a learning community that provides and receives best practices for the enhancement of employee physical, social and mental well being. The benefits will be realized as this learning is integrated and applied into organizational business strategies, systems, and processes.

By signing this charter, leaders commit their support to the following:

- To subscribe to the principle that nothing is more important than the health, safety and well-being of employees, contractors, clients, customers, visitors and, if and whenever possible, the surrounding community.
- To integrate health and safety into business strategies, processes and performance measures, and to recognize that good health and safety performance supports good business results.
- To effectively manage health and safety risks by eliminating, minimizing or controlling hazards.
- To strive for continuous health and safety improvement and to provide the leadership and internal capacity to make this happen.
- To provide an environment that enables all employees to participate and work collaboratively in developing, promoting, and improving health and safety at work.
- To extend health and safety efforts, if and whenever possible, beyond the workplace, recognizing and supporting related initiatives within the community.
- To participate within a health and safety leadership learning community, by providing and receiving information and best practices, with the goal of continuously improving health and safety strategies, programming and performance.

I (Print Name) _____

support and will take action towards applying the intent and principles of the Health & Safety Leadership Charter.

Signature: _____

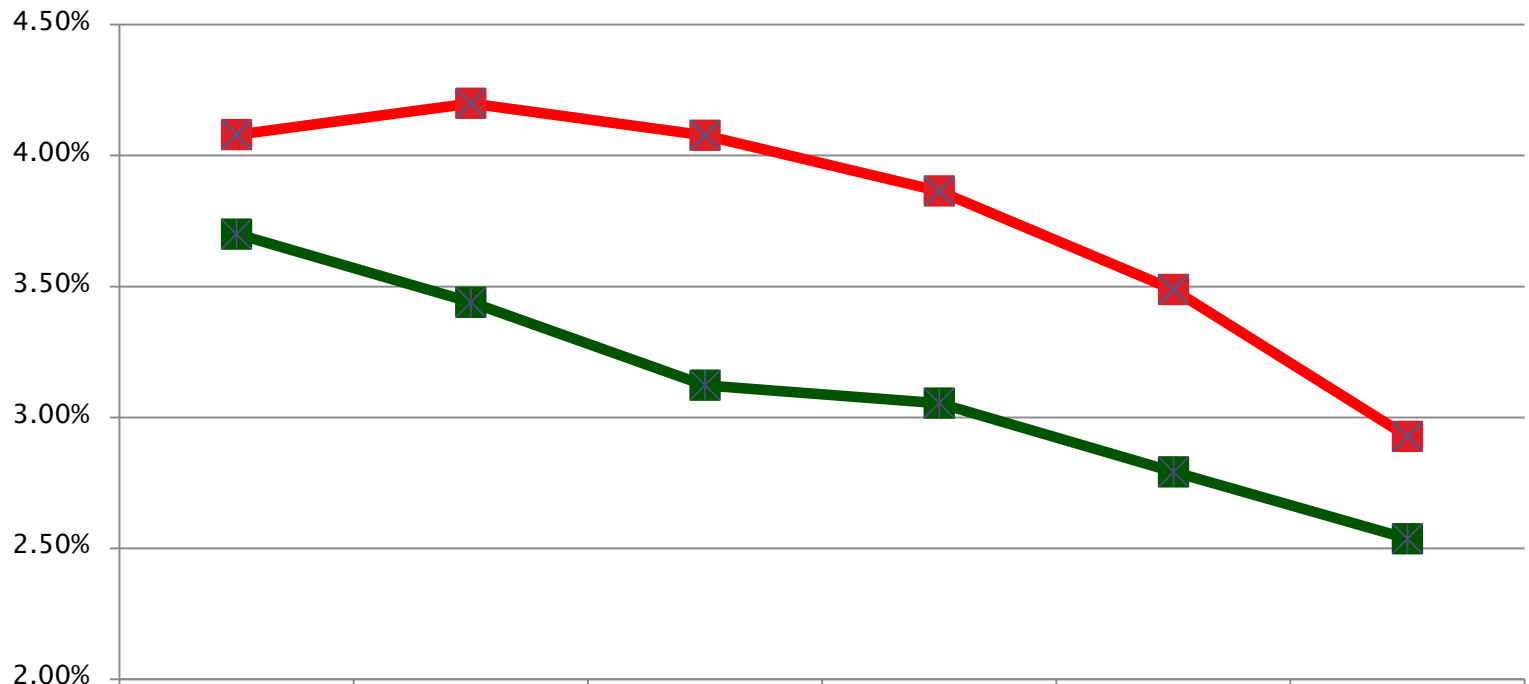
Organization: _____

Date: _____



Time Loss Injury Rates

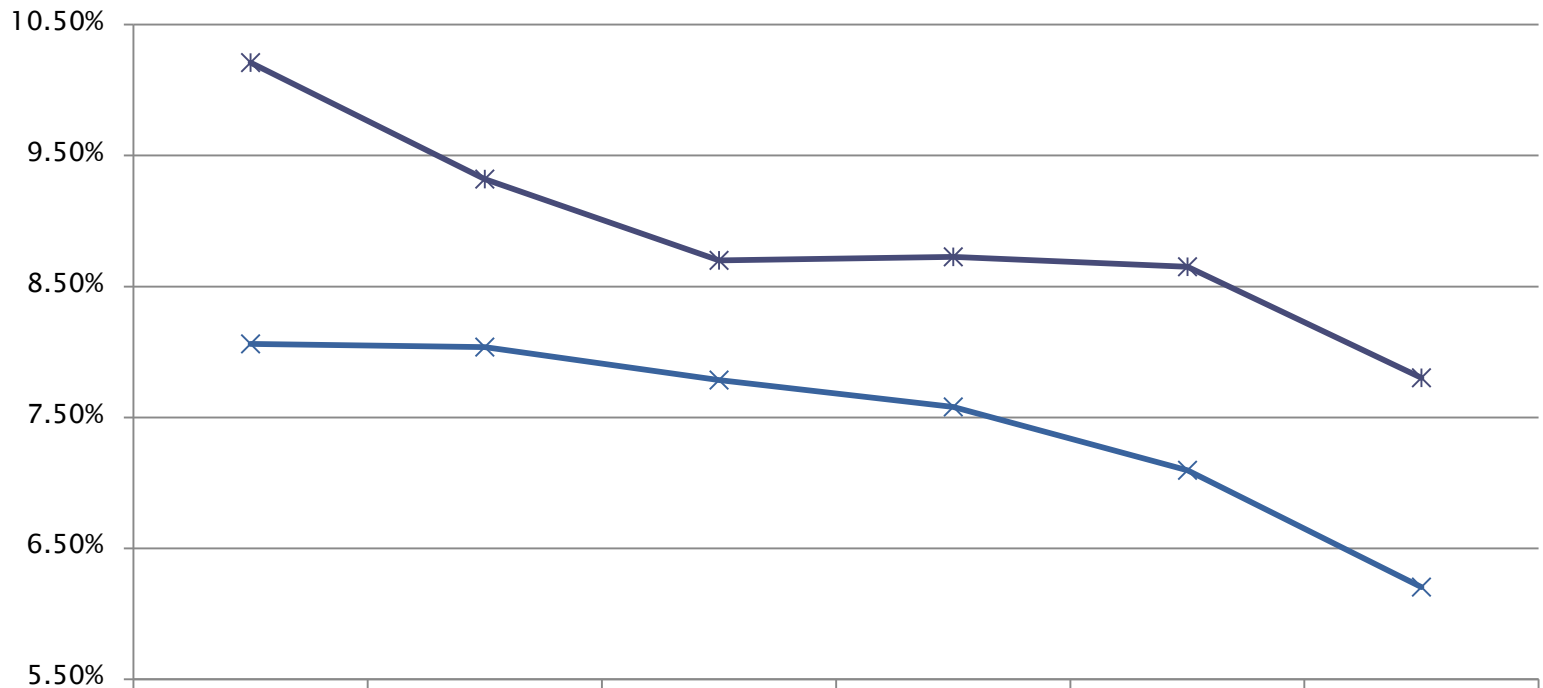
Charter vs Non-Charter



	2009	2010	2011	2012	2013	
Charter Firms	4.08%	4.20%	4.08%	3.86%	3.49%	2.93%
Provincial	3.70%	3.44%	3.12%	3.05%	2.79%	2.54%

Total Injury Rates

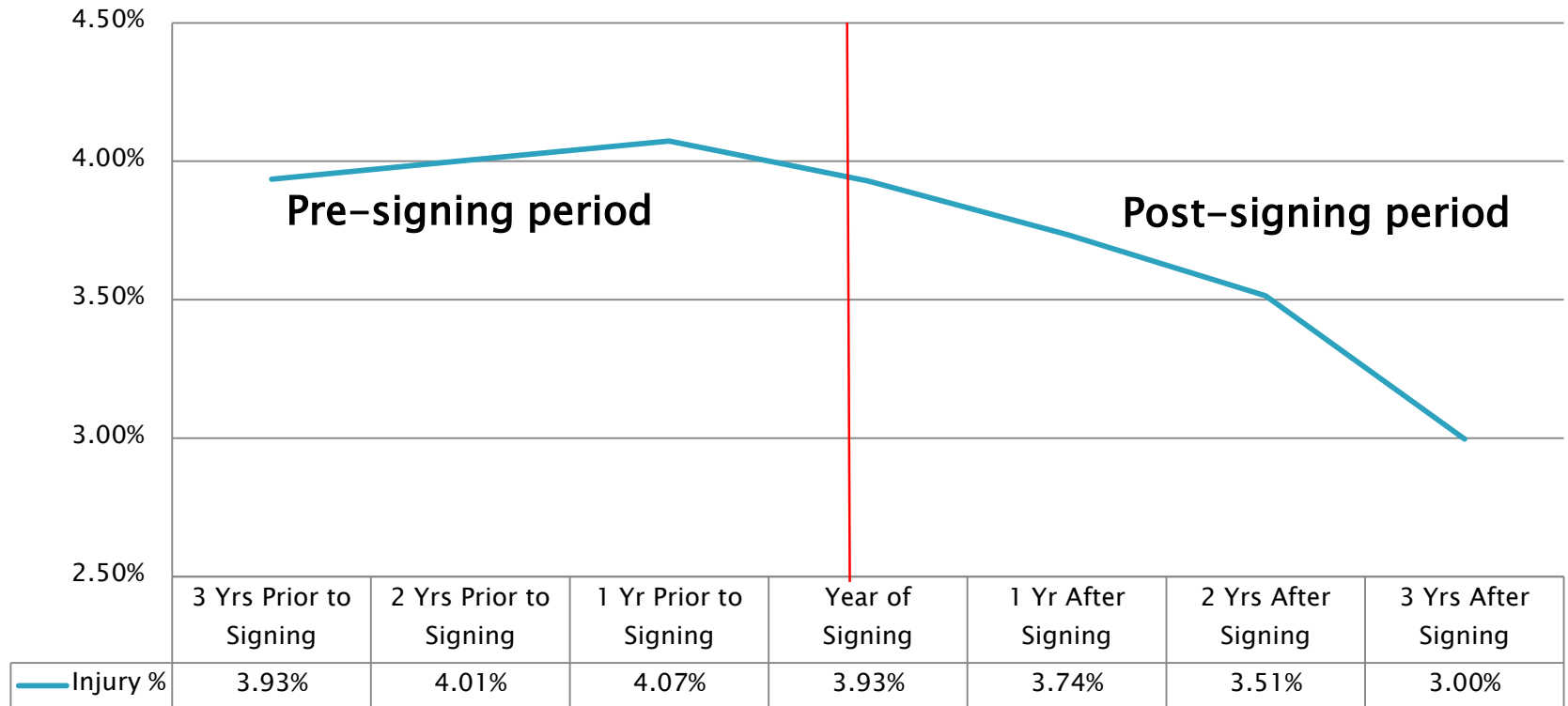
Charter vs Non-Charter



	2009	2010	2011	2012	2013	2014
Charter Firms	8.06%	8.04%	7.78%	7.58%	7.10%	6.20%
Provincial	10.21%	9.32%	8.70%	8.73%	8.65%	7.80%

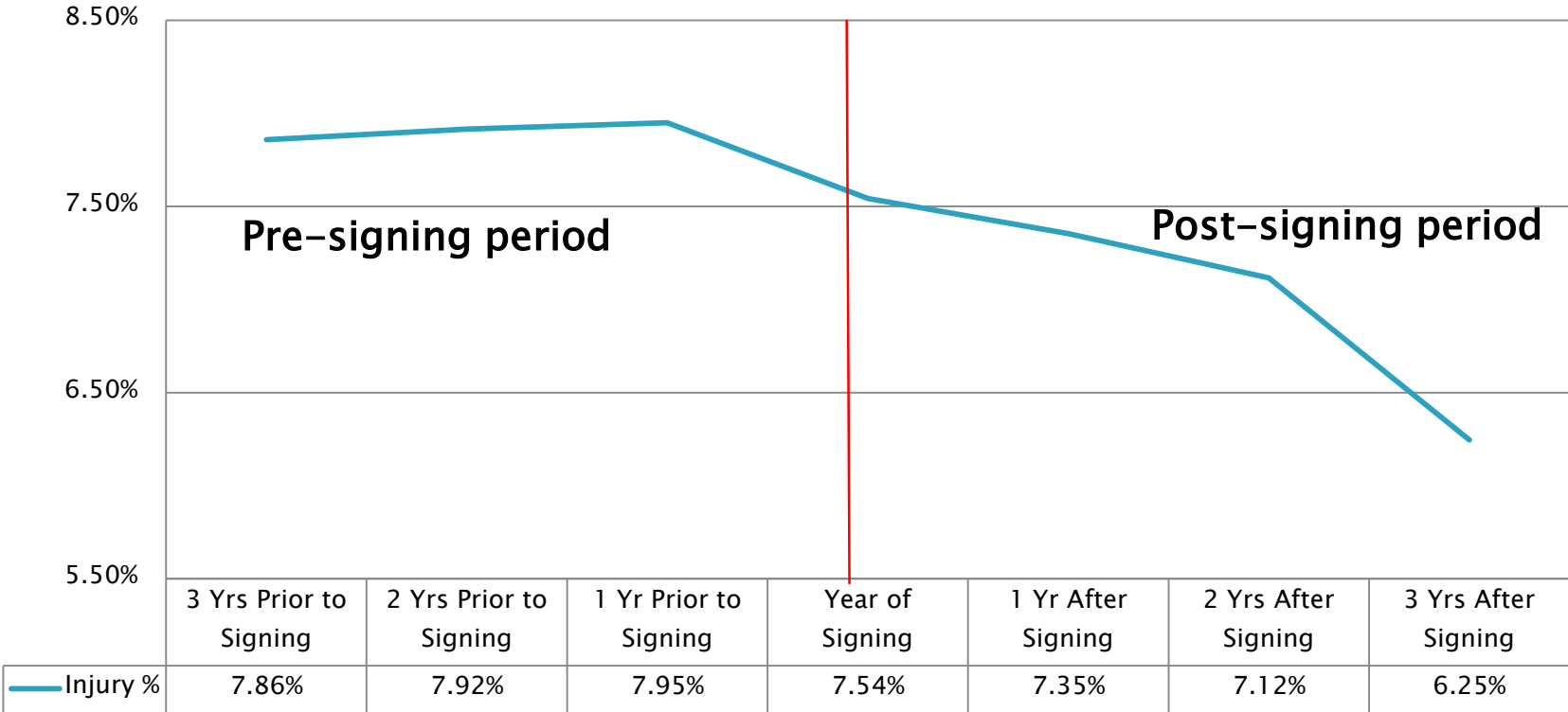
Before & After TLIR

Time Loss Claims Health and Safety Leadership Charter Firms



Before & After Total IR

Total Injury Rate Health and Safety Leadership Charter Firms



Research Projects 1-5

Five Research Projects (2012-Present)

1. Research Project One (2012) Safety climate reports and interviews with over 50 Charter members (completed July 2013)*
2. Research Project Two (2013) Safety climate reports with over 50 Charter and non-Charter organizations (completed August 2014)

* Report available at: http://www.worksafesask.ca/wp-content/uploads/2013/11/SK-Leadership-Charter-Project_Final-Report_final-version.pdf

Five Research Projects (2012-Present)

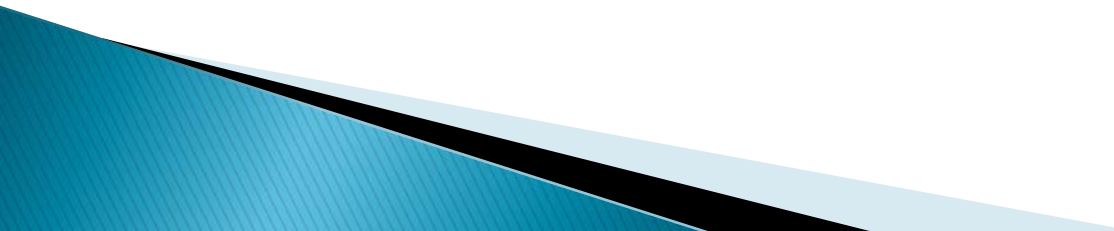
3. Research Project Three (2014-2015) Safety climate reports with 25 Charter and non-Charter organizations (estimated completion July 2015)
4. Research Project Five (2014) Consultation process to develop safety leadership learning and accountability sessions (completed fall 2014)*
5. Research Project Four (2015-2016) Safety climate reports with Charter and non-Charter organizations (estimated completion July 2016)

* Please contact Sean Tucker for a copy of this report



Project 1

Safety climate reports and interviews with over 50 Charter members

1. Interviews with Charter members
 2. Survey of Charter members, senior managers, and frontline employees with free organisational safety benchmarking report.
- 

Project 1: What does the Charter Mean?

Examples:

“[The Charter] commits the senior management team to safety. Employees can point the finger if we don’t live up to our commitment.”

“[The Charter] keeps you focused and grounded on that important commitment that you make to the people you work with.”

“We would be doing these activities whether we signed the Charter or not. The Charter is a way to publicly communicate our commitment.”

Project 1: Why Endorse the Charter?

1. Signing the Charter signified their commitment to safety

Example:

“We signed the Charter to show our staff that we’re serious about safety. [The Charter] is about being accountable to our staff and demonstrating that our word is good.”

Project 1: Why Endorse the Charter?

2. Opportunity to improve safety

Example:

“The factor that motivated us to sign the Charter was the ultimate goal to work safe. We felt it was important to sign [the Charter] because we were a part of the top 50 [organizations] in Saskatchewan [with the worst] workplace injury [rate].”

Project 1: Changes Since Signing the Charter

1. Investments in infrastructure such as equipment, information systems and additional human resources.
2. Investing in educating and training of employees and customers.

Example:

“We share safety infrastructure and educate and train large clients on safety sites on the new way about going about things in a new manner... We try to change the culture in our clients as well.”

Project 1: Changes Since Signing the Charter

3. Encouraging injury reporting, documenting, and monitoring.

Example:

“Policy development instituted more formal reporting [involving] root cause analysis and prevention. Safety performance is tracked and reported quarterly to the executive group.”

Project 1: Activities in the Community

- ▶ Two participants stated their organization educates external stakeholders through the delivery of services and sponsoring safety-related community events.
- ▶ The majority of interviewees and survey respondents said their organization does not actively support health and safety initiatives in their community.

Project 1: Accountability

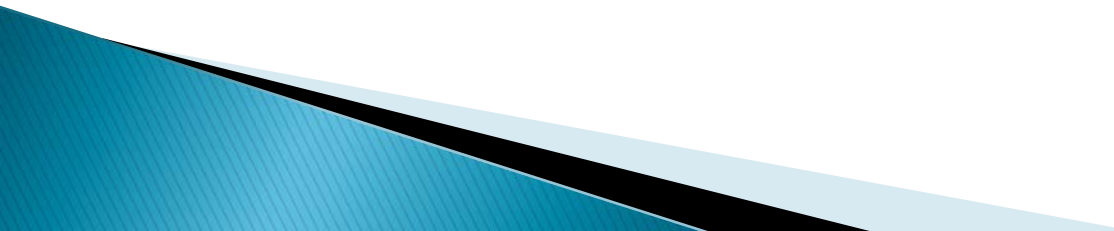
- ▶ Concern about the Charter being “**just a photo opportunity**”
- ▶ Interviewees from public sector organizations said they are already held accountable by the public.
- ▶ Maintain accountability within the signatory membership body. Issues could be discussed frankly and confidentially among Charter signatories.

Project 1: Accountability

- ▶ Ideas for accountability mechanisms:
 - “Ensure follow up of all action plans for improvement are completed in a timely matter”
 - “Ask charter members to report back and share their initiatives each year”
- ▶ Many indicated that accountability is important to the creditability of the Charter program but also circumspect regarding the target of accountability
- ▶ **Accountability followed up in Project 5**

Summary of Project One

What Charter Members Told Us

1. Signing the Charter signifies commitment to safety to both internal (employees) and external stakeholders.
 2. Charter would lead to more information sharing about best OHS management practices
 3. Taking on more initiatives to reduce injuries within their organizations
 4. Few signatories are supporting initiatives to reduce injuries in their communities
- 

Safety Climate Benchmarking Reports

Provided to Charter Signatories in
Research Projects 1-3

A Value-Added Incentive for Signing and Tool for
Motivating Continuous Improvement in Safety

Safety Climate

The extent to which employees perceive that safety and safe behaviour is genuinely valued and rewarded in an organization (Zohar, 2010)

Safety climate speaks to the *relative* importance of safety in a setting (Zohar, 2010) and is a leading indicator of safety performance.

Sample Safety Climate Statements

Top management in this organization...

- ...considers a person's safety behaviour when moving/promoting people.
- ...requires each manager to help improve safety in his/her department.
- ...gives safety personnel the power they need to do their job.
- ... Plus 13 other survey items.

Sample Safety Climate Report (2012-2016)

This report benchmarks your organization's safety climate, employee engagement, and employee turnover intention scores with scores from 55 other Saskatchewan-based organizations. Overall, your organization's safety climate score:

- Ranked 46th among 55 participating organizations
- Ranked 9th among 10 participating organizations in your sector

This report provides detailed information about your organization's safety climate and suggestions for improving safety in your organization.

Sample Safety Climate Report (2012-2016)

Table 1c: Average safety climate score for each participating organization ranked highest to lowest with sector*











* Agriculture (1); Building Construction (2); Commodity-Wholesale-Retail (3); Development – Mineral Resources (4); Government and Municipal (5); Manufacturing and Processing (6); Road Construction (7); Service Industry (8); Transportation-Warehousing (9); Utility Operations (10)

Rank	Sector	Score
1	2	4.53
2	7	4.43
3	2	4.28
4	5	4.19
5	7	4.14
6	6	4.03
7	6	3.99
8	8	3.98
9	4	3.96
10	8	3.96
11	3	3.94
12	4	3.94
13	4	3.94
14	2	3.93
15	5	3.87

Sample Safety Climate Report (2012-2016)

	2012	2013	Change over Previous Year
Safety Climate	4.05	4.13	2.0% 
Turnover Intentions	2.00	1.50	35.0% 
Employee Engagement	4.35	4.57	5.0% 

Sample Safety Climate Report (2012-2016)

	Number of Responses		Safety Climate	
	2012	2013	2012	2013
Estevan	56	82 	3.95	3.97 
Weyburn	15	16 	3.95	4.13 
Regina	59	55 	4.17	4.27 
Yorkton	93	118 	4.13	4.16 
Total/Average	223	271 	4.05	4.13 

Sample Safety Climate Report (2012-2016)

Safety Climate Item	Average Score
Invests a lot of time and money in safety training for workers	4.31
Provides workers with a lot of information on safety issues	4.27
Tries to continually improve safety levels in each department	4.22
Provides detailed safety reports to workers (e.g., injuries, near accidents)	4.21
Insists on thorough and regular safety audits and inspections	4.21
Uses any available information to improve existing safety rules	4.20
Gives safety personnel the power they need to do their job	4.20
Regularly holds safety-awareness events (e.g., presentations, ceremonies)	4.19
Reacts quickly to solve the problem when told about safety hazards	4.12
Requires each manager to help improve safety in his-her department	4.11
Considers safety when setting production speed and schedules	4.11
Is strict about working safely when work falls behind schedule	4.09
Listens carefully to workers' ideas about improving safety	4.06
Quickly corrects any safety hazard (even if it's costly)	4.03
Provides all the equipment needed to do the job safely	4.01
Considers a person's safety behaviour when moving-promoting people	3.91

Satisfaction with Safety Climate Reports

	2012	2013/14
Perceived value of report (out of 10)	6.15	7.54
Percentage likely or very likely to participate again	77%	88%

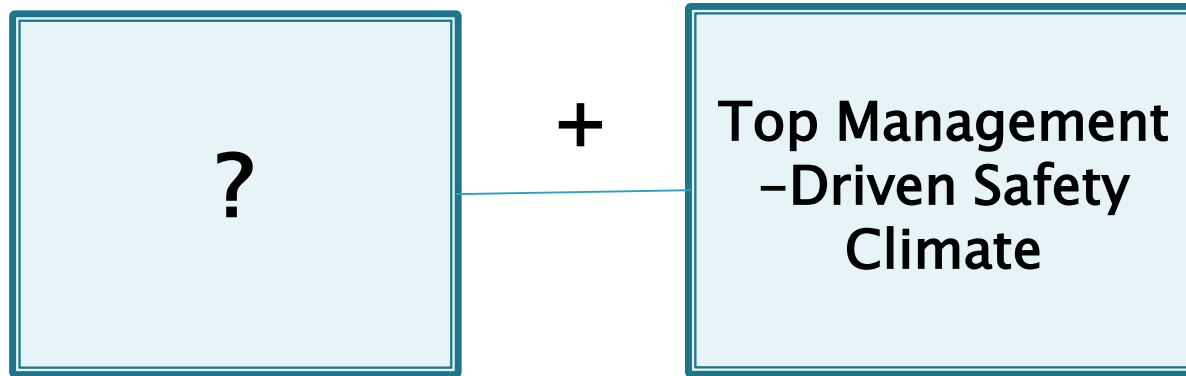
Use of Safety Climate Reports

- ▶ Report is frequently shared with CEO and executive team. Report contains information that safety personnel can use as leverage for change.
- ▶ Basis for identifying areas for improvement and areas of strength
- ▶ Used as leading indicator of organizational safety performance

Other Research Findings

Projects 1-3

Aside from the CEO, What Impacts Top Management-Driven Safety Climate?

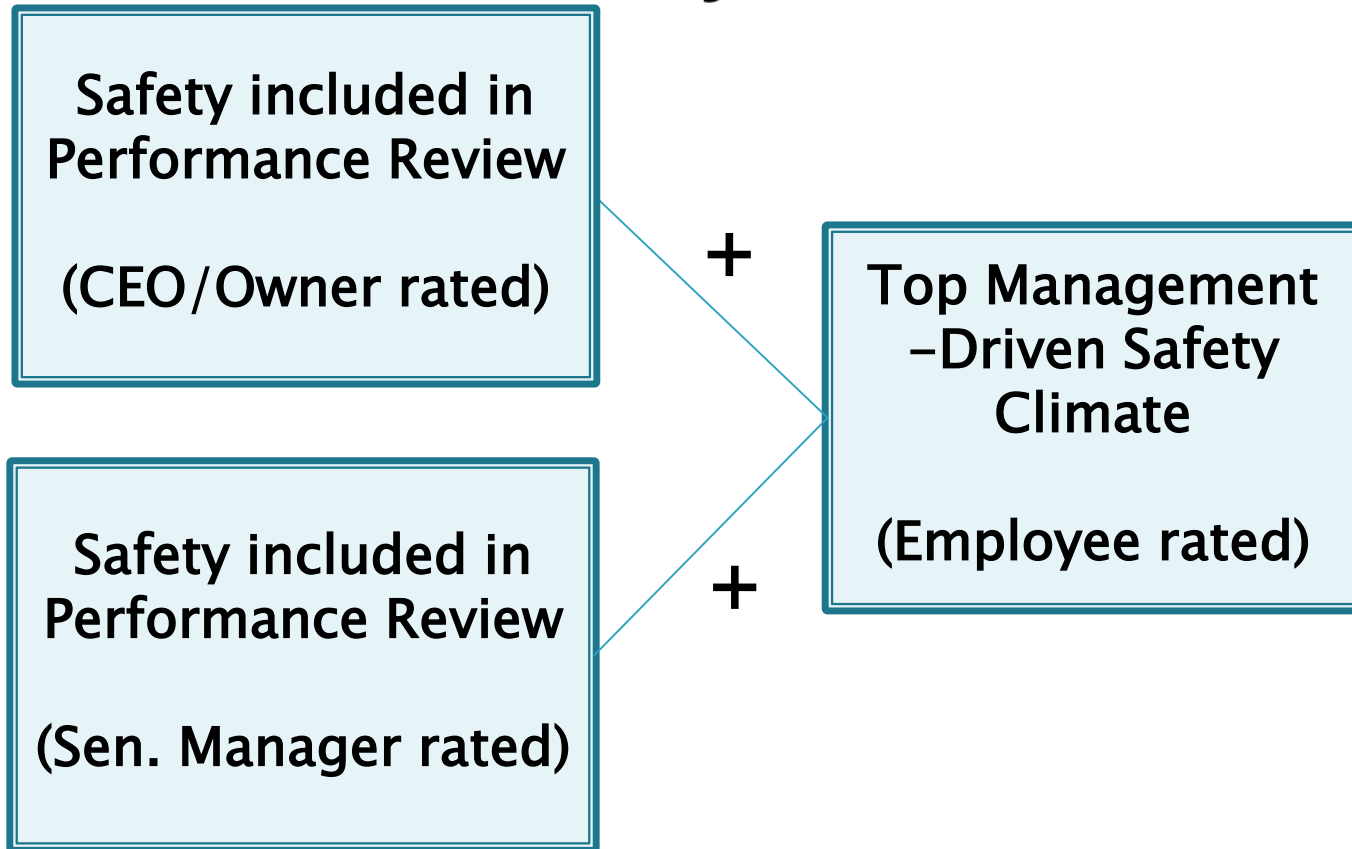


Linking Safety-Orientated Top Management Team (TMT) Performance Evaluations to Top Management- Driven Safety Climate

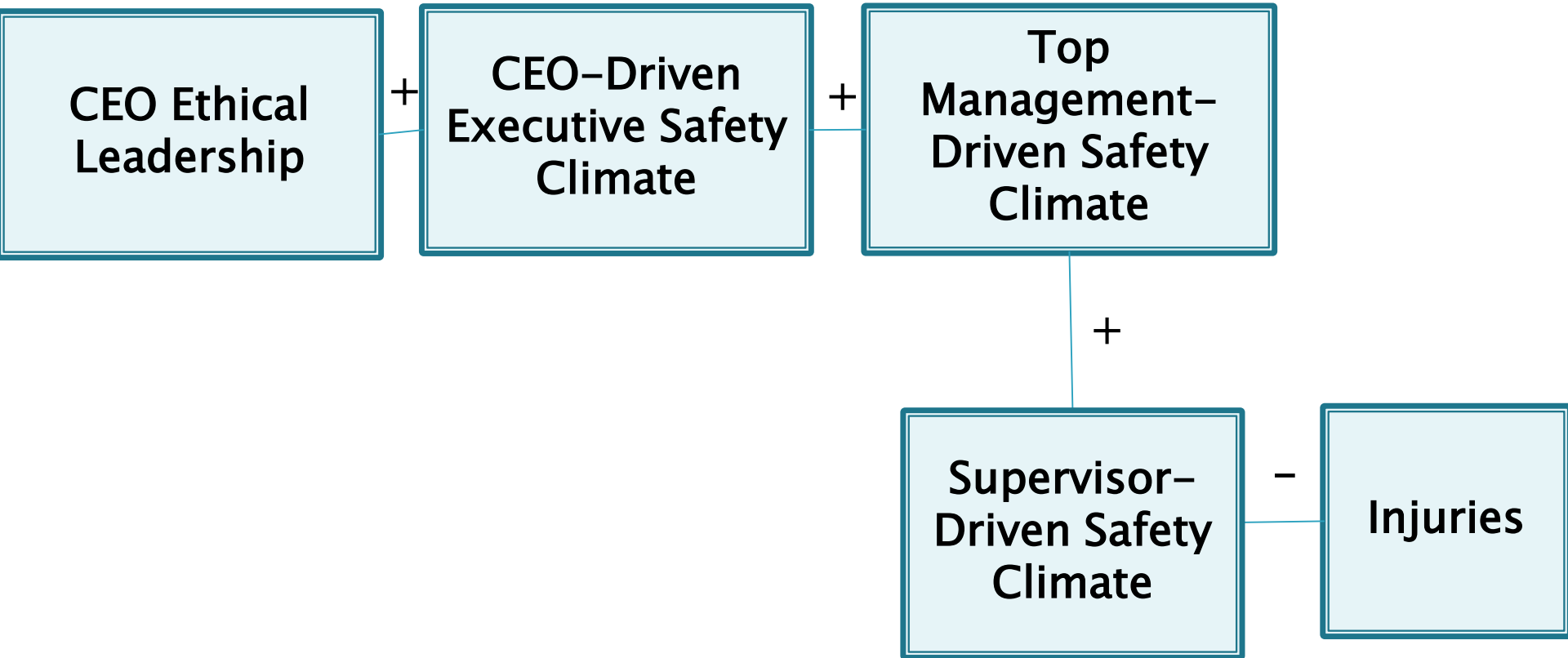
**Top Management
-Driven Safety
Climate**

(Employee rated)

Linking Safety-Orientated Top Management Team (TMT) Performance Evaluations to Top Management-Driven Safety Climate

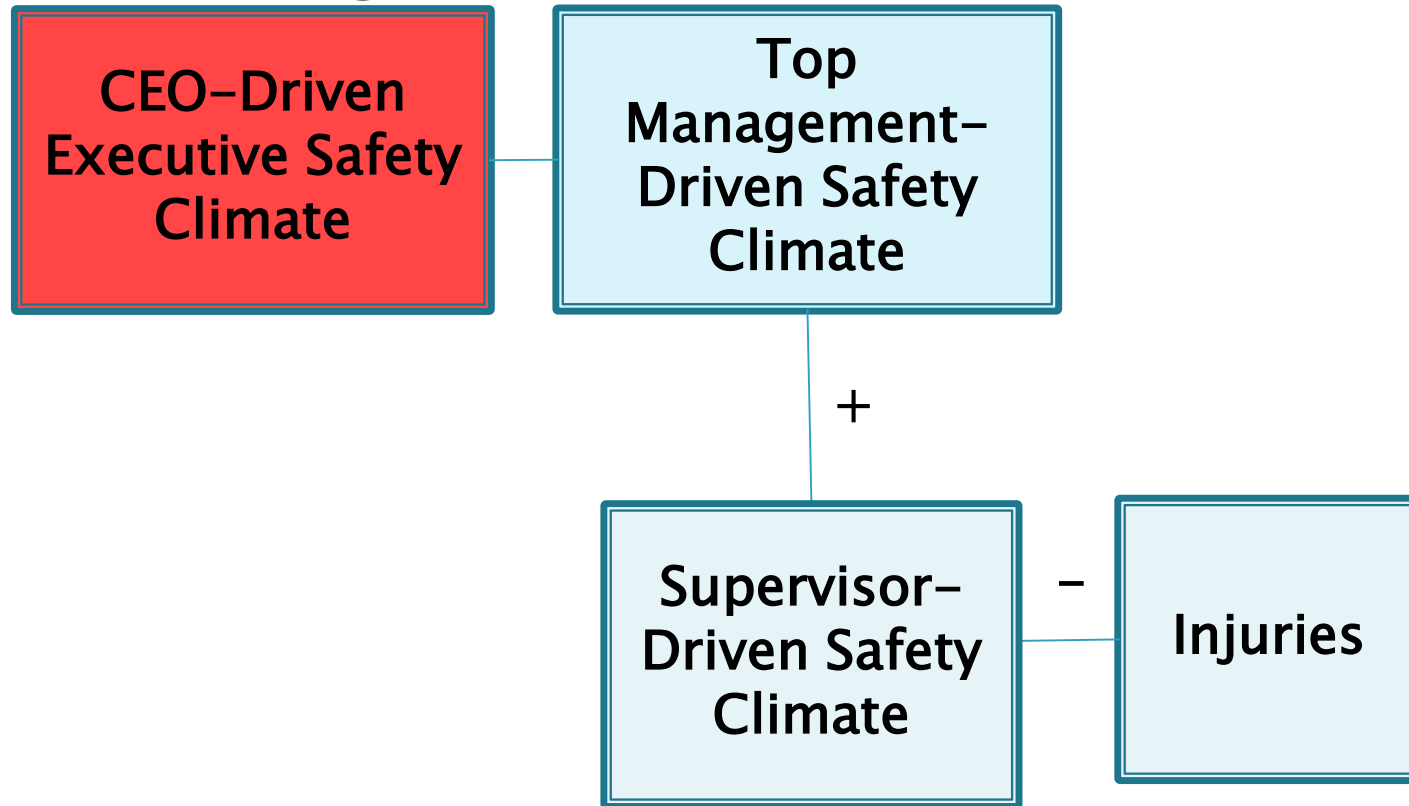


CEO Impact on Organizational Safety Climate (Revisited)



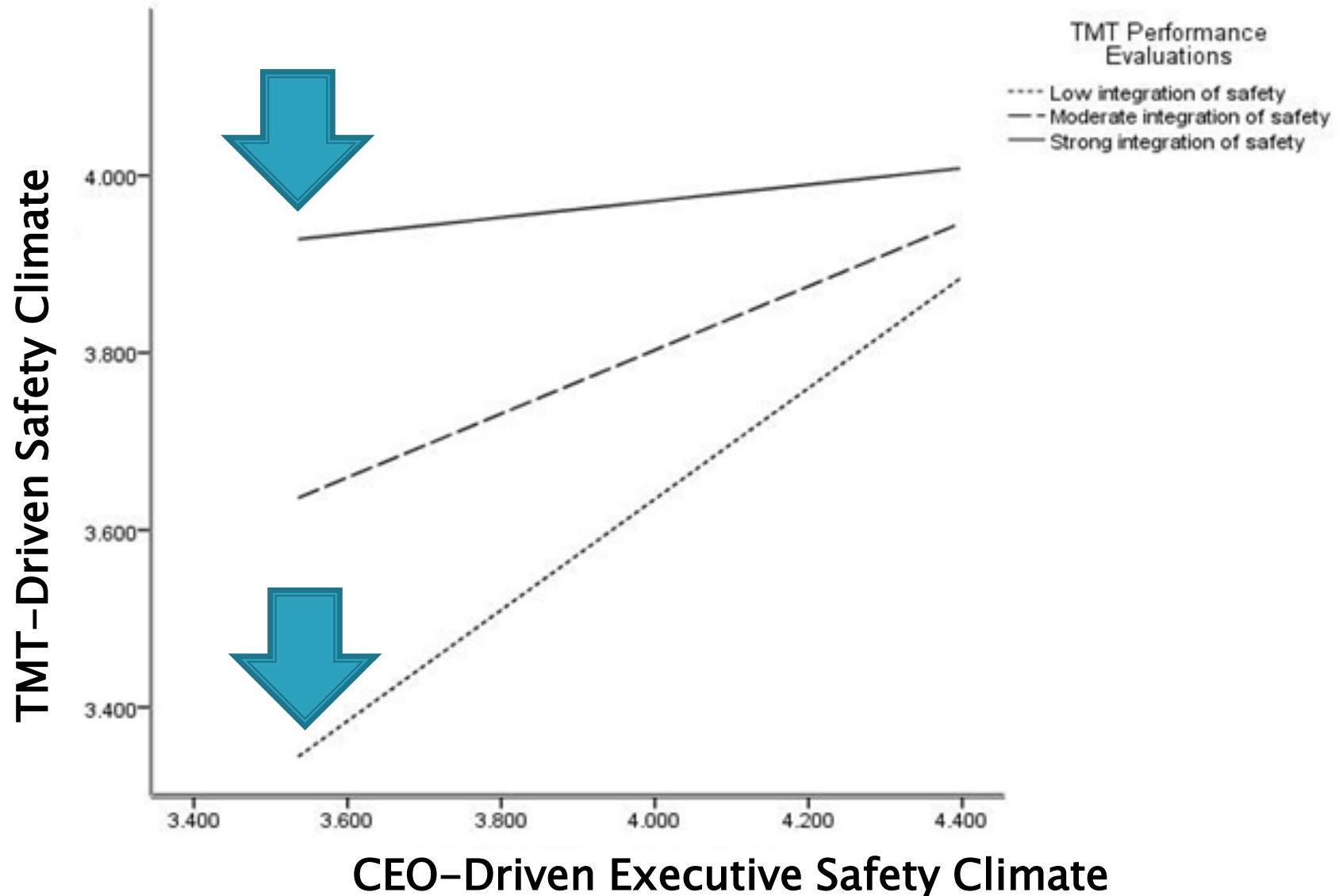
Tucker, S., Ogunfowora, T., & Diekrager, D. (April 2015). The impact of CEO ethical leadership on frontline employee injuries. Symposium titled "Leadership for Organizational Safety." Society for Industrial and Organizational Psychology (SIOP) meeting, Philadelphia, PA.

What can Compensate for LOW CEO-Driven Safety Climate?



Tucker, S., Ogunfowora, T., & Diekrager, D. (April 2015). The impact of CEO ethical leadership on frontline employee injuries. Symposium titled “Leadership for Organizational Safety.” Society for Industrial and Organizational Psychology (SIOP) meeting, Philadelphia, PA.

Linking Safety-Orientated TMT Performance Evaluation to TMT-Driven Safety Climate



What Organizations are Doing to Evaluate TMT Safety Performance

1	Incidents and injuries in their areas of responsibility and actions taken. Qualitative information (e.g., how often they speak to their management teams about safety).
2	Identifying what actions/activities have been undertaken to advance health and safety in the past year.
3	Frequency and severity of safety incidents is tracked
4	It is one of our core values and therefore is embedded in every component. We discuss it specifically and indirectly.
5	We review safety issues on a quarterly basis
6	Several ways: WCB Rates Incident reports & accident reports, safety committee meetings, and observational tours
7	Participation in safety initiatives and training
8	We have them sign off on all safety paperwork and evaluate their comments.
9	Performance is reviewed on a weekly and monthly basis, and is reflected in their Personal Performance Plan (PPP) and their Bonus payout.
10	Specific examples of behaviors that demonstrate understanding of safety policy are recorded as part of the performance evaluation process

What Organizations are Doing to Evaluate TMT Safety Performance

11	Health and safety Goals are added to annual Performance Goals for all site supervisor and managerial personnel.
12	Ensuring that the mandatory OHS meetings are being held, that all OHS standards are met, and that all safety concerns are handled by the committee.
13	Partly through performance indicators (all safety incidents frequency rate) and for all by leading indicators showing participation to building our safety culture (safety visit including discussion with operations workers)
14	Time lost injuries, at fault accidents, lack of project completion caused by health and safety related issues.
15	Health and Safety is measured from a number of perspectives. 1) Defining the contribution made to overall H&S culture through observations of behavior (do they walk the walk) 2) Defining the contribution made to overall H&S culture through participation in formal initiatives that are recognized as supporting the culture (i.e. OH&S Committee, OH&S work order resolution, etc). 3) Overall safety performance within the manager's ownership (continuous improvement initiatives, traditional measures such as Lost Time Accidents, Medical Aids, Medical Treatments, etc) Additionally, the site has a variable pay system that incorporates safety as one of the key elements/performance measures that pays out (or takes away)
16	Determine how the Manager is communicating safety to his subordinates.
17	Our outcomes on safety, sick, overtime etc. Our staff surveys which ask them if we make safety a priority. 360 degree reviews.


Project 4: Development of Charter Accountability Framework



Project 4: Development of Charter Accountability Framework

“The Charter needs enforcing - What I mean is people need to take it serious.” (Charter member, Project 1)

“Accountability is important. What is even more important is how you frame accountability. Accountability should not be perceived as punitive. Accountability should be set up as “What are the expectations and how do we meet those expectations?” How do we generate accountability that compels people to get to that target?” (Charter member, Project 1)



Project 4: Development of Charter Accountability Framework

Facilitated consultative process with Charter members to develop an safety leadership learning and accountability within the Charter program.

Steps:

1. 35 Charter members participated in consultative sessions (March 2014)
2. Presentation to accountability options to 35 members of working group (April 2014)
3. Entire Charter membership invited to provide feedback on accountability proposal (July-August 2014)
4. Refinement and adoption of accountability process (Fall 2014)

Project 4: Development of Charter Accountability Framework

Key Recommendations:

Most Charter members think of **accountability** in the context of high-value, inclusive, and interactive face-to-face meetings where Charter members feel safe sharing stories, questions, and, more generally, learning from one another and individuals who are experts about safety leadership at the executive level.

Actively encourage voluntary disclosure of safety goals and progress towards these goals.

Final Thoughts

Final Thoughts

- ▶ The Saskatchewan Health and Safety Leadership Charter program is evolving.
- ▶ The Charter is not meant to be nor can it be a panacea for Saskatchewan's high rate of work-related injuries.

Final Thoughts

- ▶ Are Charter programs effective in preventing injuries? At this time, we cannot make cause and effect statements.
- ▶ Alongside enforcement, education, and training programs, the Charter program has the *potential* to support cultural change in the way Saskatchewan business owners, executives, managers, and workers think and act on opportunities to improve workplace and non-workplace safety.

Final Thoughts

- ▶ The contribution of a Charter program to cultural change primarily depends on two factors:
 - The resolve of organizational leaders to carry through on their commitment to the Charter principles.
 - The Charter program's offering of innovative and accessible supports (e.g., information on best practices in safety management) that will help enable new and existing Charter signatories to continuously improve safety.

Final Thoughts

- ▶ Importance of managing the expectations of Charter signatories.
- ▶ Consider the return on investment of Charter programs. Targeted investments can have potentially large returns. Fostering lasting change in just a few CEOs can have a board impact on employee safety.

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