Saskatchewan Leadership Charter Project

Prepared for:
WorkSafe Saskatchewan

Prepared by:
Dr. Sean Tucker and Dayle Diekrager

July 2013

UR business centre for management development

University of Regina

Executive Summary

The Saskatchewan Health and Safety Leadership Charter aims to build commitment among organizational leaders to eliminate preventable work and non-work injuries in Saskatchewan. To ensure that the Charter Program is serving its intended purpose, Work Safe Saskatchewan approached the Centre for Management Development to conduct an evaluation of the program. The evaluation involved collecting and analyzing information from several sources, including Charter signatories, their senior management team, and their front line employees.

Information on how the Charter has influenced workplace health and safety in organizations and suggestions for improving the program was gathered through an interview study and a survey study of signatories. We found that organizations primarily signed the Charter to signify their commitment to safety to both internal and external stakeholders. In addition, several signatories hoped that participating in the program would enable them to more effectively manage health and safety hazards through receiving information about best management practices. Further, there was evidence suggesting that many Charter organizations that participated in the research are integrating health and safety into business strategies, processes, and performance measures and engaging in various initiatives to reduce injuries within their organization. Based on the information provided by the Charter signatories in these studies, recommendations were provided to improve knowledge and information sharing, to improve the promotion and recognition of the Charter Program, and to develop accountability mechanisms. A summary of recommendations can be found in Appendix 1.

Additional data was collected from Charter signatories, members of their senior management teams, and their frontline employees through a survey study. Overall, 85 of 309 Charter organizations expressed an interest in participating in the survey study. Of this number, nearly 5,000 individuals from 71 organizations participated by completing surveys. We found a strong positive relationship between safety performance as part of senior management performance evaluations and employee-rated senior management commitment to safety. This finding suggests that when a CEO (or equivalent) holds their senior managers accountable for safety performance, senior managers are more likely to commit to managing in a way that puts a priority on employee safety. However, at the same time, 15 percent of senior managers reported that safety performance was not included in their performance evaluation.

The analysis also addressed the question of how CEOs influence their organization's safety climate. The results suggest that safety climate can be indirectly influenced through CEOs ethical leadership behaviours (e.g., defining organizational success not just by results but also the way that they are obtained). We found that CEO ethical leadership and CEO commitment to safety (both reported by senior managers) were positively related. Next, we found that CEO commitment to safety was positively related to employee-rated top management commitment to safety. Overall, we found an indirect positive relationship between CEO leadership and top management commitment to safety. Other findings from the surveys are reported (e.g., prevalence of signatory involvement with injury prevention initiatives in the community) and recommendations aimed at improving knowledge of evidence-based best practices and improving the overall credibility of the Charter program.

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Introduction

1.1   Background

Established in 2010, the Saskatchewan Health and Safety Leadership Charter aims to build commitment among organizational leaders to eliminate preventable work and non-work injuries in Saskatchewan. To date, over 300 chief executive officers, business owners, and other organizational leaders have endorsed the principles in the Charter (see Appendix 2).

While the Charter Program continues to gain recognition and attract new signatories, little is known about what the program means to signatories and, more importantly, the kinds of changes signatories adopt to improve health and safety in their organizations and communities. To ensure that the Charter Program is meeting the needs of participating organizations and is serving its intended purpose, an evaluation of the program is appropriate at this time.

The Saskatchewan Workers Compensation Board engaged the Centre for Management Development in the Faculty of Business Administration at the University of Regina to conduct an evaluation of the Charter Program. The project began in May 2012 and was completed in May 2013.

1.2   Study Objectives

The purpose of this research project is to broadly evaluate the effectiveness of the Charter Program from the point of view of Charter signatories, their senior management teams, and their frontline employees. To accomplish this, the project involved collecting and analyzing information from several sources, including:

- Interviewing up to 20 new and existing Charter signatories about what the Charter means to them and their organization and if, and how, participation in the program has affected their organizational safety policies and practices.

- Surveying organizational leaders who had recently signed the Charter. Survey questions related to their motivation for joining the Charter and the expected impact of participating in the Charter Program.

- Surveying approximately 75 new and existing Charter organizations, including the signatory, his/her senior management team, and frontline employees.

1.3   Deliverables

The Centre for Management Development (CMD) provided the following deliverables:

- A final report outlining the findings of this research project.

- A customized confidential report for each participating organization outlining employee-reported safety climate perceptions and, if requested, feedback on employee engagement and employee turnover intentions.

2.0   Signatory Thoughts on the Charter Program: Results from an interview and survey study

The interview study involved conducting interviews with 14 new and existing Charter signatories to gain an understanding of how the Charter has influenced workplace health and safety in their organizations and gather suggestions for how the program can be improved.

2.1   Interview Study

Method

A list of approximately 263 existing signatories and 46 organizational leaders who signed the Charter in June 2012 was provided to the researchers by Safe Saskatchewan. In May 2012, 15 existing signatories and five new signatories were randomly chosen from different classes of organizations (i.e., public/private sector, small/large organizations) and invited to participate in an interview. A recruitment letter was distributed to the selected signatories and followed up by email messages and phone reminders. Due to a low response rate from the initial sample, seven more existing signatories and three more new signatories were randomly chosen and invited to participate in August 2012. A total of 14 organizations agreed to participate in an interview.

Research Participants. Eight participants signed the Charter in 2010 and six participants signed the Charter in 2012. The majority of participants were CEOs or Presidents; however, participants were also business owners, vice presidents, human resource managers, and operations managers (Table 1). Eight participating organizations were from the public sector and six were from the private sector. Small, medium, and large organizations were represented in the sample (Table 2) representing organizations from a range of sectors (see Table 3).

Table 1: Job Titles of Interviewees (N = 14)

Job Title	Number of Interviewees
CEO/President	7
Vice President HR	3
Operations Manager	2
Owner	1
HR Manager	1

Table 2: Participating Organizations by Number of Employees (N = 14)

Number of Employees	Number of Organizations
7 to 25 employees	2
26 to 100 employees	2
101 to 1000 employees	7
1000 + employees	3

Table 3: Participating Organizations by Primary Industry (N = 14)

Industry	Number of Organizations
Commodity – Wholesale – Retail	2
Government and Municipal	6
Manufacturing and Processing	3
Service Industry	3

Research Instruments and Analyses. Beginning in May 2012, semi-structured interviews lasting approximately 10 to 15 minutes in length were conducted with participants. The interviews were conducted face-to-face or on the phone, in most cases with the two authors present. Both researchers maintained detailed notes of the conversations and, whenever possible, recorded direct quotes of important responses. These notes were later transcribed in MS Word for thematic analysis. To assess the factors that influenced the implementation of the Charter principles, we asked participants about discussions surrounding the signing of the Charter and the factors that ultimately motivated them and their organization to endorse the Charter. To assess the actual implementation of the Charter's principles, we asked participants questions related to specific health and safety initiatives occurring within their organization and community, the extent of integration of health and safety into their business strategies, processes and performance measures, and their participation in the Charter Learning Community (See Appendix 3 for a complete list of signatory interview questions).

After seven interviews were completed common themes emerged, in particular related to the nature and appropriateness of accountability mechanisms applying to Charter members. Subsequent interviews were more focused on exploring and developing this theme further.

Results

The first question, which was directed towards participants who signed the Charter in 2012, asked: "How did you learn about the Leadership Charter?" Responses (N = 4) were categorized into three themes and are shown in Table 4.

Table 4: Charter Signatory Recruitment Methods

Category	Frequency of comment
1. Safety association	2
2. Employee	1
3. Colleague	1

Four responses were collected to the second question, which was also directed towards participants who signed the Charter in 2012, which asked: "What benefits to your organization do you anticipate will result from signing the Charter?" Responses were categorized into three themes. Exemplar quotes are shown in Table 5 along with their prevalence.

Table 5: Benefits of Signing the Charter

Category	Example comments	Number of references
1. Raises awareness among internal and external stakeholders	[The Charter] raises public awareness [about safety].	2
2. Holds organization accountable to improve health and safety	"Signing the Charter makes people put their money where their mouth is."	1
3. Directs attention to building a positive safety culture	"It is a commitment that workplace safety is a fundamental aspect of a thriving, productive organization. Making the commitment alongside colleagues demonstrates within our industry a desire to think and act as one."	1

The next question asked: "Do you recall having discussions (among senior managers or at the board level) about whether or not to sign the Charter?" Responses to this question (N = 13) were categorized into one of three categories and are shown in Table 6.

Table 6: Discussions Surrounding Signing the Charter

Category	Frequency of comment
1. Discussions with senior management team	7
2. Discussions with board	2
3. No discussions	4

Sixteen responses were collected to the fourth question, which asked: "What factors ultimately motivated you to sign the Charter?" Responses were categorizes into four categories. Exemplar quotes are shown in Table 7 along with their prevalence.

Table 7: Motivation for Signing the Charter

Category	Example comments	Number of references
1. To signify commitment to safety	"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." "As a leader in this organization, I want safety to be a priority. I believe I must be active in the safety community and I must show that I am dedicating my time and resources to safety."	6
2. A reflection of current practice and thus a good organizational fit	"…preceding the signing of the Charter, our organization started putting more focus and more resources [towards safety] to move the organization in a more positive direction. The Charter was a good fit with what our organization was already trying to do."	4
3. An opportunity to improve safety	"We needed to do a better job of reducing injuries." "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]."	4
4. An opportunity to reduce costs	"By signing the Charter, [there was an opportunity to] increase employee engagement, reduce absenteeism, and of course, reduce our WCB premiums."	2

Next, participants were asked: "What new initiatives have you actively supported (or intend to support) to reduce injuries within your organization since signing the Charter?" and "How has health and safety been integrated into strategies, processes, and performance management?" Due to the similarities in responses to these questions, the responses (N = 26) were analyzed together and categorized into seven categories. Exemplar quotes are shown in Table 8 along with their prevalence.

Table 8: Initiatives within Organizations

Category	Example comments	Number of references
1. Investing in infrastructure such as equipment, information systems, and human resources	"[We] defined a strategy that consists of an effective top management accountability structure… a comprehensive review of equipment, implementation of a safety management system..." "We dedicated more resources in Human Resources and more vigor in audits and training."	6
2. Educating and training employees and customers	"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." "We conducted across the board training of supervisors and employees."	6
3. Improving incident reporting	"We encourage reporting [injuries] regardless of severity." "Policy development instituted more formal reporting [involving] root cause analysis and prevention. Safety performance is tracked and reported quarterly to the executive group."	5
4. Benchmarking safety performance	"We track performance in [health and safety] in quarterly reports to the executive group and benchmark against other organizations."	3
5. Reviewing policies	"Our strategy consists of a comprehensive review of policies."	3
6. No initiatives	"The charter publically declares what my organization is already doing. Therefore, I don't intend to do anything different."	2
7. Integrating safety into pay for performance system	"Safety is being built into our pay for performance system as a component of pay-for-performance."	1

As an extension to the previous question, participants were asked: "Do these efforts [to reduce injuries] extend to your community?" Two participants stated their organization educates external stakeholders through the delivery of services and sponsoring safety-related community events. However, the majority of interviewees said their organization does not actively support health and safety initiatives in their community. One participant stated that "some organizations feel uncertain and uncomfortable" with their role in safety initiatives outside the organization.

Fourteen responses were collected to the question: "Overall, what does the Charter mean to you?" Responses were categorized into one of three themes. Exemplar quotes along with their prevalence are shown in Table 9.

Table 9: Meaning of the Charter

Category	Example comments	Number of references
1. Commits the organization to health and safety	"[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."	6
2. Communicates existing commitment to safety	"The Charter is a symbolic reference to the high regard already placed on safety. Signing the Charter doesn't mean our organization is more or less committed to health and safety." "We would be doing these activities whether we signed the Charter or not. The Charter is a way to publicly communicate our commitment."	5
3. A means to educate and learn from other organizations	"We know there are other organizations dealing with the same issues and we are learning and gathering ideas from them about what their organizations are doing to deal with health and safety issues."	3

Twelve participants were asked "Do you discuss health and safety initiatives with your counterparts in other organizations?" to determine participation in the Learning Community aspect of the Charter Program. Responses were categorized by the frequency of discussions and are shown in Table 10.

Table 10: Health and Safety Discussions with other Organizations

Category	Frequency of comment
1. Discussions occur	6
2. Discussions rarely occur	4
3. Discussions never occur	2

Participants provided three explanations for not discussing health and safety with their counterparts. First, a lack of commonalities may prevent discussions from occurring with other organizations. Second, an organization in a low risk industry may not consider health and safety as a relevant topic for discussion among senior organizational leaders. Lastly, a lack of forums for sharing information and awareness of who other Charter signatories are prevents discussions from occurring.

Accountability Mechanisms

We asked participants for suggestions to improve the Charter Program and in some cases specifically what participants thought about adopting accountability measures. Most participants stated that accountability is important.   Some pointed out that internal accountability processes for safety performance already exist within their organization (e.g., to their Board of Directors, their employees). Furthermore, some public sector organizations said they are already held accountable to the public. The following excerpt from an interview represents one signatory's opinion regarding accountability:

> "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? If the targets are aligned with the organization, there should be no issues with accountability."

Many participants suggested that a discussion should occur among charter signatories about the role of accountability mechanisms. However, few participants were able to suggest mechanisms to hold signatories accountable to the Charter principles. Eligibility criteria, whereby organizations would be required to meet criteria before signing the Charter, were discussed as one possibility. One participant stated this mechanism "has more merit". On the other hand, another interviewee expressed concern that organizations with poor health and safety track records may try to use the Charter to improve and may be denied this opportunity due to restrictive eligibility criteria.

Two participants suggested accountability could be maintained within the signatory membership body. They said that issues could be discussed frankly and confidentially within the group and thus stay among Charter signatories. In emphasizing the need for confidential discussions among signatories, one participant stressed that both WorkSafe Saskatchewan and the Workers' Compensation Board be absent.

Public accountability was also discussed. Two participants expressed concerns regarding public accountability processes. Below is an excerpt from one of these interviews:

> "It may not be worth the risk from a reputational perspective [of] being held accountable by somebody other than their own board, especially if it's public accountability. There is a risk that some organizations may not bother signing the Charter. To be quite frank, I would be very hesitant to be evaluated publicly."

Besides accountability measures, participants were asked to provide suggestions to improve the Charter Program. Responses (N = 8) were categorized into four themes. Exemplar quotes are shown in Table 11 along with their prevalence.

Table 11: Other Suggestions for Improving the Charter Program

Category	Example comments	Number of references
1. Create more learning opportunities such as online forums and networking events.	"…create more opportunities, events, and technological advances by creating online forums. Hosting webinars or taping events will allow more people from various geographic locations to reach information." "My sense is that the only opportunity to gather information is during face-to-face events. I would like to see other mediums and other opportunities to hear others speak of their journeys and challenges..."	3
2. A more focused strategy on injury prevention	"Programming should be targeted towards industries with the highest incident rates rather than spending resources on a "one size fits all" program."	2
3. Increased publicity	"Value is maximized when awareness is maximized. There is a lack of media attention [surrounding the Charter]." "There should be more publicity for those organizations that are not Charter members. Why haven't they signed the Charter?"	2
4. Changes to the annual Charter signing event	"Leaders do not go [to the signing event]; they send representatives because the same speeches occur each time. Signing is not a big deal anymore. Some speakers don't have stellar track records and talk about the past seven years, not since signing the Charter. I would like leaders whose behaviours have changed as a result of the Charter to speak."	1

This summarizes the main themes that emerged from the interviews with 14 organizational leaders. In the next section of the report, we discuss these findings in relation to the results of the signatory survey study.

2.2   Survey Study

Concurrent to the interview study, we invited organizational leaders of Charter organizations to complete a short on-line survey regarding their impressions of the program. The responses reported in this section are limited to four questions in the signatory survey.

Method

In May 2012, a recruitment letter was sent to 309 signatories, including those who had committed to signing the Charter in June 2012. The recruitment letter informed signatories of the purpose and procedure of the study. In return for their participation, signatories were offered a free customized confidential report of employee-reported safety climate perceptions in their organization [1] and, if requested, feedback on employee engagement and employee turnover intentions (these data are not reported in this study). A consent form was attached to the recruitment letter. Signatories interested in participating in the study confirmed their participation by email or phone. The recruitment letter was followed up by email and phone. To improve the survey response rate, the studies' authors made presentations at Charter-related events in May 2012 and the Charter signing event in June 2012.

As individuals confirmed their participation in the study, they were sent an email message invitation with a unique URL link to the signatory survey (see Appendix 4 for signatory survey). Surveys were administered via Survey Monkey. There were two groups of respondents: those who endorsed the Charter prior to 2012 and those who signed the Charter in 2012. The first group responded to questions related to health and safety initiatives occurring within their organization and community and the integration of health and safety into their business strategies, processes and performance measures. They were also asked to provide recommendations for improving the program. Signatories who signed the Charter in 2012 were provided with a different set of questions related to their motivation for joining the Charter and the expected impact of participating in the program. Both groups provided information on their tenure with the organization, position, and other background information.

Results

Fifty-five individuals partially or fully completed the survey. Three respondents participated in both the interview and the signatory survey. We retained these data given the different nature of some of the survey questions. Table 12 and 13 provide detail on participating organization's size and primary industry.

Table 12: Participating Organizations by Number of Employees (N = 44)

Number of Employees	Number of Organizations
1 to 6 employees	2
7 to 25 employees	2
26 to 100 employees	18
101 to 1000 employees	17
1000 + employees	5

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[1] In this report, we use the terms "safety climate" and "safety culture" interchangeably.

Table 13: Participating Organizations by Primary Industry (N = 53)

Industry	Number of Organizations
Building Construction	2
Commodity, Wholesale, Retail	8
Development, Mineral Resources	1
Government	17
Manufacturing and Processing	9
Road Construction	2
Service Industry	12
Transportation and Warehousing	1
Utility Operations	1

The Saskatchewan WCB provided the authors with organizational level injury rate data for the year 2011 for all Charter organizations. For the 55 Charter organizations that participated in the study, the difference between the organizational total injury rate (i.e., the number of time loss claims plus no time loss claims all divided by the number of full time equivalents) and the average organizational total injury rate for a particular sector (i.e., the average number of time loss claims plus no time loss claims for a sector all divided by the average number of full time equivalents for a sector) was -.91. Thus, on average, participating Charter organizations had an average total injury rate that was nearly one percent lower than the average injury rate in their industry.

The majority of participants signed the Charter in 2010 (N = 33) and only seven signed in 2012. Relatedly, 35 respondents indicated that they originally signed the Charter, six responded that a predecessor endorsed the Charter, and five indicated someone else (e.g., CEO of a parent organization) signed the Charter (Table 14). Average participant tenure with the organization was 13.85 years (SD = 12.21). When asked what areas of management they worked in prior to becoming the organizational head (respondents were able to select more than one functional area from a list), the most common response was operations (81%) followed by human resource management (27%), and health and safety (24%).

Table 14: Persons who signed the Charter (N = 33)

| Person who signed the Charter	Number
Survey respondent	35
Predecessor	6
Someone else (e.g., CEO of parent organization)	5

New Signatories. The seven participants who signed the Charter in 2012 responded to a series of questions about the decision-making process leading up to endorsing the Charter and factors that influenced their signing. All respondents strongly agreed that they had a free choice in deciding whether or not to sign the Charter. We asked new signatories to provide comments about what they perceive to be three benefits of endorsing the Charter. Table 15 shows that demonstrating management's commitment to safety to employees was most often cited.

Table 15: Reasons for Signing the Charter

Example comment	Frequency of comment
"Tangible demonstration to employees of Senior Management's support/drive for a safety culture."	7
"Effectively manage health and safety hazards and implement best practices into everyday processes."	2
"Access to an informal peer support network."	1
"To show our involvement in the community."	1
"Employee involvement in developing safety processes."	1
"In support of initiatives to reduce time loss days and number of time loss incidents."	1
"Nothing tangible at this point."	1

We also asked about discussions leading up to signing the Charter and the level of support for signing among internal stakeholders. Three groups – the board of directors, senior management team, and employees – were referenced. Participants responded on a five-point scale from 1 (strongly disagree) to 5 (strongly agree). Figure 1 shows that all groups were engaged with the discussions, with respondents most strongly agreeing (average = 3.43/5) that they discussed signing the Charter with their senior managers and least strongly agreeing that signing was discussed with the board of directors (2.83/5). Respondents also most strongly agreed that their senior management team strongly supported the Charter (4.43/5).

Figure 1: Discussions with Internal Stakeholders
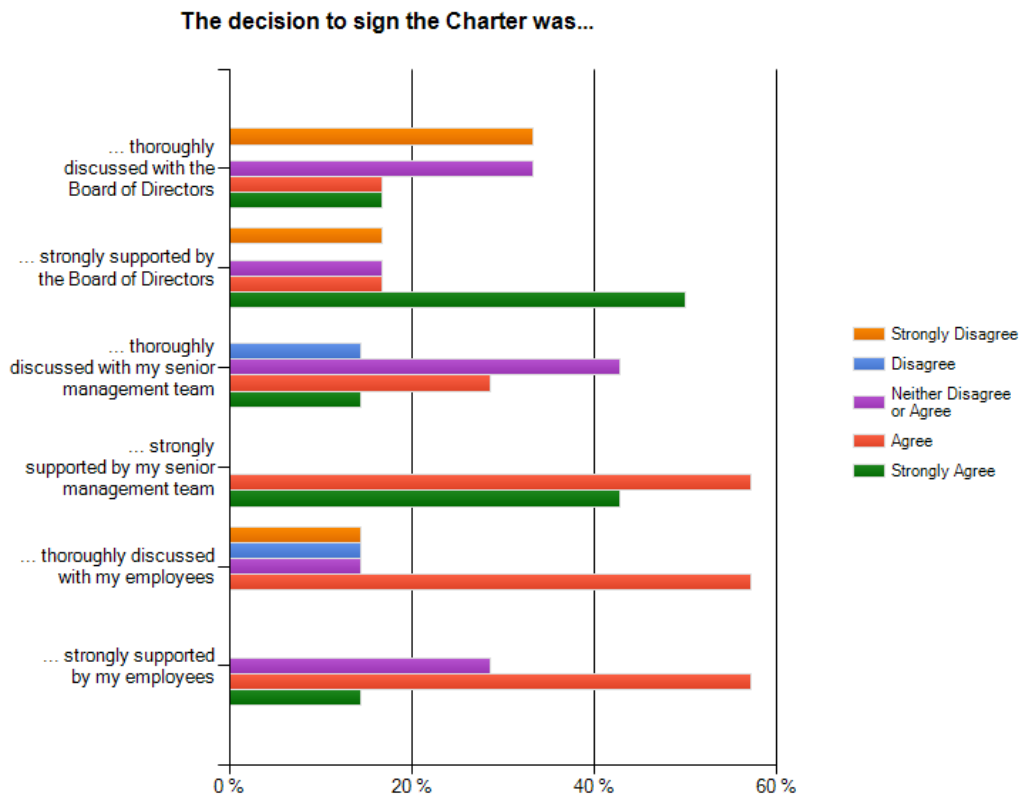
Finally, we asked respondents about the degree to which twelve factors influenced their organization's decision to sign the Charter using a five-point scale from 1 (no influence) to 5 (strong influence). The list of factors was developed with input from individuals who design and operate the program. The five most highly rated factors, shown in Table 16, included: 1) A safety association; 2) A person in my organization; 3) Safe Saskatchewan; 4) A group of people in my organization; and 5) Charter signatories within my industry.

Table 16: Sources of Influence on Decision to Sign the Charter

Source of influence	Degree of influence
A safety association	4.00
A person in my organization	3.29
Safe Saskatchewan	3.00
A group of people in my organization	2.86
Charter signatories within my industry	2.57
The Workers Compensation Board	2.29
Charter signatories outside of my industry	2.00
Charter signatories in my region of the province	2.00
A parent company or parent organization	1.86
The Ministry of Labour Relations and Workplace Safety	1.43
The media	1.29
A trade union or employee association	1.00

*Existing Signatorie*s. Existing signatories were asked to provide open-ended responses to three questions related to changes implemented in their organization since signing the Charter. Responses were analyzed for themes by one author using the software NVivo and were not coded across multiple themes (i.e., a statement or parts of a statement could only be coded as one theme).

The first question asked: "How has health and safety been further integrated into business strategies, processes, and performance measures since your organization signed the Charter?" Responses to this question (N = 42) were categorized into one of eight themes. Exemplar quotes are shown in Table 17 along with their prevalence. The most common were: 1) improved safety communication; 2) safety as a priority and core value; and 3) tied to individual and organizational performance evaluation.

Table 17: Integration of Health and Safety Measures since Signing the Charter

Category	Example comment	Frequency of comment
1. Improved safety communication	"We have started weekly safety meetings with all shop employees to discuss hazards and keep safety in the minds of all employees." "Higher profile in internal communications."	16
2. Safety as a priority and core value	"We have become very regular "preachers' about workplace safety." "We have not changed our approach as a result of joining the Charter, the safety evolution in [company name withheld] has never been static, it is a dynamic journey that will continue as it has in the past; the Charter did not initiative the journey, or change it; it did however allow us to involve / engage hourly employees at this organization and point to the common need to improve safety."	15
3. Tied to individual and organizational performance evaluation	"We have attributed productivity gains to safety, our increased awareness of safety has resulted in cleaner, [sounder] processes and the development of safe work operating procedures both in production and in shipping." "Performance objective set in all executive work plans." "Health and safety metrics are now key company measures and are a part of the [name of company withheld] scorecard."	13
4. Safety processes and programs	"Formal processes developed to report and track workplace injuries. "Reviews undertaken of all incidents - to determine cause and effect, and how to improve business practices to avoid any future incidents." "We updated our entire health and safety program."	10
5. Partnerships and certifications	"Our safety officer attends regular meetings with other stakeholder groups and reports back on any initiatives underway or in planning." "Encourage all frontline supervisors to complete C.O.R. certifications."	5
6. Changes to individual roles and organizational structures	"Leadership on the safety file was assigned to a senior staff person who has consistently brought the issue to the Executive Committee for discussion and feedback."	3
7. Occupational health and safety committee	"By improving the processes of the health and safety committee."	3
8. Other	"One manager brings an idea to support safety at home and work."	7

Forty-four responses were collected to the second question, which asked: "What new and upcoming initiatives have you actively supported to reduce injuries within your organization since signing the Charter?" Responses to this question were categorized into one of eight themes. Exemplar quotes are shown in Table 18 along with their prevalence. The top three categories were: 1) education and training; 2) improved hazard identification and injury reporting; and 3) improvements to safety management system.

Table 18: Initiatives to Reduce Injuries

Category	Example comments	Number of references
1. Education and training	"Lunch and learn speakers on safety." "Commenced an in depth training program for supervisors and managers to ensure they are aware of their obligations."	17
2. Improved hazard identification and injury reporting	"Have employees document close calls and near misses as a safety prevention initiative." "Regular workplace inspections."	11
3. Improvements to safety management system	"Initiated a number of Health and Safety related programs." "Recently developed our first annual work plan to guide our improvement."	11
4. Better safety communication	"Regular discussion with staff at "townhall" meetings and in corporate communications."	7
5. More participation by employees and OHS committee	"Our OHS committee has increased their level of activity and engagement and is proceeding to get all positions categorized for risk and then determine appropriate pro-active action."	4
6. Employee incentive and recognition	"We have put forth a "prize" monthly for No Injuries/Near misses."	3
7. New equipment and technological changes	"Purchase of new and less cumbersome furniture that we use for the various events that are hosted in our facilities."	3
8. Other	"We recently hired a safety officer." "Stricter enforcement of safe practices."	10

Third, participants were asked: "What new and upcoming initiatives have you actively supported to reduce injuries within your community since your organization signed the Charter?" Responses (N = 38) were classified into one of six categories (statements for which there was insufficient information to code were excluded) and are shown in Table 19. The three most cited were: 1) no community initiatives; 2) participation with established safety campaigns, conferences, and events; and 3) targeted community safety initiatives.

Table 19: Initiatives to Reduce Injuries in the Community

Category	Example comment	Frequency of comment
1. No community initiatives	"Nothing planned at this time."	11
2. Participation with established safety campaigns, conferences, and events	"Promoting safety in the community through the well-recognized Mission Zero logo."	9
3. Targeted community safety initiatives	"Promoting fire safety at home and work, complete with fire extinguisher training demonstration." "Supporting the education of young workers to reduce workplace injuries for that group."	9
4. Participation in safety initiatives related to the business	"Safety breakfast for all our employees and invited customers."	6
5. Sharing information	"Communication around falls prevention, tornado safety, etc."	4
6. Informal communication with individuals and groups	"I preach the merits of safety to my children and their friends, and my business colleagues."	2

Finally, participants were asked to list up to three recommendations to improve the Charter Program. Overall, twenty-eight suggestions were provided (see Table 20) with the three most frequently cited: 1) More information and knowledge sharing (including sharing success stories and best practices); 2) improved promotion and recognition of Charter Program; and 3) development of accountability mechanisms.

Table 20: Recommendations to Improve the Charter Program

Category	Example comment	Frequency of comment
1. More information and knowledge sharing	"Develop a monthly and quarterly reporting tool that keeps signatories up to date on injury rates and efforts." "More up to date information on the WorkSafe website." "Small local presentations directed towards smaller employers (5-35 staff) and communities."	14
1a. Share success stories and best practices	"Pick the most common accidents and outline a best practice to avoid them and then market that to the members and the public." "Provide testimonials on how it's helped businesses."	8
2. Improved promotion and recognition of Charter Program	"[The] charter needs to be promoted far more then it is today.....everyone needs to know it exists." "The Charter needs to be alive - what I mean is, you can sign it, but what keeps it going? It needs to be brought up, discussed	11

	on a regular basis."	
3. Develop accountability mechanisms	"Ask charter members to report back and share their initiatives each year." "The Charter needs enforcing - What I mean is people need to take it serious."	9
4. No changes to program	"Continue with company and provincial safety performance updates."	4
5. Increase number of signatories	"Ask signatories to invite at least 3 new potential signatories to the annual event."	4
6. Better relations with the WCB	"Workers Compensation to work closer with employers but not with a Big Stick."	3
7. Other	"Continue to reach out to educate the students still in school, before they enter the workforce."	9

2.3   Discussion of Interview and Survey Results

In total, sixty-seven members of the Charter Program participated in the two studies. In the interview study, we found that organizations primarily signed the Charter to signify their commitment to safety to both internal (employees) and external stakeholders and to recognize the organization's standing commitment to safety. In the survey study, we found that among new signatories to the Charter, the most common reason for joining was to demonstrate management's commitment to safety to employees. Thus, there was strong agreement between the studies on this question.

We also found a high level of agreement between the two studies in regards to the perceived benefits of signing the Charter. In addition to stating that endorsing the Charter demonstrates top management's commitment to safety to employees, several hoped that participation in the program would enable them to more effectively manage health and safety hazards through receiving information about best management practices. Further, there was evidence from the survey study suggesting that many Charter organizations are integrating health and safety into business strategies, processes, and performance measures. The three most common responses were improving safety communication, viewing safety as a priority and core value, and tying health and safety to individual and organizational performance evaluations. Relatedly, organizations were engaging in various initiatives to reduce injuries within their organizations. The three most cited initiatives involved educating and training employees, improving hazard identification and injury reporting, and improving safety management systems. Again, there was a high level of agreement between these initiatives and the findings of the interview study.

Despite committing to the Charter principle that "…leaders commit their support to extending health and safety efforts, if and whenever possible, beyond the workplace, recognizing and supporting related initiatives within the community," we found few participants support initiatives to reduce injuries in their communities. This finding was consistent across the two studies. Among respondents who were currently supporting initiatives in the community, in both the interview and survey studies, we found that the most common initiatives were participation with established safety campaigns, conferences, and events as well as participation in targeted community and business-related safety initiatives.

An interesting topic that emerged in the research was the perceived role of personal and organizational accountability to the Charter principles. Developing accountability mechanisms was the third most cited response to the survey study question that asked respondents to provide recommendations to improve the Charter Program. Secondary analysis of these responses (n = 9) revealed that seven participants suggested specific mechanisms to maintain accountability. Two examples are: "Ensure follow up of all action plans for improvement are completed in a timely matter" and "Ask Charter members to report back and share their initiatives each year." However, only two of these suggestions revealed the target of accountability. Specifically, one suggested the WCB ("Assign someone to be accountable and have the authority to act on improvements to the Saskatchewan WCB") and another alluded to an industry-based accountability process ("The development of Industry Based Health and Safety Metrics and Internal/External Safety Audit Programs").

Related discussions from the interview study shed light on signatory views on accountability. Most participants who spoke to the issue thought that accountability was important for the credibility of the Charter Program. However, participants suggested that a discussion should occur among signatories to determine appropriate accountability mechanisms.

One possible reason that participants were either circumspect or hesitant to external accountability processes may be because most Charter members endorsed the Charter to demonstrate their commitment to safety to employees or board of directors. As one interviewee noted: "[The Charter] commits the senior management team to safety. Employees can point the finger if we don't live up to our commitment."

Alternatively, the concept of "decoupling" could be applied to Charter signatory behaviour. Decoupling is a process whereby an organization formally adopts a policy but fails to genuinely embrace changes in organizational practices demanded by the policy (Meyer & Rowan, 1977). Research suggests that organizations decouple practice from policy in response to institutional pressures, pressures to adopt a policy exerted by other organizations or the society in which the organization operates (DiMaggio and Powell, 1983). When the demands of institutional pressures appear to conflict with other organizational goals, decoupling is likely to occur (Meyer and Rowan, 1977). By responding in this way, organizations appear more legitimate to external stakeholders while maintaining internal flexibility for practical reasons (Meyer & Rowan, 1977).

Across the two studies we found that several signatories admitted that they were not involved in safety-related community initiatives while others defined accountability in ambiguous or limited terms (or did not suggest that it was needed). These responses may suggest that signing the Charter may be seen as an appropriate and socially responsible action. As one interviewee stated:

> "It is a red flag if they don't sign… I would be embarrassed not to sign. Anyone remotely concerned with health and safety would sign. I would question any CEO who wouldn't sign it. Signing doesn't demonstrate a whole lot. *Not signing* demonstrates a whole lot." [Emphasis added]

Study Strengths and Limitations. A limitation of both studies is the possibility that participants provided socially desirable responses. For instance, we had no way of verifying whether or not safety initiatives were adopted. We attempted to reduce the likelihood of this by emphasizing that all responses were anonymous and that honest answers were appreciated. Furthermore, by asking questions that were intended to elicit detailed answers, participants were less able to fabricate responses. In order to recruit organizational leaders to participate in the interview, the discussions had to be short in length, which is another limitation to the interview study. As a result of the brevity of the interviews, there was little opportunity to ask for clarification and probe for further information. Finally, the low participation rate is a limitation of both studies. Just over 20% of Charter signatories participated in the research. It is possible that organizational leaders who agreed to participate in the studies may have different opinions about safety and the Charter Program and experiences than those who did not agree to participate in the research. However, the overall response rate is acceptable given the nature of the population and difficulties associated with studying executives and CEOs (Cycyota & Harrison, 2006).

3.0 Signatory Recommendations for Improving the Charter Program

In both the interview study and the survey study, signatories were asked to provide recommendations to improve the Charter Program. The three most frequently cited recommendations were: 1) Providing more information and greater knowledge sharing (particularly, sharing success stories and best practices); 2) improved promotion and recognition of Charter Program; and 3) development of accountability mechanisms.

3.1   Information and Knowledge Sharing

The most cited recommendation was to share more information and safety-specific knowledge with Charter signatories, supporting the Charter principle of a learning community. "Picking the most common accidents, outlining a best practice to avoid them and marketing them to the members and the public" was one signatory's recommendation to improve information and knowledge sharing. Charter signatories also expressed value in sharing success stories and best practices claiming "the most value comes from reflection on other's journeys and challenges which feeds the creative process." One signatory emphasized the importance of tailoring information and knowledge sharing towards specific groups. For example, providing presentations directed towards smaller employers and communities that may have challenges that are different from the ones larger employers experience.

In addition to increasing the amount of information and knowledge shared, signatories recommended using other medians to deliver information (e.g., web-based presentations, discussion forums, and blogs) to complement the traditional face-to-face medians. As one signatory explained, "it is sometimes hard to attend meetings due to the geographic location so by having a greater online presence, more people are able to reach the information." For instance, the Conference Board of Canada, which holds several national Health and Safety Leadership Charter events each year, posts audio clips of events on its website for its membership and the public to access.

Recommendation #1: Improve the Health and Safety Leadership learning community by facilitating more information and knowledge sharing.

> *Recommendation #1.1:* Obtain feedback from safety managers and Charter signatories on health and safety topics of interest to them (e.g., improving injury reporting, motivating employees to work safely, gaining senior management support for safety, etc.) via an online survey. Hold events (e.g., webinars, round tables) that feature Charter members or guest speakers that are subject-matter experts on the topics of interest. Events could be directed towards the general membership or be industry-specific.

> *Recommendation #1.2:* Increase the use of web-based presentations, discussion forums, and blogs to share information and knowledge with a greater audience, including signatories, safety managers, supervisors, and employees.

> *Recommendation #1.3:* Increase the amount of information published on WorkSafe Saskatchewan's website. For example, post resources and audio clips from events for the Charter membership and public to access. The website should be regularly updated, including an up-to-date list of Charter signatories that can be sorted by sector.

3.2   Improving Promotion and Recognition of Charter Program

The second most cited recommendation was to improve the promotion and recognition of the Charter Program. As one signatory stated, "The Charter needs to be alive – what I mean is, you can sign it, but what keeps it going? It needs to be brought up, discussed on a regular basis." Improving the promotion and recognition of the Charter will attract organizational leaders to the program, further increasing the membership body and, more importantly, promote health and safety across the province. Increasing communication of signatory activities and success stories would be beneficial for both the Charter Program and Charter organizations in promoting the program and gaining recognition.

Recommendation #2: Produce a series of articles featuring interviews with Charter signatories. Articles should focus on the actions Charter signatories are taking to improve health and safety in their organization and their community. The articles could be published on WorkSafe Saskatchewan's website as well as local newspapers and magazines such as the Saskatchewan Business Magazine, the Chamber Link, and Action! Online. This series will contribute to knowledge and information sharing among the Charter membership and improve the promotion and recognition of the Charter Program.

3.3   Developing Accountability Mechanisms

The third most cited recommendation was to develop accountability mechanisms. Several signatories expressed that accountability is important for the Charter Program. We believe that without accountability, the credibility of the Charter Program is at risk. Although signatories may express their commitment to the Charter's principles, without any form of accountability the principles may not be integrated into organizational safety management practices. As one Charter signatory stated, "The Charter needs enforcing - What I mean is people need to take it serious". We agree: signing the Charter should be more than a public relations event. Accountability mechanisms are necessary to help organizational leaders continuously improve health and safety in their organization and community. However, it was clear from the interviews that accountability is a sensitive issue. While we believe that

the goal of having the Charter Program voluntary and accessible to all organizations should be maintained to encourage participation of organizations at all stages of their safety journeys, the Charter must have standards to maintain its credibility and to achieve its objectives.

Few signatories were able to suggest mechanisms to hold signatories to their commitment to Charter principles. Eligibility criteria, whereby organizations would be required to meet certain criteria before signing the Charter, was discussed as one possibility. Public accountability and accountability within the membership body and the advantages and disadvantages of each were also discussed. Signatories who discussed the topic suggested that a discussion should occur among Charter signatories about the role of accountability mechanisms. There was also a desire that the WCB not be responsible for accountability due to a conflict of interest with their statutory role. By involving Charter signatories in the development and adoption of accountability mechanisms, such mechanisms will be more readily accepted by the membership.

The Workplace Health, Safety and Compensation Commission of Newfoundland and Labrador (WHSCC), which introduced their CEO Safety Charter Program in 2007, integrated accountability mechanisms into their program. The program requires business leaders to be nominated for membership to the Charter for their demonstrated commitment to building safe and healthy workplaces. A selection committee reviews nominations and determines if a business leader will be granted membership and, if so, the membership level (i.e., gold or platinum level) based on pre-established criteria. Specifically, nominations must provide examples of how a safety culture is promoted within the organization as a core value, examples of any initiatives undertaken within the industry or community, and any awards or recognitions that support the nomination. For gold level membership, the Commission considers PRIME compliance, injury and incident rates, compliance with OHS legislative and regulatory requirements, charges laid under the OH&S Act within the last three years, and fatalities that occurred with the past three years. For platinum level membership, the Commission also considers annual OHS audit scores, disability management practices and return to work of employees and durations (compared with provincial average), and OHS leadership in the industry or community. If a business leader is granted membership, a recognition event is held at the business leader's organization. Membership and membership levels are reviewed on an annual basis for adherence to the criteria (WHSCC, 2013).

This is an example of a system of accountability. Below we provide a roadmap, with a suggested timeline in parenthesis, for developing accountability mechanisms that we believe would meet the needs of signatories to Saskatchewan's Charter. It is our belief that Charter members should have a direct role in developing and adopting accountability mechanisms to facilitate the adoption of such a change.

Recommendation #3: Develop accountability mechanisms in the Charter Program.

> *Recommendation #3.1:* Prior to September 2013, Safe Saskatchewan and WorkSafe Saskatchewan invite nominations from signatories interested in joining a small but representative working group of no more than 10 signatories that will meet twice in 2013 to develop and propose accountability mechanisms to the membership that will take effect June 2014.

Recommendation #3.2: The first meeting of the working group, facilitated by an independent (i.e., non-WCB and non-Safe Saskatchewan affiliated) individual, will discuss various systems of accountability. Appendix 5 outlines some examples of different mechanisms that could be used on a year-over-year basis. This is not an exhaustive list. We anticipate that members of the working group may have other ideas. The working group would also identify existing bodies (e.g., committees of business associations) or new groups (e.g., an elected committee of Charter signatories) that could be responsible for overseeing the implementation of the accountability measures. Next, members of the working group would solicit informal feedback from their peers on the ideas generated in the first meeting (October – November 2013).

Recommendation #3.3: The second meeting would involve refinement of ideas leading to the creation of two or three concrete proposals for accountability (December 2013 – January 2014).

Recommendation #3.4: Invite all Charter members to vote and provide feedback on the accountability mechanisms using a short online survey (January 2014).

Recommendation #3.5: Using the information collected in the survey, the working group would refine (as needed) and propose formal adoption of the accountability mechanisms (including a supporting administrative structure). The mechanism should become part of the Charter document and apply to all new and existing signatories (March 2014).

Recommendation #3.6: Safe Saskatchewan and WorkSafe Saskatchewan would promote benefits of the changes to the program to signatories (April 2014).

4.0   Signatory, Senior Management, and Employee Survey Study

The second part of this evaluation of the Charter Program involved collecting survey responses from signatories, members of their senior management teams, and their frontline employees, including frontline supervisors.[2] In this section, we describe the methodology for the study and study variables, the individual and organizational characteristics of the sample, and the results of correlation analysis among the study variables. Finally, we report initial findings from a statistical model testing whether there is an indirect link between CEO ethical leadership and employee rated senior management commitment to safety (i.e., organizational safety climate).

4.1   Method

As previously mentioned, in May 2012, a recruitment letter was sent to 309 signatories, including those who had committed to signing the Charter in June 2012. The recruitment letter informed signatories of the purpose and procedure of the study. In return for their participation, signatories were offered a free customized confidential report of employee-reported safety climate perceptions in their organization

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[2] The senior safety manager and some branch managers within an organization were surveyed but these results are not included in the report.

and if requested, feedback on employee engagement and employee turnover intentions (see Section 5.0 of this report for a summary of the safety climate reports). A consent form was attached to the recruitment letter. Signatories interested in participating in the study were asked to confirm their participation by email or phone. The recruitment letter was followed up by email and phone. To improve the survey response rate, the study's authors made presentations at Charter events in May and at the Charter signing event in June.

With the exception of using hard copy surveys for some frontline employees, all surveys were administered through Surveymonkey.com, a secure password protected website. Before beginning the survey, participants were asked to read a letter of information and provide informed consent on-line. Signatory, senior managers, and safety managers received an email invitation and up to two reminder email messages two weeks and one month after the initial invitation.

The sections below list the variables contained in each of the surveys and the descriptive statistics. Where previously validated measures were used, the source of the measure is noted in parenthesis. All surveys were developed in consultation with Saskatchewan WCB representatives.

Overall, 85 of 309 Charter organizations expressed an interest in participating in the survey study. Of this number, 71 organizations (representing 222 separate locations within these organizations) participated by completing surveys. The number of completed or partially completed surveys varied by target: 56 signatories (from 56 organizations), 262 senior managers (from 60 organizations), and approximately 4,750 front line employees and supervisors (from 60 organizations).[3]

Below, we describe the characteristics of the participating organizations that had employee respondents.

Table 21: Characteristics of participating organizations (N = 60)

Industry code	Number of participating organizations
Agriculture	-
Building Construction	2
Commodity – Wholesale – Retail	8
Development – Mineral Resources	-
Government and Municipal	30
Manufacturing and Processing	8
Road Construction	2
Service Industry	8
Transportation and Warehousing	1
Utility Operations	1

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[3] A coding system was developed to identify participants within the same organization to allow matching of organizational leadership, senior management, and frontline employee surveys. In organizations that operated in one location, all surveys were coded with the same organizational code. In organizations that operated in more than one location, each location was given a distinct code. If each location had only one level of management, the front line employees were asked to refer to top management in their organization, as opposed to top management in their location. If each location had two or more levels of management, the front line employees were asked to refer to top management in their location, as opposed to top management of the organization.

Signatory Survey

In addition to collecting open-ended written responses (reported in the previous section of this report), signatories were asked to respond to several questions about their engagement with safety activities internally and externally to their organization. These questions were developed specifically for the study.

Respondents were asked about the frequency of their participation in safety-related events such as Charter signing ceremonies and frequency of safety communication with different targets (e.g., employees, counterparts at other organizations). Responses were rated on a five-point scale from 1 (never) to 5 (always). Figure 2 shows a variety of opinion, with the most frequent engagement in communicating a vision of safety and the least frequent engagement with speaking about safety in the community, writing about safety in internal communications, and holding counterparts accountable for reducing work-related injuries.

Figure 2: Signatory engagement with safety-related actions
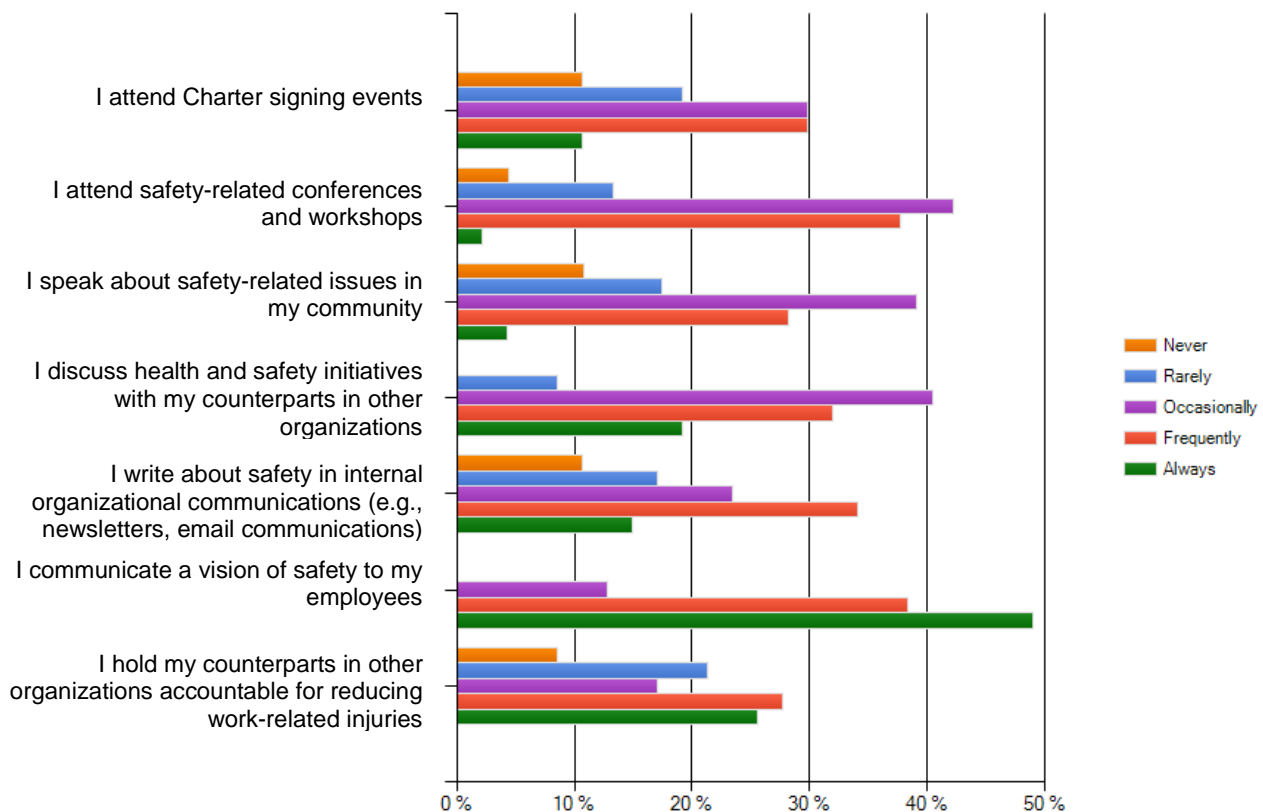
Signatories were also asked about the extent to which they agree with a statement related to including safety as a part of senior management performance evaluation. Figure 3 shows that approximately 80% agreed or strongly agreed that they include safety performance in senior management performance evaluation. In addition, in response to a question asking if they had reviewed their organization's safety policy since signing the Charter, nearly 95% of respondents agreed or strongly agreed.

Figure 3: Signatory engagement with internal safety-related actions
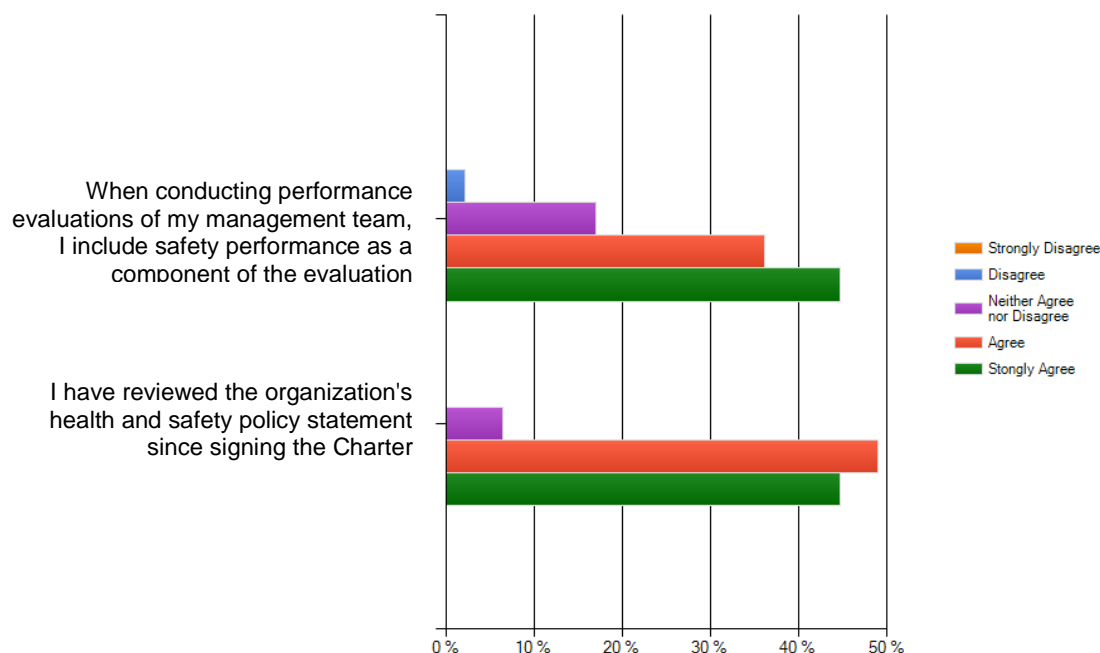
We explored the association among the seven activities listed in Figure 2 with the two actions shown in Figure 3. The table below shows the association among these activities. Interestingly, attendance at Charter signing events and speaking about safety in the community were the only activities not related to internal safety actions.

Table 22: Relationships among signatory rated safety-related actions

Actions	Safety included in performance evaluation	Review of safety policy
1. I attend Charter signing events	0	0
2. I attend safety-related conferences and workshops	+	+
3. I speak about safety-related issues in my community	0	0
4. I discuss health and safety initiatives with my counterparts in other organizations	0	+
5. I write about safety in internal organizational communications (e.g., newsletters, email communications)	+	+
6. I communicate a vision of safety to my employees	+	+
7. I hold my counterparts in other organizations accountable for reducing work-related injuries	+	+

Notes: "0" = non-statistically significant correlation, "+" positive statistically significant correlation ($p < .05$), "-" negative statistically significant correlation ($p < .05$).

This summarizes the descriptive findings from the signatory survey. These data were also used in other analysis reported later in this report.

Senior Management Survey

Members of the signatories' senior management team were invited to participate in a short survey (see Appendix 6 for senior management survey). In total, 262 senior managers participated in the survey across 60 organizations. An average of four senior managers from each organization participated in the survey (the number of respondents in each organization ranged from 1 to 13). Their average tenure with the organization was 13.8 years. The most common positions were operations (41%), finance (9%), human resource management (7%), accounting (5%), and other (29%) (e.g., communications, policy, sales).

Senior managers were asked to report on their organizational leader's commitment to safety and ethical leadership using established measures (Luria & Zohar, 2005; Brown, Trevino, & Harrison, 2005). Both measures had high reliability scores (alpha > .90).

Specifically, senior managers responded to five statements related to ethical leadership of the Saskatchewan-based head of their organization (e.g., CEO, owner). The table below shows the distribution of the responses (Note: these results do not include responses from four individuals who completed hard copy surveys). Given the nature of the questions, the responses were skewed towards agree and strongly agree.

Figure 4: Distribution of senior manager responses to statements about CEO ethical leadership
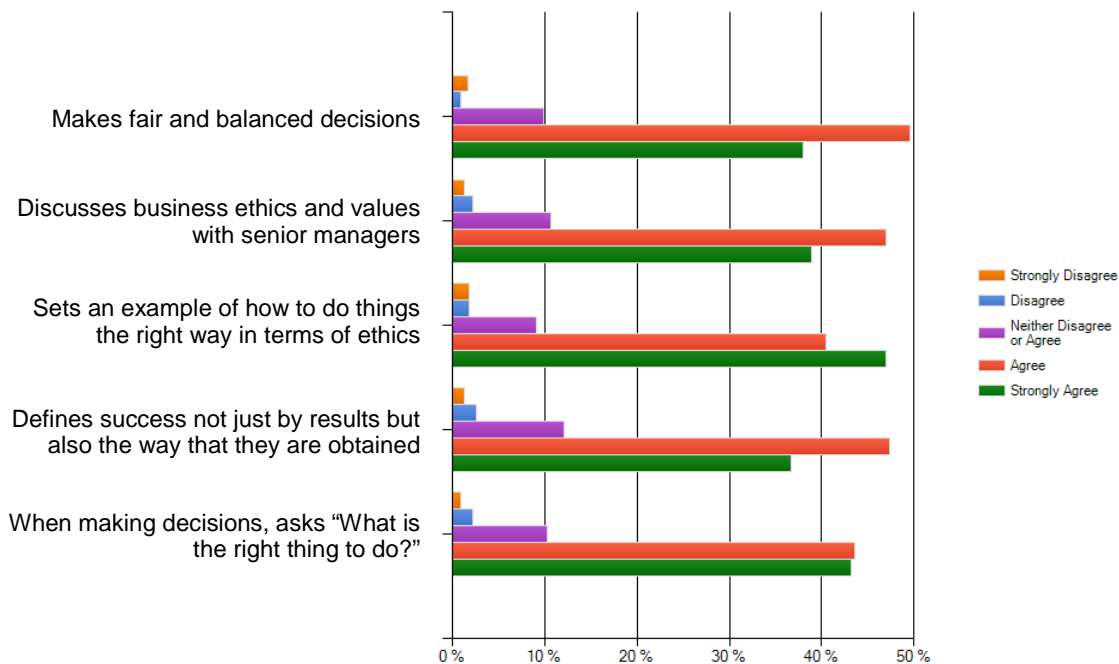
Senior managers were also asked to respond to ten statements related to the organizational leader's commitment to safety. The table below shows the distribution of the responses (Note: responses from

four individuals who completed a hard copy survey are missing). Similar to ethical leadership, responses to these statements tended to be skewed toward agree and strongly agree. However, there were exceptions. A minority of senior managers disagreed, for example, that their superior considered a person's safety behavior before moving or promoting individuals.

Figure 5: Distribution of senior manager responses to statements about CEO commitment to safety
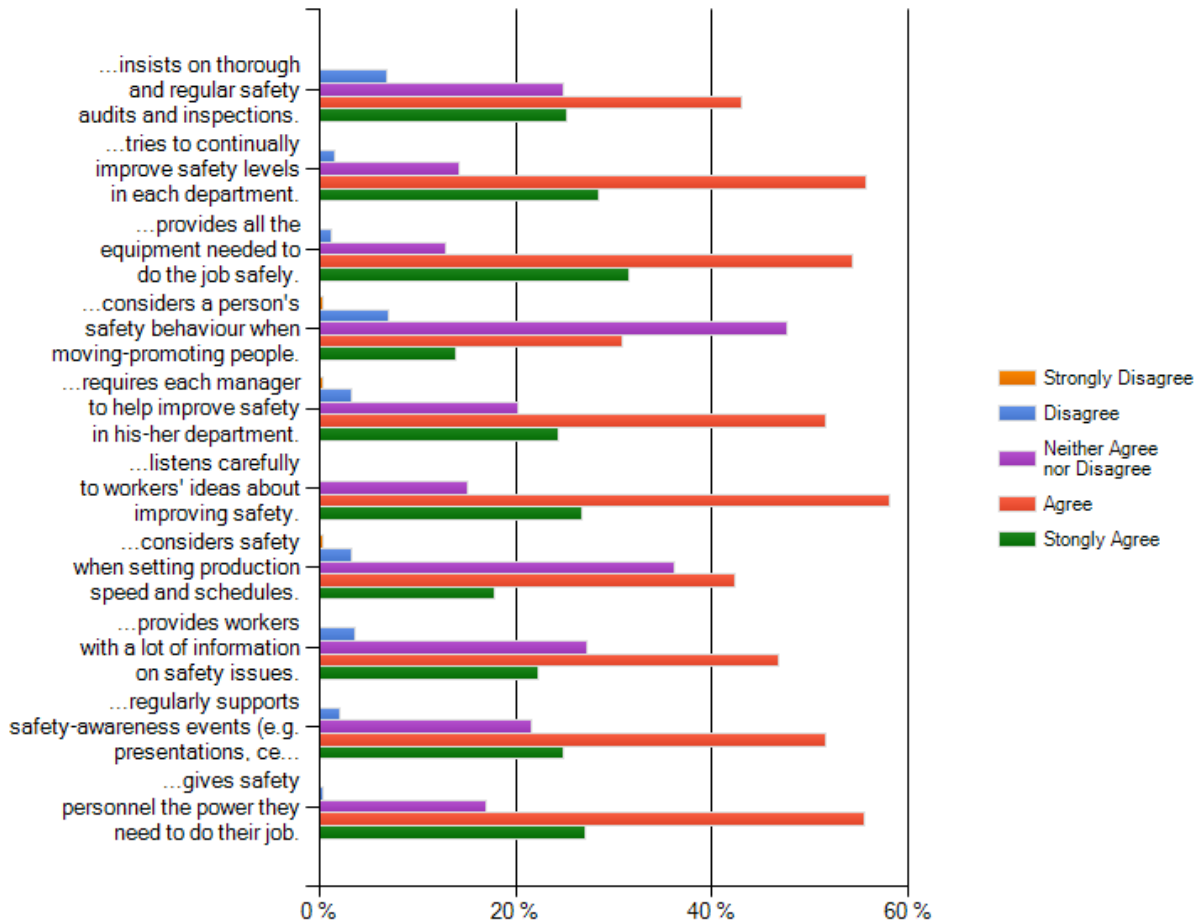
Lastly, senior managers were asked to respond to three statements about the extent to which employee safety performance at all levels of an organization is included in job performance evaluation. Approximately 15% of respondents disagreed or strongly disagreed that safety performance was part of job performance evaluation.

Figure 6: Safety part of senior manager performance evaluation (senior manager reported)
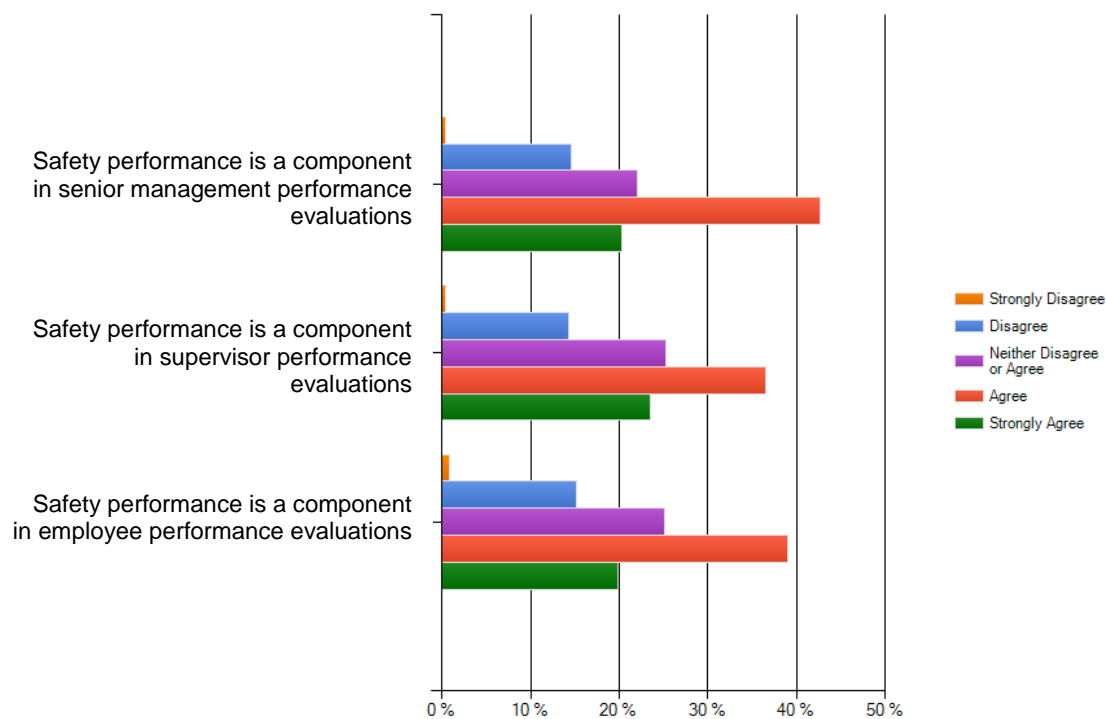
The next step in the analysis involved correlating the responses of senior managers with the responses of signatories. First, we calculated an average organizational score for senior manager-ratings of CEO ethical leadership and CEO commitment to safety. We then correlated the relationships among these variables and two signatory-reported variables (i.e., safety included in performance evaluation and reviewing company safety policy since signing the Charter). The results, shown in the table below, show a positive association between ethical leadership and commitment to safety. Further, the more strongly signatories (and senior managers) agreed that they included safety as a part of senior management job performance evaluation the more strongly their senior managers rated their CEO's commitment to safety.

Table 23: Relationships among signatory and senior management reported variables

	CEO ethical leadership*	CEO commitment to safety*	Safety in performance evaluation*	Safety in performance evaluation**	Review safety policy**
1. CEO ethical leadership*					
2. CEO commitment to safety*	+				
3. Safety in performance evaluation*	0	+			
4. Safety in performance evaluation**	0	+	+		
5. Review safety policy**	0	0	0	+	

Notes: *Senior management reported, ** CEO reported. "0" = non-statistically significant correlation, "+" positive statistically significant correlation ($p < .05$), "-" negative statistically significant correlation ($p < .05$).

Finally, we correlated senior management-rated CEO commitment to safety and CEO ethical leadership with the seven CEO-reported safety actions discussed in the previous section of the report. The only statistically significant result existed between ethical leadership and attendance at Charter signing events. Specifically, the more frequently CEOs said they attended signing events the less ethical they were rated by their senior managers.

Table 24: Relationships among signatory and senior management reported variables

Actions**	CEO ethical leadership*	CEO commitment to safety*
1. I attend Charter signing events	-	0
2. I attend safety-related conferences and workshops	0	0
3. I speak about safety-related issues in my community	0	0
4. I discuss health and safety initiatives with my counterparts in other organizations	0	0
5. I write about safety in internal organizational communications (e.g., newsletters, email communications)	0	0
6. I communicate a vision of safety to my employees	0	0
7. I hold my counterparts in other organizations accountable for reducing work-related injuries	0	0

Notes: *Senior management reported, ** CEO reported. "0" = non-statistically significant correlation, "+" positive statistically significant correlation ($p < .05$), "-" negative statistically significant correlation ($p < .05$).

Employee and Supervisor Survey

Front line employees and supervisors were invited to participate in a longer survey than the signatory and senior manager surveys (see Appendix 7 for a copy of the employee survey). Participating organizations were given the option to survey all front line employees, a sample of front line employees, or a targeted group of employees (e.g., from a specific division or location). If organizations chose to survey a sample of employees, they were asked to randomly select employees. Further, all organizations were encouraged to invite at least 50 per cent of front line employees to participate. If organizations chose to survey a targeted group of employees, such as a department exposed to high risk of injury, they were asked to survey all front line employees within that department or a representative sample of employees within that department.

Below is a list of the variables and the reliability statistic for each. All values were acceptable (i.e., above an alpha of .70).

Variables

- Occupational injuries (index based on common WCB injuries)
- Work-related non lost-time and lost-time injuries
- Top management commitment to safety (alpha = .96)
- Perceived supervisor support for safety (measure developed by the SK WCB, alpha = .93)
- Safety motivation (alpha = .89)
- Safety participation (alpha = .89)
- Safety compliance (alpha = .91)
- Employee engagement (optional, Rich, LePine, & Crawford, 2010, alpha = .74)
- Employee turnover intentions (optional, Cammann, Fichman, Jenkins, & Klesh, 1979, alpha = .82)

The employee survey was distributed on-line (approximately 75% of surveys) or by hard copy. If employees had access to email or a computer, a website link was provided to the organization. The organization was responsible for emailing the survey link or setting up the survey on communal computers and reminding employees to complete the survey.

If employees did not have access to email or a computer, the surveys were distributed by hard copy. Hard copy surveys did not include questions relating to employee turnover intentions given the sensitive nature of such questions. The organization was responsible for assigning a non-managerial employee to administer the hardcopy surveys. Each employee was provided with an individual envelope containing a consent form and the survey. Once the employee completed the survey, they were instructed to seal the survey in the individual envelope. Surveys were returned individually in a pre-paid return envelope or collectively in a pre-paid return parcel.

The statistical analysis described below is based on all responses to the employee survey including a small number of respondents who were not employed in Saskatchewan. One exception is an analysis that includes organizational injury data provided by the Saskatchewan WCB. These analyses are limited to respondents employed in Saskatchewan.

In total, 5,298 employees started the survey and about 4,750 submitted completed surveys. Responses were collected from 60 organizations (representing 222 locations) with an average of 77 responses from each organization (range 1 to 698 responses).

The response rate to the employee survey was calculated by dividing the number of responses by the number of full-time equivalent employees reported to the Saskatchewan WCB in 2012. The overall average response rate to the employee survey was 25% (range 1% to 99%).

Nearly 35% of respondents indicated their job primarily involved supervisory responsibilities. Average employee tenure was 11 years (SD = 10 years) and 59% of respondents were female. In terms of

occupational groups, 8% of all participants identified as general labourer (e.g., custodian, construction labourer), 4% as production staff (e.g., assembly, machine operator), 13% skilled/trades staff (e.g., nurse, electrician, pipefitter), 20% administrative staff (e.g., clerical worker, data entry), 35% professional staff (e.g., accountant, engineer) and 21% as other (e.g., supervisor, manager).

When asked about the extent to which safety is a concern in their job 10% indicated it was no concern, 27% low concern, 16% somewhat of a concern, 18% moderate concern, and 29% high concern.

The next sections of this report summarize the results of several analyses using both simple statistics (e.g., descriptive, correlations, and mean score comparisons of groups) and complex statistics (e.g., organizational level mediation testing). Table 25 shows the relationships among the main study variables in the employee survey at the individual level of analysis.

Table 25: Cross-sectional correlations among employee reported variables at the individual level of analysis ($N = 1,260 – 4,720$)

Variable	1	2	3	4	5	6	7	8
1. Top management commitment to safety								
2. Supervisor commitment to safety	+							
3. Safety motivation	+	+						
4. Safety compliance	+	+	+					
5. Safety pro-activity	+	+	+					
6. Employee engagement	+	+	+	+	+			
7. Employee turnover intentions	-	-	-	-	-	-		
8. Injuries (self-reported)	-	-	+	0	0	-	+	

Notes: "0" = non-statistically significant correlation, "+" positive statistically significant correlation ($p < .05$), "-" negative statistically significant correlation ($p < .05$).

Table 26 shows the relationships among the WCB total non-lost time and lost-time injury rate, employee rated senior management commitment to safety, and a selection of the variables reported on by signatories and senior managers. The results show that the more strongly signatories (and senior managers) agreed that safety performance was part of senior management performance evaluations, the more committed senior managers were to safety based on reports from frontline employees. This suggests that a key mechanism that CEOs have for influencing senior manager safety behaviour is through the existing executive performance evaluation system. Interestingly, aside from employee self-reported injuries over the previous three months correlating with WCB injuries, none of the variables were associated with WCB or self-reported injuries.

Table 26: Relationships among WCB, employee, senior management, and signatory reported variables

	2012 WCB injury rate†	Organizational injuries*	Senior management commitment to safety*	CEO commitment to safety**	Safety in performance evaluation**	Safety in performance evaluation***
1. 2012 WCB injury rate† Organizational injuries*	+					
2. Senior management commitment to safety*	0	0				
3. CEO commitment to safety**	0	0	+			
4. Safety in performance evaluation**	0	0	+	+		
5. Safety in performance evaluation***	0	0	+	+	+	

Notes: † WCB total non-loss time and lost time injury rate for 2012. The relationships shown in this column statistically control for the sector total non-lost time and lost time injury rate in 2012. *Employee/supervisor reported, **Senior management reported, *** CEO reported ****. "0" = non-statistically significant correlation, "+" positive statistically significant correlation ($p < .05$), "-" negative statistically significant correlation ($p < .05$).

One question this research seeks to address is the degree to which CEO leadership, specifically in terms of ethical leadership, and commitment to safety trickles down in an organization to influence senior management safety behaviours. Research has yet to fully address this important question.

The words CEOs speak and the actions they and their management teams take can influence the way employees behave in regards to safety. Research shows that a positive organizational safety climate is negatively associated with injuries (Christian, Bradley, Wallace & Burke, 2009; Nahrgang, 2008).

To assess the indirect influence of CEO leadership and top management commitment to safety, we conducted organizational level mediation analysis. **We caution that the results reported here are preliminary findings and have not yet been subject to blind peer review. Therefore, it is possible that the findings reported here will be revised at a later date.**

Following established methods for multilevel analysis, we began by calculating intraclass correlations (ICC scores) for ratings of CEO ethical leadership (senior manager reported), CEO commitment to safety (senior manager reported), senior management commitment to safety (employee reported), and minor workplace injuries (employee reported). ICC scores represent the proportion of the variance in a variable explained by group membership with scores above .10 justifying aggregation. The scores were

acceptable for CEO ethical leadership (.15), CEO commitment to safety (.41), senior management commitment to safety (.24).[4]

Of interest is the relationship between CEO leadership and employee-reported senior management commitment to safety. To address this question, we tested the model shown in Figure 7. Based on prior research and theory, we anticipate that CEOs who are rated higher in terms of ethical leadership by their senior managers will also demonstrate a stronger commitment to workplace safety because they strive to do what is right. Higher CEO commitment to safety in turn is expected to be positively associated with frontline employee perceptions of top management's commitment to safety.

Figure 7: A model linking CEO ethical leadership to organizational safety climate

Dr. Tunde Ogunforawa (University of Calgary) conducted this analysis in consultation with Dr. Tucker. A two stage approach was used.[5] The first step involved testing the indirect effect of ethical leadership on senior management commitment to safety through CEO commitment to safety. We found support for this relationship. Second, we tested the model in HLM, a statistical program used for testing data in which individual responses are nested within groups. At this level of analysis we also found support for the model.

4.2   Discussion of Results and Recommendations

Several findings from the survey study are noteworthy. First, with respect to the big question: How do CEOs influence an organization's safety climate? The results of our preliminary analysis suggest that safety climate can be indirectly influenced through ethical leadership behaviours of the organizational leader (e.g., by defining organizational success not just by results but also the way that they are obtained). We found that CEO ethical leadership and CEO commitment to safety (both reported by senior managers) were positively related. Next, we found that CEO commitment to safety was positively related to employee-rated top management commitment to safety. Overall, there was an indirect positive relationship between CEO leadership and organizational safety climate.

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[4] Whenever possible we asked respondents to refer to top management in their organization, however some participating organizations had several locations each with multiple layers of management. The potential existed that employees could confuse "top management" at their location with top management at headquarters, for example. To ensure that employees shared a common referent when responding to the statements about top level management commitment to safety, we created two versions of the employee survey: one referring to top management at a location and the other referencing top management for the organization. Specifically, participating organizations with multiple locations in which each location had two or more levels of management (N = 13) had surveys which referenced top management at the participating location. In contrast, participating organizations with either a single location or multiple locations with one level of management (N = 50) referenced top management overall. We compared the ICC scores for the subsample with a common referent and there was almost no difference in the scores so we included all of the data in the analysis.

[5] For the purposes of this report we have limited the discussion of this statistical analysis. More details on the statistical analysis (and extensions of the analysis that examine the relationship to employee safety behaviours and injuries) will be provided in forthcoming research papers using these data.

Recommendation #4: Demonstrate to Charter signatories how their leadership style can impact organizational safety performance.

Second, we found a strong positive relationship between including safety performance as a part of senior management performance evaluations and employee-rated senior management commitment to safety. This finding suggests that when a CEO (or equivalent) holds their senior managers accountable for safety performance, senior managers are more likely to commit to managing in a way that puts a priority on employee safety. We note that 15% of senior managers reported strong disagreement or disagreement with the statement about safety performance being included in their performance evaluation. This suggests that there is still room for improving among the safety performance practices of Charter members. Therefore, we recommend:

Recommendation #5: Offer written guidelines to CEOs for effectively incorporating safety metrics into executive job performance evaluation. We caution that evaluating senior managers based solely on reducing WCB reported injuries is problematic because it can lead to injury underreporting by employees.

Third, signatories reported on a variety of safety-related leadership behaviours (e.g., community involvement with injury prevention) that are prescribed in the Charter. However, about 30% of signatory respondents indicated that they never or rarely speak about safety in the community or hold counterparts accountable for reducing work-related injuries.

Recommendation #6: Promote extra-organizational opportunities for Charter members to make contributions to changing the safety culture in their industries and communities.

Survey Study Limitations. While the survey study has many strengths (e.g., adequate sample size, organizations represented from different sectors, multiple sources of data) two limitations are noteworthy. First, similar to the interview study, there may have been a selection effect insofar organizations with certain characteristics participated in the research (e.g., those who are motivated to improve safety). Thus, the findings reported here many only apply to the sample of participating organizations. Second, the response rate within organizations varied from only a portion of employees from one department of an organization to nearly all employees in an organization participating.

5.0 Evaluation of Safety Climate Reports Provided to Participating Organizations

In return for participating in the survey study, signatories were offered a free confidential report of employee-reported safety climate perceptions in their organization and, if requested, feedback on employee engagement and employee turnover intentions. Initially, participants were provided with a report that included an overall score for their organization and an overall score (between 1 and 5) of all participating organizations by industry (Table 27). Later, participants were provided with a detailed

report that included a breakdown of their organization's score by safety climate statement and a breakdown of all participating organizations scores by safety climate statement (Table 28).

Table 27: Scores of All Participating Organizations by Industry

	Number of Participating Organizations	Safety Climate Score	Turnover Intentions	Employee Engagement
Agriculture	-	-	-	-
Building Construction	2	4.04	2.36	4.35
Commodity – Wholesale – Retail	8	3.73	2.28	4.36
Development – Mineral Resources	-	-	-	-
Government and Municipal	30	3.32	2.35	4.39
Manufacturing and Processing	8	3.74	2.52	4.36
Road Construction	2	4.14	-	4.46
Service Industry	8	3.93	2.44	4.34
Transportation and Warehousing	1	3.70	2.30	4.35
Utility Operations	-	-	-	-

Table 28: Breakdown of All Participating Organizations Scores by Safety Climate Item

Safety Climate Item	Number of Responses	Average Score
Reacts quickly to solve the problem when told about safety hazards	4756	3.46
Insists on thorough and regular safety audits and inspections	4742	3.41
Tries to continually improve safety levels in each department	4738	3.48
Provides all the equipment needed to do the job safely	4734	3.52
Is strict about working safely when work falls behind schedule	4723	3.44
Quickly corrects any safety hazard (even if it's costly)	4723	3.28
Provides detailed safety reports to workers (e.g., injuries, near accidents)	4711	3.21
Considers a person's safety behaviour when moving-promoting people	4701	3.16
Requires each manager to help improve safety in his-her department	4707	3.46
Invests a lot of time and money in safety training for workers	4724	3.22
Uses any available information to improve existing safety rules	4714	3.43
Listens carefully to workers' ideas about improving safety	4719	3.39
Considers safety when setting production speed and schedules	4701	3.29
Provides workers with a lot of information on safety issues	4711	3.38
Regularly holds safety-awareness events (e.g., presentations, ceremonies)	4711	3.03
Gives safety personnel the power they need to do their job	4699	3.44

We examined three sources of information to determine the perceived value of the reports to participants including a short on-line survey, unsolicited emails from participants, and direct quotes from an article about the project published in the Saskatchewan Business magazine. First, a short survey

was developed. All participants were invited to complete the survey after receiving the safety climate reports. Twenty-seven participants responded to the survey's three questions.[6]

Participants responded to the question "How valuable is the information contained in your safety climate report to your organization?" on a 10-point scale (ranging from "not valuable" to "extremely valuable"). Over 80 percent of respondents indicated the reports were somewhat to extremely valuable.

Figure 8: Perceived value of safety climate report
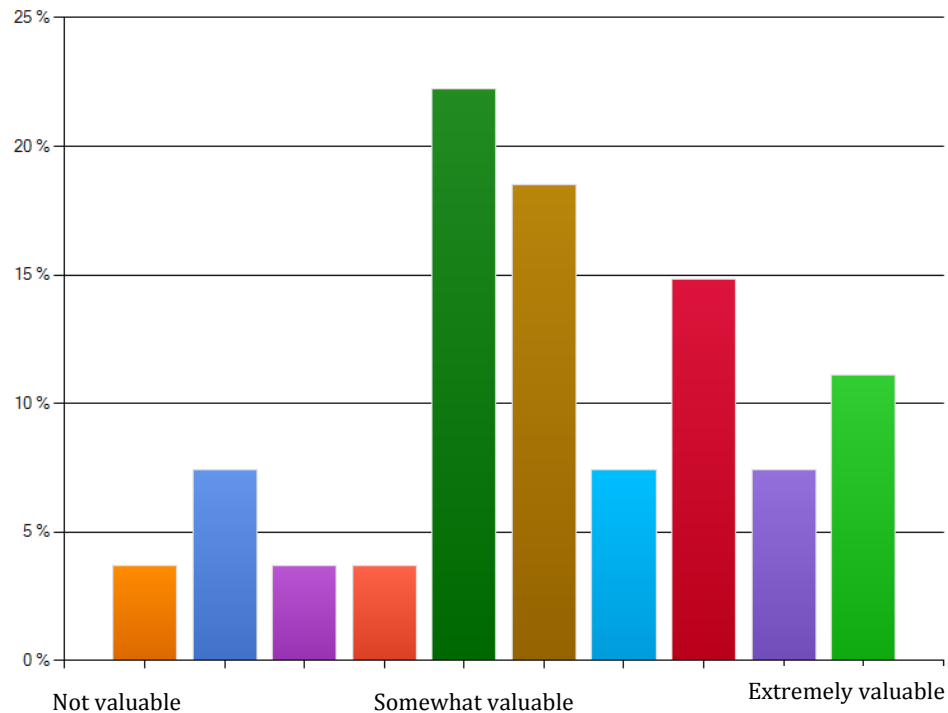
Participants were also asked how likely their organization would be to participate in the employee surveys again. Forty-eight percent of respondents indicated they were very likely to participate, 29 percent of respondents indicated they were likely to participate and 15 percent indicated they were unlikely to participate.

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[6] All survey responses were gathered before the detailed safety climate reports were distributed.

Figure 9: Likeliness to participate in 2013 survey study
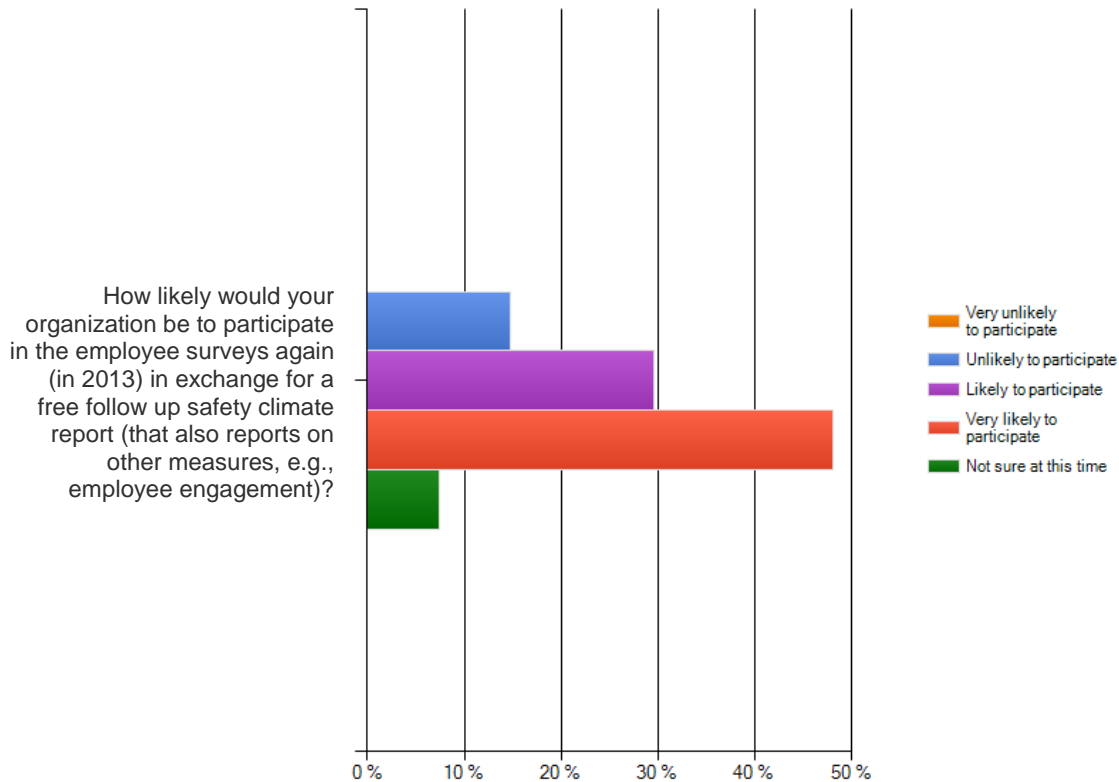
Lastly, 16 participants provided open-ended responses to the question "Please tell us how we can improve the safety climate report." Responses were categorized into one of three themes. Please refer to Appendix 8 for a list of all responses.

Five respondents indicated a small sample size decreased the validity of the data. These respondents provided suggestions to increase employee participation. Suggestions included:

- Reporting the number of employee responses to encourage more participation,
- Providing more information about the project to employees to increase interest in the survey, and
- Increasing the maximum number of hard copy surveys per organization to achieve a representative sample.

Three respondents indicated the data provided in the safety climate reports was too general to result in a targeted action plan. These respondents wanted to see more specific data (i.e., breakdown of scores for each safety climate item) to identify which areas should be focused on. After this feedback was obtained, all participants were provided with a detailed breakdown of scores for each safety climate statement.

Three respondents indicated that providing further analysis (e.g., statistical significance) would be beneficial. These respondents indicated the results were difficult to understand and would be clearer if further explanation was provided.

In addition to the feedback provided in the survey, participants contacted us with questions and feedback on the safety climate reports via unsolicited email. Participants were generally pleased with the reports. One participant stated: "…These results will be helpful with moving forward. As you can see, there is still much to do with respect to safety." Another stated: "I wish more [employees] responded but when combined with other information and indicators, this report helps give us some direction."

Of the 12 participants who provided feedback via email:

- Four participants asked for clarification on the report,
- Two participants requested a breakdown of scores for each question,
- One participant suggested that providing rankings of participants within each industry would be beneficial, and

Finally, three participants were invited to provide feedback in an article published in the April/May 2013 issue of Saskatchewan Business. Specifically, three participants commented on the usefulness of the safety climate surveys. Below are direct quotes from these participants.

"The safety survey gets employees involved in the safety process, provides a baseline for measuring future improvement, is inexpensive to administer, and is less intrusive when compared to traditional safety audits… A safety culture survey provides an organization with a snapshot of safety program integration; it's one thing to have a documented safety program and it's another to actually see safety in action. At the end of the day, a safety culture survey helps measure whether or not an organization is walking the talk." Kevin Mooney, Saskatchewan Liquor and Gaming Authority

"The survey provides specific company results, with a broad industry cross section of data, along with a provincial benchmark for organizations. The survey helps identify key strengths and opportunities for organizations to take continued action and leadership in improving their individual safety cultures and the safety culture across this province." Julian Hogeterp, Vice President of Human Resources & Organizational Effectiveness, K-Line Group of Companies

"The survey was useful for identifying cultural drivers and understanding the values and beliefs of our employees around safety before developing a strategy that would lead to the continuous safety improvement we want to achieve." Parker Snyder, Plant Manager, Meadow Lake OSB

6.0 Other Recommendations for Improving the Charter Program and Motivating Safety Leadership

By signing the Charter, organizational leaders make a visible commitment to actively support the Charter's principles. Leaders who sign the Charter have their organization's name published on WorkSafe Saskatchewan and Safe Saskatchewan's website; however, the leader's name is excluded.

By publishing the leader's name alongside their organization, a sense of personal responsibility is created.

> *Recommendation #7:* List the Charter signatory's name and organization on both the WorkSafe Saskatchewan and Safe Saskatchewan website.

Currently, when a Charter signatory exits an organization, the organization maintains its Charter membership. To ensure the Charter principles remain a strategic priority within signatory organizations, predecessors should be required to sign the Charter.

> *Recommendation #8:* In order to maintain Charter membership when a Charter signatory exits an organization, his/her predecessors must sign the Charter.

The intent of the Charter is to create a cultural shift where organizational leaders establish safety as a value. How can a leader influence a cultural shift in the workplace and the community? How can a leader in grain safety as a value in the workplace? We believe that many organizational leaders may lack the experience and knowledge to lead this change. When organizational leaders commit to signing the Charter they need this critical knowledge to support their organization's safety journey. By providing new and existing signatories with relevant information on how their leadership will influence health and safety, they will be better equipped to lead a cultural shift. One of the main findings from the survey study was that employees reported higher commitment to safety among senior managers when CEOs said they included safety performance as a component of senior management performance evaluation.

> *Recommendation #9:* Provide mandatory executive training sessions for all Charter signatories.

> > *Recommendation #9.1:* Topics should include: Developing and communicating a vision of safety, establishing internal accountability for safety, thinking about the business case for safety, and understanding safety metrics.

7.0   Conclusion

The Saskatchewan Health and Safety Leadership Charter is not a panacea for Saskatchewan's high rate of work-related injuries. Alongside enforcement, education, and training programs, the Charter program has the potential to support radical change that is needed in the way Saskatchewan business owners, executives, managers, and workers think and act on opportunities to improve workplace and non-workplace safety. The contribution of the Charter program to cultural change primarily depends on two factors. First, it will depend on the resolve of organizational leaders to carry through on their commitment to the Charter principles. We believe that implementing accountability mechanisms, which are developed by Charter members themselves, will help foster commitment and protect the credibility of the Charter program. Second, the Charter program must offer 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. Such information and support mechanisms must be designed to meet the diverse needs of Charter members (e.g., urban, rural, small, medium, and large organizational members).

Appendix 1 – Summary of Recommendations

Recommendation #1: Improve the Health and Safety Leadership learning community by facilitating more information and knowledge sharing.

Recommendation #1.1: Obtain feedback from safety managers and Charter signatories on health and safety topics of interest to them (e.g., improving injury reporting, motivating employees to work safely, gaining senior management support for safety, etc.) via an online survey. Hold events (e.g., webinars, round tables) that feature Charter members or guest speakers that are subject-matter experts on the topics of interest. Events could be directed towards the general membership or be industry-specific.

Recommendation #1.2: Increase the use of web-based presentations, discussion forums, and blogs to share information and knowledge with a greater audience, including signatories, safety managers, supervisors, and employees.

Recommendation #1.3: Increase the amount of information published on WorkSafe Saskatchewan's website. For example, post resources and audio clips from events for the Charter membership and public to access. The website should be regularly updated, including an up-to-date list of Charter signatories that can be sorted by sector.

Recommendation #2: Produce a series of articles featuring interviews with Charter signatories. Articles should focus on the actions Charter signatories are taking to improve health and safety in their organization and their community. The articles could be published on WorkSafe Saskatchewan's website as well as local newspapers and magazines such as the Saskatchewan Business Magazine, the Chamber Link, and Action! Online. This series will contribute to knowledge and information sharing among the Charter membership and improve the promotion and recognition of the Charter Program.
Recommendation #3: Develop accountability mechanisms in the Charter Program.

Recommendation #3.1: Prior to September 2013, Safe Saskatchewan and WorkSafe Saskatchewan invite nominations from signatories interested in joining a small but representative working group of no more than 10 signatories that will meet twice in 2013 to develop and propose accountability mechanisms to the membership that will take effect June 2014.

Recommendation #3.2: The first meeting of the working group, facilitated by an independent (i.e., non-WCB and non-Safe Saskatchewan affiliated) individual, will discuss various systems of accountability. Appendix 5 outlines some examples of different mechanisms that could be used on a year-over-year basis. This is not an exhaustive list. We anticipate that members of the working group may have other ideas. The working group would also identify existing bodies (e.g., committees of business associations) or new groups (e.g., an elected committee of Charter signatories) that could be responsible for overseeing the implementation of the accountability measures. Next, members of the working group would solicit informal feedback from their peers on the ideas generated in the first meeting (October – November 2013).

Recommendation #3.3: The second meeting would involve refinement of ideas leading to the creation of two or three concrete proposals for accountability (December 2013 – January 2014).

Recommendation #3.4: Invite all Charter members to vote and provide feedback on the accountability mechanisms using a short online survey (January 2014).

Recommendation #3.5: Using the information collected in the survey, the working group would refine (as needed) and propose formal adoption of the accountability mechanisms (including a supporting administrative structure). The mechanism should become part of the Charter document and apply to all new and existing signatories (March 2014).

Recommendation #3.6: Safe Saskatchewan and WorkSafe Saskatchewan would promote benefits of the changes to the program to signatories (April 2014).

Recommendation #4: Demonstrate to Charter signatories how their leadership style can impact organizational safety performance.

Recommendation #5: Offer written guidelines to CEOs for effectively incorporating safety metrics into executive job performance evaluation. We caution that evaluating senior managers based solely on reducing WCB reported injuries is problematic because it can lead to injury underreporting by employees.

Recommendation #6: Promote extra-organizational opportunities for Charter members to make contributions to changing the safety culture in their industries and communities.

Recommendation #7: List the Charter signatory's name and organization on both the WorkSafe Saskatchewan and Safe Saskatchewan website.

Recommendation #8: In order to maintain Charter membership when a Charter signatory exits an organization, his/her predecessors must sign the Charter.

Recommendation #9: Provide mandatory executive training sessions for all Charter signatories.

Recommendation #9.1: Topics should include: Developing and communicating a vision of safety, establishing internal accountability for safety, thinking about the business case for safety, and understanding safety metrics.

Appendix 2 – Saskatchewan Health and Safety Leadership Charter

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: _____

Appendix 3 – Signatory Interview Questions

Existing Signatories

1. When and why did you sign the Leadership Charter?
2. Do you recall having discussions (at the board level or among senior managers) about whether or not to sign the Charter? What factors ultimately motivated you to sign the Charter?
3. What new initiatives have you actively supported to reduce injuries within your organization since signing the Charter? Do these efforts extent to your community?
4. How has health and safety been integrated into business strategies, processes, and performance measures?
5. Do you discuss health and safety initiatives with your counterparts in other organizations?
6. Overall, what does the Charter mean to you?
7. Do you have any suggestions for improving the Charter program?
8. What are your thoughts on integrating accountability into the Charter program?

New Signatories

1. How did you learn about the Leadership Charter (e.g., network, safety association)?
2. What benefits to your organization do you anticipate will result from signing the Charter?
3. What new initiatives do you intend to actively support to reduce injuries within your organization after signing the Charter? Will these efforts extent to your community?
4. How do you intend to integrate health and safety into business strategies, processes, and performance measures?
5. Do you currently discuss health and safety initiatives with your counterparts in other organizations?
6. Overall, what does the Charter mean to you?
7. What are your thoughts on integrating accountability into the Charter Program?

Saskatchewan Leadership Charter Project: Signatory Survey

Consent Form

I understand that this project was approved by the Research Ethics Board at the University of Regina. If I have any questions or concerns about my rights or treatment as a research participant, I may contact the Chair of the Research Ethics Board at 585-4775 or by e-mail: research.ethics@uregina.ca.

I have read the protocol outlined in the recruitment letter and voluntarily agree to participate. The procedure and goals of the study have been explained to me by the researchers and I understand them. I understand that I am free to withdraw from this study at any time without penalty. I understand that data from this study may be published and that my identity and the identity of my organization will be kept confidential. I have received a copy of this consent form for my records.

By completing and submitting the questionnaire, YOUR FREE AND INFORMED CONSENT IS IMPLIED and indicates that you understand the above conditions of participation in this study.

1. When did you sign the Charter?

◯ In 2010

◯ In 2011

◯ In 2012

2. What are the top three benefits to your organization that result from signing the Charter?

First Benefit _____

Second Benefit _____

Third Benefit _____

Saskatchewan Leadership Charter Project: Signatory Survey

3. The decision to sign the Charter was...

	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
... thoroughly discussed with the Board of Directors	○	○	○	○	○
... strongly supported by the Board of Directors	○	○	○	○	○
... thoroughly discussed with my senior management team	○	○	○	○	○
... strongly supported by my senior management team	○	○	○	○	○
... thoroughly discussed with my employees	○	○	○	○	○
... strongly supported by my employees	○	○	○	○	○

4. How STRONG was the influence of each of these persons or entities on your decision to sign the Charter?

	No Influence	Weak Influence	Some Influence	Moderately Strong Influence	Strong Influence
A parent company or parent organization	○	○	○	○	○
A person in my organization	○	○	○	○	○
Peter Federko (CEO of SK WCB)	○	○	○	○	○
A group of people in my organization	○	○	○	○	○
A safety association	○	○	○	○	○
The Workers Compensation Board	○	○	○	○	○
Safe Saskatchewan	○	○	○	○	○
Charter signatories within my industry	○	○	○	○	○
Charter signatories outside of my industry	○	○	○	○	○
Charter signatories in my region of the province	○	○	○	○	○
The media	○	○	○	○	○
A trade union or employee association	○	○	○	○	○
The Ministry of Labour Relations and Workplace Safety	○	○	○	○	○

Other (please specify)

5. Please estimate the percentage of organizations in your sector that have signed the Charter.

Saskatchewan Leadership Charter Project: Signatory Survey

6. Please respond to the following statement.

	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
I felt I had a free choice in deciding whether or not to sign the Charter	○	○	○	○	○

7. Who signed the Charter on behalf of your organization?

○ I signed the Charter

○ My predecessor signed the Charter

○ Other (please specify)

8. Please respond to the following statements.

	Never	Rarely	Occasionally	Frequently	Always
I attend Charter signing events.	○	○	○	○	○
I attend safety-related conferences and workshops.	○	○	○	○	○
I speak about safety-related issues in my community.	○	○	○	○	○
I discuss health and safety initiatives with my counterparts in other organizations.	○	○	○	○	○
I write about safety in internal organizational communications (e.g., newsletters, email communications).	○	○	○	○	○
I communicate a vision of safety to my employees.	○	○	○	○	○
I hold my counterparts in other organizations accountable for reducing work-related injuries	○	○	○	○	○

9. Please respond to the following statement.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Stongly Agree
When conducting performance evaluations of my management team, I include safety performance as a component of the evaluation.	○	○	○	○	○
I have reviewed the organization's health and safety policy statement since signing the Charter.	○	○	○	○	○

Saskatchewan Leadership Charter Project: Signatory Survey

10. How has health and safety been further integrated into business strategies, processes, and performance measures since your organization signed the Charter?

11. What new and upcoming initiatives have you actively supported to reduce injuries within your ORGANIZATION since signing the Charter?

12. What new and upcoming initiatives have you actively supported to reduce injuries within your COMMUNITY since your organization signed the Charter?

13. What are your top three recommendations for improving the Charter Program?

First Recommendation

Second Recommendation

Third Recommendation

14. What functional area(s) did you work in PRIOR to your current position?

☐ Accounting

☐ Finance

☐ Health and Safety

☐ Human Resource Management

☐ Information Technology

☐ Legal

☐ Operations

☐ Research and Development

Other (please specify)

[   ]

15. How many years have you worked for this organization?

[   ]

Appendix 5 – Example Accountability Mechanisms

Annual Self-Report on Health and Safety Initiatives

This mechanism would involve Charter signatories reporting on health and safety initiatives within their organization and community on an annual basis. Signatories would be required to provide an overview of actions taken to promote safety culture as a core value within their organization and initiatives undertaken within their organization or community to improve health and safety. This will provide an opportunity for Charter signatories to reflect on the past year's initiatives, noting both successes and identifying areas where improvement is needed, prompting further discussion with their senior management team and other Charter members. Charter signatories could be encouraged to share their informal report with their employees – both to celebrate their successes and to maintain a commitment to the Charter.

Goal Setting

This mechanism would require Charter signatories to develop goals relating to health and safety that are specific, measurable, achievable, realistic, and timely. This mechanism would promote setting proximal goals in order to achieve the ultimate goal of zero preventable injuries. The goals could originate from initiatives already occurring within organizations or could be developed specifically for the Charter Program. For example, a Charter signatory could set a goal to reduce a specific type of injury or set a goal to improve the accuracy of injury reporting. In addition to setting a goal, the Charter signatory and his/her organization would be required to develop an action plan and evaluate the goal periodically.

Membership Point System

This mechanism would require Charter members to earn a minimum number of points each year in order to maintain their membership. A point system, whereby health and safety related events would be assigned a certain number of points (i.e., on a scale of 1 to 3), would be developed. Charter members would earn points for attending events and meetings, adopting best practices (including safety performance in senior management performance evaluation), supporting community initiatives, and engaging in various work and non-work initiatives. This mechanism would encourage Charter members to participate in the Charter learning community and ensure Charter members were fulfilling the Charter principles.

Appendix 6 – Senior Management Survey

Saskatchewan Leadership Charter Project: Senior Management Survey

Consent Form

Project Title: Saskatchewan Leadership Charter Project: Survey Study

Researcher(s): Sean Tucker, University of Regina and Dayle Diekrager, University of Regina

Purpose of the Research:
• The purpose of this study is to examine the predictors and consequences of organizational safety climate.
• This survey is part of a broader study that will evaluate the effectiveness of the Health and Safety Leadership Charter Program from the point of view of signatories, their senior management teams, and their employees.

Procedures:
• After providing your consent to participate in this study, you will participate in a four minute survey.
• You may be contacted to participate in additional surveys in the future. You will be required to give consent prior to participating in future surveys.

Funding and renumeration by: WorkSafe Saskatchewan

Potential Risks:
• There are no known or anticipated risks to you by participating in this research.

Potential Benefits:
• At the conclusion of the project we will provide the WCB, Safe Saskatchewan, and your organization with a report summarizing the project's findings.
• Signatories will receive a report of employee-reported safety climate perceptions in their organization.

Confidentiality:
• Your identity and the identity of your organization will be kept strictly confidential in this research.
• The survey will not ask you to self-identify or identify your organization. Responses will be coded to identify participants within the same organization to allow matching of organizational leadership, senior management, and employee surveys. A master list containing the coding system and the identity of organizations will be kept behind a password protected computer, separate from responses.
• Storage of Data: Data will be stored on a password protected online survey tool. Data will be stored indefinitely. After which, files will be shredded and electronically destroyed.

Right to Withdraw:
• Your participation is voluntary and you can answer only those questions that you are comfortable with. You may withdraw from the research project for any reason, at any time without explanation or penalty of any sort. Your right to withdraw data from the study will apply until January 2013. After this date, it is possible that some form of research dissemination will have already occurred and it may not be possible to withdraw your data.

Questions or Concerns:
• This project was approved by the Research Ethics Board at the University of Regina. If you have any questions or concerns about your rights or treatment as a research participant, you may contact the Chair of the University of Regina Research Ethics Board at 585-4775 or by e-mail: research.ethics@uregina.ca.

• Contact the researcher(s) using the below information:

Sean Tucker, PhD
Assistant Professor
Faculty of Business Administration
University of Regina
Regina, SK
S4S 0A2
Phone: 306-337-3244
Email: sean.tucker@uregina.ca

Saskatchewan Leadership Charter Project: Senior Management Survey

Dayle Diekrager
Research Assistant
Faculty of Business Administration
University of Regina
Regina, SK
S4S 0A2
Email: diekragd@uregina.ca

Consent:
By completing and submitting the questionnaire, YOUR FREE AND INFORMED CONSENT IS IMPLIED and indicates that you understand the above conditions of participation in this study.

Your identity will remain STRICTLY CONFIDENTIAL in this research. Your organization will not know if you participated in the survey or your responses to the survey questions. Your HONEST answers are appreciated.

1. How many years have you worked for this organization? State ".5" if less than one year.

2. Which business function does your job position reside in?

- ( ) Accounting
- ( ) Finance
- ( ) Health and Safety
- ( ) Human Resource Management
- ( ) Information Technology
- ( ) Legal
- ( ) Operations
- ( ) Research and Development
- ( ) Other (please specify)

3. Please respond to the following statements about the Saskatchewan-based head of your organization (e.g., CEO, owner). He/she...

	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
Makes fair and balanced decisions.	○	○	○	○	○
Discusses business ethics or values with senior managers.	○	○	○	○	○
Sets an example of how to do things the right way in terms of ethics.	○	○	○	○	○
Defines success not just by results but also the way that they are obtained.	○	○	○	○	○
When making decisions, asks "What is the right thing to do?"	○	○	○	○	○

4. Please respond to the following statements. In my organization...

	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
Safety performance is a component in senior management performance evaluations.	○	○	○	○	○
Safety performance is a component in supervisor performance evaluations.	○	○	○	○	○
Safety performance is a component in employee performance evaluations.	○	○	○	○	○

5. Please respond to the following statements about the Saskatchewan-based head of your organization (e.g., CEO, owner). He/she...

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Stongly Agree
...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.	○	○	○	○	○
...considers a person's safety behaviour when moving-promoting people.	○	○	○	○	○
...requires each manager to help improve safety in his-her department.	○	○	○	○	○
...listens carefully to workers' ideas about improving safety.	○	○	○	○	○
...considers safety when setting production speed and schedules.	○	○	○	○	○
...provides workers with a lot of information on safety issues.	○	○	○	○	○
...regularly supports safety-awareness events (e.g. presentations, ceremonies).	○	○	○	○	○
...gives safety personnel the power they need to do their job.	○	○	○	○	○

Saskatchewan Leadership Charter Project: Employee Survey

Consent Form

Project Title: Saskatchewan Leadership Charter Project: Survey Study

Researcher(s): Sean Tucker, University of Regina and Dayle Diekrager, University of Regina

Purpose of the Research:
• The purpose of this study is to examine the predictors and consequences of organizational safety climate.
• This survey is part of a broader study that will evaluate the effectiveness of the Health and Safety Leadership Charter Program from the point of view of signatories, their senior management teams, and their employees.

Procedures:
• After providing your consent to participate in this study, you will participate in a four minute survey.
• You may be contacted to participate in additional surveys in the future. You will be required to give consent prior to participating in future surveys.

Funding and renumeration provided by: WorkSafe Saskatchewan

Potential Risks:
• There are no known or anticipated risks to you by participating in this research.

Potential Benefits:
• At the conclusion of the project we will provide the WCB, Safe Saskatchewan, and your organization with a report summarizing the project's findings.
• Signatories will receive a report of employee-reported safety climate perceptions in their organization.

Confidentiality:
• Your identity and the identity of your organization will be kept strictly confidential in this research.
• The survey will not ask you to self-identify or identify your organization. Responses will be coded to identify participants within the same organization to allow matching of organizational leadership, senior management, and employee surveys. A master list containing the coding system and the identity of organizations will be kept behind a password protected computer, separate from responses.
• Storage of Data: Data will be stored on a password protected online survey tool. Data will be stored indefinitely. After which, files will be shredded and electronically destroyed.

Right to Withdraw:
• Your participation is voluntary and you can answer only those questions that you are comfortable with. You may withdraw from the research project for any reason, at any time without explanation or penalty of any sort. Your right to withdraw data from the study will apply until January 2013. After this date, it is possible that some form of research dissemination will have already occurred and it may not be possible to withdraw your data.

Questions or Concerns:
• This project was approved by the Research Ethics Board at the University of Regina. If you have any questions or concerns about your rights or treatment as a research participant, you may contact the Chair of the University of Regina Research Ethics Board at 585-4775 or by e-mail: research.ethics@uregina.ca.

• Contact the researcher(s) using the below information:

Sean Tucker, PhD
Assistant Professor
Faculty of Business Administration
University of Regina
Regina, SK
S4S 0A2
Phone: 306-337-3244
Email: sean.tucker@uregina.ca

Saskatchewan Leadership Charter Project: Employee Survey

Dayle Diekrager
Research Assistant
Faculty of Business Administration
University of Regina
Regina, SK
S4S 0A2
Email: diekragd@uregina.ca

Consent:
By completing and submitting the questionnaire, YOUR FREE AND INFORMED CONSENT IS IMPLIED and indicates that you understand the above conditions of participation in this study.

Your identity will remain STRICTLY CONFIDENTIAL in this research. Your organization will not know if you participated in the survey or your responses to the survey questions. Your HONEST answers are appreciated.

1. Rate the extent to which safety is a concern in your job.

○ No Concern

○ Low Concern

○ Somewhat a Concern

○ Moderate Concern

○ High Concern

2. What is your role within your organization?

○ General labourer (e.g., custodian, construction labourer)

○ Production staff (e.g., assembly, machine operator)

○ Skilled/trades staff (e.g., nurse, electrician, pipefitter)

○ Administrative staff (e.g., clerical worker, data entry)

○ Professional staff (e.g., accountant, engineer)

Other (please specify)

3. How many years have you worked for this organization? If less than one year indicate ".5"

Saskatchewan Leadership Charter Project: Employee Survey

4. What is your gender?

◯ Female

◯ Male

5. Please respond to the following statements.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Stongly Agree	Not Applicable
Two years ago there was a need to radically improve health and safety in my organization.	◯	◯	◯	◯	◯	◯
In the past two years radical changes have been made to improve health and safety in my organization.	◯	◯	◯	◯	◯	◯

6. Does your job primarily involve supervisory responsibilities?

◯ Yes

◯ No

7. Please respond to the following statements. My DIRECT SUPERVISOR...

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Stongly Agree
Encourages us to raise safety concerns.	◯	◯	◯	◯	◯
Encourages us to report all incidents and accidents.	◯	◯	◯	◯	◯
Sets a good safety example by "walking the talk".	◯	◯	◯	◯	◯
Actions are consistent with his/her words.	◯	◯	◯	◯	◯
Holds regular meetings to communicate safety issues.	◯	◯	◯	◯	◯
Considers safety when developing standard work practices and procedures.	◯	◯	◯	◯	◯
Enforces health and safety practices and procedures.	◯	◯	◯	◯	◯
Refuses to ignore safety rules when work falls behind schedule.	◯	◯	◯	◯	◯
Insists we wear our personal protective equipment even if it is uncomfortable.	◯	◯	◯	◯	◯
Makes sure we have the proper tools and equipment needed to do the job safely.	◯	◯	◯	◯	◯

Saskatchewan Leadership Charter Project: Employee Survey

8. Please respond to the following statements. TOP MANAGEMENT in this organization...

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Stongly Agree
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.	○	○	○	○	○
Uses any available information to improve existing safety rules.	○	○	○	○	○
Listens carefully to workers' ideas about improving safety.	○	○	○	○	○
Considers safety when setting production speed and schedules.	○	○	○	○	○
Provides workers with a lot of information on safety issues.	○	○	○	○	○
Regularly holds safety-awareness events (e.g. presentations, ceremonies).	○	○	○	○	○
Gives safety personnel the power they need to do their job.	○	○	○	○	○

9. Rate the frequency you have experienced the following work-related injuries in the previous THREE months.

	Never	Once	Two or three times	Four or five times	More than five times
Strain or sprain	○	○	○	○	○
Scratch or abrasion (superficial wound)	○	○	○	○	○
Cut, laceration, or puncture (open wound)	○	○	○	○	○
Work-related burn or scald	○	○	○	○	○
Bruise or contusion	○	○	○	○	○

10. How many days were you off from work as a result of a work-related injury in the past THREE months?

○ I have not been injured.

○ I have been injured and required no time off from work.

○ I have been injured and required 1 day away from work.

○ I have been injured and required more than 1 day away from work.

11. Please rate YOURSELF on the following statements.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Stongly Agree
I feel that it is worthwhile to put in effort to maintain or improve my personal safety.	○	○	○	○	○
I feel that it is important to maintain safety at all times.	○	○	○	○	○
I believe that it is important to reduce the risk of accidents and incidents in the workplace.	○	○	○	○	○
I use all the necessary safety equipment to do my job.	○	○	○	○	○
I use the correct safety procedures for carrying out my job.	○	○	○	○	○
I ensure the highest levels of safety when I carry out my job.	○	○	○	○	○
I promote the safety program within the organization.	○	○	○	○	○
I put in extra effort to improve the safety of the workplace.	○	○	○	○	○
I voluntarily carry out tasks or activities that help to improve workplace safety.	○	○	○	○	○

12. Please respond to the following statements.

	Strongly Disagree	Disagree	Neither Disagree or Agree	Agree	Strongly Agree
I try my hardest to perform well on my job.	○	○	○	○	○
I feel energetic at my job.	○	○	○	○	○
At work, I focus a great deal of attention on my job.	○	○	○	○	○
I often think of leaving my organization.	○	○	○	○	○
It is very possible that I will look for a new job soon.	○	○	○	○	○
If I may choose again, I will choose to work for my current organization.	○	○	○	○	○

Appendix 8 – Suggestions to Improve Safety Climate Report

"Unfortunately not enough of our employees responded. If we had been advised of this we could have encouraged better participation by our team."

"Unfortunately we could not get a good sample of our employees and in the future we would have to provide a better introduction so they would take an interest in the survey."

"I think the survey was well conducted. I will certainly give it a pass mark. The only suggestion you may consider is increasing the number of survey reports received from an organization before issuing report to that organization. Consider establishing 30 - 40% of the workforce participation in the survey as a criteria for receiving survey report. When a very small percentage of the workforce participates in a survey, the result tends not to be statistically significant. The views expressed by the few may not represent the views of the majority of the workforce."

"There was very little information about other organizations, poor sample sizes etc. and so one couldn't really use the study for any sort of comparison."

"Our survey sample was too small to give us a look at us as an org or the data field was empty for us."

"The report was useful in identifying the general depth of knowledge by respondents but it would be very useful to identify specific gaps that we could then focus our efforts upon."

"[We] hoped for feedback that was more specific, I was hoping to see our scores per question so we know which areas to focus on."

"We will ask for the top 3 and bottom 3 scores/questions. This will inform us on what we can improve on."

"It was very difficult to determine how we are doing. The results were so close to others that I could not draw any conclusions (e.g., 4.6 vs. 4.7 results mean the same thing to me but in the report these minor differences were highlighted). Therefore I am not sure if they are minor or major."

"The results could be a little more clear and easy to understand. I found your number system confusing."

"A more thorough and detailed analysis of the results, what they mean, comparisons against the total group, additional actions companies can take to improve their safety climate etc."

"I found some of the questions quite open ended such as 10, 11 and 14 and not sure staff are in a position to have such knowledge reasonably."

"The reports were delivered and expected returned while we were preparing for the Christmas rush. Any other time of the year would work better for us."

"Make sure that if a company participates you actually include company specific results. Ours was missed on the first pass."

"This has support our current safety programs and employee engagement programs. We'll have to decide how this will used within our organization."

"The report was sent off to the CEO and VPs of our organization - to date I have not received any feedback, so at this time cannot give you a reply."

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