**Workplace Dimensions - Strengthen Your Workplace Culture**

A positive safety culture exists when shared values and beliefs drive decisions, actions and day-to-day practices to prevent workplace injury and illness. People in workplaces with a positive safety culture believe safety and health is a priority, that leaders drive improvement and that workers are an organization’s most valuable resource. People in workplaces with a positive safety culture know injuries and illnesses can be prevented and recognize that we all have a role to play in building safe workplaces.

Fostering a positive safety culture in your organization will help ensure a sustained commitment to safety and health for today and into the future.

This worksheet was developed to help organizations think about where they sit on the safety culture maturity ladder (see below) and to consider ways to make improvements.

Which of the following best describes your workplace safety culture?

**Indifferent → Reactive → Calculative → Proactive → Generative**

- **Indifferent**: Who cares as long as we don’t get caught? The workplace does not value safety and health.
- **Reactive**: Safety is important; we do a lot every time we have an accident. The workplace is heavily weighted to lagging indicators, always dealing with safety issues after an incident has occurred.
- **Calculative**: We have systems in place to manage all hazards. The workplace is doing what is required but does not see safety and health as integral to the overall organization.
- **Proactive**: Safety leadership and values drive continuous improvements. The workplace has a functioning safety and health program with management buy-in.
- **Generative**: Safety is how we do business, no question. Safety is built in the way we work and think at all levels of the organization.

**Suggestions - Moving to Generative**

Review the ideas below and add any other ideas.

Based on the above maturity ladder and where your organization currently resides, implementation of the ideas in each of the dimensions of a positive workplace safety culture will help you improve your safety program and move you up the safety culture ladder.

Check the ideas you want to work towards. Add any other ideas.
**Dimension #1 – Hazards and Concerns Addressed**

This dimension focuses on promptly identifying, fully evaluating, and promptly addressing or correcting all types of safety and health hazards and concerns.

What you can do:

- Follow all legislative requirements to maintain a safe and healthy workplace
- Conduct regular and formal health and safety audits of your workplace and follow up with improvements to address gaps
- Create mentorship and cross-training programs
- Work towards safety and health designation through any of the SAFE Work Certified programs (COR™, MADE SAFE Certified, etc.)
- Hire a dedicated safety and health professional
- Other __________________________________________________

**Dimension #2 – Leadership Commitment**

This dimension highlights how safety and health starts at the top and relies on organizational leaders who demonstrate a commitment to safety values through their actions, including allocating resources, communicating and making decisions in a way that indicates safety and health is prioritized equally with production and quality.

What you can do:

- Follow all legislative requirements to maintain a safe and healthy workplace
- Involve senior management in safety and health activities, including hazard assessments, inspections, investigations and committee meetings
- Provide supervisors with training in soft skills: leadership, communications, managing conflicts, mentoring and training
- Incorporate a safety topic in all management meetings
- Participate in sector / regional health and safety groups / events
- Establish safety as a procurement / contractor pre-requisite
- Other __________________________________________________

**Dimension #3 – A Respectful and Trusting Work Environment**

This dimension states that communication is open and reflects an environment in which trust, fairness and respect matter in daily interactions and, especially, in resolving conflicts and solving problems.

What you can do:

- Follow all legislative requirements to maintain a safe and healthy workplace
- Encourage and reward reporting; do not tie positive recognition to incident free criteria
• Build out harassment policies with respectful workplace expectations; provide avenues for conflict resolution, and train staff in civility and respect
• Establish joint committees to support disability management and changes in the workplace
• Conduct team building discussions, exercises and events
• Provide regular communication in format applicable for workplace (literacy, languages, messaging)
• Other ________________________________

**Dimension #4 – Accountability**

All people are responsible and committed to health and safety within the organization. Roles and responsibilities are assigned and understood, and individuals in the workplace feel both personally accountable and committed to their own safety and health and that of their peers.

What you can do:

• Follow all legislative requirements to maintain a safe and healthy workplace
• Set clear annual safety and health performance targets and a measurement strategy
• Embed safety and health roles and responsibilities into job descriptions and performance reviews
• Provide positive recognition for those who act safety and establish a disciplinary policy for safety violations
• Ensure authority levels match job requirements
• Other ________________________________

**Dimension #5 – Inclusiveness**

All workers matter. Contract, temporary and other non-traditional workers are respected equally. There is a commitment to communicate with all workers in a variety of ways, and for all workers to be encouraged to provide input on safety and health issues and decision-making.

What you can do:

• Follow all legislative requirements to maintain a safe and healthy workplace
• Encourage and support participation in health and safety committees and activities
• Conduct engagement / employee feedback surveys, focus groups, etc. on health and safety related topics
• Reach out to workers who may be vulnerable (new workers, those in precarious work, those with language or literacy issues) for input
• Hold short-term and long-term strategic planning sessions with all workplace stakeholders
• Other ________________________________
**Dimension #6 – Continuous Learning**

This dimension focuses on workplaces providing opportunities to learn about new or improved ways of doing things to ensure safety and health are sought out and implemented to maintain and improve best practices.

**What you can do:**

- Follow all legislative requirements to maintain a safe and healthy workplace
- Participate in safety groups or associations (industry-based, provincial, local, etc.)
- Arrange for industry technical experts to discuss safety and health related topics
- Adopt best practices and voluntary standards (e.g., Psychological Health and Safety in the Workplace)
- Tap into and implement resources identified as best practice
- Arrange for guest speakers to attend meetings
- Other ______________________________________________________________________

**Draft a plan for 2-3 of your ideas**

<table>
<thead>
<tr>
<th>Idea for Implementation</th>
<th>Implementation Steps</th>
<th>People Involved/Responsible</th>
<th>Target Dates</th>
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