

UNDERSTANDING THE DEMONSTRATION OF WORKPLACE SAFETY AND HEALTH OWNERSHIP ACROSS FIVE INDUSTRIES IN SINGAPORE – A CASE STUDY APPROACH

Study Objectives

As engendering Workplace Safety and Health (WSH) ownership is one of the crucial strategies leading to a Vision Zero mindset, a case study approach was used to understand how WSH ownership is demonstrated in the five selected high-risk industries. The study aimed to:

- define the **meaning** and **elements** of WSH ownership;
- determine how companies demonstrate WSH ownership;
- identify the challenges to inculcation of WSH ownership; and
- identify the key success factors in inculcation of WSH ownership.

Methods

The case study involved 3-6 companies for each industry using focus group discussions, in-depth interviews and observations.

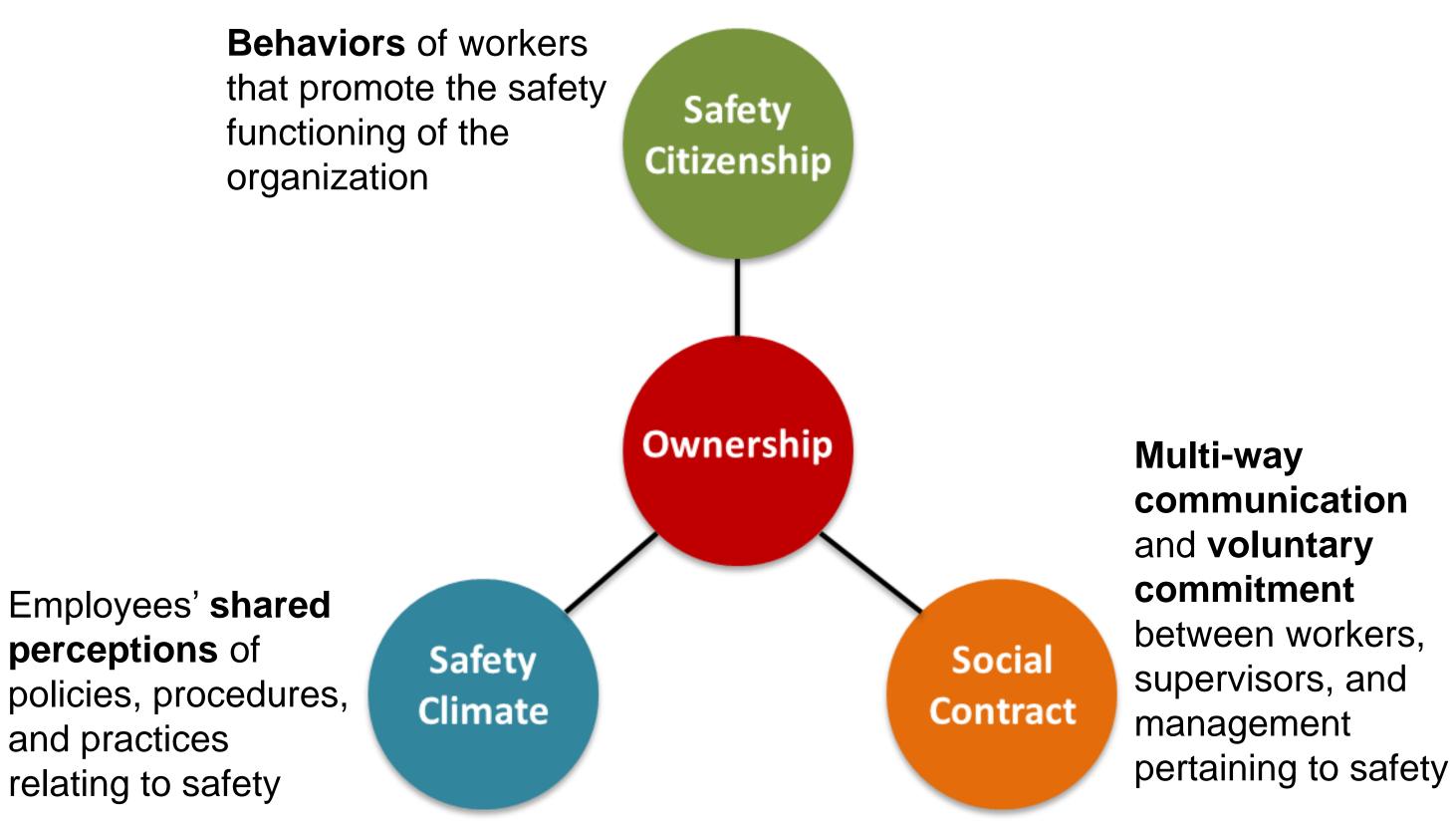




Interview



Meaning and Elements of WSH Ownership



Overview of Participating Companies

	Construction	Logistics and Transport	Manufacturing and Metalworking	Marine Industries	Hospitality and Entertainment
No. of participating companies	6	4	3	3	3
No. of FGDs	10	4	6	7	7
No. of In-depth interviews	18	16	11	13	4
No. of observations	6	8	3	3	3

Key Findings

How Companies Demonstrate WSH Ownership

Organizational Structure

Type of industry and structure

Safety department structure

- In-house/ outsource workers ratio
 - Cultivating homogeneous safety culture between contractors and company employees
- **Customer relations, product** type and safety
- Direct/ indirect customer relations
- Clients safety demands and needs

Safety Climate

- Communication Ambience of sharing opinions
 - Moving beyond
- compliance Safety

- **Compliance: Reward** and Penalty
- Incentives/ Prizes Warning, Fines, Wall

of Shame

Responsibility

- Coaching
 - Learning by
 - doing Active learning
- Citizenship

Voice

Transformational Leadership

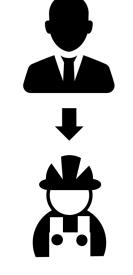
- - Empowering workers to suggest innovations
 - Spot the hazard campaign
 - Egalitarian stop card
- **Encouraging innovation** (campaign, competition)
 - Technology innovation
 - Safety innovation

Social Contract

Commitment

- Intra/inter connections
 - Intra-group
 - Worker-supervisor Workers etiquette
 - Inter-group 0
 - Worker level
 - Management level
- Mentorship
- Buddy system
- Company as family Workers welfare
- Company events

Challenges to WSH Ownership



Top-down one way

communication

Prof. Theng Yin Leng





Workers have less autonomy in voicing out concerns

Development of trust in management as well as among co-workers

Research Team

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Potential Key Success Factors

Enrichment

Employee well-being

Care for each other







Developing no-blame practices

Transformational leadership behaviours

Encouraging workers to be open about mistakes by taking a non-punitive approach to learning

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