



Issue 83

WSH Ownership

Introduction

Workplace Safety and Health (WSH) Ownership is fundamental to establishing a safe and productive work environment. When employees take ownership of WSH, they not only comply with regulations but also actively solve potential issues and make suggestions for improvements. Meanwhile, management's ownership of WSH underlines their commitment towards embracing a no-blame culture for employees to speak up about WSH issues, and caring for their employees' overall wellbeing. This shared responsibility creates a proactive WSH culture, reducing accidents and fostering a healthier environment.

In the United Kingdom, case studies¹ showed leadership such as making health and safety a key leadership agenda and creating effective partnerships with employees lead to reduction in injury rates, sickness absence and insurance premiums. This is corroborated by studies² showing that management commitment is a key organisational factor related to WSH performances and injuries.

Employees also play a significant role in ensuring WSH within an organisation. Research³ showed that employees are more likely to sustain workplace injury if they display behaviours of being un-engaged in WSH. Studies have shown that individual-level factors such as perception of safety, safety motivation, attitudes, behaviours can influence WSH outcomes.

The Workplace Safety and Health Institute of the Ministry of Manpower, in collaboration with the Centre for HEalthy and Sustainable cities (CHESS), a research centre under the Wee Kim Wee School of Communication and Information (WKWSCI), Nanyang Technological University (NTU) undertook a multi-year study to understand how individual, cultural and organisational factors can affect organisational WSH Ownership in Singapore, drawing references⁴ from various studies on factors that can influence WSH Ownership.

Through interviews, focused group discussions, and surveys with participating companies across industry sectors, the study sought to understand how companies in various industry sectors demonstrate WSH Ownership, which led to the formulation of the WSH Ownership Model. This was adapted for the development of the online company administered iOwnWSH tool.

What is WSH Ownership Model?

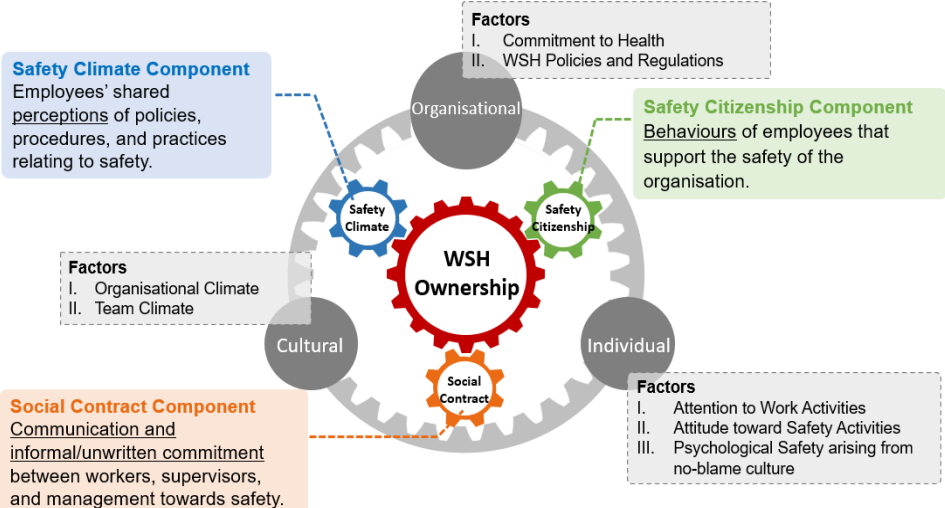
Shown in the diagram below, the worker-centric WSH Ownership Model is made up of three components, which are influenced by seven factors at the individual, cultural and organisational levels.

The three components that drive WSH Ownership are:

Safety climate: Employees’ shared perceptions of policies, procedures and practices relating to safety.

Safety citizenship: Behaviours of employees that support the safety in the organisation.

Social contract: The communication and informal/unwritten commitment between workers, supervisors, and management towards safety.

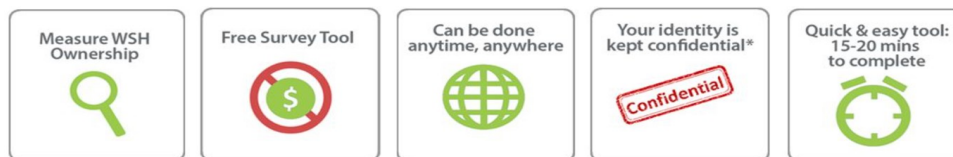


There are seven factors that influence WSH Ownership Components (Safety Climate, Safety Citizenship and Social Contract) :

Factor Name	Factor Description
WSH Policies and Regulations	The presence of safety rules, policies and regulations in the workplace, reflecting the organisations' commitment to safety.
Commitment to Health	How the management takes care of its employees' health and well-being.
Organisational Climate	The quality of relationships between superiors and their subordinates.
Team Climate	Team members' common perceptions of their policies, procedures, and practices on safety issues.
Attention to Work Activities	Focuses on following instructions, listening carefully to instructions, performing work activities without being easily distracted.
Attitudes Toward Safety Activities	The degree in which employees comply with safety procedures and participate in improving working conditions.
Psychosocial Safety arising from no-blame culture	A culture that promotes honesty, openness and respect where employees feel safe to speak out.

What is and Why Use iOwnWSH?

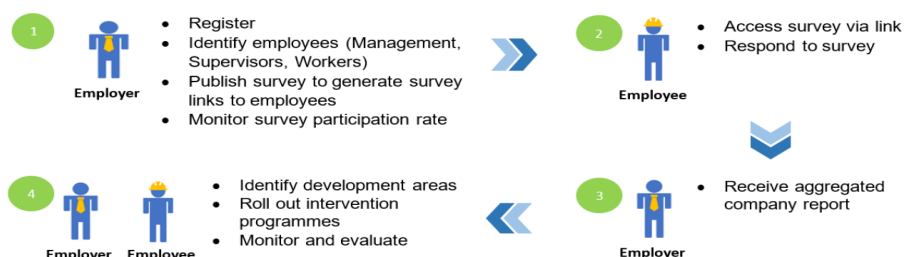
Developed by WSH Institute, with support from WSH Council, iOwnWSH is a free online company-administered assessment tool for companies to measure WSH ownership in the company, so that development areas can be identified, and appropriate interventions put in place to improve WSH Ownership. The tool is available in English, Chinese, Tamil and Bengali.



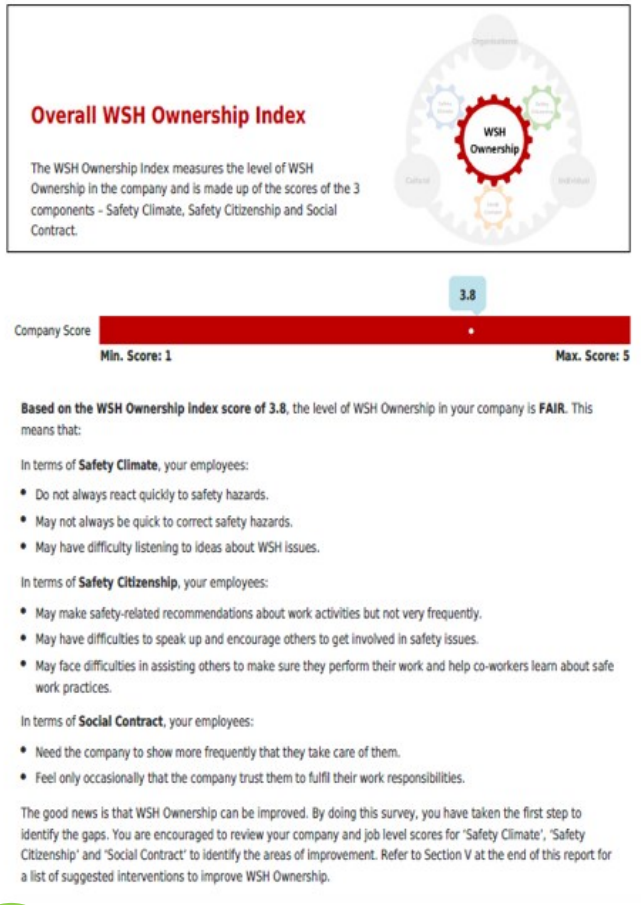
*The participating company will receive an aggregated anonymised company report (provided there are 15 or more respondents (5 Management staff, 5 Supervisors, 5 Workers)) on the following:

- The company's overall WSH Ownership score
- Possible areas of developments according to the scores of WSH Ownership components and factors, and
- Recommended interventions to improve WSH Ownership

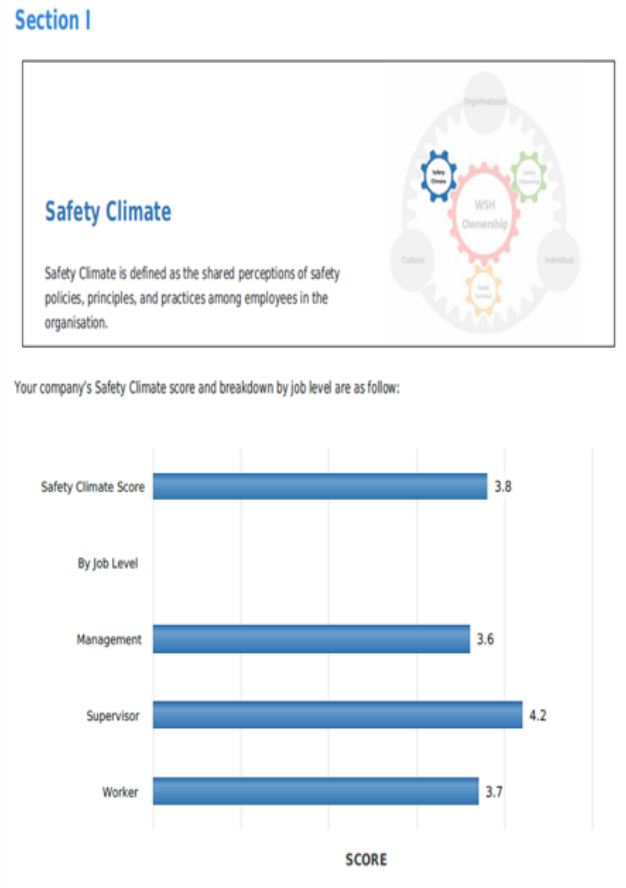
How to use iOwnWSH?



What are the key features of the Company Report?



1 How the company fare in Overall WSH Ownership



3 Component score by job level

The survey was conducted between 18 Jan 2023 and 19 Jan 2023. The following is a breakdown of your company's WSH Ownership Index by job level:

TABLE 1: BREAKDOWN BY JOB LEVEL*

Job Level	Number of Invited Participants	Number of Respondents (Response Rate)	Score
Management	5	5(100.0%)	3.5
Supervisor	5	5(100.0%)	4.3
Worker	6	5(83.3%)	3.7

Note: The maximum score in a category is 5.0.

*Job Levels surveyed:

- Worker refers to people who are directly involved in the work activities.
- Supervisor refers to people who provide direct and close supervision of tasks performed by workers under them.
- Management refers to people who hold key senior leadership positions (e.g., Business Owner, CEO, Managing Director, Director, General Manager) as well as middle management (e.g., Functional/Department Head/Regional Managers, including EHS Manager) who make key decisions for the business.

2 Company's WSH Ownership score by job level

Safety Climate is influenced by the following factors. Focus on those with lowest scores and refer to Section V for a more detailed breakdown and suggested interventions.

TABLE 2: BREAKDOWN OF SAFETY CLIMATE SCORE

Factor	Score			
	Safety Climate	Job Level		
		Management	Supervisor	Worker
Attention to Work Activities	3.8	3.6	4.2	3.7
No-blame Culture	2.1	2.1	1.6	2.5
WSH Policies and Regulations	3.8	3.5	4.4	3.5
Commitment to Health	3.8	3.7	4.4	3.4
Organisational Climate	3.8	3.7	4.4	3.5




Note: The maximum score in a category is 5.0.

4 Factors scores that can influence the Component

Factor & Description	Recommended Interventions
<p>No-Blame Culture A culture that promotes an environment where honesty, openness and respect make employees feel safe to speak out.</p>	<ul style="list-style-type: none"> • Encourage your supervisors and workers to communicate on WSH matters to bring out good WSH behaviours. • Implement no-blame practices to reduce fear of reporting incidents and encourage responsibility taking, such as: <ul style="list-style-type: none"> ○ Adopt a Near-Miss Reporting regime with a "No Name, No Blame" approach, where the intent of incident observations and its associated findings are not to find fault or apportion blame. ○ Set up a whistleblowing system that focuses on identifying root causes of the incident instead of determining blame. ○ Reinforce the no-blame policy for reporting incidents and near misses. Share the actions taken and lessons learnt from these reports with all employees.

5

Recommended Interventions according to Factors

1) Form a Team	
<p>Having a dedicated team is key to delivering the action plan. Led by management and including the company's WSH personnel, this dedicated team should ideally also include representatives from the union, human resources, and key operations.</p>	
2) Understand the Results	
<p>Taking time to understand the results enables you and your dedicated team to have a detailed understanding of your company's current WSH Ownership before designing changes to address the needs of your company.</p>	
	a) Review your company's iOwnWSH report in detail.
	b) Focus first on the WSH Ownership components with low scores. c) Rank the importance of each factor identified in Section I, II, III in terms of their impact on WSH performance in your company. Then, identify the top three factors to address.

6

How to develop an action plan to implement the interventions

Companies can make use of the iOwnWSH tool to gauge the effectiveness of their WSH ownership initiatives by conducting pre- and post-intervention surveys.

To improve WSH Ownership, take the first step now by scanning/clicking the QR code below or go to www.wshc.sg/iownwsh to access iOwnWSH.

**Scan/Click QR Code
now to access
iOwnWSH**



References

- [1] **Health and Safety Executive (HSE)**
<https://www.hse.gov.uk/leadership/resources/casestudies.htm#success>
- [2] **Edmund W. J. Lee, Han Zheng, Htet Htet Aung, Vered Seidmann, Chen Li, Megha Rani Aroor, May O. Lwin, Shirley S. Ho & Yin-Leng Theng (2020): Examining Organizational, Cultural, and Individual-Level Factors Related to Workplace Safety and Health: A Systematic Review and Metric Analysis, Health Communication, DOI: 10.1080/10410236.2020.1731913**
<https://www.tandfonline.com/doi/abs/10.1080/10410236.2020.1731913?journalCode=hhth20>
- [3] **Mullins, Rebecca , Blair, Earl , and E. Scott Dunlap. "Management Leadership: Improving Employee Safety Engagement." *Prof. Safety* 64 (2019): 36–42.**
<https://onepetro.org/PS/article-abstract/64/11/36/33487/Management-Leadership-Improving-Employee-Safety?redirectedFrom=fulltext>
- [4] **Workplace Safety and Health Council (WSHC)**
<https://www.tal.sg/wshc/programmes/iownwsh/references#>

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