

# Safety Culture Roadmap

WE PUT KNOWLEDGE INTO PRACTICE

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Compass has thousands of resources to help you build your safety culture. This guide is a roadmap to improve your workplace safety culture. If you go to our Safety and Health Library, you can open each of documents referenced in this Roadmap. Training is located in our catalog. Our goal is to help you improve your Safety ROI and by ROI we mean **Return On Involvement**. Maximize your safety ROI by establishing an Integral safety culture.



- **Zero** - A company with a **Zero Safety Culture** places little attention on safety. They have no safety staff because the company focus is solely on production. Shortcuts are common and very little regulatory knowledge exists in the organization. The company usually limits their safety efforts to the insurance carrier's annual drive by. The goal is to get the carrier's risk control in and out as quickly as possible. This type of business is typical of a start-up organization that is putting all their effort into production. If they stay in business, they will gradually move to the next level, the Limited Safety Culture.
- **Limited** - A company with a **Limited Safety Culture** may have someone designated to handle safety. They are typically someone wearing many other hats who wants to spend as little time as possible on safety. Shortcuts are common and very little regulatory knowledge exists in the organization. The company usually limits their safety efforts to the insurance carrier's annual drive by, as well as some occasional training. Generally, a company at this maturity level begins to move towards the next level, Compliance, when one of the following occurs: an OSHA inspection, an insurance inspection, an injury (especially a serious one), an increase in the experience mod and/or the work comp rates or a higher level manager brings information back to the organization that enlightens other managers on how little they know in the area of safety and health.
- **Compliance** - When one of the aforementioned actions happens an organization typically moves into a **Compliance Safety Culture**. Typically, they will designate someone as the safety person and they will

try and set up policies and rules to enforce safety. This person is usually seen as a police-like figure because of their constant need to enforce safety rules and achieve compliance. Organizations that shift toward a compliance safety culture may institute a safety incentive program and will usually implement a progressive discipline program. While this may generate some immediate results the long-term results usually start to diminish as the person in charge of safety may shift their focus to other things. Also in many cases safety incentive programs generally do not gain traction and usually are abandoned. Emphasis on compliance and safety incentives may impact positively motivated employees but rarely have an impact on neutral or negatively motivated employees.

- **Safety First** - With a **Safety First Culture**, the organization devotes a lot of attention to promoting safety. Don't get me wrong, Safety First campaigns are run by some of the country's safest organizations. A company with a safety first campaign goes beyond compliance. Safety is passed down to every level of the company. They post signs throughout the organization that tout things like "days without a lost time claim". Communication is an important part of their safety culture. But many organizations stop here. They never ask the question "If Safety is First, what is Second"? Second is having employees *feel* a part of the safety culture and the importance placed on safety is as important as any other company objective. An organization with a Safety First Campaign will look for ways to improve training throughout the organization and improve their implementation of policies and procedures. They will shift their safety incentive program to a safety motivation program. They will also view the insurance carriers risk control as a valuable part of their safety effort and may even contract with a third party risk control to provide increased support of their safety efforts. Organizations with a Safety First culture will typically get favorable feedback from a safety perception survey. They also get favorable pricing from the Insurance Carriers!
- **Interdependent** - When an organization has an **Interdependent Safety Culture** they are truly best in class. Less than 5% of the organizations in the US have an Interdependent Safety Culture. These organizations have the lowest cost of risk because *everyone* in the organization is steadfast in making the organization a safe place to work. A company with an Interdependent safety culture has safety integrated in everything the organization does. The message is clear that safety is as important, if not more important, than production. An organization with an Interdependent Safety Culture broadens its Safety First mentality by including safety as part of its new hire orientation, on-going training, annual performance reviews and progressive discipline policies. An organization with an Interdependent Safety Culture also instills a culture where safety is pushed from the bottom up. This is done through the creation of a meaningful Safety Committee that is represented by all levels of the organization. Organizations with a Interdependent Safety Culture will almost always get favorable feedback from a safety perception survey and will quickly move to address any perceived deficiencies, which will further strengthen the safety culture of the organization. Finally in an Interdependent Safety Culture there is an emphasis on wellness, and safety is stressed to the employees to make safety an extension of their mindset while they are away from work as well.



## Step 1 - Illustrate the Value of Safety.

Some employees work safely, some don't. That is just a fact of life. What you have to do is make every employee understand the importance of safety

- Perception Surveys
- New-hire safety orientation
- Safety messages throughout the facility
- Emphasize a different kind of ROI. Remember employees care very little about the profitability of the company. They care about tier quality of life. If you emphasize employees wellbeing you will maximize your **Return On Involvement!**
- Teach supervisors how to manage employees
- Establish your return to work process before the claim

## Gain Buy-In from your Senior Management.

Safety cultures are built from the top down, making management support crucial to safety program success. Help educate your senior management on the benefits of building and maintaining a safety program. Broaden your conversation beyond the basics—not only do safety programs minimize accidents and hold down indemnity, they promote loss control through improved employee morale and reduced absenteeism. Plus it helps protect your most important asset..... **Your employees!!!**

Management Support is Critical

Are your managers aware of their responsibilities under OSHA’s General Duty Clause? Do they know how much lost revenue employee absences are costing them annually? Illustrate how employee safety prevents fines, reduces losses and increases revenue.

- P&C Prospecting Script - Business Owner
- P&C Prospecting Script - CFO
- Financial Impact of Work-Related Injuries Presentation
- Risk Insights: Safety Programs and the Impact to Your Bottom Line
- Risk Insights: Focus on Safety and Health to Benefit Your Business
- Safety and Health Audit

### Set the Tone

From day one, employees at all levels of the organization should understand the importance of workplace safety. WE must ensure management, trainers and employees are educated on regulations by furnishing clients and prospects with the tools necessary for success.

- Elements of a Successful Safety and Health Program
- State Guide to Safety Regulation - *State Series*
- Workplace Required Posters - *State Series*
- Employee Safety Manual - *General and Industry Specific*
- Risk Insights: Creating a Strong Safety Culture
- Safety Matters: Promoting a Safety-Minded Culture
- Employee Safety Survey
- Safety and Health Survey

OSHA is ramping up their compliance efforts. Recently, they have adopted an over **200% increase in fines and penalties!** OSHA compliance is essential to both building a safe work environment and avoiding costly fines. Help simplify your clients’ compliance issues with these easy to follow OSHA materials.

- Work Comp Insights: OSHA’s Four-Point Safety Program
- Required OSHA Programs and Training
- OSHA On-Site Consultation Program
- OSHA Program Audit
- Search by OSHA training topic for a whole suite of training
- We also have 15 OSHA training compliance programs in our web based training **Catalog**. These training programs are in English and Spanish



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## Build and Support your Safety Committee(s).

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Even if you have safety committee, it may not have all the resources necessary to be successful. The following materials will help you create and support your safety committee's initiatives to quickly address concerns and encourage positive employee behavior. You noticed that I listed committee as plural. We believe that if you divide your safety committee tasks into multiple committees you will increase your traction by involving more employees.

### Create a Culture of Safety.

While it is important to have a safety committee you need to make sure you get a maximize ROI.

- Safety and Health Committee Responsibilities
- Work Comp Insights: The Building Blocks of a Safe Workplace
- Safety Budget Worksheet
- Safety Program "Quick Check"
- Minimizing the Risk of Workplace Injury
- Comprehensive Safety & Health Inspection Checklist
- Go through our training module on Safety Committee Development located in our Training **Catalog. Remember we recommend multiple safety committees. See Play 9.**
- We have **three** safety culture surveys. One designed for employee's, supervisors, and managers.

### Deliver a Safety Incentive Program...that Works.

If executed correctly, safety incentives can be one of the most effective tools at an employer's disposal when it comes to encouraging safety. Make sure your safety incentive programs are a good fit for the organization's culture and illustrate success at effectively reducing workplace accidents with the following materials:

- Employee Safety Incentive Program Guide
- Employee Safety Incentive Policy
- Safety Incentive Survey
- Go through our training module on developing Safety Motivation Programs in our Catalog.

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## Give Supervisors the tools they need.

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While the Safety Committee sets the tone, supervisors put the tone into action. By equipping supervisors with the tools need for success, you bring your organization closer to becoming an integral safety culture

### Help Set Expectations.

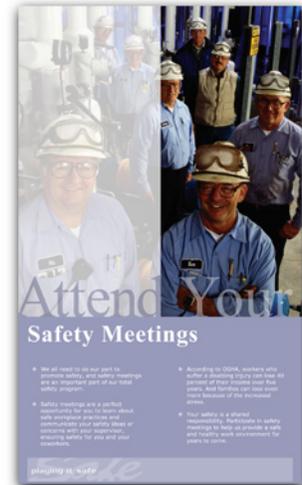
We realize that managers and supervisors are busy. They need, and deserve, guidance on how to effectively execute on their safety responsibilities. Compass a lot of tools designed to help you communicate expectations, impart best practices and share tips with the documents below.

- Supervisor Safety Responsibilities
- Safety and Health Programs: Training for Employees, Supervisors and Managers
- Supervisor Safety: Reducing Risks for Shift Workers
- Safety Coordinator Responsibilities
- Qualities of an Effective Safety Coach
- We have a whole suite of web based training designed to help supervisors understand their role in safety.

### Support Injury Cost Containment.

Injury management can ensure that injured employees get the care they need while also minimizing claim costs. Employers need an employee that can manage this difficult process. We have a lot of tools to help:

- Work Comp Insights: Selecting and Training Your Injury Management Coordinator
- Injury Management Coordinator Job Description
- Disability Management Training Workbooks
- Supervisor Injured Worker Preparedness Survey
- Supervisor Response Training - Workplace Injuries
- Web based training on our proprietary Incident Analysis



### Support Safety Meetings and Toolbox Talks.

Weekly or monthly safety meetings are a great venue for promoting safety. Use Broker Briefcase’s vast library of safety meeting talking points to assist employers in this recurring activity.

- Safety Matters: Promoting a Safety-Minded Culture
- Safety Matters: Toolbox Safety Meetings- Tips for Trainers
- Safety Matters: Safety Meeting Basics
- Attend Your Safety Meetings Poster
- Take Time to Meet for Safety
- Safety Meeting Agenda Planner Tool
- Safety Committee Statement
- Safety Meeting Sign-In Attendance Form

## Offer Employee Communication That’s Targeted and Relevant.

Our Safety and Health Library has thousands of documents for dozens of industries—including safety handbooks and policies, brochures, flyers, presentations, posters and payroll stuffers—all created to support your safety culture

### Topics that Matter.

Every organizations needs are unique, and your safety program should be, too. Mix important safety basics with targeted, industry-specific safety communications to address your most pressing needs. Here are some examples:

- Construction Playing it Safe: Ergonomics Solutions for Electrical Contractors
- Manufacturing Target on Safety: What You Should Know About Hexavalent Chromium
- Agriculture Playing it Safe: The Dos and Don’ts of Grain Augers
- Education and Childcare Target on Safety: Know the Hazards in Your Classroom
- Heath Care Playing it Safe: All About Legionnaires’ Disease
- Transportation and Warehousing Target on Safety: Overview on Correctly Securing Cargo

### Onboard Employees with Safety in Mind.

Whether your clients have dedicated trainers or are relying on frontline managers and HR for

employee education, you can deliver resources to help new employees understand the importance of safety from day one.

- New Employee Safety Orientation Training (in our Catalog)
- New Employee Safety Orientation Implementation Guide (Our three prong process)  
Here are some examples
- Supervisor Safety: Reducing Risks for New Workers
- Employee Safety Responsibilities
- Manufacturing Safety Matters: The New Employee's Top Role Model-You
- Construction Safety Matters: Teaching On-site Safety by Example

### Different Resources, Same Message.

Important messages are worth repeating. With hundreds of choices in a variety of formats, it's easy for employers to target employees to reinforce key safety messages and keep them at the forefront of daily operations. This will ramp up your organizations Safety IQ®. Here is an example:

- Eye Safety & You Poster
- Safety Matters: Selecting Safety Sunglasses
- Playing it Safe: Protect Yourself from Eye Injuries
- Gear Up For Safety: Eye Protection
- Protect Your Vision (Payroll Stuffer)
- Quiz: Eye Safety



### Keeping Safety Top of Mind.

Safety programs require constant attention, evaluation and maintenance. We have resources to help safety stay top of mind with monthly safety communication materials for management, risk managers, supervisors and employees. You can subscribe to each of these newsletters as a Compass customer.

- OSHA Safety Newsletter *Produced Quarterly*
- Employee Newsletter *Series*
- Safety First *Monthly Series*
- Risk Management *Series*
- *What's New on the Compass Portal*

## Compass Risk Management Score

Risk Management Inc. developed the Risk Management Score back in 2008. It has become the industry standard for benchmarking your workplace safety program. Our proprietary process will help build your roadmap to improve your safety culture. This will help your organization **reduce**:

**Claims Costs by 25 – 50%**  
**Training costs by over 40%**  
**Premium Costs by over 25%**

Talk to your broker or Compass Certified Consultant about the impact it can have on your total cost of risk