

Measuring your organization's safety climate to choose Health and Safety Excellence program (HSEp) topics

Introduction

The League of Champions (LOC) is an organization dedicated to health and safety excellence. This organization continuously works to inspire and influence leaders to commit, collaborate and act to improve safety culture through awareness, education, promotion and recognition leading to safer construction workplaces in Ontario.

This year, the LOC has launched a campaign on 'Building and Measuring Your Safety Culture using the Safety Climate Assessment Tool (S-CAT)' to promote and advance safety culture with its members and also build industry awareness. A strong safety culture is a core value for LOC members and this program will support building more effective programs.

The LOC is collaborating with NORCAT to support participants in the implementation of the S-CAT. As an organization, NORCAT is considered a global leader in skilled labour training and development that focuses on developing and providing world-class programs, services and resources to reduce injuries, save lives and enhance productivity in the workplace. They will support participants in delivering and analyzing results.

A strong workplace culture is essential to running a business where health and safety are valued and embedded in day-to-day work. Research shows that a safe work climate or a workplace prioritizing health and safety can result in fewer workplace injuries and illnesses and improved employee well-being¹.

In an organization with a positive health and safety climate, every business level – including senior leadership, supervisors, health and safety personnel, employees, contractors, and customers – works together to prioritize health and safety. Research shows that leaders who value health and safety have safer, more productive, engaged employees.^{2 3}

This guide will assist businesses in measuring their organizational health and safety climate with the Safety Climate Assessment tool (S-CAT), highlighting how the S-CAT aligns with the Workplace Safety and Insurance Board (WSIB)'s Health and Safety Excellence program. Moreover, using the S-CAT as a leading indicator of a business's health and safety program can be a compelling piece of evidence during WSIB validation of Excellence program topics.

NORCAT will provide the necessary resources to guide and support members with information, planning, scheduling and completion of the S-CAT. As an approved HSEp provider, NORCAT can further assist members with choosing and implementing HSEp topics to strengthen their safety climate.

¹ <https://www.cpwr.com/research/management-resources-from-research/safety-culture-and-safety-climate/safety-climate-assessment-tool-s-cat/>

² The Business case for Safety. Demonstrating your OHS program's return on investment. OHS Insider.

³ [The impact on health and safety management. Institution of Occupational Safety and Health.](#)

Part one: The Safety Climate Assessment Tool

Created by the Center for Construction Research and Training (CPWR), the [Safety Climate Assessment Tool](#) (S-CAT) is a confidential, online questionnaire for employees designed to help companies measure their safety culture across eight leading safety culture indicators.

The S-CAT is part of a larger, easy-to-use, interactive web-based system called the Safety Climate –Safety Management Information System (SC-SMIS) that construction companies of any size can use to evaluate the current state of their health and safety culture.

For members of the WSIB's Health and Safety Excellence program (HSEp), using the S-CAT can help identify where parts of your health and safety program may need work. Specific topics in the Health and Safety Excellence program align with the eight areas measured within the S-CAT, as noted in the chart below.

Safety Climate Assessment Tool Indicator	Related Health and Safety Excellence program topics
Demonstrating Management Commitment	<ul style="list-style-type: none">• Management Review• Leadership and Commitment
Aligning and Integrating Safety as a Value	<ul style="list-style-type: none">• Leadership and Commitment• Health and Safety Responsibilities
Ensuring Accountability at All Levels	<ul style="list-style-type: none">• Health and Safety Accountabilities• Injury, Illness and Incident Reporting
Improving Supervisory Leadership	<ul style="list-style-type: none">• Competency
Empowering and Involving Employees	<ul style="list-style-type: none">• Health and Safety Participation• Health and Safety Responsibilities
Improving Communication	<ul style="list-style-type: none">• Health and Safety Communication• Health and Safety Participation
Training at All Levels	<ul style="list-style-type: none">• Health and Safety Training• Competency
Encouraging Owner/Client Involvement	<ul style="list-style-type: none">• Networking and Peer Learning

Benefits of using the S-CAT

Using the questionnaire will:

- Gather employee insights to help you decide which Health and Safety excellence program (HSEp) topics you may want to select
- Allow you to [skip the HSEp initial assessment and culture survey](#)
- Remove the need to [provide a rationale](#) when selecting HSEp topics
- Provide evidence for topic development for some HSEp topics, like Health and Safety Participation, and Leadership and Commitment
- Allow you to view, select and download resources and create Action Plan(s) to strengthen low-scoring indicators

Where to find the tool

You can register to start using the S-CAT by visiting [LOC's Safety Culture website](#) and clicking on 'Register for the Survey'. You will be directed to NORCAT's S-CAT website where you can download and email the Registration Form to LOCsafetyculture@norcat.org

NORCAT will follow-up with the next steps after receiving your completed Registration Form.

Interpreting your results

After your employees complete the questionnaire, you'll be provided with summary results indicating your company's average safety climate scores from Inattentive (1) to Exemplary (5) for all eight indicators noted in the table above. You'll also be provided with the average scores of other construction companies who have completed the S-CAT to get a benchmark score for the industry.

Here's a list of recommendations based on the score you receive to help you understand your culture survey results:

INACTIVE TO REACTIVE

If your final score is "inactive" or "reactive," your health and safety program needs help. Talk with your provider to get your health and safety program on the right track. Consider whether you're meeting your legislative compliance requirements. Selecting foundational HSEp topics like Leadership and Commitment, Health and Safety Participation, Health and Safety Communication and Control of Hazards might be worth considering.

Your program provider can help you identify ways to improve your health and safety program.

COMPLIANT

If your final score is "compliant," parts of your health and safety program may need improvement. Look at the lower-scoring sections as possible health and safety priorities for your organization. Choosing topics within the intermediate level, like Health and Safety Training, Competency, and Return-to-Work program requirements, may help.

PROACTIVE TO EXEMPLARY

If your final score falls within the "proactive" to "exemplary" range, your health and safety program is likely performing well. We recommend you continue optimizing your occupational health and safety management system and aim for health and safety excellence. Consider selecting advanced topics on your action plan like Corporate Social Responsibility, Internal Audit, or Networking and Peer Learning. Once you've completed all HSEp topics, your business may be ready for accreditation through the Ministry of Labour, Training and Skills Development's [Supporting Ontario's Safe Employers](#) program.

Part two: Getting started in the Health and Safety Excellence program

Register with NORCAT

To start participating in HSEp, you'll need to register with NORCAT (if you haven't already registered). You can visit [NORCAT's website](#), or call 1-855-966-7228 ext. 339 or email excellence@norcat.org

Register on the digital tool and set up your profile⁴

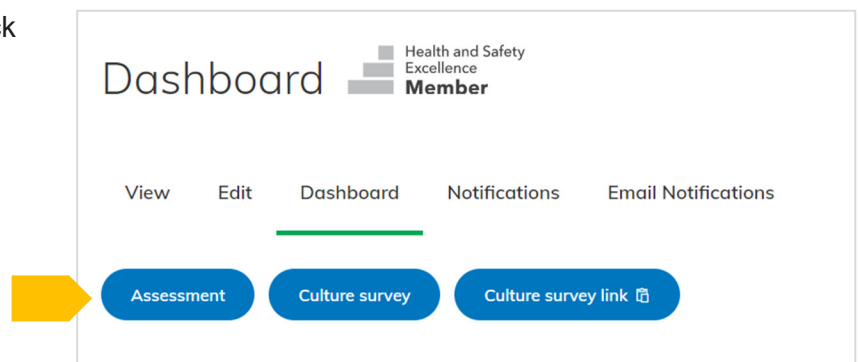
Then, you'll need a WSIB online services account and a profile in our [digital tool](#). If you haven't already registered, you'll need to create an account by following the steps outlined in the [guide to getting started](#)

After registering in the digital tool and logging in for the first time, you'll see five buttons along the top of the screen: View, Edit, Dashboard, Notifications, and Email

Complete two questions from the Health and Safety Assessment

Click the **Dashboard** button. You'll be asked to complete a health and safety assessment. This assessment is usually required and helps members decide which topics to choose. However, for businesses using the S-CAT to identify priorities, you'll be able to bypass the full assessment by answering the first two questions in the assessment by following these steps:

1. Go to your dashboard and click on **Assessment**



⁴ If you don't have access to the internet, reliable internet service/network or computer equipment, please speak with your program provider about how they can support completing activities offline.

2. Click on **Other** in the first question and **Yes** to the second question

What brought you to the Health and Safety Excellence program? *

I heard about it from a colleague
 I was referred by a Health and Safety Excellence approved provider
 I attended a WSIB information session
 I was already participating in a prior WSIB health and safety program
 I found it on the WSIB website
 Other

Is health and safety new for your business? *

Yes No

3. For the next question, click on **Not familiar with them**, then click on **Next Page**:
4. The assessment page will confirm that you have completed the assessment. Click **Done**.
5. After clicking **Done** on the assessment, you will be taken back to the dashboard.

At this point, you'll be able to select your action plan topics based on the priorities you've identified using the S-CAT. Your program provider will assist you in selecting the most appropriate HSEp topics based on the S-CAT.

Upload your S-CAT as a rationale for your HSEp topic selection

Once you've decided which topics you want to work on, you need to confirm your choices on the digital tool. The collection of topics you select is called your **action plan**.

To create your action plan, confirm your topic choices:

1. Click the **Dashboard** button.
2. Click the **Select action plan topics** button.

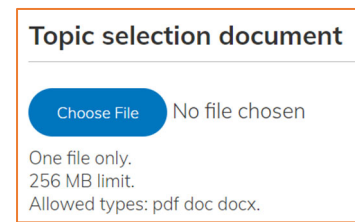


3. Select between one (1) and five (5) topics from the drop-down list by checking the box beside it. Once you check the box, the topic is displayed in the box on the right titled **Selected Topic(s)**. If you need to remove a topic from your **Selected Topic(s)** list, click on the blue circle beside the topic you want to remove.

Topics	Selected Topic(s)
★ Level 1 - Foundation ^	Level 1 - Foundation
<input type="checkbox"/> ★ Leadership and commitment v	Health and safety responsibility
<input checked="" type="checkbox"/> ★ Health and safety responsibility v	Communication
<input checked="" type="checkbox"/> ★ Communication v	
<input type="checkbox"/> Health and Safety Participation v	
<input type="checkbox"/> Recognition of hazards v	

On the next screen, you'll be asked to upload a rationale as a topic selection document:

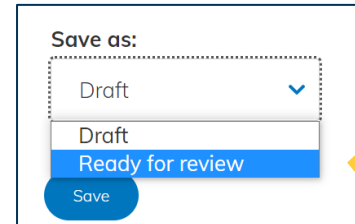
4. Click the **Choose File** button under the Topic Selection document header. Upload a copy of your S-CAT assessment results from your computer, mobile, or tablet. You may wish to describe the document along with your submission (i.e. "S-CAT results").
5. To save and submit your action plan to your provider for review, scroll down to the **Change to** box at the bottom of the screen and click the blue down arrow to change the status of your action plan from **Draft** to **Ready for review**. Click the **Save** button.



Topic selection document

Choose File No file chosen

One file only.
256 MB limit.
Allowed types: pdf doc docx.



Save as:

Draft

Draft

Ready for review

Save

Part three: Using the S-CAT as evidence for HSEp topic development

As you work through the Health and Safety Excellence program, your topics will become an integrated part of your everyday business operations. To implement HSEp topics effectively, you'll need to follow a project management process, such as the Plan-Do-Check-Act cycle, or the WSIB's five steps to managing health and safety. For more information on implementing health and safety topics, check out the WSIB's guide to [Step 2: Develop](#).

The S-CAT can be used during the [initial planning phase](#) or during an [evaluation](#) to determine whether topics are working the way you intended. When you're ready to show the WSIB the work you completed, you can upload your S-CAT assessment results and completed Action Plan(s) as evidence of topic completion.

There are several methods to show your work, including:

- Uploading your S-CAT results and completed Action Plan(s) directly into the digital tool as part of your complete evidence package, or
- Attaching the S-CAT results and completed Action Plan(s) to the WSIB's [evidence template for businesses with 1-99 employees](#).

To upload the S-CAT evidence into the digital tool, follow the steps outlined in the WSIB's Step 3: [Demonstrate guide](#). Your program provider can help you with this process.

As noted above, the WSIB will accept the S-CAT results and completed Action Plan(s) as suitable evidence for both the Plan and Check/Evaluate steps of topic development. Additionally, having employees complete the S-CAT meets topic requirements for the **Health and Safety Communication, Health and Safety Participation, and Leadership and Commitment** topics.

An example

ABC Inc. is a medium-sized construction company that has completed the S-CAT questionnaire. According to their results, their overall S-CAT score was **Complaint**, with two indicators -- Improving Communication and Training and All Levels -- having the lowest scores.

The business enrolls in the Health and Safety Excellence program. They select three topics – Health and Safety Training, Health and Safety Communication, and Competency -- to improve the gaps identified on the S-CAT.

They upload a copy of their initial S-CAT assessment results to the WSIB's digital tool. Using the resources available on the [Safety Climate-Safety Management Information System \(SC-SMIS\) website](#) and following the advice from their provider, a planning meeting is held with business leaders to develop Action Plan(s) and an implementation plan to develop the topics in the workplace.

Following the Plan-Do-Check-Act model, the business develops new health and safety communication and training policies. It holds staff-wide training to ensure all staff understand the new policies. A few months following the training, the S-CAT is re-administered to staff as part of their evaluation activities, and they notice that their overall score has improved.

Using the pre and post-S-CAT questionnaire and completed Action Plan(s) as evidence for WSIB validation, the business completes WSIB validation and receives a rebate on their WSIB premiums.

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