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1 Introduction – CultureSAFE Programme, Model & Index and Cycle

CultureSAFE Programme

The CultureSAFE programme provides a one-stop platform for organisations to embark on a WSH culture building journey beyond WSH infrastructure and competency that focuses on cultivating the right WSH mindset and attitudes in every employee – from top management down to the last worker.

CultureSAFE Model

The CultureSAFE Model, developed by WSH Council, is a representation of the characteristic attributes of an organised group as established by its leaders. These attributes can dictate the WSH values and practices of its members which can in turn shape their psycho-social programming of deep seated WSH attitudes and perceptions.

CultureSAFE Index

Through employee’s survey and on-site assessment using the toolkits derived from the CultureSAFE model, the WSH cultural profile of your organisation will be quantified using an index system from 1 to 5 which represent five distinct levels of culture maturity? It represents the strengths and gaps of your organisation’s WSH culture and serve as a basis for continual improvement.

6 Attributes of WSH CultureSAFE Model

- Leadership & Commitment
- Competent & Learning Organisation
- Governance
- Ownership & Teamwork
- Work Management System
- Communication & Reporting

CultureSAFE Index System

- 5 EXEMPLARY
- 4 PROGRESSIVE
- 3 PROACTIVE
- 2 PARTICIPATIVE
- 1 REACTIVE

CultureSAFE Cycle

A 5-step cyclical approach (Diagnostic, Reporting, Action Planning, Implementation, Review and Evaluation). The development or nurturing of WSH Culture within the workplace using the CultureSAFE Cycle is a journey as the CultureSAFE Cycle needs to be applied periodically.
Assessment Methodology

The CultureSAFE e-tool only cover Step 1 (Diagnostics) and Step 2 (Reporting) of the CultureSAFE cycle.

For reliability and comprehensiveness in determining the WSH cultural state of an organisation via CultureSAFE Cycle (Step 1), two classes of information should be collected to assess the WSH culture prevailing in an organisation:

- Perception-based Survey, and
- Evidence-based Assessment

The assessment of WSH culture state of the organisation will yield the following:

- CultureSAFE Index and Profile of the organisation and;
- WSH Cultural gaps identified, and to be improved on.
2 CultureSAFE e-Tool Perception-based Survey, User Login

Access the link in the email with User ID and Password as shown in Figure 1.

From: wshtoolkit@wshc.sg [mailto:wshtoolkit@wshc.sg]
Sent: Monday, 28 May, 2012 1:45 PM
To: Hong Heng CHUA (MOM)
Subject: [UAT] WSH Toolkit Coordinator Login Details

Dear tan ah tee,
Welcome to the iWSH Portal. Your login information for the iWSH Portal is as follows:
User ID: chui_hong_heng@mom.gov.sg
Password: sKrgbA70

To access iWSH Portal, please click HERE.

Thank you.

iWSH Portal Team
contact@wshc.sg

Figure 1: Login via email link

Access via iwsh portal, Building Industry Capability/CultureSAFE/CultureSAFE e-Tool tab as shown in Figure 2.

Figure 2: Login via iwsh portal
Login with a valid email address and password, as shown in Figure 3
Click **Login** after entering your Email Address and Password.
Click **Forgot Password** if you do not remember your password, the system will prompt you for your User ID/ Email Address as shown in Figure 3.

![Figure 3: User ID Login, Password & Forget Password](image)

After logged in, system displays Perception-based Survey landing page. The landing page shows the steps in performing the Perception-based Survey as shown in Figure 4.

At any time if you need guidance, please download the user guide for reference as shown in Figure 4. Click on **Start Survey** to proceed.

![Figure 4: Landing page after logged in](image)
Note:
The number of managers, supervisors and workers performing the survey shall follow the ratio of 2:3:10.
The population size of the organisation and recommended sampling size for organisation performing
the Perception-based Survey as shown in Figure 5.

<table>
<thead>
<tr>
<th>Population Size</th>
<th>Confidence Level - 95% Margin of Error - 5% (Option1)</th>
<th>Convenience Sampling 40% of Option1 (Option2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>50</td>
<td>44</td>
<td>18</td>
</tr>
<tr>
<td>75</td>
<td>63</td>
<td>26</td>
</tr>
<tr>
<td>100</td>
<td>80</td>
<td>32</td>
</tr>
<tr>
<td>150</td>
<td>108</td>
<td>44</td>
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<tr>
<td>200</td>
<td>132</td>
<td>53</td>
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<tr>
<td>250</td>
<td>152</td>
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<td>111</td>
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<td>1200</td>
<td>291</td>
<td>117</td>
</tr>
<tr>
<td>1500</td>
<td>306</td>
<td>123</td>
</tr>
</tbody>
</table>

Figure 5: Population size and Recommended sample size
Click on **Perception-based Survey or Company Form** as shown in Figure 6 will bring you to Step 1 – Input Organisation Profile

![Figure 6: Perception-based survey or Company Form](image)

If you click to start a NEW Survey, an error message will be prompted that you cannot apply for new surveys until you have completed the Evidence based-assessment as shown in Figure 7.

![Figure 7: Error Message for Start NEW Survey](image)
2.1 CultureSAFE e-Tool Perception-based Survey, Step 1 – Input Company’s Profile

**Step 1** is to input the **Organisation Profile** as shown in Figure 8.

Fill in all mandatory fields (*) and click **Next** to proceed to **Step 2**.

![Figure 8: Input Organisation Profile](image-url)
2.2 CultureSAFE e-Tool Perception-based Survey, Step 2 – Create Staff List, Perform Survey

Survey status will give a summary of the status of the Online and Hardcopy survey as shown in Figure 9.

![Survey Status](image)

Figure 9: Survey Status

2.2.1 Perception-based Survey, Step 2 – Instruction for Online Survey

Click For Online Survey as shown in Figure 10.

Click Instructions for the Online Survey and strictly follow the instructions given.

![For Online Survey](image)

Figure 10: For Online Survey
To create the staff list for the online survey, follow the instructions as shown in Figure 11.

Figure 11: Instruction for Online Survey

To add new staff, click **Add Staff** and save the staff list file as shown in Figure 12. Click **Add Staff** and download and use the staff list template provided.

Figure 12: Add Staff
Create the staff in the staff list template; fill up the necessary information (STAFF_NAME, EMAIL and FORM_TYPE) of the staff that will be performing the online survey as shown in Figure 13.

![Figure 13: Create staff list for online survey](image)

Click Upload* button to upload the staff list once it is completed as shown in Figure 14.

*Take note that the staff list can only be uploaded once.

Once it is uploaded, you can only edit the info of the staff but cannot delete staff or add new staff.

![Figure 14: Upload Staff List](image)

Staff List populated with the newly added staff as shown in Figure 15.
Figure 15: Newly added staff

To edit a particular staff’s details, click **Edit info** to make the desired changes as shown in Figure 16.

Figure 16: Edit info from Staff List

Edit the data in the fields and click **Save** to update the changes as shown in Figure 17. The changes made to the staff are reflected in the Staff List.
Click on **Send selected forms** to selected employee(s) from the list which was checked. Click **Send all forms** to send the Survey form to all employees as shown in Figure 18.
System displays success message informing user that the form is sent successfully as shown in Figure 19.

*Take note that once the form is sent to the respective user(s), the user(s) must complete the online survey within 21 days.

![Figure 19: Send Form Success Message](image)

To export Staff List to Excel, click **Export to Excel** as shown in Figure 20. To export the whole list of employee data from the Staff List, click “**Export to Excel**”.

![Figure 20: Export Staff List to Excel](image)
The System prompts the user to choose whether to open the downloaded Excel file or save the downloaded Excel file. Click OK to proceed with action, click Cancel to abort action as shown in Figure 21.

![Figure 21: Option to Open or Save File](image)

Open Excel file with exported Staff List as shown in Figure 22.

![Figure 22: Excel file with exported Staff List](image)
2.2.2 Perception-based Survey, Step 2 – Instruction for Hardcopy Survey

Click Instruction for Hardcopy Survey and strictly follow the instruction as shown in Figure23.

Figure 23: Instructions for Hardcopy Survey
Click on the link to download the 3 different sets of questionnaire survey namely **Manager**, **Supervisor** and **Worker** as shown in Figure 24.

**Figure 24: Download Manager, Supervisor and Worker**

3 different sets of questionnaire survey namely **Manager**, **Supervisor** and **Worker** as shown in Figure 25.

**Figure 25: Questionnaire for Manager, Supervisor and Worker**
Click on the link to download the Instructions to print and strictly follows the printing instructions as shown in Figure 26.

Follow the printing settings as shown in Figure 26.

- Select Page Scaling – None
- Check Auto-Rotate and Center
- Select Paper Size – A4

Figure 26: Printing settings
Click on the link to download the survey request template and fill up the survey type, language, and quantity needed in the template as shown in Figure 27.

![Figure 27: Survey Request Template](image)

Email the Request for survey in other languages to contact@wshc.gov.sg as shown in Figure 28, WSHC’s will contact you to self-collect the survey forms.

All completed hardcopy survey forms are to be returned to WSHC for results computation.

![Figure 28: Sample email for Request Survey in other Languages](image)
2.2.3 Survey Status

Survey Status will indicate the status of the online survey and hardcopy survey (pending or completion) as shown in Figure 29.

System will auto compute the CultureSAFE Index for your organisation when all the surveys (Online and Hardcopy) are completed (100%) within 21 days and a system triggered email will inform user to view the survey results as shown in Figure 35.

Click on the Next button to proceed with the CultureSAFE Index for your organisation, without the completion of the 5 surveys as shown in Figure 30.
Click on the OK button to proceed with the CultureSAFE Index for your organisation,

Take Note that No Changes can be made after you proceed as shown in Figure 31.

![Figure 31: Confirmation to compute CultureSAFE Index](image)

When the Survey expired after 21 days? The System will triggered an email to user to make a choice whether to request for the organisations as shown in Figure 32.

(a) Request for survey extension; or  
(b) Proceed to compute the CultureSAFE Index

![Figure 32: Request for Survey Extension or Compute CultureSAFE Index](image)
(a) Request for survey extension

Clicking on the link for Survey Extension as shown in Figure 32, a successful message for survey extension will appear as shown in Figure 33.

![Figure 33: Successful message for survey extension](image)

Once Admin approve the survey extension, the survey will be extended for additional 7 days*. *Take note that there will not be reminder email sent to user.

After 7 days of extension, the survey will again expired as shown in Figure 34 and pending Admin to crunch the Survey results.

![Figure 34: Survey Expired after extension](image)
(b) Proceed to compute the CultureSAFE Index

Clink on the link (crunch) as shown in Figure 32 to compute the cultureSAFE index. A message box will appear as shown in Figure 35.

Click ok to proceed to compute the CultureSAFE index. Take note that No Changes can be made after you proceed.

Figure 35: Compute CultureSAFE Index
2.3 CultureSAFE e-Tool Perception-based survey, Step 3 – Attributes Profile

The System will trigger an email to inform the user that the survey is ready for viewing and to proceed to Step 4 for the Evidence-based assessment as shown in Figure 36.

![Email notification](image)

**Figure 36: Survey Results ready for Viewing**

User Login and go to Step 3 to view the Survey results.

User can download the CultureSAFE Assessment Report Template (Preliminary) as shown in Figure 36 and use it as a guide to tabulate, compile the survey results based on the charts using the report template as shown in Figure 37.

![Report template](image)

**Figure 36: Download CultureSAFE Assessment Report Template**
WSH Culture Assessment Preliminary Report

1. Executive Summary
   <Summary of the preliminary report covering WSH culture assessment objectives, sampling and survey details, results from the perception-based survey from the assessment toolkit.>

2. Organisational WSH Background
   <Summary of the organisation’s business and current WSH management initiatives and performance. The information to be included comprises the ESafe level achieved, and whether the organization has implemented an SMS, e.g. the local standard (SS) or international equivalent (ISO, OHSAS).>

3. WSH Mission, Vision & Values
   <Summary of the WSH mission, vision and values, that have been specified explicitly by the organisation. Goals, objectives and approach for their realization should also be documented.>

4. Scope & Objectives of WSH Culture Assessment
   <The remaining information should be collated from discussions with the organisation. Information of interest comprises the following:
   • Summary of the motivation of the organisation for initiating the WSH culture assessment and the scope of assessment conducted.
   • Record of whether a WSH culture assessment has been performed previously.
   Details of the information captured during the WSH culture assessment should be included (WSH Culture Assessment Plan).>

5. Overview of the Results from Perception-Based Survey
   <The results should be presented concisely as follows:
   • Summary of WSH culture indices for each of the 6 attributes of the WSH Culture Model and the overall organisational WSH index and maturity level set against the WSH culture pyramid.
   • Results from the perception-based survey should be included (Graphical summary of WSH Attributes Profile of the Organization).>

Figure 37: CultureSAFE Assessment Report (Preliminary) Template
Click on the following charts of the CultureSAFE Index of the organization as shown in Figure 38.

Figure 38: Survey Results Charts

Chart 1: Attributes Profile of Organisation based on the 3 common sets of Questionnaire as shown in Figure 39.

Figure 39: Chart 1 – Attribute Profile of Organisation
Chart 2: Dimensions Profile of Attributes of Organisation based on 3 common sets of Questionnaire as shown in Figure 40.

Figure 40: Chart 2 – Dimensions Profile of the Attributes of Organisation
Chart 3: Job Level comparison by Dimensions (Organisation) as shown in Figure 41.

Figure 41: Chart 3 – Job Level comparison by Dimensions (Organisation)
Chart 4: Job Level comparison by Dimensions (Job Specific) as shown in Figure 42.

Figure 42: Chart 4 – Job Level comparison by Dimensions (Job Specific)
Summary of Survey Response

Summary of the survey response with positive responses for the 3 sets of Questionnaire for Managers, Supervisors and Workers as shown in Figure 43.

![Figure 43: Summary of Survey Response](image1)

Final Report

A final report will be generated with the Assessment report incorporated and consolidated with all the Charts as shown in Figure 44.

![Figure 44: Final Report](image2)
2.4 CultureSAFE e-Tool Perception-based survey Step 4, Evidence-based assessment

Click **Next** to proceed to Step 4 of the Perception-based Survey for Evidence-based assessment.

Choose the following options:  
(a) Self Assessment; or  
(b) Engage CSC Consultant; or  
(c) Not to Proceed; or  
(d) Other Consultant

Choose the most appropriate option and Click **Save** to save all data which have been input into the system.

Follow the instructions given as per the option chosen.  
Click **Back** to abort action as shown in Figure 45.

(a) Self Assessment

![Image showing selection options for self-assessment](image)

User will receive the email and password to perform Self Assessment on the Evidence-based assessment.

```
From: hubo [hubo@hlelab.com]  
To: Hong Hong CHUA (09062)  
Cc:  
Subject: Self Assessment Approved by Admin

Dear HU BO3,

We refer to HU BO3's request to conduct the Evidence Based Assessment by using it's own resource(s). We are pleased to accede to HU BO3's request. Kindly login to the Evidence Based Assessment using the following information:  
user ID: hubo@gmail.com  
password: molaB035

Thank you,  
Yours sincerely,  
WSH Toolkit Administrator
```
(b) Engaged CSC Consultant

(c) Not to Proceed

(d) Other Consultant

Figure 45: Options for Evidence-based assessment
After clicking **Submit**, System prompts submission confirmation window. Click **Ok** to submit. Click **Cancel** to abort submission as shown in Figure 46.

**Figure 46: Submission of Evidence-based assessment option**

System displays success message as shown in Figure 47.

**Figure 47: Submission Successful**

An email with User Id and Password will be sent to the user to perform the Self Assessment for the Evidence-based assessment.

An email will be sent to the Approved CSC consultant if he/she was being assigned by the user to notify him to perform Evidence-based assessment for the organisation; or

An email will be sent to Admin to assign user with User ID and Password (Other Consultant) for performing the Evidence-based assessment.
3 CultureSAFE e-Tool Survey Submission (Public User performing survey)

Please follow the steps to perform the Online Survey. Upon receiving the email as shown in Figure 48.

![Email from wshtoolkit@wshc.sg](image)

**Figure 48: Email from wshtoolkit@wshc.sg**

Click **Download** to download the Perception-Based Survey. System prompts user to select whether to **Open** or **Save** the pdf file as shown in Figure 49.

![Opening Tk2012080327556.pdf](image)

**Figure 49: Open or Save Questionnaire survey**
The Survey Questionnaire Toolkit for WSH Culture Assessment (Manager) as shown in Figure 50.

For each question, please Shade your answer in ONE of the check boxes in the response columns.

**Figure 50: Start Survey Questionnaire Toolkit for WSH Culture Assessment (Manager)**

Check on the Security (Enhanced) on the Adobe Reader.

Click Edit and Click on Preferences as shown in Figure 51.

For each question, please Click your answer in ONE of the check boxes in the response columns.

**Figure 51: Edit & Preferences of PDF Security Setting**
Check that the **Security (Enhanced)** is unchecked as shown in Figure 52. Click OK to Save the changes.

![Figure 52: Security (Enhanced) setting](image)

For each question, there are multiple columns. Read the survey question and select by checking the most appropriate answer for each question.

If you do not understand what the particular question means, simply mouse-over the help icon at the side of each question for explanation (tooltip/Help). Scroll down and answer each and every question.

At any point in time, if you are unable to finish and would like to save and continue at a later time, click the **Save** button.

After answering all questions in the PDF survey, click **Submit** to submit the survey results as shown in Figure 53.

![Figure 53: Submit Survey](image)
4 Evidence-based assessment, Completion – View Reports

Status of Evidence-based assessment not completed as shown in Figure 54.

![Figure 54: Evidence-based assessment (Status Pending)](image)

After the Evidence-based assessment is submitted by the assessor, the Status column in the Evidence-based assessment List for the company will change to COMPLETED as shown in Figure 55.

![Figure 55: Evidence-based assessment (Status completed)](image)

System will triggered a email to user to inform that the Culture Assessment had been completed as shown in Figure 56.

![Figure 56: System triggered email for completion of Culture Assessment](image)
User may login to view the CultureSAFE profile as shown in Figure 57.

![Figure 57: View CultureSAFE profile](image)

Click on **View** button to view the WSH Culture Assessment Report as shown in Figure 58.

![Figure 58: View WSH Culture Assessment Reports](image)
System displays the WSH Culture Assessment Report as shown in Figure 59.

![WSH Culture Assessment Report](image)

**Figure 59: WSH CultureSAFE Assessment Report**
Select Attribute Profile Chart and click **View** as shown in Figure 60.

![Figure 60: View Attribute Profile Chart](image)

Two charts are generated with modified scores (if any, with justifications) according to the Organisation Maturity Level by Attribute as shown in Figure 61.

Click **Back** to return to the previous screen.
Click Back button to view the rest of the finalised reports.

Click on View button to view the finalised reports as shown in Figure 62.
5 Start a NEW Survey

After Completion of STEP 3 (Action Planning), STEP 4 (Implementation) and STEP 5 (Review and Evaluation) on the Diagnostics Results in STEP 2.

Ready to start a NEW survey for the post evaluation.

Login into the Perception-based survey and Click HERE to start NEW survey as shown in Figure 63.

---

Click the OK button to start NEW survey as shown in Figure 64.

---

System will generate a NEW survey pending Approval with a Success message for requesting the NEW Survey as shown in Figure 65.
Once Admin approve the NEW survey, the pending approval will changed to NEW and User can start the NEW survey as shown in Figure 66.

![NEW Survey](image)

**Figure 66: NEW Survey**