

Welcome to How to achieve world-class safety—one employee at a time, the ultimate guide for building a world-class safety culture that gets results by putting your people first.

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A culture of safety goes beyond one-and-done compliance training. It's continuous, engaging, and puts people first. But let's not get ahead of ourselves! Here's a quick overview of the topics we'll cover to take you from simply delivering safety training to successfully building a culture rooted in safety:

Chapter 1: Workplace safety isn't improving

Chapter 2: Compliance doesn't equal culture

Chapter 3: Why you need world-class safety standards to create a proactive safety culture

Chapter 4: 8 must-have traits of a proactive safety culture

Chapter 5: How microlearning can help you create a proactive safety culture

Chapter 6: How to use microlearning to its fullest potential

Chapter 7: Proactive, world-class safety cultures in action



Workplace safety statistics paint a stagnant picture. While most organizations have safety programs in place—safety improvements are flatlining. The consequence? Employees remain at significant risk of suffering from injury (or even death). They lack engagement at work because they don't believe their organizations care about their well-being, which often leads to less productivity on the job. And both of these issues combined continue to cost organizations thousands, if not millions of dollars. Something needs to change.

DAFW (Cases with days away from work)

DART (Cases with days away from work, job transfer, or restriction)

DJTR (Cases with days of job transfer or restriction only)

ORC (Other recordable cases)

TRC (Total recordable cases)

Construction

Manufacturing

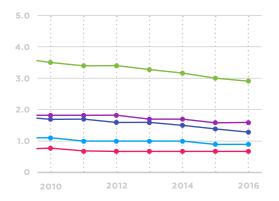
Finance and insurance

Retail trade

Wholesale trade

2.9M

Nonfatal workplace injuries and illnesses reported by private industry employers in 2016

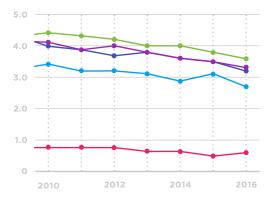


Nonfatal occupational injury and illness incidence rates by case type, private industry, 2010-16

Source: Bureau of Labor Statistics

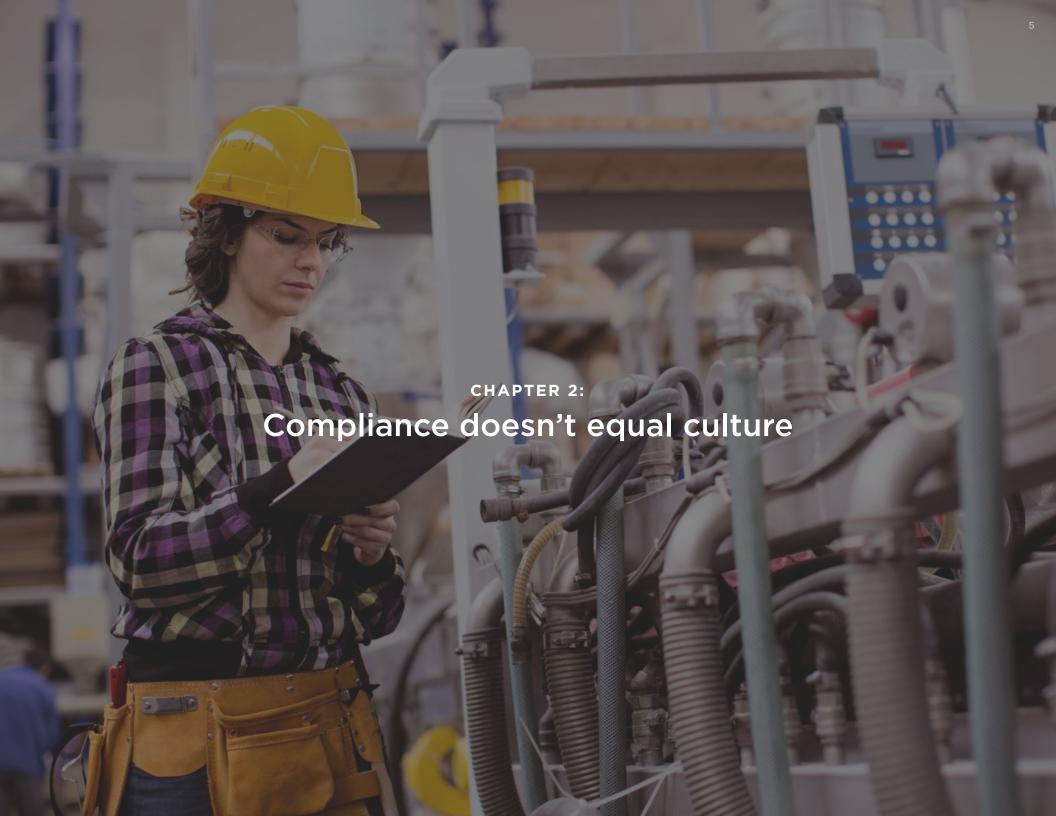
100 K+

Retail and manufacturing DAFW cases in 2016



Nonfatal occupational injury and illness incidence rates by selected private industry sector, 2010-16

Source: Bureau of Labor Statistics



These days, many organizations check all the right boxes when it comes to safety compliance.
They roll out the required training, mandate employees complete it, and ensure everyone receives a passing grade on the compulsory test. But once that's over, managers often cross this off their task list and move on to the next important issue.

Compliance isn't a one and done thing. It's integral to employees' daily behaviors. But if it's not part of the ongoing conversation, employees won't value it or even remember how to be safe on the job. And that just leads to more safety incidents.

Checking the box isn't enough

Companies with the best safety records go beyond simply checking the box: They inherently understand that building a proactive safety culture requires more than ensuring employees complete annual compliance certifications. They get that safety needs to be rooted in the mindsets, attitudes, and behaviors of their workforce. And, most importantly, they know that preventing a workplace accident or injury makes more sense than analyzing it after the fact.

That's why companies that have proactive safety cultures with world-class standards realize:



Top-notch production capacity and efficiency



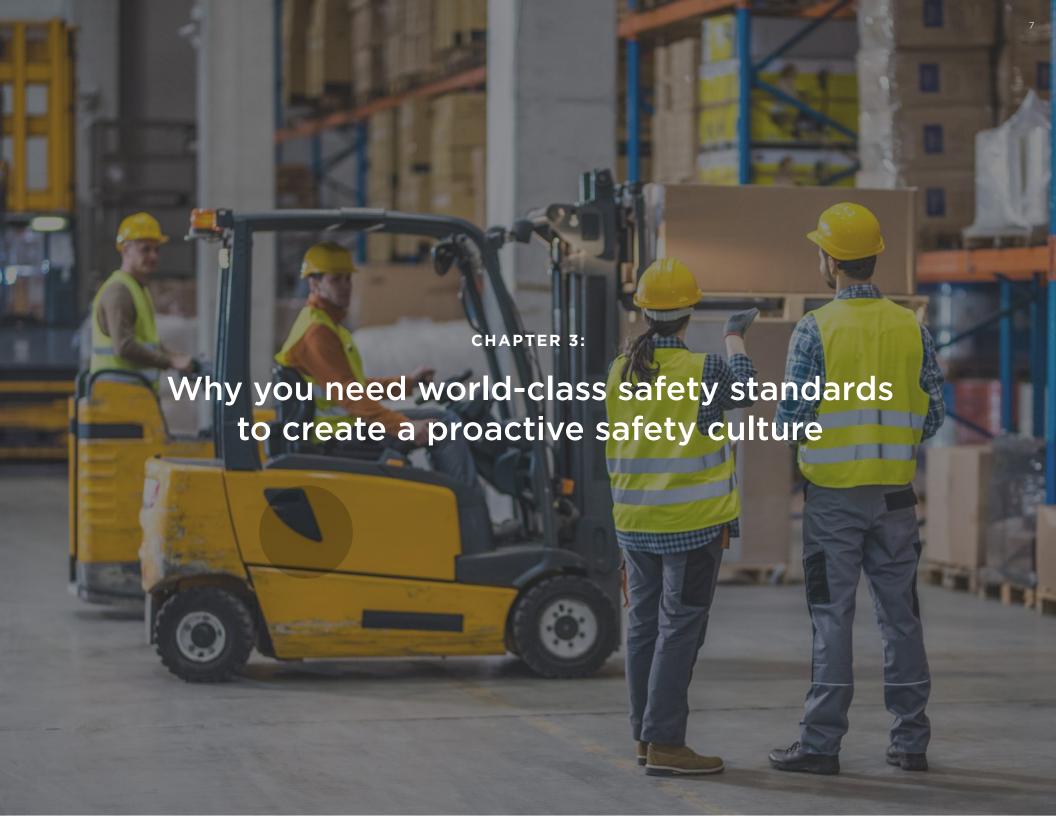
Goods that are consistently delivered error-free, on time and undamaged



Reduced costs of theft, breakage and accidents



Increased employee engagement and morale



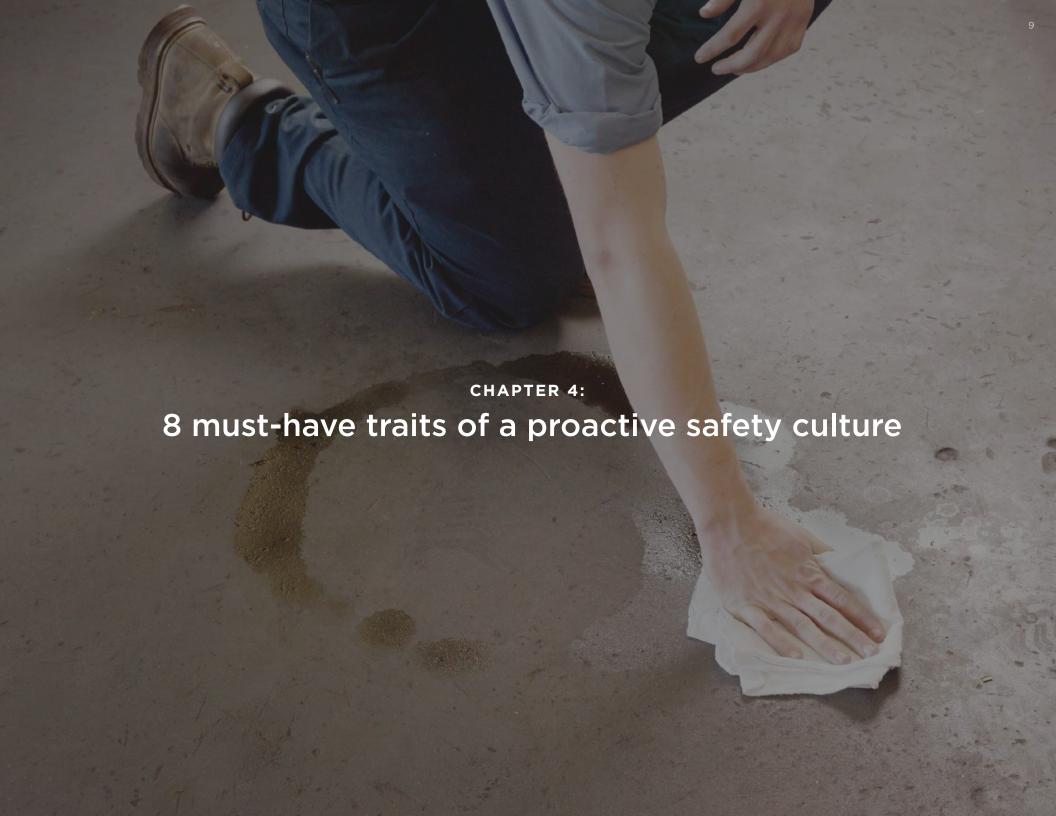
Google "world-class safety standards" and you won't find a universal definition. But there does seem to be consensus that companies designated with this status stand out for their excellence in safety performance.



The safest companies understand safety is at the core of business vitality. They know it's critical to financial success. They take proactive steps to constantly work towards zero incidents and practice continuous improvement. They track and measure their results. And they recognize the risks to their business and know how to mitigate them.

But probably the most important thing that these organizations understand is that a world-class safety culture puts people at the center.

Companies with the strongest safety cultures know that it's their people that move the needle from compliant to world-class status. They know they have to go beyond defining policies and procedures, mandatory training programs, and employee communication plans and create an environment where employees and management are highly engaged and motivated to internalize safety knowledge and practices. And they know that to make safety an integral part of every employee's routine, daily behavior is the first step to building a safety culture that is proactive rather than reactive.



A proactive safety culture means organizational leaders are dedicated to giving safety paramount importance from the very beginning. They put programs in place to shape the attitudes and behaviors of employees, reduce the chance of safety incidents, and create an environment where everyone can proactively engage in safety best practices. They do this because they know if they don't get the culture right in the first place, safety processes won't work.

Take the safety culture assessment

Think about what kind of safety culture exists in your organization. Have you gone beyond ticking all the boxes for compliance? Do you see safety practices and knowledge ingrained in the beliefs, attitudes and actions of your workforce?

Take our assessment to see if your safety culture is a proactive or reactive one.

IS YOUR CULTURE AROUND SAFETY ONE THAT ENSURES:	YES	NO
 Employees are highly engaged and conversations about safety are a regular part of the work day 		
2. Nothing takes precedence over practicing safe work under any circumstances		
3. All employees—from frontline to leadership—share responsibility for safe work practices		
 Safety is informed by the employees, not designed and enforced only by management 		
 Everyone feels responsible for safety and pursues it on a daily basis. Employees feel empowered to identify unsafe conditions and behaviors and intervene to correct them 		
Communication is encouraged and occurs openly between employees, management, and departments		
7. Management plays an active role in ensuring workplace safety		
8. Incidents, safety issues or delayed work because of safety concerns is not a negative but valued for lessons learned		

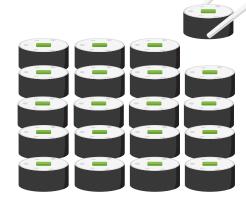
If you answered "no" to any of these questions, it's time to think about how to close the gap.



Safety programs might be a necessary foundation, but your safety culture is shaped by what employees know, what they believe, and what they do. We know culture is elusive. It's intangible and anchored in employee behaviors, mindsets and social patterns. But it can be guided.

Here's where ingraining the right knowledge and best safety practices to influence on-the-job behavior is critical. In many work environments with a deskless workforce, it's extremely difficult to find time for impactful safety training that sticks. It's no wonder why most organizations resort to basic compliance methods and call it a day. But we know that's not enough to impact the company's bottom line—or to ensure the safety of its employees. This is where microlearning is hands down the most powerful strategy for injecting learning right within a frontline employee's workflow.

Microlearning is the most powerful strategy organizations can use to directly impact employee knowledge, attitudes and on-the-job behavior





As the saying goes, knowledge is power. But knowledge is also *powerful*. So powerful, in fact, that it can change behaviors and drive culture.

So how do you create a proactive safety culture in your organization? We recommend following these 5 steps:

- 1. Start with the best-in-class safety programs and measures
- 2. Provide consistent, ongoing learning to keep safety top of mind
- 3. Encourage two-way communication between employees and management
- 4. Embed continuous learning into each work day
- 5. Create consistent evaluation and be diligent in making improvements for optimum safety

Sounds straightforward enough, right? Well, here's a little secret. You can't achieve this by sticking to the status quo. That's where microlearning comes in.

what is MICROLEARNING?

Microlearning is a strategic approach to training that delivers safety content in short, focused bites. It's incredibly effective because it:



Fits naturally into an employee's daily workflow



Keeps employees engaged and increases voluntary participation in training



Leverages brain science principles that align with how people actually learn and remember information



Adapts continuously to serve up safety knowledge that's relevant to the individual and their specific strengths and weaknesses



Influences correct behaviors that directly impact specific business goals

Microlearning gives you the ability to deliver timely, critical safety information to all employees, in a way that keeps safety top of mind. No longer are companies tied to a one-time training event that leaves management crossing their fingers and hoping that employees will remember and use what they learned.

When information is delivered proactively and with consistency, you create continuous learning, where knowledge is built over time. That's when you can drive real behavior changes that result in improved job safety—and therefore, reduced incidents and costs.



6 WAYS microlearning CREATES A PROACTIVE SAFETY CULTURE

1. Microlearning generates a daily conversation around safety

The more employees, supervisors and management talk about safety, the more it stays at the forefront of every action and embeds itself into your culture. Microlearning promotes a conversation around safety by providing:

- Bite-sized pieces of information about specific safety issues or practices
- Recognition and/or rewards for employees who demonstrate superior safety knowledge and behaviors—especially those that lead to improved safety
- Team and individual challenges around safety knowledge to get employees working together and talking about safety
- Critical communications and messages from leadership and frontline managers that reach employees directly

2. Microlearning makes safety personal

Whether it's in safety meetings or mandatory training, typical safety measures tell employees what is expected. But that doesn't do much to get them engaged in safety. After all, let's be honest, it's not the most exciting topic. And, since each employee comes with a different level of knowledge and understanding of safety measures—and feels differently about your safety programs—one-size-fits-all training does little to engage employees. You can achieve better buy-in with microlearning because it:

- Adapts to each employee's individual knowledge gaps as well as the on-the-job behaviors the employee demonstrates incorrectly
- Provides information that's relevant to each employee. This way, employees stay engaged by seeing a direct connection between what they do every day, and how it impacts the business
- Challenges each employee's understanding of what s/he knows and does; flagging dangerous misinformation and job behaviors that need correcting
- Ups the engagement factor by using gamification techniques to make learning fun and keep employees motivated



To truly buy into a safety culture, your employees must feel part of it and encouraged to contribute their own expertise. This means creating an environment where employees are motivated to provide input, where their feedback is acknowledged, and where they are rewarded for doing the right thing. Microlearning is the perfect approach for creating a proactive learning environment, because it:

- Connects the entire organization, creating a single repository of consistent safety information
- Empowers employees to search and find the right information, exactly when they need it
- Gives employees the ability to contribute valuable, relevant content
- Allows employees to review and rate each other's contributions
- Enables managers to recognize employee contributions through reward points, leaderboards or badges

4. Microlearning empowers frontline managers with actionable insights about their workforce's safety posture

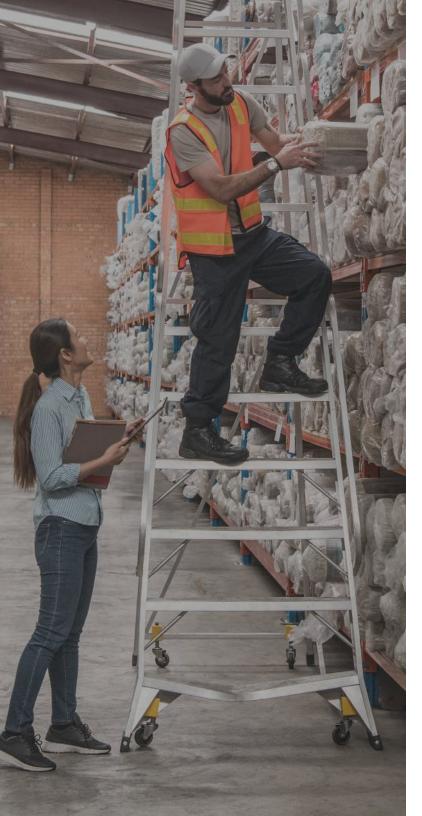
Microlearning technology can enable managers to stay on top of their team's safety performance and dig down to see how each employee is doing. Regardless of where they are, managers gain critical insights to drive knowledge growth, improve on-the-job behaviors, and achieve safety objectives. Simple tools enable a continuous feedback loop based on data, ensuring individuals and teams are continually aligned. Microlearning provides data-driven insights that allow frontline managers to:

- Quickly identify where safety knowledge gaps exist and address them
- Get a pulse on their team's safety performance with real-time trends and comparisons
- Observe employee behaviors on the job and see how they track against desired results to close the loop
- Easily see who isn't compliant and quickly intervene

5. Microlearning makes safety a habit

For safety to maintain a high profile, it must become habitual—where the right actions are rooted in the subconscious. The first few times we learn how to do something our conscious mind is active throughout the entire process. But once a behavior is carried out successfully over and over (like remembering to buckle up your seat belt before driving) the brain switches to autopilot and habit takes over. In a proactive culture of safety, employees don't stop to analyze whether they must take safe measures, they simply do it automatically.

In his book, *The Power of Habit: Why We do What We Do in Life and Business*, Charles Duhigg explains that habits can be built using what he calls "the habit loop," a repeating loop of cue > routine > reward. Over time, the cue and reward become intertwined: when the cue is experienced, it generates a sense of anticipation for the reward.



The right microlearning methodology applies the same principles and is used to create safety habits by:

- Providing targeted content about safety in a more digestible way
- Routinely testing the employee's ability to recall that content
- Rewarding the recall through a sense of achievement, a points system, leaderboard or recognition

The power of microlearning is that it leverages brain science principles of repetition—providing targeted bites of information over and over again, until the knowledge is ingrained, and behaviors become habits.

6. Microlearning makes safety sustainable

The business benefits of a world-class safety culture are undeniable. But effectivley ingraining safety best practices in every action of each employee is a journey, not a destination. And to make it stick, you must cultivate it continuously, on a daily basis. With this powerful strategy, world-class safety standards are not only achievable, but sustainable. Microlearning can help you:

- Gain critical insights about employee knowledge and behavior around safety, ensuring your workforce is always aligned and working toward company goals
- Measure job behaviors against business outcomes
- Identify what people need to learn and do to improve results
- Automatically trigger learning bursts to target and close knowledge gaps
- Communicate with all employees quickly and easily, while providing a consistent safety message across the entire organization
- Send out daily reminders to keep safety issues top of mind
- Provide continuous learning to help employees internalize knowledge so that it governs behavior
- Perform continuous evaluation to identify and predict risky behaviors and modify where needed
- Constantly compare current knowledge and behaviors against targets for individuals or groups—whether local or geographically dispersed—to uncover trends that point toward imminent safety issues
- Encourage daily manager involvement in safety and in each individual employee's progress
- Continuously analyze knowledge and behaviors, so you can evolve your safety culture from reactive to proactive



Many people think of microlearning as an approach to training that simply chunks content into smaller, concentrated moments. If only it were that simple. In fact, that's only one tiny piece of the microlearning puzzle. And only one aspect of a best-in-class microlearning platform.

To use microlearning to its fullest potential, your world-class safety learning program must include these 6 fundamentals:

1. Start with clear business objectives

If you have clear, measurable business objectives that you want to achieve, then microlearning is for you. This powerful strategy gives you the ability to directly impact business objectives through employee knowledge and performance. So you can document progress, identify what works, and target areas of improvement before it's too late.

2. Achieve desired employee knowledge and behavior

Once you've defined your business goals, you can then figure out what actions employees need to perform in order to hit those objectives. But, before they can execute the right behaviors, they'll need to know the right information. Microlearning can help you deliver specific knowledge when and where employees need it most to do the job right.

3. Leverage scientifically proven brain hacks

Scientists have been digging into how the brain works for years. They've done the heavy lifting for us to determine what specific techniques actually work to ensure learning sticks over the long term. Techniques like spaced repetition (or, practicing a new topic repeatedly over increased periods of time to deepen memory), retrieval practice

(which uses questions to strengthen memory by forcing the brain to recall information) and confidence-based assessment (which measures an employee's expressed confidence in a topic to improve memory and selfawareness) all help to boost memory long term.

4. Allow anytime, anywhere access to information

With all the technology available today—there really is no logical reason to take workers off the floor to sit through long and tedious training modules. From tablets and PCs on the plant floor near the time clock to smartphones in pockets, make learning available anytime and anywhere your people need it. Employees can take in their training and access on-demand information exactly when they want or need to. In just a few minutes a day, focused learning takes place, right within the employee's workflow.





5. Provide learning that fits

Everyone learns differently. True microlearning is adaptive and creates a learning path tailored to each employee. Offering up the same information an employee already knows will negatively impact their engagement. Instead, microlearning adapts to the individual and targets information to close knowledge gaps. The format you provide microlearning content in is just as important, whether it's a short video, question-based training, or accessing knowledge on-demand.

6. Make use of meaningful metrics

With continuous learning, you can collect all kinds of meaningful data points: what employees know and don't know at any given time, how this knowledge connects to their ability to perform on the job, which areas of the business are at risk because employees are not taking the right actions, and so much more. With all this information, you can directly connect how training impacts the business objectives you outlined at the start. Plus, with informed data, you can pinpoint trouble areas and adjust training proactively so you can hit your targets as planned.

With the right microlearning technology, you trade place-and-time training events for a continuous learning experience. And because the approach fits neatly into the workflow, you can change behavior and boost performance on an ongoing basis, one employee at a time.



What impact would a proactive safety culture have on your organization? What benefits would you achieve if you could get your employees talking about safety every single day? What if you could get safety messages to the front line in a very personal, engaging and effective way? What if you could measure how much your employees know, what they believe, and how they behave when it comes to safety?

Here are some powerful examples of organizations that understand how to build a strong, proactive safety culture by ingraining best practices into the very DNA of their employees:

Merck reduces safety incidents by building a culture of safety awareness



The Merck Manufacturing Division of Merck & Co., Inc. (known as MSD outside of the US and Canada) formulates, packages and distributes Merck products to more than 140 markets around the world.

The Challenge:

Build a strong culture around safety to ensure safety best practices were not only top of mind, but ingrained in the attitudes and behaviors of all employees.

The Solution:

Launched *Safe by Choice™* program through several tactics, including implementing the Axonify Microlearning Platform to deliver microlearning on safety topics across 52 global manufacturing sites, with approximately 24,000 full- and part-time employees and contractors, in more than 10 languages.

The Results:

- Merck's global safety message is consistent across all manufacturing sites, creating a "common language" that's embedding safety practices into the company's culture
- 80%+ voluntary participation has increased knowledge growth across all safety topics
- Decrease in Recordable Incident Rate (RIR)
- Decrease in Lost Time Injury Frequency Rate (LTIFR)

"We have seen significant value with the Axonify platform. There's been a lot of energy around it with people logging on more than once a week and challenging each other."

Barbara Grofic,
PROGRAM MANAGER OF SAFE BY CHOICE

Walmart achieves unprecedented safety results by building employee knowledge and translating it into job action



Walmart is an American multinational retail corporation that operates a chain of hypermarkets, discount department stores and grocery stores. Walmart Logistics manages one of the largest distribution networks and private trucking fleets in the world.

The Challenge:

Reduce safety incidents in Walmart Logistics locations and build a world-class safety culture. Improve employee knowledge and retention about safety practices, while engaging a multigenerational staff and keeping safety top of mind. And predict at-risk behaviors to proactively mitigate.

The Solution:

Implemented the Axonify Microlearning Platform in more than 150 distribution centers across the United States, to more than 75,000 associates. Employees receive daily questions on safety topics to help them change on-the-job behavior. They log on to the Axonify platform during down time and spend 3-5 minutes playing a fun game while answering safety questions. Learning is personalized to each employee

in order to target and close individual knowledge gaps on safety topics; and repetition reinforces knowledge until it's ingrained. Employee behavior is tracked and input into Axonify so the system can automatically adjust learning and reinforcement to ensure proper knowledge guides safe practices.

The Results:

- Recordable incidents at 8 of Walmart's distribution centers decreased by 54% during the pilot
- 96% of behavior observations have been positive, meaning employees are applying their knowledge on the job
- Voluntary participation on the platform averages 91%
- Knowledge levels on topics around safety increased by 15%

"Axonify Behaviors allow us to measure not only what our associates know about safety but, more importantly, confirm they are exhibiting the desired behaviors to maintain a safe work environment."

Ken Woodlin
VICE PRESIDENT OF
COMPLIANCE, SAFETY AND
ASSET PROTECTION FOR
WALMART LOGISTICS

Are you ready to start building a proactive safety culture at your company?

You can, with Axonify.

With the Axonify Microlearning Platform, you do more than train people about safety. You drive business results by meeting the needs of each individual employee. By providing a personalized learning experience that fits into the workflow—and can be completed in minutes—we ingrain the knowledge your people need to change their behavior and build a proactive culture of safety that achieves your business goals. What makes us different? Axonify is trusted by more business leaders than any other learning platform on the market. Why? Because our approach is proven to deliver major bottom-line results. We know because we measure it.

From powerhouse brands like Walmart, Johnson & Johnson and Merck to small and medium-sized businesses like Northgate González Markets and At Home décor superstores, Axonify is for organizations that believe the right knowledge leads to the right actions and, ultimately, the right business results.

<u>Contact one of our experts</u> today to learn how to start building your proactive safety culture with worldclass standards.

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