**Safety Culture**

**Strategic Improvement Plan Worksheet**

This worksheet is designed to help participants in the Association Chat “Assessing and Improving Safety Culture in Outdoor Programs” with the Association of Outdoor Recreation and Education on April 19, 2022 translate the safety culture content from the presentation into an effective, customized action plan for sustaining a positive culture of safety at their organization. The worksheet can be customized or adapted as needed.

This worksheet is a Fillable Form. Click on the “Click or tap here to enter text” language and type your response. Save your document so your responses can be recorded.

This form has three parts. They are:

**Step 1: Where Are You Going?**

**Step 2: How Will You Get There?**

**Step 3: How Will You Know When You’ve Arrived?**

Complete your entries for each of the three steps of the Strategic Improvement Plan process.

**Step 1: Where Are You Going?**

Describe the characteristics of a strong, positive culture of safety at your organization. This can be in narrative format, list format, or otherwise.

In creating your description, you may, optionally, consider the following seven characteristics of positive safety culture. Refer to the Culture chapter in the textbook accessible at <https://www.viristar.com/safety-culture-aore> for additional detail.

1. **Leadership From the Top:** Organizational leadership visibly, activity, continuously supports positive safety culture
2. **Inclusion:** All people at all level of the organization are supported to actively engage in fostering positive safety culture
3. **Suffusion:** Every staff person, volunteer, and participant is engaged in safety.
4. **Culture of Questioning:** All persons are encouraged to raise questions and suggest improvements (including to their supervisors), and stay vigilant
5. **Collaboration:** Staff work across and up and down the organizational hierarchy on safety.
6. **Effective Communication:** Supervisors listen respectfully to subordinates; communication flows freely throughout the organization.
7. **Just Culture:** Individuals are not punished for making honest mistakes.

Click or tap here to enter text.

**Step 2: How Will You Get There?**

**A. Strategic Issue Identification**

Identify where you are starting from, and the gaps between that and where you want to be. As appropriate, gather information from stakeholders to inform your analysis.

What are key improvement opportunities, if any, with respect to the culture of safety at your organization?

Consider the following seven characteristics of safety culture, if you wish, in identifying issues. Or, you may type your thoughts into the “General Strategic Issues” form below the list of characteristics.

**Leadership From the Top**

Click or tap here to enter text.

**Inclusion**

Click or tap here to enter text.

**Suffusion**

Click or tap here to enter text.

**Culture of Questioning**

Click or tap here to enter text.

**Collaboration**

Click or tap here to enter text.

**Effective Communication**

Click or tap here to enter text.

**Just Culture**

Click or tap here to enter text.

**General Strategic Issues**

Click or tap here to enter text.

**Barriers to Change**

What are barriers that might impede progress in reaching safety aims? These can include, for example, resource constraints, cultural or political barriers, or change management issues.

Click or tap here to enter text.

**B. Goals, Objectives & Action Plan to Address Strategic Issues**

* For each strategic issue (which can include barriers to change), or for just the top issues, what broad goals should be set to resolve the issue? (That is, what is the overall solution?)
* For each goal, what are the specific objectives to be met? (That is, what are the specific, measurable elements of the solution?)
* Action Plan: for each objective, who is responsible, and what is the target completion date?

As appropriate, refer to the six-step change management process explained in the video and textbook chapter.

Use additional space as needed.

**Example**

**Strategic Issue:**  When an incident occurs, people don’t regularly complete Incident Reports, for fear of getting in trouble for making an honest mistake.

**Goal:** Effectively encourage use of Incident Reports **Person Responsible Completion Timeline**

**Objectives:**

1. Have Director establish policy that honest Director Within next 60 days

mistakes documented in IRs will not be punished

2. Instruct managers in new policy, explain, and follow Program Manager Before next season

up to ensure middle mgt is aligned with policy

3. Cover new policy in field staff training Training coordinator At staff training

**Strategic Issue 1**

Issue:

Click or tap here to enter text.

Goal:

Click or tap here to enter text.

Objective 1, Person Responsible, Completion Timeline:

Click or tap here to enter text.

Objective 2, Person Responsible, Completion Timeline:

Click or tap here to enter text.

Objective 3, Person Responsible, Completion Timeline:

Click or tap here to enter text.

**Strategic Issue 2**

Issue:

Click or tap here to enter text.

Goal:

Click or tap here to enter text.

Objective 1, Person Responsible, Completion Timeline:

Click or tap here to enter text.

Objective 2, Person Responsible, Completion Timeline:

Click or tap here to enter text.

Objective 3, Person Responsible, Completion Timeline:

Click or tap here to enter text.

**Strategic Issue 3**

Issue:

Click or tap here to enter text.

Goal:

Click or tap here to enter text.

Objective 1, Person Responsible, Completion Timeline:

Click or tap here to enter text.

Objective 2, Person Responsible, Completion Timeline:

Click or tap here to enter text.

Objective 3, Person Responsible, Completion Timeline:

Click or tap here to enter text.

**Step 3: How Will You Know When You’ve Arrived?**

What is your specific approach for implementing the plan, regularly monitoring results against goals and objectives, and then making adjustments as needed?

Click or tap here to enter text.