# Ansbro Safety Culture Spectrum
Where are you now? Where would you like to go? We’ll help you get there.

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Accountability</th>
<th>Employee involvement</th>
<th>Risk assessment</th>
<th>Programs, procedures, policies, and training</th>
<th>Materials, equipment, budget, and environment</th>
</tr>
</thead>
</table>
| Desires to stay out of trouble  
Lacks a formal approach to safety  
Thinks common sense is a safety principle | Holds employees accountable for not using common sense (instead of best practices)  
Disciplines employees most often after an incident or accident | Sets no expectations for employee behavior | Believes that outcomes are often beyond control; systems fail  
Assesses hazards only after an incident  
Disregards industrial hygiene exposures | Relies on worker experience without verification of skills and knowledge  
Emphasizes informal on-the-job training  
Focuses on production at the expense of safety | Demonstrates indifference to safety; may have a poster  
Considers hazards, injuries, and unsafe processes as the cost of doing business  
Uses outdated equipment  
Neglects safety and health in budget |

<table>
<thead>
<tr>
<th>Reactive</th>
<th>Compliant</th>
<th>Managed</th>
<th>Comprehensive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Informal program</td>
<td>Focus on OSHA rules</td>
<td>Leadership driven</td>
<td>Ownership at every level</td>
</tr>
</tbody>
</table>
| Follows OSHA rules as foundation for safety program  
Defines success as avoiding OSHA fines and keeping insurance costs down  
Uses number of injuries as the basis for incentives  
Expect safety modeling only from those responsible for safety | Sees OSHA and workers’ compensation as negative  
Disciplines by policing and as a way to ensure compliance  
Designs incentives in a way that might discourage injury reporting | Gives supervisors clear responsibility for safety  
Holds employees accountable to defined responsibilities and procedures  
Incorporates safety expectations into annual performance reviews  
Bases incentives on improving results such as incident rate or lack of claims | Upholds mutual respect, trust, and open communication  
Values safety as a deeply ingrained habit  
Leads a self-sufficient and sustainable organization  
Measures activities that lead to positive results  
Challenges employees to improve safety  
Shares responsibility  
Considers employee impact when making operational decisions  
Sustains safe behavior at all levels |
| Invests in open communication; demonstrates mutual trust and respect  
Takes an active role in workplace improvement  
Empowers employees at all levels to communicate concerns  
Measures employee perceptions  
Leverages employee strengths | Investigates accidents superficially  
Assesses risk (job hazard analysis, for example) to a small degree  
Applies OSHA limits to industrial hygiene exposures | Investigates the root cause of incidents and accidents  
Assesses hazards and controls during preplanning and on a regular basis  
Uses health-based limits to protect employees from industrial hygiene exposures  
Evaluates ergonomics on a systematic level | Improves systems continually  
Identifies emerging or unrecognized hazards and takes action |
| Considers implementation of OSHA-mandated programs adequate  
Trains as required by OSHA, often through videos  
Uses OSHA-required template as generic written program  
Assigns one person or a committee to be responsible for safety | Considers personal protective equipment as the key safety measure  
Provides safeguards based on OSHA-compliance  
Responds after the fact rather than thinking proactively  
Funds industrial hygiene and safety fixes for compliance only | Considers employee safety and health in budget and purchasing decisions  
Plans safety and well-being into every process, including ergonomics  
Continuously updates equipment, environment, and materials to the most current technology | Fosters risk-taking and innovation in problem-solving  
Creates opportunities for learning at all levels  
Shares responsibility and collaborates at all levels  
Transforms itself as improved practices are discovered |

Dedicated to the memory of Trevor Ansbro, SAIF senior safety management consultant, who developed this model