

Ansbro Safety Culture Spectrum

Where are you now? Where would you like to go? We'll help you get there.

	Reactive	Compliant	Managed	Comprehensive
	Informal program	Focus on OSHA rules	Leadership driven	Ownership at every level
Leadership	<p>Desires to stay out of trouble</p> <p>Lacks a formal approach to safety</p> <p>Thinks <i>common sense</i> is a safety principle</p>	<p>Follows OSHA rules as foundation for safety program</p> <p>Defines success as avoiding OSHA fines and keeping insurance costs down</p> <p>Uses number of injuries as the basis for incentives</p> <p>Expects safety modeling only from those responsible for safety</p>	<p>Promotes injury prevention and health improvement through changes to management systems</p> <p>Uses safety as a measurement in performance reviews</p> <p>Observes behavior and tracks results</p> <p>Identifies trends using historical information</p> <p>Expects safe and healthy behaviors, starting with management</p>	<p>Upholds mutual respect, trust, and open communication</p> <p>Values safety as a deeply ingrained habit</p> <p>Leads a self-sufficient and sustainable organization</p> <p>Measures activities that lead to positive results</p> <p>Challenges employees to improve safety</p> <p>Shares responsibility</p> <p>Considers employee impact when making operational decisions</p> <p>Sustains safe behavior at all levels</p>
Accountability	<p>Holds employees accountable for not using <i>common sense</i> (instead of best practices)</p> <p>Disciplines employees most often after an incident or accident</p>	<p>Sees OSHA and workers' compensation as negative</p> <p>Disciplines by policing and as a way to ensure compliance</p> <p>Designs incentives in a way that might discourage injury reporting</p>	<p>Gives supervisors clear responsibility for safety</p> <p>Holds employees accountable to defined responsibilities and procedures</p> <p>Incorporates safety expectations into annual performance reviews</p> <p>Bases incentives on improving results such as incident rate or lack of claims</p>	<p>Rewards and recognizes positive behaviors, not results</p> <p>Balances discipline with coaching for learning and improvement</p> <p>Promotes peer-to-peer coaching and observation in individuals and teams</p>
Employee involvement	<p>Sets no expectations for employee behavior</p>	<p>Expects employees to follow OSHA regulations</p>	<p>Believes safety and health improvement are important to the company and should be valued by all employees</p> <p>Responds to employee concerns</p> <p>Seeks employee input and involvement</p>	<p>Engages in open communication; demonstrates mutual trust and respect at all levels</p> <p>Takes an active role in workplace improvement</p> <p>Empowers employees at all levels to communicate concerns</p> <p>Measures employee perceptions</p> <p>Leverages employee strengths</p>
Risk assessment	<p>Believes that outcomes are often beyond control; systems fail</p> <p>Assesses hazards only after an incident</p> <p>Disregards industrial hygiene exposures</p>	<p>Investigates accidents superficially</p> <p>Assesses risk (job hazard analysis, for example) to a small degree</p> <p>Applies OSHA limits to industrial hygiene exposures</p>	<p>Investigates the root cause of incidents and accidents</p> <p>Assesses hazards and controls during preplanning and on a regular basis</p> <p>Uses health-based limits to protect employees from industrial hygiene exposures</p> <p>Evaluates ergonomics on a systematic level</p>	<p>Improves systems continually</p> <p>Identifies emerging or unrecognized hazards and takes action</p>
Programs, procedures, policies, and training	<p>Relies on worker experience without verification of skills and knowledge</p> <p>Emphasizes informal on-the-job training</p> <p>Focuses on production at the expense of safety</p>	<p>Considers implementation of OSHA-mandated programs adequate</p> <p>Trains as required by OSHA, often through videos</p> <p>Uses OSHA-required template as generic written program</p> <p>Assigns one person or a committee to be responsible for safety</p>	<p>Integrates safety and improved well-being into entire culture</p> <p>Implements and maintains programs that effectively address systems improvement</p> <p>Develops training based on job hazards</p> <p>Emphasizes new employee training and ongoing coaching</p> <p>Applies written policies at all levels</p>	<p>Fosters risk-taking and innovation in problem-solving</p> <p>Creates opportunities for learning at all levels</p> <p>Shares responsibility and collaborates at all levels</p> <p>Transforms itself as improved practices are discovered</p>
Materials, equipment, budget, and environment	<p>Demonstrates indifference to safety; may have a poster</p> <p>Considers hazards, injuries, and unsafe processes as the cost of doing business</p> <p>Uses outdated equipment</p> <p>Neglects safety and health in budget</p>	<p>Uses personal protective equipment as the key safety measure</p> <p>Provides safeguards based on OSHA-compliance</p> <p>Responds after the fact rather than thinking proactively</p> <p>Funds industrial hygiene and safety fixes for compliance only</p>	<p>Uses engineering controls and equipment to manage hazards</p> <p>Builds safety procedures into every process</p> <p>Includes safety items in every budget</p>	<p>Considers employee safety and health in budget and purchasing decisions</p> <p>Plans safety and well-being into every process, including ergonomics</p> <p>Continually updates equipment, environment, and materials to the most current technology</p>