## 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, no action or minimal effort	Focuses on OSHA compliance	Efforts driven by management	Efforts supported by everyone
Leadership and competing demands	Desires to stay out of trouble Lacks a formal approach to safety Thinks common sense is a safety principle Focuses on production at the expense of safety Accepts some injuries as normal and expected	Expects safety role modeling only from those responsible for safety Follows OSHA rules as foundation for safety program Defines success as avoiding OSHA fines and keeping insurance costs down Uses injury count or lost time days for incentives Maintains compliant safety practices when there are high production demands to satisfy customers needs	Expects safe and healthy behaviors, starting with management role modeling Promotes safety and health improvement through management systems to exceed OSHA standards Includes safety as a measurement in performance reviews Believes learning and improving is vital Identifies trends using historical information Considers employee safety and well-being for scheduling, designing workflow, and the physical working environment	Upholds mutual respect, trust, and open communication Leads a self-sufficient and sustainable organization Measures activities that support safety and health Supports health improvements for injury prevention Considers employee impact and contributions when making operational decisions Promotes learning teams to engage employees Values safety and well-being as a deeply ingrained habit at all levels above competing demands
Accountability	Holds employees accountable for not using common sense instead of teaching best practices Blames employees most often after an incident or accident Considers hazards, injuries, and unsafe processes as the cost of doing business Omits safety in performance reviews	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 Believes employees know what to do without reminders or clear instruction	Gives supervisors clear understanding and responsibility for their team's safety  Holds employees accountable to defined responsibilities and procedures  Incorporates safety expectations into performance reviews  Bases incentives on leading indicators, safety committees, required OSHA training and compliance	Rewards and recognizes employee ideas Establishes accountability at all levels Values coaching for learning and improvement Promotes peer-to-peer coaching and observation in individuals and teams Bases incentives on successful trainings, injury prevention, and positive safety behaviors
Employee involvement and communication	Sets little to no (minimal) expectations for employee behavior Uses one-way communication with employees Lacks a safety committee	Expects employees to follow OSHA regulations Accepts minimal communication, participation, and reporting from employees to maintain compliance Minimal engagement in the safety committee	Believes safety and health improvements are important to the company and should be valued by all employees Responds to employee concerns and ideas consistently Seeks employee input and involvement frequently Uses safety observations as a learning tool Fosters quality communication systems between managers and employees at all levels	Engages in open communication; demonstrates mutual trust and respect at all levels Empowers all employees to communicate concerns Participates in learning teams for continual improvement Measures employee perceptions to make improvements Leverages employee strengths to solve problems and improve safety and health systems
Risk assessment	Believes accidents just happen Assesses hazards only after a serious accident or incident Disregards safety and/or industrial hygiene exposures Lacks knowledge of responsive or preventative actions to improve known safety hazards	Investigates accidents superficially and with minimal follow through  Assesses hazards and accidents inconsistently Uses OSHA limits to protect employees from industrial hygiene exposures  Complies with minimum OSHA requirements for updating safety analysis, assessment, and evaluation systems	Analyzes root cause of incidents/accidents effectively Assesses hazards and controls during preplanning and on a regular basis Uses health-based limits, versus OSHA compliance to protect employees from industrial hygiene exposures Updates and improves hazard assessments regularly	Improves hazard and risk assessment systems continually Identifies emerging or unrecognized hazards and takes action consistently Evaluates ergonomics on a systemic level Performs risk analysis on all projects and communicates results to everyone
Programs, procedures, policies, and training	Relies on worker experience without verification of skills and knowledge Emphasizes informal on-the-job training and often doesn't track progress or completion Focuses on production at the expense of safety Reacts to serious incidents with minimal safety improvements	Considers implementation of OSHA-mandated programs adequate Trains as required by OSHA, often through videos with limited follow-up, hands-on learning, or quizzes Uses OSHA-required template as generic written program Relies on one person or a safety committee to be responsible for safety	Integrates safety and well-being into the workplace and exceeds OSHA standards  Emphasizes updated, timely, and effective employee training, ongoing coaching, and associated record keeping  Applies written policies and maintains programs that effectively address system improvements at all levels  Develops training based on job hazards	Fosters open communication and innovation in problem-solving Promotes opportunities for learning at all levels with a focus on high quality training and personal development Shares responsibility and collaborates at all levels Embraces continuous improvement processes
Equipment, environment, and budget	Lacks safety knowledge; relies on posters to deliver safety messages Uses outdated equipment and minimal personal protective equipment (PPE) as key safety protection	Uses PPE as the key safety measure Provides safeguards based on OSHA-compliance Implements minimal OSHA requirements rather than thinking proactively	Manages hazards by performing regular risk assessments and maintaining equipment Builds a proactive and safe environment into almost every process that exceeds OSHA requirements	Emphasizes and plans employee safety, health and well-being into every process; budget, purchasing, ergonomics, and the physical environment.  Continually updates and invests in equipment,

**Includes** line items for safety and health,

in budget

development of programs, procedures, policies, and

training, and equipment maintenance and updates

Funds industrial hygiene and safety programs to

Applies required maintenance and updates to

meet compliance requirements

equipment and material

**Aims** to improve safety of physical environment only

after an incident has occurred

**Uses** outdated equipment and materials

Neglects safety and health in budget

environment, and materials to the most current

development

Values superior and inclusive training, and program