



Building a Better Safety Culture Utilizing SAIF's Ansbro Safety Culture Spectrum

Presenters:

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Agenda

- Define safety culture.
- Introduce the Ansbro Safety Culture Spectrum.
- Complete an assessment.
- Talk about how you can move to the next level.

The simple definition

Safety culture is...



**the way we do
things around here.**

Hoover Dam project

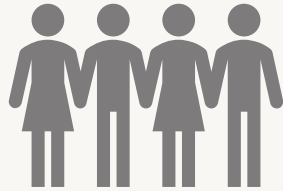


A delivery company

“When it absolutely, positively
has to be there overnight!”

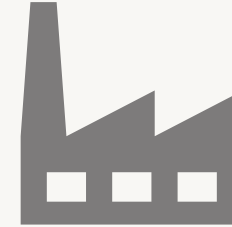
A safety culture story: packages versus people

Challenges to building culture



We have differences

We have generational differences
We have different backgrounds
We don't all communicate the same way



We have operational challenges

We may have competing cultures
(company vs safety)
Time, production demands, quality standards, etc

Ansbro Safety Culture Spectrum

- Collaborative effort to create spectrum
- Named after Trever Ansbro, SAIF safety consultant
- Trever introduced the concept & developed the spectrum



A simple math problem?



Formula
(AC+RC=IC)

Why measure culture



Ansbro Safety Culture Spectrum

Six elements

Safety leadership

Accountability

Employee involvement and communication

Risk and systems assessment

Programs, procedures, policies, and training

Equipment, environment, and the budget

Ansbro Safety Culture Spectrum

Four levels

Reactive: Informal program / Lacking effort

Compliant: Focuses on OSHA compliance

Managed: Efforts are driven by leadership

Comprehensive: Ownership at every level

Ansbro Safety Culture Spectrum: self-evaluation

A flexible tool

- Assessments can be performed for a variety of reasons and in a variety of ways
- Assessments can be used to tackle a problem within a safety culture

Where are you at?



Before we get started...

Your view of your company is important. Picture how a new employee might view your company. Use a fresh set of eyes and please be objective.

- This assessment is a snapshot of where you are today.
- If most of your circles are on the left side of the page, that's okay. The goal is to identify opportunities to improve your safety culture.
- On the flip side, we've yet to see a perfect safety program. Keep an open mind to the possibility of improvement.

Ansbro safety culture spectrum

This version is adapted from a more detailed model that you can reference here (saif.com/S952)

	Reactive	Compliant	Managed	Comprehensive
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Risk assessment	Relies on worker experience and on-the-job learning	OSHA-required programs are adequate as safety program.	Safety and health program exceeds OSHA standards.	Embraces continuous improvement process at all levels (training, programs, communication, etc.)
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Compliance focus

Data focus

Culture focus

Defining comprehensive

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Comprehensive

- Organization is on a continual improvement trajectory where safety is ingrained in everything that they do. They are always searching for ways to get better.
- Accountability shifts from management being responsible to everyone being equally responsible.
- Employees want to be involved in safety and perform above and beyond.
- Uses all available resources, reaches out to safety consultants, insurance and industry partners.

Managed

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Managed

- Safety expectations and standards are established and supported by everyone.
- Rules are followed because it's the right thing to do.
- Safety has a place in all aspects of the organization.
- Everyone has input and involvement.
- The entire team is on the look out for potential hazards with the goal of risk elimination.

Compliant

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Adapted from a model that is dedicated to the memory of Trevor Ansbro, SAIF senior safety management consultant, who developed this model

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Compliant

- Safety is present because it is required by law.
- Workers are blamed instead of identifying the root cause.
- Workers are expected to know and follow OSHA rules but lack in-depth knowledge and training.
- Production is more important than safety.
- Safety is an overhead expense.
- Everyone in the organization is “going through the motions”.

Defining reactive

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Reactive

- Workplace hazards are abundant and obvious, and no one is doing anything about it.
- Expectations for employees are not established or clear
- No process for holding employees accountable for their actions
- No effort to communicate in employees first language
- The assumption is the worker can do the job, no further training or demonstrating new hire can do the work

Reactive

The company believes that most accidents are out of their control. Workers should *know how to do things right* and assumes workers are the cause of accidents.

"Why do you think they call them accidents?"

"There wasn't anything we could do about it."

"He/she doesn't use any common sense."

"They should have known better."

Other common phrases

"We've been doing it this way for 30 years."

"Don't fix it if it's not broken."

"Safety is too expensive and time consuming."

What are the ultimate goals?



Developing an open and supportive culture



To develop a continued improvement process



Risks are identified and eliminated



Open lines of communication without judgment

Completing an assessment

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Safety culture survey

What to expect

If you want to improve your workplace safety culture, an employee survey is a great way to start. The survey will provide safety culture scores based on Ansbro Safety Culture Spectrum categories. Using those scores, your safety consultant can recommend resources to help you improve.

What's the benefit?

Strong safety cultures have been linked to decreased workplace injury rates, decreased turnover rates, and increased job satisfaction. This survey will give you feedback that can help you improve your organization's safety and health efforts, leading to a better safety culture at your organization.

How much time will this take?

Here's what participation looks like:

- There will be an initial meeting with a safety consultant to explain the process. This typically takes less than an hour and can be over the phone or video chat.
- Management will send out three emails to their employees:
 - Email 1: Two weeks before the survey goes out to encourage engagement
 - Email 2: Provide the survey link
 - Email 3: 1-2 weeks after survey has opened; this is a reminder and provides the link again
- All employees will be emailed a survey link. The survey will take 10-15 minutes per employee. Participation is anonymous and confidential.
- Consultants will present findings to leadership with a short presentation that takes about an hour. The business will keep that report to review with their key leaders.

What about a follow up survey?

You may want to repeat the survey after working on your opportunity areas. Another survey will measure the improvements to your safety culture.

So, how do we get started?

Let your assigned safety consultant know, and they can get you a survey link and template emails. They can also answer any other questions about the survey process.

Got questions?

Contact your assigned safety consultant or Safety Services at safetyservices@saif.com.



Assess

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Defining leadership



The planning, organizing, leading and controlling of an organization's safety and health program. Balancing priorities.



The culture of an organization is reflected by its leadership. It is the single most important factor in safety culture.



Final goal: Develop an open and supportive culture

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Defining accountability



Leadership sets clear expectations



Actions are measured against those expectations



Fair discipline process



Final goal: Building a culture of trust and respect where everyone fulfills their responsibilities

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Defining employee involvement and communication



Creating safety and health opportunities for employee engagement



Establishing open and positive communication



Final goal: Mutual respect and employees who are empowered to speak up

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Risk Assessment



Identify risks before accidents happen



Performing preventative maintenance



Final goal: Anticipating and managing potential risks

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Programs, procedures, policies and training



Programs address any possible hazards within the workplace



Training is continual and deployed in a variety of ways



Final goal: Continually transforms as improved practices are discovered

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Equipment, environment and budget



Organization is forward thinking and using current technologies



Work environment stressors are considered, and safety is considered during the budgeting process



Final goal: Preventive maintenance program. Frequent updates for equipment and materials to the most current technology

Example assessment

Ansbro safety culture spectrum

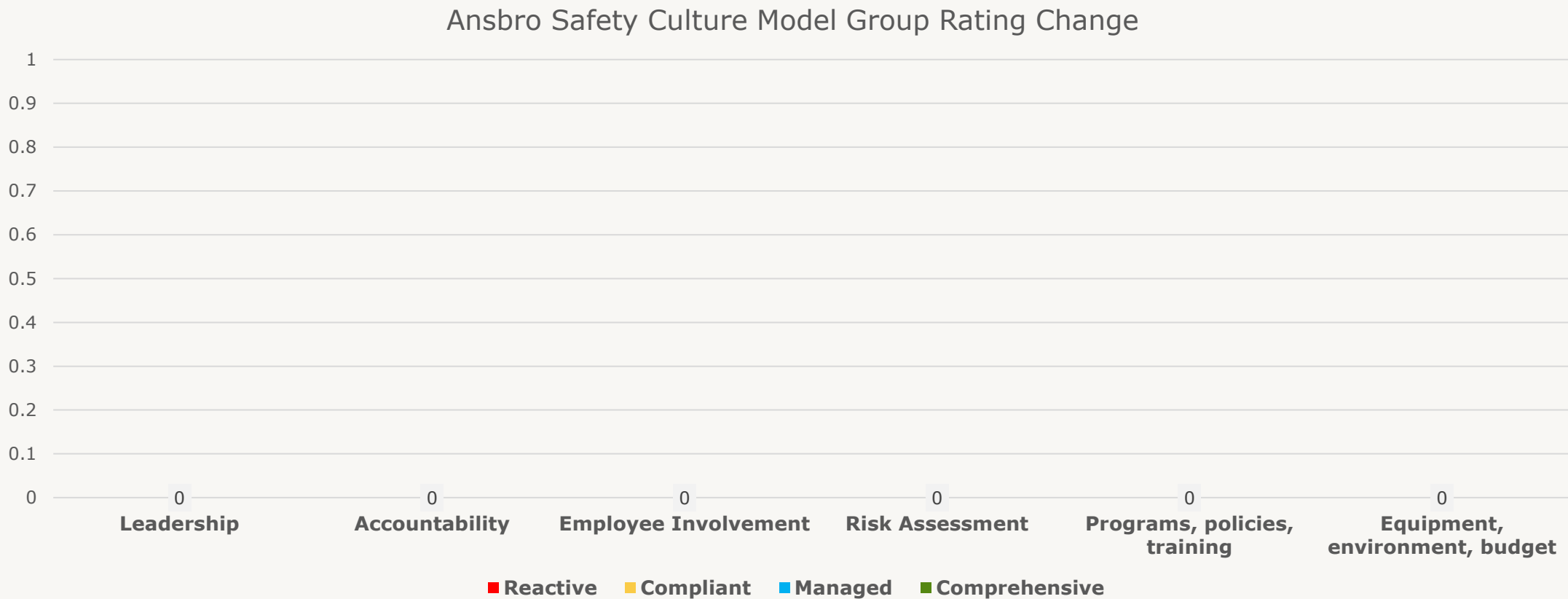
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Where are you at now?



How much have we changed?



Opportunity identified



Ideas – What can be done to improve in this area?



Formal on-boarding process



Discussion on specific safety expectations and how they are measured



Discussion on accountability policy

Safety Culture Spectrum worksheet

Please provide examples of what you are currently doing well, and opportunities for improvement.

	Doing well	Room for improvement
Leadership		
Accountability		
Employee involvement and communication		
Risk assessment		
Programs, procedures, policies, and training		
Equipment, environment, and budget		



Companies with strong safety cultures



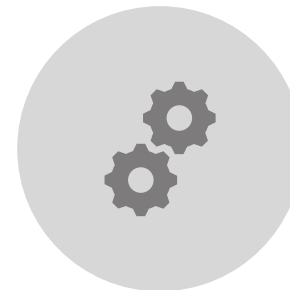
Focus on fixing the system more than the operator



Communicate extremely well at all levels of the organization



Have a vision that is understood at all levels of the organization

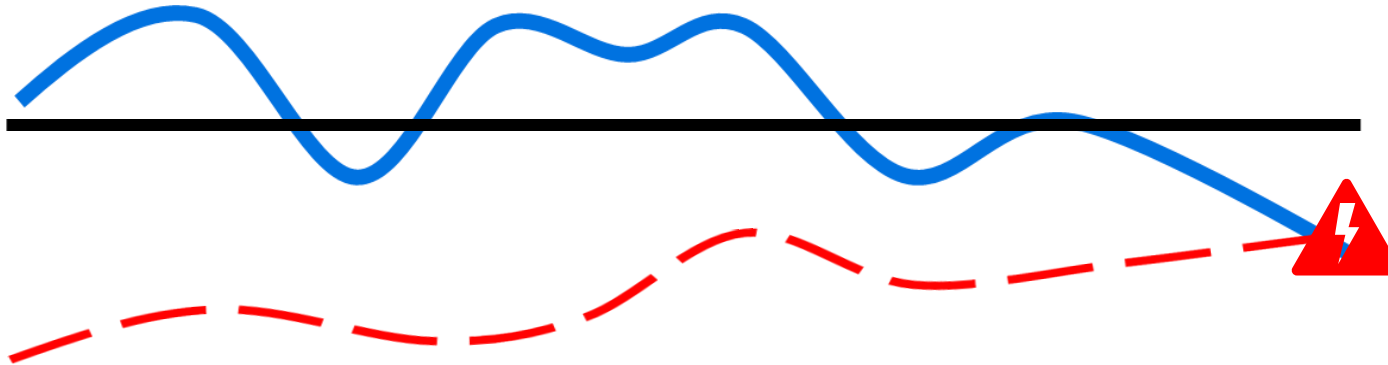


Integrate safety into their basic operations

Work as planned vs Work in practice

Blue line:
Work in practice

Black line:
Work as planned



Red line:
Potential path toward an incident



“Workers are masters of the blue line.”

- Conklin/Edwards

Alaska Tanker

Safety is a “core value”

“I cannot justify to myself making a profit if I hurt my employees in the process. It is the most visible sign that company cares for its employees. A company can make all injuries preventable.”

“I believe employees do what they believe their leaders really want, and they determine this by watching what a leader focuses on, and what he does.”

Anil Mathur, President & CEO

Discussion

- Now you have an idea of where you are on the spectrum. Next, develop a clear vision of where you want to be.
- Any questions?
- Anyone willing to share?
- Success stories

Other ideas of where to start....

- Safety encompasses many different aspects of business. Here are some common items which might need to be included in your plan:
- Safety and health programs
- Hiring procedures and new hire training (onboarding)
- Employee training and development
- Accident and incident analysis
- Return to work
- Working with safety consultants

Realistic expectations

Safety is a marathon, not a sprint!

- Safety is a continual improvement process.
- Change will take time and effort.
- Be flexible and adjust when you need to.
- Communicate frequently.

The formal definition

Safety culture is...

the invisible force that shapes our behavior. Safety culture is the way safety is managed in the workplace and often reflects the attitudes, beliefs, and values that employees share in relation to safety.

saif Work.
Life.
Oregon.

Understanding your safety culture

Resources

SAIF has several resources and tools to help you improve your safety culture. Find them at saif.com/bealeader.

Culture is the invisible force that shapes our behavior. In the workplace, culture often reflects the attitudes, beliefs, and values that people share within an organization, including how safety is managed.

At SAIF, we've developed a tool that can help you understand your organization's current safety culture and learn how to take safety and health to the next level. We call it the **Ansbro Safety Culture Spectrum**.

The **Ansbro Safety Culture Spectrum** can assess your safety culture in six critical areas:

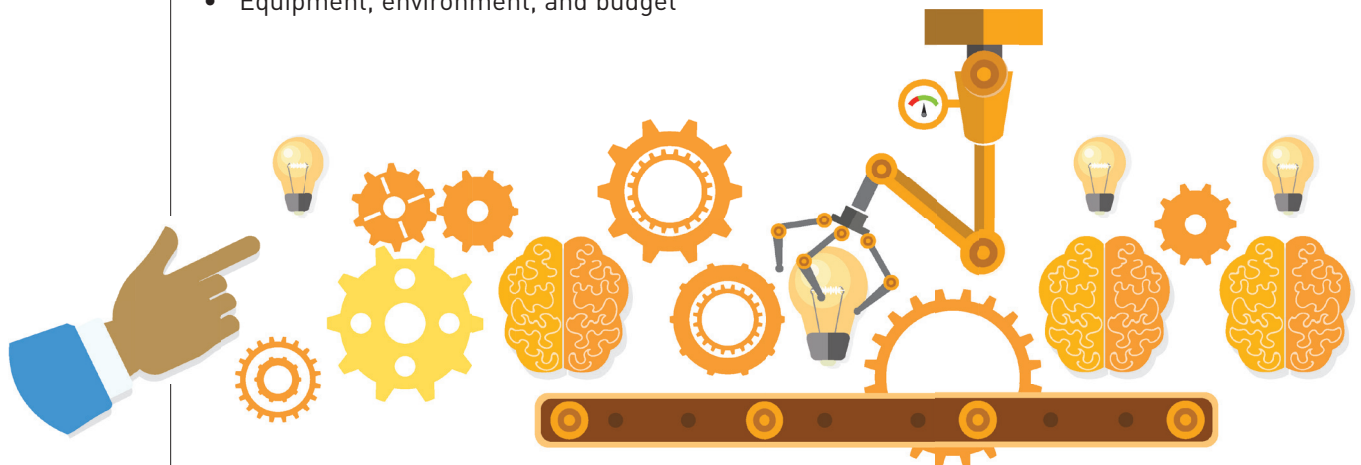
- Leadership and competing demands
- Accountability
- Employee involvement and communication
- Risk assessment
- Programs, procedures, policies, and training
- Equipment, environment, and budget

Building a strong safety culture can benefit your organization by:

- Creating a more desirable workplace to attract and retain employees
- Improving morale and productivity
- Increasing leadership skills
- Engaging your workforce
- Decreasing on-the-job injuries

Ready to learn more?

Your SAIF safety consultant can introduce you to the **Ansbro Safety Culture Spectrum** and share resources to help you build more effective safety programs. Contact us at **877.242.5211** or **503.673.5311**, or email safetyervices@saif.com.



Safety culture survey

What to expect

If you want to improve your workplace safety culture, an employee survey is a great way to start. The survey will provide safety culture scores based on Ansbros Safety Culture Spectrum categories. Using those scores, your safety consultant can recommend resources to help you improve.

What's the benefit?

Strong safety cultures have been linked to decreased workplace injury rates, decreased turnover rates, and increased job satisfaction. This survey will give you feedback that can help you improve your organization's safety and health efforts, leading to a better safety culture at your organization.

How much time will this take?

Here's what participation looks like:

- There will be an initial meeting with a safety consultant to explain the process. This typically takes less than an hour and can be over the phone or video chat.
- Management will send out three emails to their employees:
 - Email 1: Two weeks before the survey goes out to encourage engagement
 - Email 2: Provide the survey link
 - Email 3: 1-2 weeks after survey has opened; this is a reminder and provides the link again
- All employees will be emailed a survey link. The survey will take 10-15 minutes per employee. Participation is anonymous and confidential.
- Consultants will present findings to leadership with a short presentation that takes about an hour. The business will keep that report to review with their key leaders.

What about a follow up survey?

You may want to repeat the survey after working on your opportunity areas. Another survey will measure the improvements to your safety culture.

So, how do we get started?

Let your assigned safety consultant know, and they can get you a survey link and template emails. They can also answer any other questions about the survey process.

Got questions?

Contact your assigned safety consultant or Safety Services at safety@saif.com.



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 <i>common sense</i> 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 <i>common sense</i> 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 Aims to improve safety of physical environment only after an incident has occurred Uses outdated equipment and materials Neglects safety and health in budget	Uses PPE as the key safety measure Provides safeguards based on OSHA-compliance Implements minimal OSHA requirements rather than thinking proactively Funds industrial hygiene and safety programs to meet compliance requirements Applies required maintenance and updates to equipment and material	Manages hazards by performing regular risk assessments and maintaining equipment Builds a proactive and safe environment into almost every process that exceeds OSHA requirements Includes line items for safety and health, development of programs, procedures, policies, and training, and equipment maintenance and updates in budget	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, environment, and materials to the most current technology Values superior and inclusive training, and program development

Ansbro safety culture spectrum

This version is adapted from a more detailed model that you can reference here (saif.com/S952)

	Reactive	Compliant	Managed	Comprehensive
	Informal, no action, or minimal effort	Focuses on OSHA compliance	Efforts driven by management	Efforts supported by everyone
Leadership	No formal safety program	Follows OSHA rules	Expects safe and healthy behaviors	Upholds mutual respect, trust, and open communication
Accountability	Accidents are a cost of doing business.	Views regulatory agencies as negative	Supervisors provide clear direction and hold employees accountable.	Accountability is established at all levels.
Employee involvement and communication	One-way communication	Minimal safety activities	Seeks employee input and addresses concerns	Employees are empowered and mutual respect is practiced.
Risk assessment	Only addresses hazards after accidents happen	Superficially analyzes accidents; no follow through	Performs regular risk assessments	Continually improves hazard and risk assessment systems
Programs, procedures, policies, and training	Relies on worker experience and on-the-job training	OSHA-required programs are adequate as safety program.	Safety and health program exceeds OSHA standards.	Embraces continual improvement process at all levels (training, programs, communication, etc.)
Equipment, environment, and budget	Outdated equipment, no safety budget, minimal or no PPE	Maintenance is performed reactively, PPE is the first line of defense.	Maintenance is performed proactively, budget includes safety.	Continually updates and invests in equipment; integrates employee safety, health, and well-being into every process

Safety Culture Spectrum worksheet

Please provide examples of what you are currently doing well, and opportunities for improvement.

	Doing well	Room for improvement
Leadership		
Accountability		
Employee involvement and communication		
Risk assessment		
Programs, procedures, policies, and training		
Equipment, environment, and budget		