saifcorporation | Safety Culture Spectrum

S952 11.14

	Reactive	Compliant	Managed	Integrated
Safety leadership	**Has no** formal approach to safety **Desires** to stay out of trouble **Thinks** "common sense" is a safety principle	**Committed** to a cost- and compliance-based safety program **Defines** success as avoiding OSHA and keeping insurance costs down **Expects** safety modeling only from individual or committee responsible for safety **Uses** time-based incentives to motivate staff	**Demonstrates** safe behavior, starting with management **Developing** hazard management systems **Focuses** on safety as a key program **Uses** safety as a measurement in performance reviews **Identifying** trends using "historical information" **Establishing** safety and performance goals	**Values** safety as an instinctual precondition of work **Expects** consistent safe behavior from leadership **Recognizes** employees for modeling safe behavior **Measures** activities that lead positive results. **Challenges** employees to improve safety **Tracks** behavioral observations **Measures** employee perceptions **Shares** responsibility
Accountability	**Holds** employees accountable for not using "common sense" **Disciplines** employees most often after an incident or accident	**Sees** OSHA and workers' compensation as negative consequences **Disciplines** by policing and as a way to ensure compliance **Designs** incentives in a way that might discourage injury reporting	**Defines** leadership roles to make them accountable 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	**Rewards and recognizes** safety efforts and positive behaviors, not results **Makes** employees accountable to each other
Employee involvement	**Expects** employees to be responsible for their own behavior	**Expects** employees to participate in OSHA compliance programs	**Seeks** employee input and involvement **Believe** safety is important to the company and to be valued by all employees	**Empowers** employees at all levels to make safety changes **Rewards** messengers **Desire** for safety by all employees
Risk and systems assessment	**Believe** that outcomes are often out of their control; systems just can fail **Conducts** risk assessment only after an incident	**Investigates** accidents superficially **Assesses** risk (job hazard analysis, for example) to a small degree	**Investigates** the root cause of incidents and accidents **Assesses** risk on a regular basis	**Refines** systems continually **Assesses** risk routinely in preplanning and ongoing operations
Programs, procedures, and training	**Relies** on "experienced workers" **Trains** in a learn-as-you-go style (on-the-job training) **Oriented** most often toward production, not safety	**Trains** as required by OSHA, often through videos **Uses** OSHA-required programs as generic written program **Has** one person or committee responsible for safety **Makes** one effort at improvement	**Formalized** new employee training and ongoing training **Mentors** through job-specific, hands-on training **Coaches** new employees; coaching by supervisors or leaders on an ongoing basis **Integrating** safety into entire culture **Gives** supervisors clear responsibility for safety **Customizes** written policy and uses for employees and leadership **Reviews** programs periodically	**Shares** responsibility for safety at all levels of the company **Enhances** safety involvement at all levels **Improves** safety procedures continually **Empowers** employees for peer-to-peer coaching and observation **Creates** quality training programs
Materials, equipment, budget, and environment	**Demonstrates** indifference to ergonomics for the most part (may have a poster) **Uses** old, outdated equipment **Considers** hazards and unsafe behavior common **Does not address** industrial hygiene exposures	**Has** some lifting rules and limits **Is reactive** rather than proactive to ergonomic issues **Uses** personal protective equipment and guarding as key safety measures **Assesses** industrial hygiene for compliance only **Budgets** for safety items sometimes	**Evaluates** ergonomics on a systematic basis **Builds** safety procedures and ergonomic teams and expertise into the process **Uses** engineering controls to manage hazards **Budgets** for safety items in every budget	**Fully integrates** ergonomics and considers it in all phases of pre-planning **Eliminates or reduces** most hazards through thoughtful planning and design **Designs** safety into every process **Includes** safety in annual planning **Continually updates** equipment, environment, and materials to the most current technology