



Building and supporting a safety community

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Agenda

Culture and the loneliness epidemic

The importance of community

Introduce – the six safety personas

Discuss strategies to engage them in safety

Overview of the Ansbro Safety Culture Spectrum

Resources

Loneliness

21% of Americans feel lonely

- 81% of those reported anxiety or depression
- 75% of those reported having little or no meaning or purpose
- Social-emotional loneliness
 - Not part of meaningful groups (67%), no close friends or family (61%), fundamentally disconnected from others or the world (65%), their place in the world doesn't feel important or relevant (63%).

Effects of loneliness

Higher risk of:

- Cardiovascular disease
- High blood pressure
- Diabetes
- Infectious disease
- Impaired cognitive function
- Depression/anxiety/suicide

bit.ly/4tuXoLD

Our Epidemic of Loneliness and Isolation



2023

The U.S. Surgeon General's Advisory on the
Healing Effects of Social Connection and Community





What contributes to loneliness?

What contributes to loneliness?

Technology – 73%

Families not spending enough time together – 66%

People working too much/too busy/exhausted – 62%

People struggling with mental health challenges – 60%

What is community?

A group of people sharing common characteristics or interests.



What is community?

A group of people sharing common characteristics or interests.

A workplace!



Community at work

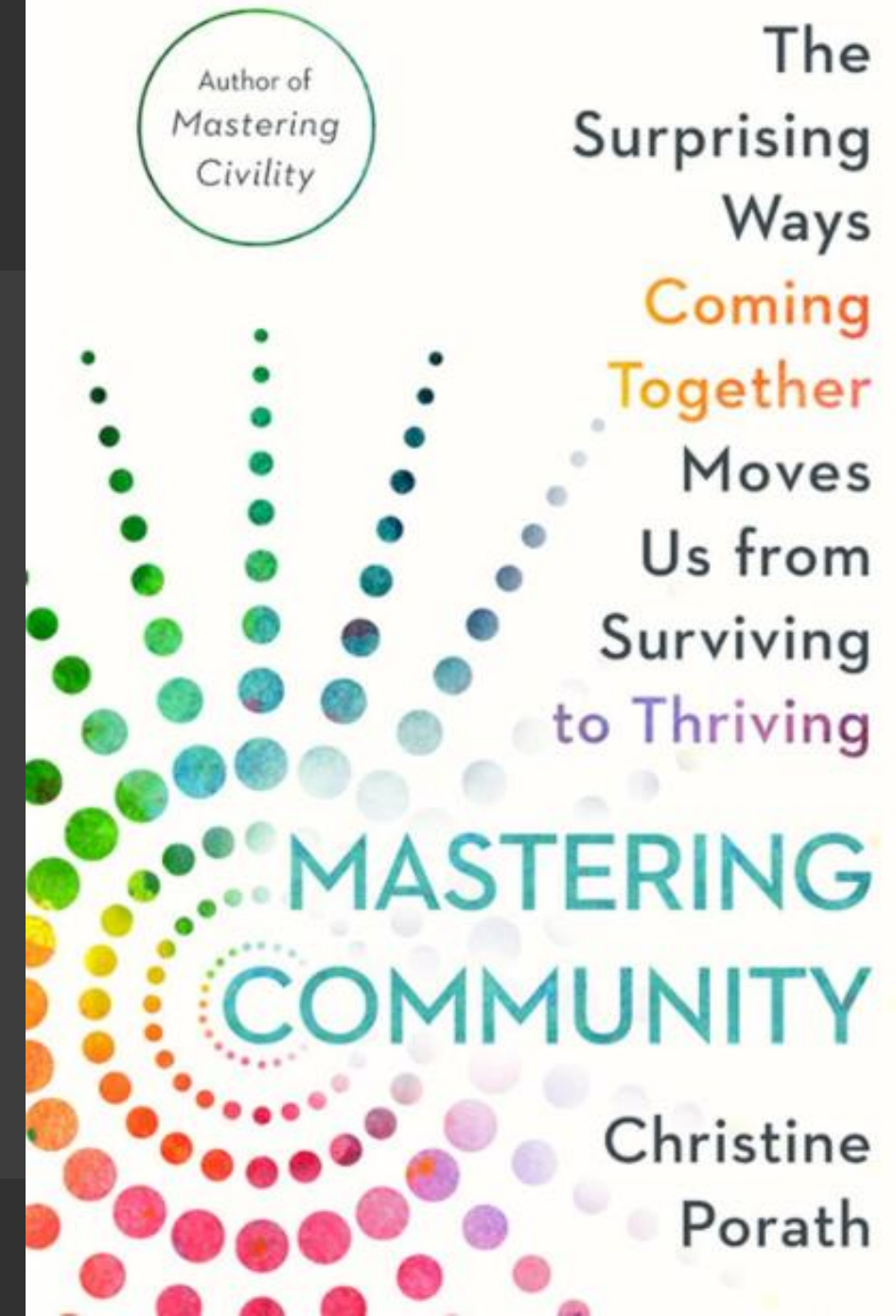
Respect for employees

Valuing employees as contributors

Straightforward about performance

Work is not just a place you go to, but a place where you belong.

- Taken from Christine Porath book,
Mastering Community



How do you do build community?

- **Promote culture of caring and service.** *Working together on common problems.*
- **Build a social infrastructure that helps people find and sustain meaningful connections.** *Purposeful policies and community events.*
- **Underscore the importance of reaching out to others.** *Every day.*

What workplaces can do

Make social connection a strategic priority.

Train, resource, and empower leaders and managers.

Leverage existing training, orientation, and wellness resources.

Create positive practices and workplace culture.

Policies that enable workers to nurture relationships outside of work – including flexible work.

Introducing...

The safety community personas!

Ally

The team is their priority

Cares deeply about the well-being of others

May not have their own ideas but promotes others' ideas well



Change-maker

Motivated by forward progress

Loves new tools and technologies

Knows the newest and latest trends

Struggles with being cost efficient and focusing too much on the future



Enforcer

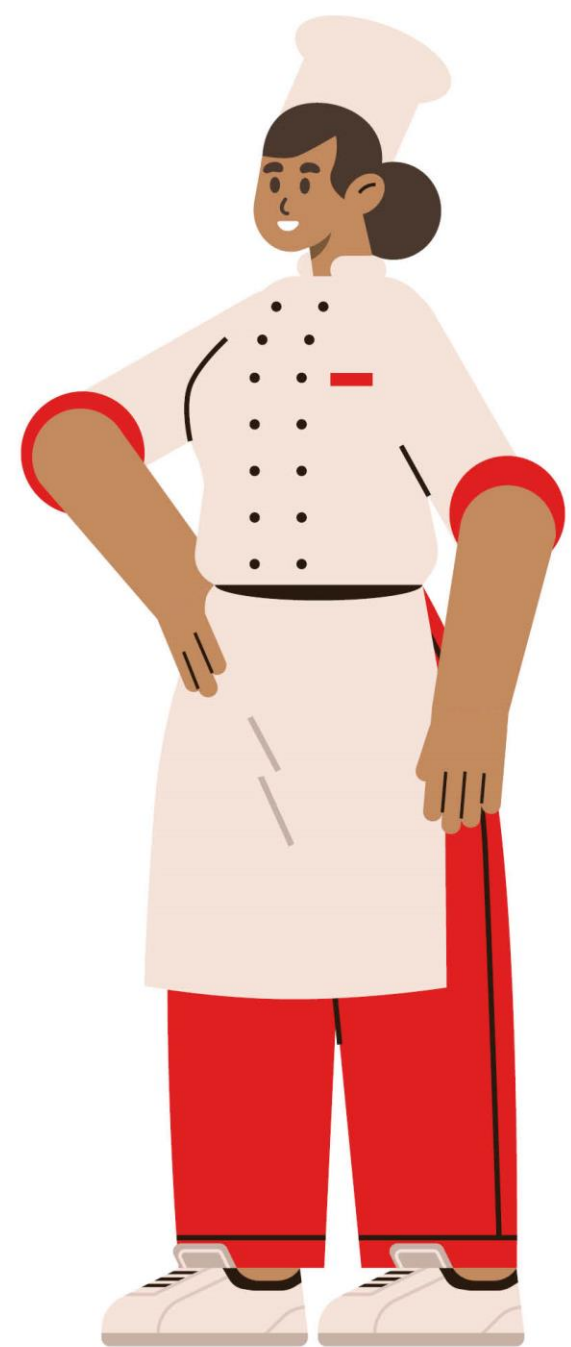
Perfectionist in everything

Passionate, focused

Never takes short cuts

Always intervene

Can rely too much on negative reinforcement



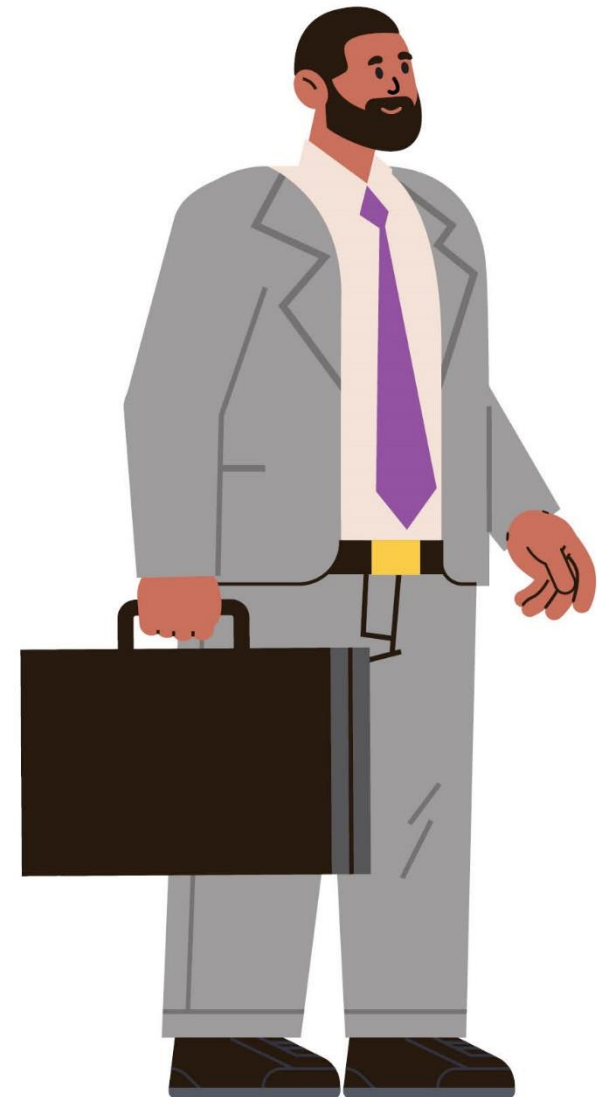
Go-getter

Enjoys solving problems

Strong opinions

Has recommendation for every
problem and issue

Can overpower other voices



Realist

Practical

Loves to ask “why?”

Always speaks up

Can create tension, resistance



Rookie

New to safety

Loves to learn

Fresh perspective and enthusiasm

Can cause frustration with
experienced co-workers



Ansbro Safety Culture Spectrum

Model that describes the characteristics of four stages of safety culture.

Leadership series designed to have materials related to the six dimensions:

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

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

Safety engagement strategies

- Provide opportunities to learn
- Invite them to help update policies and procedures
- Have them serve on safety committee
- Ask for help marketing safety
- Help with accident analysis, hazard identification, annual audits, safety activity calendar

Engagement - Ally

- Ask them to help with safety committee membership ideas
- Ask them to help with marketing new safety and health initiatives
- Assign them to create the safety activities and training calendar



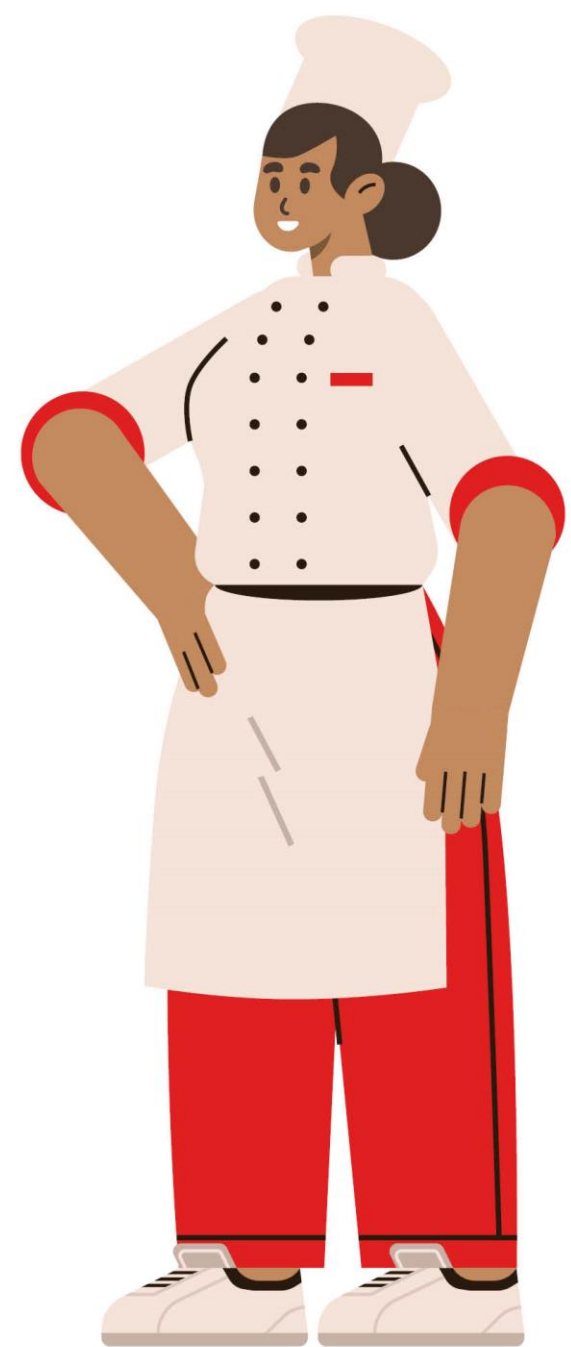
Engagement – Change-maker

- Opportunities to learn, especially about something new and innovative
- Invite them to help solve a workplace issue
- Assign them to help create long-term safety goals or safety plans



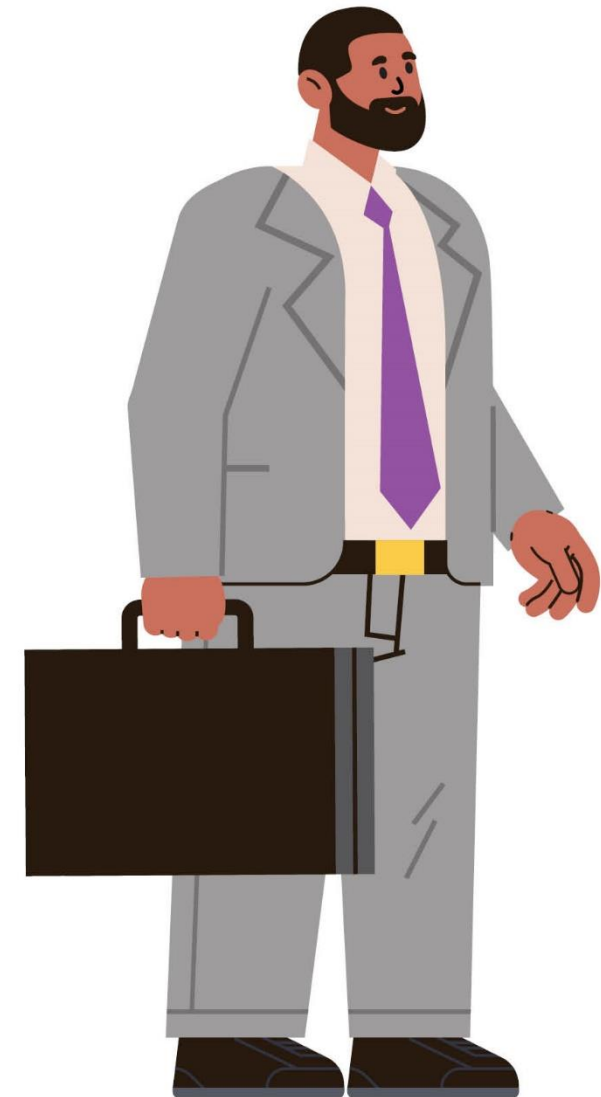
Engagement - Enforcer

- Assign them to help update policies and procedures
- Invite them to assist with quarterly hazard inspections
- Ask them to help with a safety observation program



Engagement – Go-getter

- Assign them to help define the vision for health and safety
- Invite them to participate in a near miss program
- Serve as safety committee chairperson



Engagement - Realist

- Assign them to review processes, policies, procedures
- Invite them to serve on the safety committee
- Encourage them to lead a learning team or a hazard mapping exercise of your business



Engagement - Rookie

- Provide opportunities to learn; attending external webinars/conferences
- Assign them to help with post incident analysis to provide recommendations
- Ask them to look at the safety and health program for unique insights



Resources

SAIF created materials: saif.com/leadershipseries

Relationship building – saif.com/S1131 (Spanish)

Building trust – saif.com/S1125 (Spanish)

[Supportive supervision](#) ([Spanish](#))

Building a safety community resources

[Building a safety community](#)

[Engaging your safety community](#)

Resources

***Mastering Community: The Surprising Ways Coming Together Moves us from Surviving to Thriving.* Christine Porath, 2022.**

TED Talks

Get comfortable with being uncomfortable by Luvvie Ajayi - bit.ly/4e83jlp

10 ways to have a better conversation by Celeste Headlee - bit.ly/4c76yXB

Other content

Joseph Grenny discussing mastering your story - bit.ly/4vyqL1J

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