

SafetyTEST

IMPLEMENTATION GUIDE

This guide has been created as a complement of the SafetyTEST assessment, providing clients with ideas to analyze results and implement the tool in your company's safety system, as well as creating a proposal with actions to mitigate risk, geared both toward individuals and work groups.

Implementation of the organization's safety strategy is solely at the organization's discretion and responsibility.



INDEX

General information about corrective actions based on SafetyTEST results.....	3
5 steps to implement SafetyTEST into organization’s occupational safety system	4
Sustainable results	6
Across the board actions for leadership/top management.....	9
Reading an individual report correctly.....	10
Individual actions: recommendations per safety zones and parameters	13
Using of SafetyTEST in staff development program	46
Group reports, analytics and organizational trends	50
Preparing action plans	51
Definition of leading, lagging & transformational indicators.....	54
FAQ	56
Additional services.....	58

GENERAL INFORMATION ABOUT CORRECTIVE ACTIONS BASED ON THE SAFETYTEST RESULTS

Recommendations presented in the guide are not based on your organization’s results and may not be fully relevant for your company’s current tasks, but can be used as an “idea bank” for developing your individual action plans. We will be glad to get your ideas and suggestions to share positive experience with companies all over the world.

It is important to identify which positions will be subject to evaluation with the SafetyTEST.

Additionally, the risk level to which the worker is exposed must be assessed. Accurate determination of the position’s risk level is an important factor for developing effective correction plans.

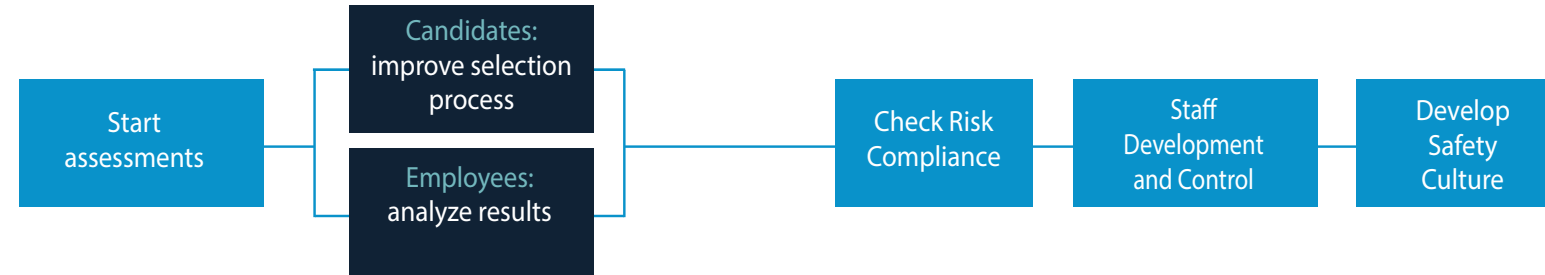
We recommend that positions be grouped to simplify the process, manage indicators, and take respective corrective/incentive measures. Position families may be grouped by area or hierarchy. Each position family can have an ideal and an expected safety zone.

We also recommend setting desirable and minimally acceptable safety zones or scores for each position.

5 steps to implement the SafetyTEST into the organization's occupational safety system

1 Implement testing in your selection process and employees' evaluation. Choose the professions (positions) relevant for testing candidates and employees. When testing employees, you should first set the position's risk level. When assessing entry-level candidates, pre-determining the position's risk level can be dropped. In this case, you can decide after receiving the results, what are the suitable position risk levels for this candidate.

2 Testing candidates. Set a minimum passing score (may be flexible according to labor market characteristics). Improve induction training programs, considering candidates' safety levels. (As an example, for candidates with scores within "Risk Zone" enhanced trainings with maximum use of visual materials should be conducted, clear and understandable explanation of penalties is needed, post-training test (rules, norms, actions) as a part of initial work access is recommended). SafetyTEST can also be used for the admission of contractors and temporary staff.



Testing employees. Analyze individual results and company trends. Carefully study the risks of the positions / equipment, create or update the access matrix in accordance with the risk levels of the position (For example, at position "A" only an employee in the "safety zone" and above or an employee with a test result of at least 70 points and above can work independently) . After creating / adjusting your access matrix to the test results, you can easily see the necessary corrective actions. For example, an employee with an overall score of 40 takes a position with a minimum required result of 70. The gap is too big, so intensive training, strict control measures, non-admission to work without supervision or even rotation are necessary.

3 Check risk compliance. Verify that workers are suitable for their positions' risks. Rotate teams if necessary. Implement the access matrix, supervision programs and other safety projects.

4 Staff development and control. Differentiate training and development programs according to the level of employee safety. For example, for "strong" zones implement individual capacity development programs, train staff in team leadership skills, engage them into internal audits, assign them as safety project leaders, trainers, etc. The same for control procedures, you should differentiate them according to safety level of your employees. For example, employees in "Risk Zone" should be additionally instructed before each shift, they are not allowed to work independently

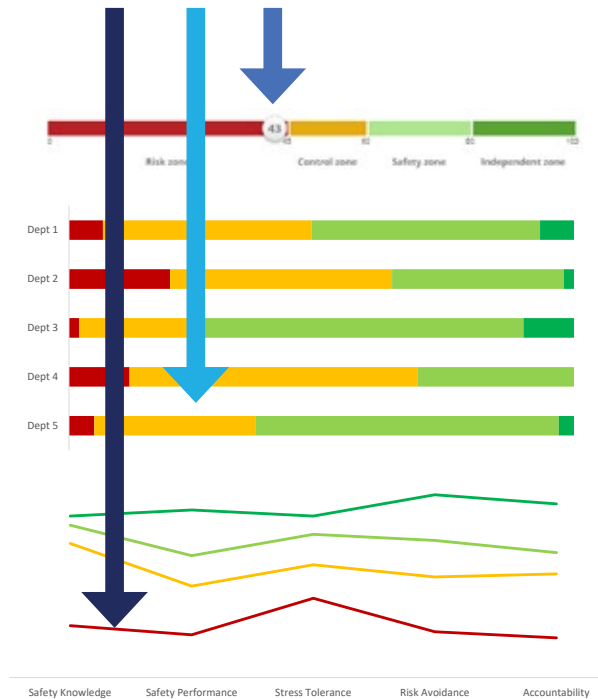
on specific work sites or they should report on task completion with certain time interval.

5 Develop safety culture. Use test results when planning annual performance goals. Set KPI's according to safety level. For example, reduction of the percentage of personnel at risk, increase of percentage of personnel in "Independent Zone".



SUSTAINABLE RESULTS

The achievement will depend on the approach you take. There are three types of scenarios that can lead to sustainable results at different organizational levels.



You can start with an individual approach. After analyzing an employee's SafetyTEST profile and his/her manager's assessment, among other specific details on the position, you can start working with the employee to improve needed skills and knowledge, to adjust personal traits (personal traits adjustment in long-term is also possible). These actions will improve employee's individual safety indicators, motivation and work performance.



The "group approach" is the next level. After you analyze group results (teams, shifts, departments, working sites, business units, etc.) and see potential risks and opportunities, you can develop and implement action plans, including team and people rotation, mentoring programs and improving specific skills. We recommend the regular progress check to be between 6 - 12 months, depending on the task and situation. You will see group improvement, better distribution by safety zones and will be able to measure this progress for designing next level action plan.



An incredible progress is possible when you use both scenarios mentioned above together with a complex/systemic approach. This approach includes sustainable changes affecting the whole company: introducing new performance standards, declaring the values of the company, developing rules and principles of the company. Such actions also include the development/improvement of internal training systems, policies to reward safe behavior, changes in job descriptions, rotation of line management, annual performance evaluations, etc.



ACROSS THE BOARD ACTIONS FOR LEADERSHIP/TOP MANAGEMENT

The significant progress, real change and breakthrough in safety culture development is only possible when the company's management is engaged in the process and shares these values.

Here you can see general recommendations for the company's leadership (Some are obvious and hopefully already implemented in your organization, but still we would like to list them all):

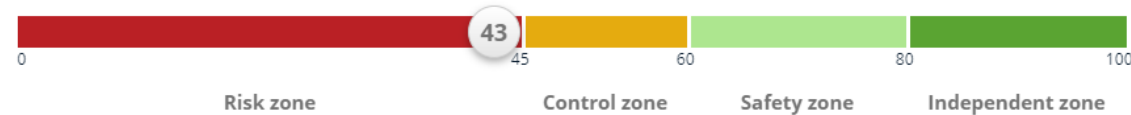
- Follow laws and local regulations in work safety
- Establish clear goals in work safety and health matters
- Measure safety indicators and share them with staff
- Share with staff improvement actions in work safety and health matters
- Include safety indicators in the performance evaluation system
- Evaluate safety behavior of candidates and employees
- Train staff when new machinery is purchased or when the workers will be using new products.
- Establish fair disciplinary process, act immediately in case of unsafe behavior / safety violations to the safety system or standard / safety conditions, that may endanger the well-being of others, themselves, or company property. Ensure full awareness of reasons and goals of penalties among the staff.
- Motivation and incentive schemes in safety must be developed to reward good performance and leadership, so the expected behaviors are observed as positive throughout the company

READING AN INDIVIDUAL REPORT CORRECTLY

- 1 Check if an employee is fully suitable for the chosen position's risk level. Take actions if not.

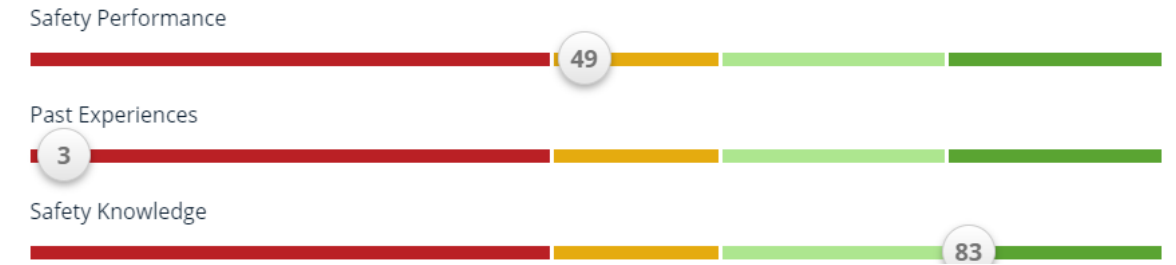


- 2 Choose recommended actions from this Safety Guide or develop your own action plan to improve employee's safety culture relevant to the appropriate level.

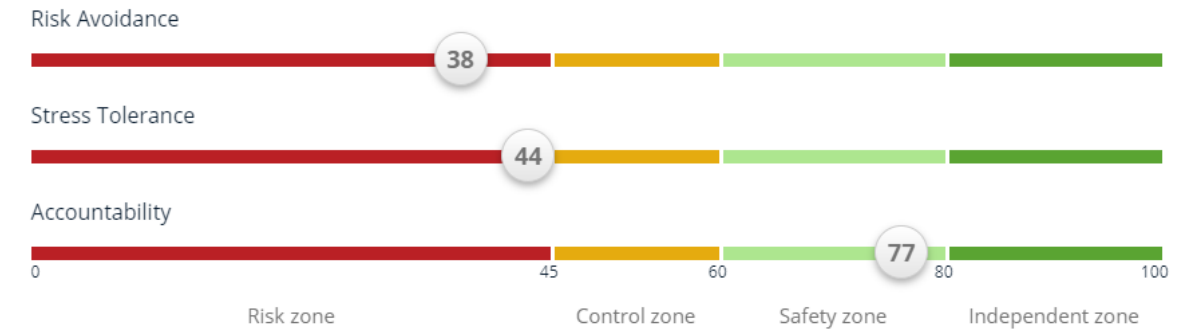


- 3 Study employee's safety profile and focus on sub-scales. Start relevant actions to improve specific parameters.

Behavioral Dimensions



Trait Dimensions





INDIVIDUAL ACTIONS: RECOMMENDATIONS PER
SAFETY ZONES AND SPECIFIC PARAMETERS

Individuals in the “Risk zone” may behave unsafely at their workplace and are at risk of being involved in accidents or to cause damage to equipment. May show no respect for basic safety rules and generally acts reactively. Likewise, may have difficulties in identifying risks, complying with and following rules and procedures. Requires specific supervision and follow-up during the shift or in performing specific tasks.

Management aspects

- Managers should be careful in hiring a person with “Risk Zone” test result (especially with score below 20), if an employee is to perform tasks with high safety risk or if step-by-step procedures must be strictly followed to perform the job, and or/if a candidate is to be staff member (not temporary or seasonal worker).
- Managers should ensure that this employee follows safety rules at all times. He should be well informed regarding disciplinary actions for breaking rules or not respecting rules. Managers should not rely on this employee’s responsibility or assurance, but rather maintain constant control and monitoring.

Recommended actions for risk zone employees

- Set and teach organizational values and principles and the “golden rules”/ basic safety rules.
- The employee should read and sign a consent document confirming his/her following the safety rules.
- Leader/Supervisor should do weekly reminders of rules and the mandatory use of personal protective equipment.
- Leader/Supervisor should be very clear in disciplinary actions: take and promote strong communication about preventive measures to avoid risks.

Operational aspects

- Examples of high-risk tasks they should not be performed individually or without direct supervision: Electrical work, continuous production machines, autonomous maintenance tasks, cutting machines, etc.

Recommended actions for risk zone employees

- Review safety norms weekly or monthly with the engagement of risk zone employees. Ensure that all the risks are clearly identified in the workplace.
- Risks and dangers must be shown/explained to risk zone employees in a very coherent and visual way, they should clearly understand the consequences of their actions.

Safety knowledge

- The trainings should be focused on specific aspects of their job or on critical risks. They should receive a minimum of 12 hours of training in specialized safety (For example, safety in the use of machinery, emergencies, accident reporting).
- All newcomers to a position (new hires and tenured staff) must receive a position safety induction training, minimum of 4 hours (basic rules – basic risks – work criteria, policies, etc).
- Supervisors and leaders should ensure basic safety training and reinforce work on a daily basis. When non-adherence to the norm or procedure is observed, it should be fixed immediately along with disciplinary actions (verbal or written).

Safety performance

- Staff is provided with rules and procedures regarding their job or equipment for them to read, and/or sign a compliance agreement, so the expectations are absolutely clear.
- Management emphasizes rules through communication with visible posters or warning signs on machinery or equipment, looking for full clarity and zero non-compliance.
- Staff is trained about safety legal norms and discipline. The need to follow legal requirements is stressed (in work contracts, safety/quality requirements, signed job descriptions, etc).

Some of the recommended actions may be repeated as they are relevant for several safety zones.

Past experience

- Supervisors should use visual and very clear training aids to ensure the impact of communication and understanding of employees in the “Risk zone” about actions and consequences of risk behavior related to accidents.
- Additionally, they are to be instructed of the importance of not repeating actions that lead to the accidents/non-compliance.
- If an accident (injury, non-compliance) has taken place at the company before, review if all the post-accident procedures were followed properly (including discussing with the employee causes of the accident, full understanding of errors, measures to prevent the future accidents).
- Managers should arrange short meetings for employees in “Risk zone” to review accidents or material/equipment damage that have occurred during the preceding week.

Risk avoidance

- Safety procedures for reporting risks, accidents and safety situation are reinforced and express as mandatory by the supervisors and managers (Employees should clearly understand that safety rules compliance is imperative to keep the position).
- Accidents that have occurred are shared with staff internally and externally as a learning experience.
- The leader must enlist the critical risks in their area with their team and assure that they can clearly identify risks of the equipment they deal with.

Stress tolerance

- Staff are asked to identify situations in the workplace that make them feel stressed or lose focus.
- Leadership shares procedures to follow in case of accidents or incidents and assures staff that they have all of the necessary equipment to handle risky situations.
- Alongside staff, set time expectations for task execution without actually measuring time, but with constant and informal follow up, i.e. safety rounds where the employee or team executes their tasks, in order to give on the spot support and to clarify any uncertainty. Be very specific about your expectations regarding task, time and expected result. Inform them about time check to reduce stress.

Accountability

- Staff are asked to make safety declarations, values or principles, pledging safe behavior to their families or coworkers.
- Employees are requested to identify situations that may be risky to them and to provide ways to avoid these situations.
- The leader must emphasize the safety policy and job principles with the team at least once a month.

Individuals in the “Control zone” have a basic awareness of safety. They can understand, learn, and follow safety rules, but still could demonstrate risky behavior since they did not yet adopt safety culture in their values.

Management aspects

Managers should ensure that the employee is fully aware of:

- Specific safety procedures and requirements at his position. Additionally, all regulations and rules should be fully available for employees if they have any questions or doubts.
- Controls, checklists, and safety procedures, for example, manager’s checklist, machine control or parameter, safety inspections or safety behavior/observation in the workplace.
- Dangers and safety warnings, which should be also presented visually on site (safety signs on machines, information stands, etc.)

Recommended actions for control zone employees

- Employees should have access to safety procedures and emergency plans and they should be able to identify risks in their work areas or teams (visual materials, warning signs, etc.).
- They should participate in job risk analyses with their supervisor.

Operational aspects

- Starting of any new or non-routine task/job requires a pre-job revision with a work instruction or a quick review of the activity, its risks and the necessary precautions.
- Employee must be reminded to use personal protective equipment.
- Orientation and specific supervision are needed in situations that are potentially dangerous. Jobs with high-pace or short-term tasks should always be aligned with the employee, supervisors should ensure full understanding of the task, it’s risks, control measures and specific time to develop it.

Recommended actions for control zone employees

- Leaders should carry out risk detection of serious threats on a weekly basis (i.e. fatal or severe consequences) along with employees. The risks are to be registered and become a part of the safety manual and training plan with the risk job analysis.
- Do housekeeping/cleanliness rounds with their supervisor/leader to identify “slip-ups”; the leader should demonstrate what is the expected equipment condition and review critical safety issues or devices to protect people (i.e.: emergency shower/safety switch, etc).

Safety knowledge

- The individual or team has a specific annual training plan that covers certain activities and risks (i.e. using personal protective equipment / mechanical and physical risks / housekeeping / use of chemicals / identifying risks).
- Leaders/supervisors participate with their teams in safety trainings, so they can reinforce the message of expected compliance.
- Resources (monetary, personnel, meeting space) should be assigned for staff to receive theoretical and practical safety courses (invest in these people's development).

Safety performance

- Violations or undesired/unauthorized non-compliance are shared with workers through notes, communication memorandums or posters. (I.e. no smoking, avoid running). They may include possible sanctions: working with equipment in motion is considered a serious offense, discipline is totally clear for employee, supervisors and managers
- Team meetings, trainings or face-to-face talks are used to set clear expectations
- Housekeeping per station, area or facility is respected and known, everyone understands what is (un)acceptable, disciplinary actions are used as guidance for employees

Some of the recommended actions may be repeated as they are relevant for several safety zones.

Past experience

- If an accident (injury, non-compliance) has taken place at the company before, review if all the post-accident procedures were done properly (including discussing with the employee causes of the accident, full understanding of errors, measures to prevent the future accidents).
- Place “the safety suggestions box” on site so staff can participate in identifying situations that put people or the organization at risk.
- Leaders should share suggestions from “safety suggestions box” and requests/ messages with other members on a weekly basis, and look for corrective actions to improve the workplace.
- You can involve employees in regular safety rounds per area and focus their attention on staff behavior (During the site inspection, ask them to comment on staff’s way of working, i.e. asking “Does the team expose itself to risks? Do the workers comply with standards? Is anything wrong in their actions?”).

Risk avoidance

- Encourage staff to identify critical risks such as cuts, pinch point, dangerous energy sources, etc. Supervisor should ensure that employee has read and knows the Job Safety Analysis (JSA).
- The leader and staff periodically review the corrective actions taken for each reported risk.
- To develop a critical eye and share the expected standards, initiate mutual learning experience (leader-worker) on area audits (housekeeping, conditions, fire safety, etc.)

Stress tolerance

- Allow staff to manage their own time, while exercising certain control. Let them start planning their tasks with a document guide (workers could elaborate flowcharts for each job and identify risks and critical situations, and propose ways to manage stressful situations).
- The leader plans with staff and highlights critical aspects of the daily job that should be taken into account in each task.
- Leadership encourages staff to plan time for completing risky tasks and to determine possible solutions to unsafe situations if they were to occur.

Accountability

- Encourage the staff to identify critical risks such as cuts, pinch point, dangerous energy sources, and declare how they will avoid these risks.
- Workers are encouraged to observe risks in themselves and others (while executing their tasks) as a training method and a way of applying early corrective actions.
- Mutual “leader – worker” learning experiences through area audits (cleanliness, conditions, fire safety, etc.), in order to develop a critical eye and share the expected standard.

Individuals in the “Safety zone” are highly aware of safety issues. They have a low tendency to demonstrate unsafe behavior or to violate safety work norms.

Management aspects

- Leaders may consider these employees able to independently carry out tasks with high safety risks. Managers can start sharing with them the responsibility to lead the team in specific activities or tasks and to guide other employees in control or risk zone.
- The employee could be considered in the company’s career development program for leader/supervisor positions.

Recommended actions for safety zone employees

- They should be actively involved in decision-making / generating corrective actions. Provide them opportunities to propose / develop their own recommendations regarding safety and participate in safety programs in other departments.
- They should receive recognition and support (minimum 3 times a year) for their participation in safety activities.
- They should be invited to lead a risk job analysis and to promote safety rules to their colleagues.

Operational aspects

- High levels of responsibility and safety culture will allow these employees to prevent risky situations, since they tend to follow procedures and instructions, even while working under pressure or doing high risk jobs. They would rather stop a high-risk process than put the team at risk. With management’s support they could lead corrective actions

Recommended actions for safety zone employees

- They should participate in designing comprehensive work safety rules and procedures, for routine and non-routine tasks.
- Employees in safety zone are to be provided with an opportunity and encouraged to improve the safety system by participating responsibly.
- They could assume the role of “Ambassador for Safety”.

RECOMMENDED ACTIONS TO IMPROVE SPECIFIC PARAMETERS

Safety knowledge

- Staff that need special certifications are identified (continuous casting machines, maintenance, forklifts, electricians, etc.) and specialized training courses are to be provided.
- A competency matrix is used to assure that every person receives specific and necessary training for their job (i.e. maintenance: risk – entrapment, contact with moving parts, use of chemicals / requirement: chemicals course, mechanical safety, etc)
- The entire leadership team and key staff members receive training in accident investigation, safety audit and work instructions.
- Safety leadership & commitment as part of their role (they perform as trainers and coaches)
- Resources (monetary, personnel, meeting space) should be assigned for staff to receive theoretical and practical safety courses.

Safety performance

- Staff are invited and encouraged to participate in making the necessary safety modifications (conditions or procedures) to their station, equipment or materials.
- Motivation and rewards are utilized to recognize star or champion staff that comply with and maintain “housekeeping” in their area.
- Risk and incident warnings are used as material to review current procedures in work safety and conditions.
- Regular (daily/weekly) safety briefings (5-10 min) between management and staff in safety zone to speak about safety matters.

Some of the recommended actions may be repeated as they are relevant for several safety zones.

Past experience

- If an accident (injury, non-compliance) has taken place at the company before, review if all the post-accident procedures were done properly (including discussing with the employee causes of the accident, full understanding of errors, measures to prevent the future accidents).
- Place a suggestion box on site for staff to participate in identifying work-related risk situations and proposing safety culture improvements. Encourage safety zone employees to participate.

Risk avoidance

- Engage safety zone employees in reviewing safety plans for safety risks and conditions with staff, once a year.
- Employees are invited to observe and lead identification of risks at their station or their colleagues' stations, as a method of learning and setting early corrective/preventive measures.
- The leader collaborates by giving the staff the opportunity of resolving pending topics autonomously.
- Implement rewards and sanctions as part of the safety policy to help staff understand the organization's principles and core values.

Stress tolerance

- Improvement worksheets are available to staff, and meetings are held to improve processes, with feedback from other staff members.
- Prior to execution of high-risk tasks, workers are welcomed to define an activity, determining what safety elements and what protection must be utilized, and are asked to propose collective courses of action in risky situations.
- The leader collaborates by giving staff the opportunity of making decisions autonomously, timesheets and worksheets are used so staff can write down their own execution time and any additional details.
- Group meetings with safety zone employees are held to strengthen positive behaviors and to discuss events and learning opportunities during the day or week.

Accountability

- Review safety plans and risk assessments once a year. Show the staff quarterly KPIs and ask them to propose improvements.
- Staff are encouraged to identify risks in the workplace or deviations to safety procedures in place.
- The leader provides staff the opportunity of resolving safety issues autonomously. They are invited to lead the investigation of accidents.

Individuals in the “Independent zone” are highly committed to a culture of personal safety. They can promote it as a way of life, inside and outside the company. They feel proud of their results and are always willing to participate in the development of the company’s safety culture.

Management aspects

- Leaders may use these employees’ experience and knowledge to share it with the staff, use the ambassador role as a key activity to achieve goals.
- Managers should provide coaching for employee’s personal development as safety leaders.
- Employees in “Independent zone” should be involved by managers in safety system implementation. They could be engaged in doing analyses and implementing changes in the organization, actively participate in safety initiatives (i.e. promote safety policy, safety days, incident report & investigation).

Recommended actions for independent zone employees

- They may develop and gain trainings for their colleagues, participate in the company’s onboarding program, review critical safety procedures and participate in safety audit process.
- Appoint them as supervisors, safety leaders or coaches for employees in all other zones.
- These employees should participate in finding the safety weak spots of the system on monthly basis.

Operational aspects

- They should be in charge of carrying out the job safety review. They can design work instructions, review activities with high risks and develop necessary precautions.
- They could participate in performing behavior audits (“Safety Dialogue”) with other employees.

Recommended actions for independent zone employees

- They should participate in the company’s safety committee or lead safety sub-committees to promote actions or find solutions at the right level.

Safety knowledge

- The latest market and industry teaching methodologies and group activities are to be used to strengthen knowledge in staff and their work teams. Invest in these people's training to promote your company safety culture.
- Employees are invited to participate / create their training courses, staff in the "Safety Zone" can be involved as trainers.
- Employees are involved in annual audits to review compliance in staff, group and company training, to evaluate course's effectiveness, the trainer and understanding the matter.

Safety performance

- Staff are encouraged to create their own visual recommendations regarding safety rules/risky tasks.
- Employees are invited to conduct/moderate safety improvement meetings. improvement efforts are carried out individually and collectively and are recognized and rewarded.
- Employees can participate as "Safety Auditors" of safety systems or any system process to observe and improve working conditions as a way of recognizing them.

Some of the recommended actions may be repeated as they are relevant for several safety zones.

Past experience

Employees in the “Independent zone” usually are not involved in accidents. You can give them recognition for this accomplishment and use their expertise and knowledge to share with the staff.

- Employees are encouraged to share their personal and work experience in safety matters, leaders take the initiative and then invite others to participate.
- Safety champions (staff in “Safety” and “Independent” zones) are identified and invited to share experiences and guide others in risk and control zones.
- Employees are engaged in analyzing staff members’ suggestions from a suggestion box (as well as to propose their own suggestions).

Risk avoidance

- Safe and unsafe behavior trends are shared with the team, independent zone employees can be engaged as coaches for the rest of the team.
- Job cycle reviews or procedures are reviewed as an improvement tool for the employee and the organization, the employee is asked for feedback on improvements that can be made.
- Leadership applies coaching techniques or constant feedback to independent zone employees to generate commitment, oriented toward actions/results.

Some of the recommended actions may be repeated as they are relevant for several safety zones.

Stress tolerance

- The employee or team is invited to continuously collaborate alongside other teams, enhancing each others' learning processes.
- Staff are invited to modify processes and are trained inhouse and externally to take advantage of their attitudes toward safety. They are asked to share with the staff the procedures they use to manage risky situations.
- Leadership creates a development (career) plan for staff and engages them into safety issues meetings, highlighting their highly valued input.

Accountability

- Safe/unsafe behavior trends are examined monthly, taking actions alongside the staff.
- Work cycles or procedures are reviewed as an improvement tool for the employee and the organization. They lead accident & incident investigation for the organization.
- Leadership applies coaching techniques or constant feedback to independent zone employees to generate commitment, oriented toward actions/results.
- Employees are invited to participate in decision making in their areas, i.e. which safety elements to be used, processes improvements.

Some of the recommended actions may be repeated as they are relevant for several safety zones.

USE OF SAFETYTEST IN STAFF DEVELOPMENT PROGRAMS

Employees can be measured on their job performance and how they follow safety rules and procedures. The optimal situation would be when the employee is high on both measures. However, there may be a contradiction between two measures or they may be low on both measures. Following are recommendations for these situations.

Performance level LOW SafetyTEST score LOW		
Clear Disciplinary Process	Safety as Employment Condition	Controlled and Monitored Work

These employees should be instructed about the tasks and the rules simply and clearly. They should be informed of sanctions and penalties, and of ways to avoid being penalized. The rules/ warning signs should be delivered in an accessible language (I.e. "You will be suspended immediately for smoking here"). Make the list of top-10 most important penalties/rules.

Employees should be fully aware that with a serious violation of rules, dismissal is a possibility, depending on local labor laws. Company's goal is to avoid accidents and safe performance is above all.

Employee performance should be constantly monitored. He/ she should be aware that all their actions are monitored and such a control is a part of working process.

Performance level HIGH SafetyTEST score LOW		
Development of values and principles	Safety mentoring process	Participation in Safety programs / activities

The employee needs absolute clarity in what is expected of him/her, what actions are allowed, and which are prohibited. Corporate values should be delivered and strengthened, the employee should understand that safety is an important value of the company and he/she is evaluated for safe performance as well.

It is recommended to find a mentor for the employee. The mentor is to explain/demonstrate safety performance and full compliance with the rules. (Choose mentors from the group: Performance level HIGH + SafetyTEST score HIGH).

Make sure that the employee participates in company's safety projects. He/she should be engaged in at least 2-3 corporate safety activities (safety rounds, safety days, etc).

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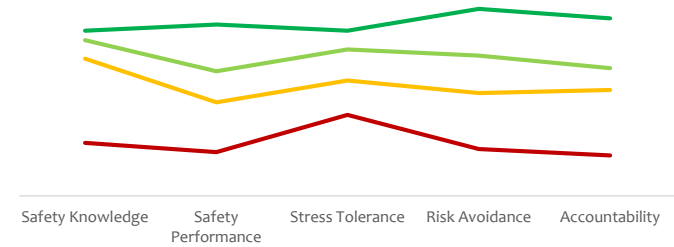
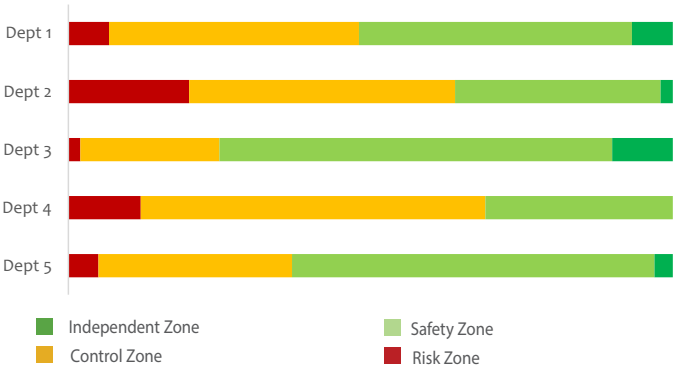
USE OF SAFETYTEST IN STAFF DEVELOPMENT PROGRAM

Performance level LOW SafetyTEST score HIGH		
Development of task knowledge and skills	"Safety Dialog"	"360° Assessment"
Employees should understand the reason behind their tasks, their actions' goals, how their work impacts the team and company's results. Check their motivation and organizational commitment, try to find the causes of low performance (poor relations with manager, dissatisfaction with the position, disagreement with rules, job burnout, etc.)	These employees should be contacted by managers on regular basis and discuss safety issues openly. Engage them in safety rounds, show them how the employees are evaluated by management, what managers expect from the team.	For these employees 360° assessment is recommended to gain full understanding of low performance level.

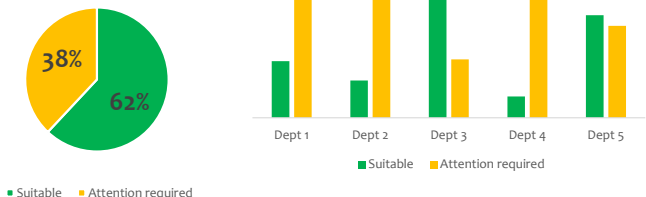
Performance level HIGH SafetyTEST score HIGH		
Recognition Process and Career plan	Engagement into Safety Program Development	Safety changes/projects implementation
Career/Development plans are recommended for these employees, you are to make the most of their knowledge and skills. Invite them to the meetings with management, invest in their external training, maintain and develop their company commitment.	These employees should be fully engaged in safety activities (as trainers, coaches, mentors, lecturers), safety audits, development of new safety projects.	These employees can significantly contribute in safety culture improvement plans. Encourage their ideas, engage them in the development of safety projects, assign them as "Safety Ambassadors" to let them share their high level safety culture with the team.

GROUP REPORTS, ANALYTICS AND ORGANIZATIONAL TRENDS

Analyze group data, using SafetyTEST results (import from Podium). Study our report, search for company trends, apply our recommendations in your company. The power of group analytics is significant – you will be able to see benchmarks per region, market, industry. You will be able to see results per business unit/department/team/ position/profession; – all the data can be analyzed in several perspectives. You can also obtain an analysis of socio-demographical characteristics. We adjust the analysis options to your company's needs. Consult about test settings with Midot specialists before you start the assessment project.



Benchmark	Company	Competitors
Risk Zone	12%	7%
Control Zone	39%	35%
Safety Zone	44%	50%
Independent Zone	5%	8%



PREPARING ACTION PLANS

For better results, the implementation of action plans for a specific period, is highly recommended (see examples below). Adjust the plans to your goals and stay on schedule.

Individual Plan

Employee: _____

Manager: _____

34 (Risk zone)	Complete		Date	Follow up
	YES	NO		
The employee should read and sign a consent document confirming his following the safety rules.			jul-20	
Risks and dangers must be shown/explained to risk zone employees in a very coherent and visual way, they should clearly understand the consequences of their actions.			jul-20	ene-21
Review safety norms weekly or monthly with the engagement of risk zone employees, ensure that all the risks are clearly identified in the workplace.			in process	nov-20
The employee should receive a minimum of 12 hours of training in specific safety knowledge			sep-20	nov-20
Supervisors and leaders ensure basic safety training and reinforce work on a daily basis. When non-adherence to the norm or procedure is observed, it should be fixed immediately along with disciplinary actions (verbal or written)			ago-20	dic-20
Before non-routine task/new position the employee must receive a position safety induction training, minimum of 4 hours (basic rules – basic risks – work criteria, policies, etc).			sep-20	feb-21
Ask the employee to identify situations in the workplace that make him/her feel stressed or lose focus. Discuss results together.			ago-20	dic-20
Leadership shares procedures to follow in case of accidents or incidents and assures staff that they have all of necessary equipment to handle risky situations			sep-20	ene-21

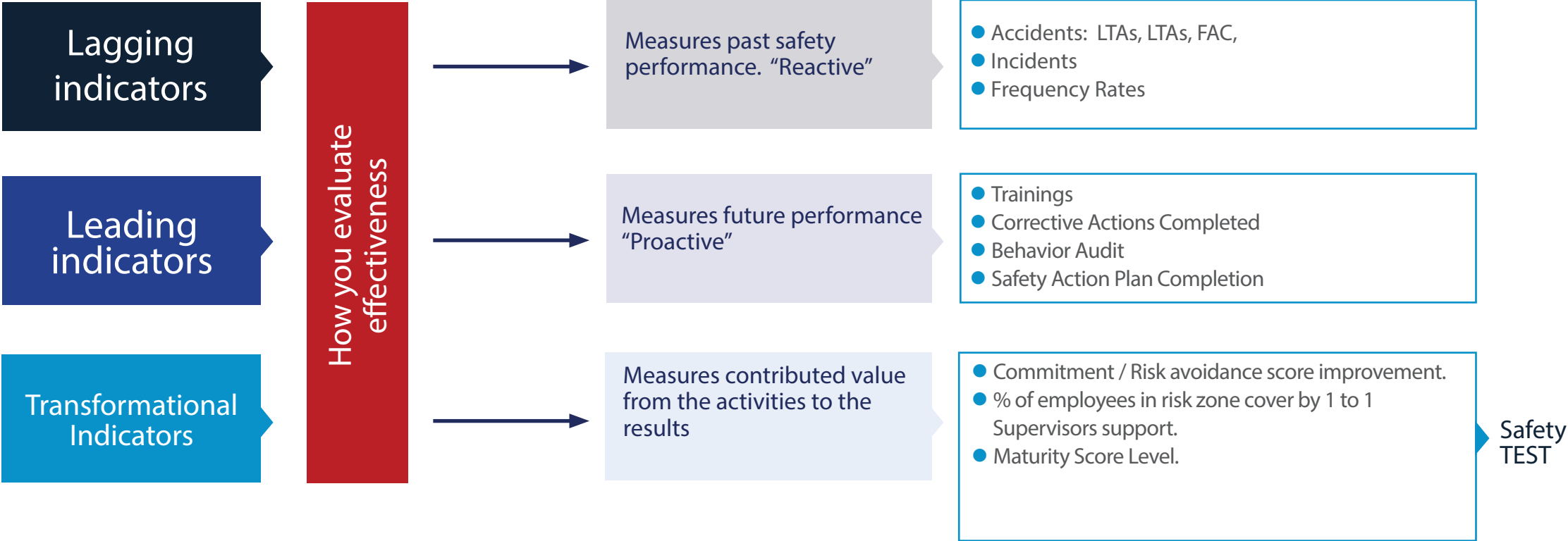
Company Safety Activities Plan for the period: _____

Manager: _____

Factor/Action	How	Who	Date	Follow up	January				February				March			
					1	2	3	4	5	6	7	8	9	10	11	12
	Goal setting															
Set Objective "Zero accidents" by General Manager	Top Management communicates (letter or mail) to each leader to reinforce and unify the objectives and safety criteria for the year															
The responsibilities in safety are defined in the profile of each manager of the organization	Generate and sign a document of safety responsibilities in order to clearly establish what are the scope and actions of each leader in the safety system															
Quantitative and qualitative safety goals should be set for each manager	Quantitative example: Reduce 20% NLTA Qualitative example: 100% compliance safety training plan															
	Standards															
Each site should have a compliance plan to mandatories standards of the company. Associated with an established objective and its compliance monitoring.	Develop specific safety plan (3-4 actions) with focus in problem areas															
Engage "safety champions" as ambassadors for critical standards, let them develop a risk assessment of their tasks with the supervisor.	Use SafetyTEST to identify safety champions (score above 75) and involve them into reinforcing standards with people in risk area															
	Training															
Generate safety training plan based on risks assesment + legal requirement + personal development	Annual safety plan must be developed and followed up by managers (HR + operational manager)															
All employees should get 100% of the trainings required for their tasks	A minimun training hours plan must be set by job position															

DEFINITION OF LEADING, LAGGING & TRANSFORMATIONAL INDICATORS

Complex and productive implementation of SafetyTEST results into your work process will help you move to the next level of management, to change company's safety culture, to become an industry leader, corresponding with the world's safety standards, using state-of-the-art approaches.



FAQ (FREQUENTLY ASKED QUESTIONS)

How can I develop an action plan for an employee with SafetyTEST result “No evaluation available”?

The examinee receives “No evaluation available” if the sincerity of his responses was in doubt. This result may pose some risk for the company, so we recommend considering this employee as a person in risk zone and develop individual action plan accordingly.

How often should I evaluate my team with the SafetyTEST?

The recommended interval for assessment is 12-18 months (depending on the previous assessment's results and company's plans). In some cases you can evaluate after 6 months, in cases where you held specific actions and need to evaluate results of these activities. In this case you will evaluate your activities' results and effectiveness, but not employee's safety level.

What should I do if the SafetyTEST results do not correspond with employee's manager's opinion and evaluation?

The test has high validity; however, mistakes are still possible. In this case we recommend collecting at least 2 more opinions. If both opinions are the same, we recommend developing an action plan in accordance with managers' assessment. If manager's opinion is significantly lower than SafetyTEST result (SafetyTEST score is high, but as for manager's opinion employee's safety performance is low), check additional factors (see page 48).

May I dismiss an employee based on his SafetyTEST result?

No. The SafetyTEST should be used as an additional assessment tool. In order to make an informed decision you should carry out a number of activities and procedures. SafetyTEST results help you improve employee's skills and personal traits and/or take them into account when you hire person, rotate teams for specific jobs and tasks or train the staff. Moreover, employees should feel secure about the test, and should be aware that test results will not be used as penalties, but only for improving individual skills and the company's safety culture. It is understandable that employees may worry about the testing process and results, so pre-assessment actions are recommended. You should reassure your team that testing is a routine corporate procedure, the goal of the testing is to improve safety culture and training programs, but not to be used as a base for punishment or dismissal. It is important to implement a program based on the SafetyTEST results and demonstrate actions carried out at all levels.

What should be done if group analyses indicate that employees are aware of the safety rules, but do not follow them.

This is a common trend, which needs precise attention from management's side. This tendency may indicate some company issues, leading to the situations where people do not feel the penalty system is fair / are not afraid to violate the rules / do not consider the penalty system reasonable / work under regular pressure / feel frustrated, etc. You can request for our Safety specialists' consultancy to advise on your specific situation.

ADDITIONAL SERVICES FOR MIDOT'S CLIENTS

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- Full analytic reports based on your results
 - Safety experts carry out individual sessions and recommend action plans based on your results
 - High-level safety professionals carry out specialized training and educational courses for safety culture's improvement (Ask your Midot contact for a full list of activities).

NOTES





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