



STRICTLY CONFIDENTIAL Individual Safety Attributes Test

Candidate: Jean Smith

Company: People Solutions

Requested by: Mark Greenwood

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Interpretation of Assessment

Introduction

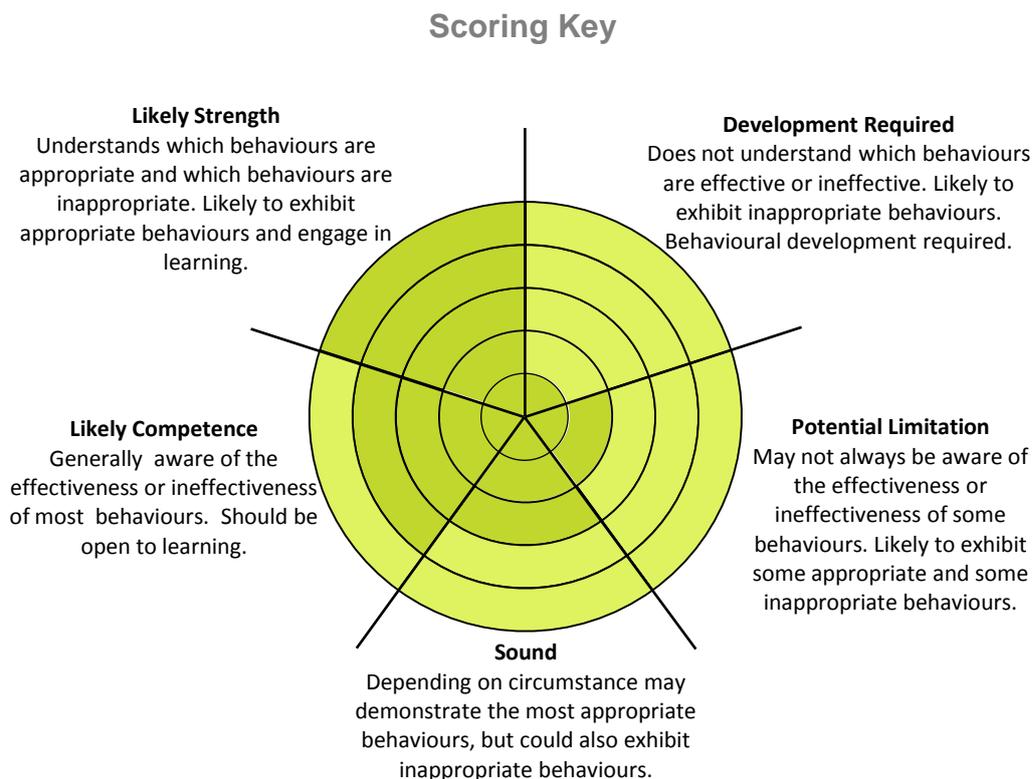
Striving to provide employees with the safest possible working environments, organisations have begun moving away from reactive approaches to safety (e.g., conducting investigations once accidents have happened), towards engaging in more proactive techniques to catch and correct potentially error-inducing situations before they become consequential. Essential to the success of these proactive initiatives is the selection and development of individuals that will have attributes conducive of good safety cultures.

Against this background, the Individual Safety Attributes Test (ISAT) has been designed to not only explore whether individuals will abide by organisational rules, but also to assess their likelihood to engage in learning behaviours such as asking questions, seeking feedback, reflecting on results and discussing errors and unexpected outcomes of actions. Furthermore, the ISAT seeks to assess whether individuals are likely to be assertive enough to enforce rules and stick to them when appropriate, as well as whether they will have the confidence to guide others.

Scoring

The following report is divided into 5 key areas. Each of these areas clusters together a number of individual attributes found to be important for maintaining high reliability organisations.

The predicted pattern of strengths and weaknesses of the individual can be seen from the shading of the circular profiles. The greater the number of darkly coloured bands (i.e., the closer the shading is to the perimeter of the circle) the more likely the individual is to exhibit the desired attribute.



Overall Score

Jean's Overall Safety Score is 57. A score in this range is considered sound and would suggest Jean should generally display appropriate behaviours in respect to safety. However, on occasion she could also display an inappropriate behaviour. Reference checking on those areas of limitation or development should provide reassurance as to strengths and areas of development. We expect she would understand the need to develop her learning in respect to safety.

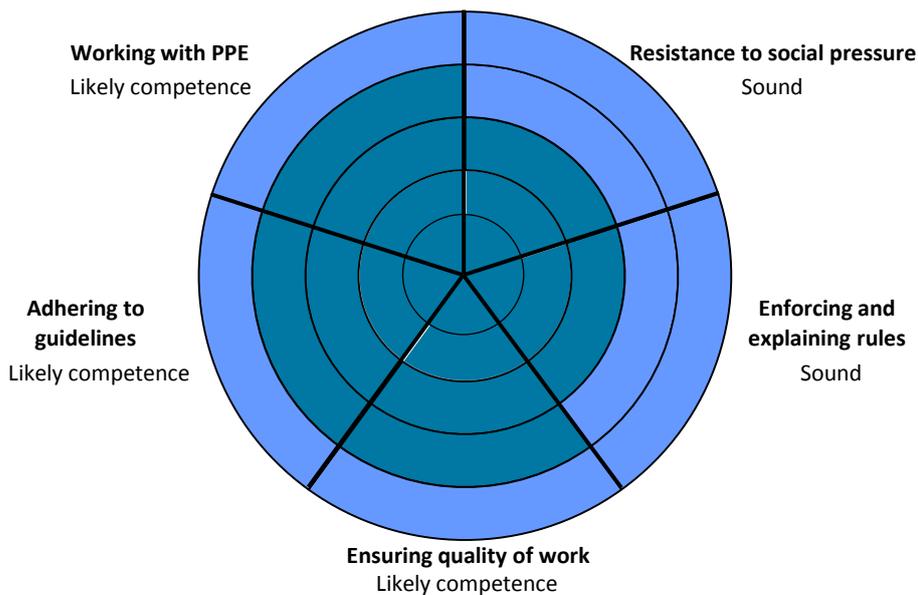
Safety Diligence and Conscientiousness

It is widely recognised that a significant degree of accidents occur as a result of employees breaking rules, ignoring rules, or simply being unaware of them. However, safe working habits involve more than knowing and following the safety-related rules and procedures in an organisation. There are inevitable limitations of prescriptive procedures for guiding safe behaviour. Prescriptive process controls (e.g. procedures, rules, and regulations) will always lack the variety necessary to guarantee safe behaviour, even if employees are meticulously compliant. There will always be situations in which no rules are available, or in which variations in the local circumstances contradict the applicability of the available rules. Whether an employee will successfully deal with these situations, as well as whether they will comply with existing rules and procedures, has been found to have strong links to their levels of diligence and conscientiousness.

Of relevance, it has been found that safer individuals:

- Do not succumb to social pressures; prioritise work above socialising.
- Enforce rules in an agreeable manner; explain the reasoning behind safety rules to others.
- Ensure high quality work is accomplished in a timely manner.
- Follow induction procedures and professional practice guidelines rather than “local lore”.
- Never work without appropriate Personal Protective Equipment (PPE).

The following profile indicates Jean’s likelihood to adopt these desired behaviours:



Interpretation

- Jean rated all behaviours in the Resistance to Social Pressure category as being equally effective. It is suggested that this area be explored further.
- Whilst Jean is generally likely to enforce safety rules within her team, she may at times be overly authoritative in her approach.
- Jean's responses indicate that she understands the importance of maintaining quality work during times of high workload. In these instances she is likely to turn to others for assistance or aim for a slightly lower, yet acceptable standard.
- Jean understands the importance of adhering to set procedures and is unlikely to deviate from these. If set procedures are not the same as local lore, she is likely to explain why she is sticking to set procedures to others.
- Jean's responses indicate that she understands the necessity of working with PPE.

Reference Check Questions

- In the past, has Jean been able to balance the need to both follow strict rules and procedures, as well as build rapport with peers?
- How has Jean gone about enforcing safety rules in the past?

Coping with Pressures

Job stress and workload have consistently been found to affect a person's ability to work safely. Specifically, the way in which an individual reacts to stressors determines their propensity to have accidents. The more effectively an individual can cope with these work pressures, the likelier they are to work in a safe manner. Research has found that individuals who are more effective at managing error recognise stress as an error inducer, and:

- Acknowledge stress so that workload can be redistributed as necessary.
- Maintain an even temper; deal with interpersonal work conflict in an assertive but agreeable manner.
- Do not adopt "short-cut" work methods in the face of time pressure or increased work demands.
- Maintain emotional stability during emergency situations.
- Take personal responsibility for resolving interpersonal conflict at work.

The following profile indicates Jean's likelihood to adopt these desired behaviours:



Interpretation

- Whilst Jean's responses indicate that she is aware of the importance of acknowledging stress, she may benefit from some guidance about how to do this in a professional manner.
- Jean's responses indicate that she does not place a high value on tact and diplomacy. She is likely to show any irritation openly and prefer to communicate with her peers in a direct manner.
- When faced with time constraints and excess work demands, Jean may feel pressured to compromise the quality of her work. Whilst she has indicated that she understands the importance of upholding safe work practices, she may at times take on excessive workloads.
- Jean has indicated that she feels taking time out to settle her nerves after an emergency situation is an effective way of reducing any anxiety. Her responses suggest that she is not going to present as an overly "gung-ho" or risk seeking employee.
- Jean has indicated that she does not see the benefits of confronting interpersonal conflict directly. She is likely to prefer to ignore or avoid dealing with any differences between herself and her colleagues.

Reference Check Questions

- Does Jean feel comfortable acknowledging stress to others? Does she withhold necessary/unnecessary details?
- Working with others can be trying at times. How has Jean previously dealt with colleagues that have irritated her?

- Can Jean name a time in which she had to balance safety with other work priorities? How did she attempt to resolve this situation?
- Have Jean name a time when a colleague was annoyed with her. How did she choose to respond?

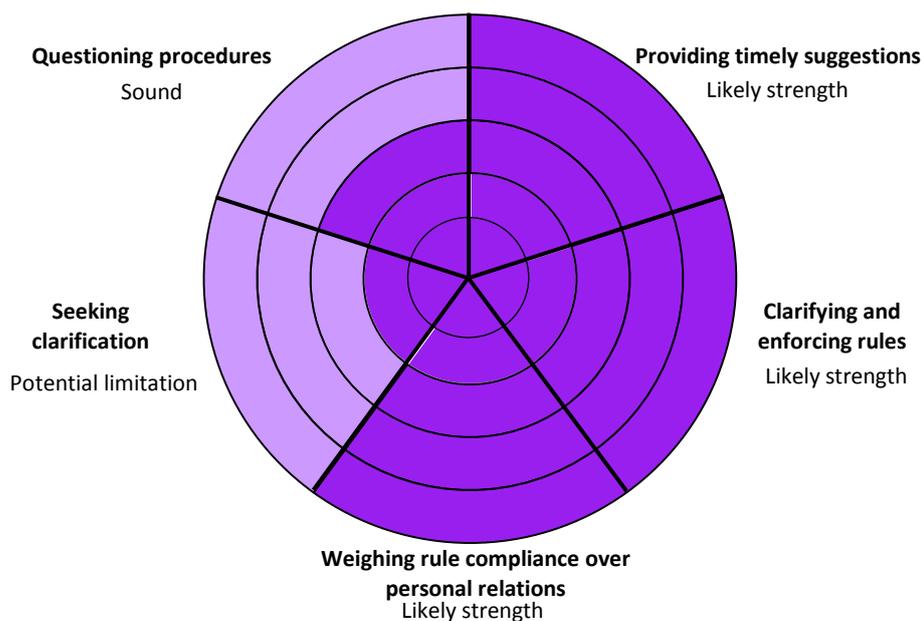
Responsibility for Safety

Problematically, employees typically equate normal work methods (i.e., “what everyone does”) with safe/ideal work methods. An employee’s ability to question these practices and take responsibility for their own actions and safety, rather than expecting or assuming that others have taken due care or followed the correct procedures, is an integral part of safe work practice. There is a key distinction drawn here between responsibility and accountability. Accountability is other-directed, rather than self-directed. When an employee is held accountable, they are expected to complete a task and may be reprimanded if that task is not completed as requested. Responsibility on the other hand can go beyond accountability, and involves an employee doing more than what is required. It entails employees proactively working towards catching and correcting errors before they become consequential.

Individuals that take responsibility for safety:

- Provide suggestions for improving safety in a timely manner.
- Clarify safety rules for other employees in addition to enforcing rules.
- Do not modify rules for personal reasons; weigh rule compliance more heavily than personal relations.
- Ask for re-clarification of rules and procedures when necessary.
- Question procedures appropriately.

The following profile indicates Jean’s likelihood to adopt these desired behaviours:



Interpretation

- Jean has indicated that she believes speaking up immediately about safety suggestions is important. As such, we expect she will go out of her way to ensure that she presents her ideas in a timely manner.
- Jean’s responses suggest that she sees the importance of all employees abiding by best practice. She should take responsibility for clarifying and enforcing best practice procedures.
- Jean should take personal responsibility to ensure others are fit for work. Her responses indicate that she will report her peers’ non-compliance if stipulated by organisational policy.
- Whilst Jean is unlikely to become openly irritated if the information provided to her by her colleagues is unclear or not readily available, she may not always feel comfortable asserting her need for this information.
- Whilst Jean is unlikely to blindly follow procedures, she may not always take responsibility for ensuring inappropriate procedures are amended prior to undertaking tasks that utilise these procedures.

Reference Check Questions

- How has Jean previously dealt with a situation at work in which she has had to pester or repeatedly ask somebody for something vital?
- When Jean has encountered a procedure or practice that she felt was inappropriate or ineffective, what did she do?

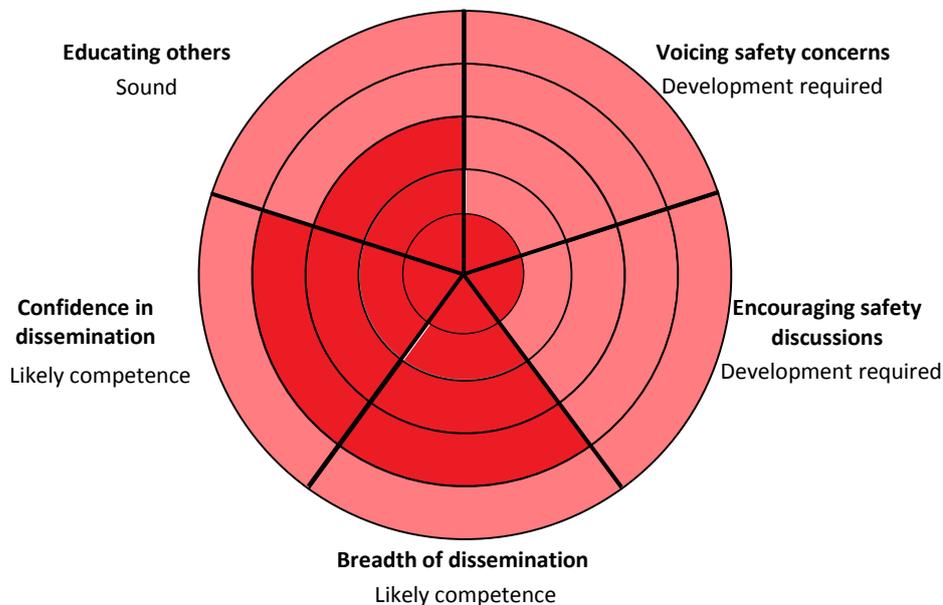
Communicating Safety Information

Studies into accident causation have frequently linked safety-critical errors to poor communication between team members. In particular, the communication between employees is believed to influence safety through the development of norms regarding how employees approach each other with safety related issues, and the degree to which safety issues are discussed and disseminated. In order to effectively manage error and maintain a safe working environment, employees need to feel comfortable discussing non-routine problems. There needs to be an open, free-flowing exchange of safety-related information.

Employees, who are more open and constructive communicators, have been found to:

- Openly voice safety concerns.
- Encourage discussions about safety.
- Widely disseminate safety-critical information.
- Confidently present safety information.
- Educate others about correct procedures; discuss causes of accidents with others.

The following profile indicates Jean's likelihood to adopt these desired behaviours:



Interpretation

- Jean has indicated that she may not always see it as her responsibility to raise safety concerns in a group situation. If Jean believes others do not share her concerns, she may avoid voicing her opinion.
- Jean's responses suggest that she may not be comfortable facilitating group discussions about safety policies or practices. There may be times in which she may sacrifice quality to avoid group conflict or long-winded discussion.
- We expect Jean will go out of her way to clearly communicate safety information with others. She is likely to spend appropriate time and resources to ensure that any safety relevant information is widely and correctly disseminated.
- Jean should be comfortable presenting information that she feels is within her realm of knowledge to others. She should be able to push aside any nerves she has related to public speaking for the benefit of disseminating new knowledge to others.
- Jean may at times attribute the causes of accidents to luck or factors outside of individual control. As such, when discussing accident attributions with her team members, she may not always encourage herself or others to take personal accountability or preventative action to ensure safety.

Reference Check Questions

- Does Jean voice her concerns in meetings when she sees a problem with an idea or solution? Can you give an example of such a time?
- Has Jean ever had to facilitate a peer safety discussion? How did she go about this?
- Has Jean ever encouraged others to take personal accountability for safety? For example, has she ever discussed with a specific individual the way they could approach a task more safely in the future?

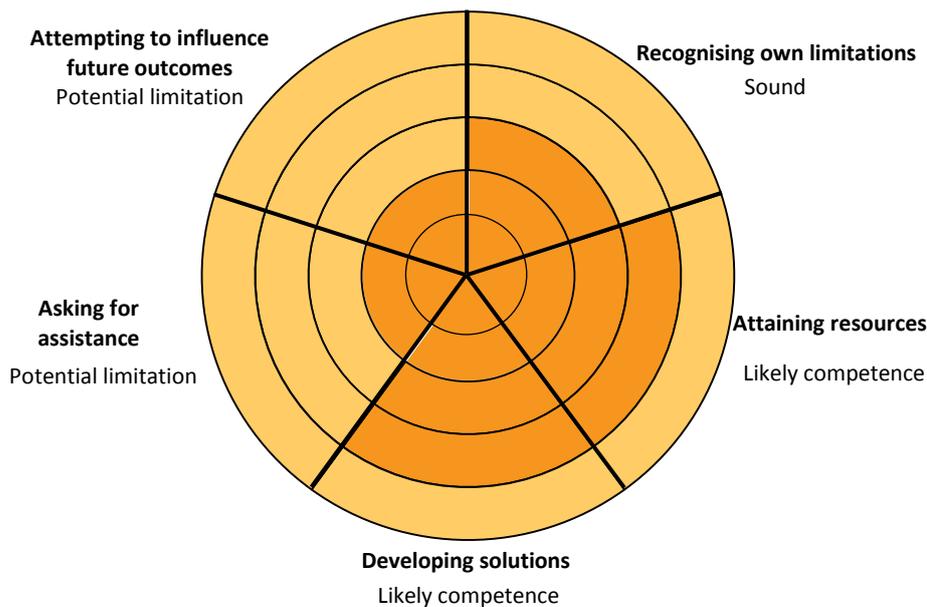
Confidence in Delivery

Related to communicating safety information is an employee's confidence in their ability to complete tasks to a high quality. Higher degrees of self-confidence have been linked to an increased likelihood of communicating safety-relevant information without hesitation. Individuals that believe their work-related knowledge is accurate and justified are more likely to voice their opinions openly and stand by safety rules and procedures. Furthermore, employees with higher levels of confidence in their own ability to master tasks have been found to spend more time checking for mistakes in work procedures, and put more effort into trying to continually improving the overall quality of services or product being provided.

Individuals with higher levels of self confidence have been found to:

- Seek guidance for tasks at the boundaries of their skills sets; recognise their limitations and handover tasks if appropriate.
- Attain resources appropriately, including equipment and knowledge.
- Show initiative; develop solutions to work problems.
- Accept responsibility for tasks within their skill sets; ask for assistance if appropriate.
- Feel future outcomes are within their control; attempt to personally influence the success of future outcomes.

The following profile indicates Jean's likelihood to adopt these desired behaviours:



Interpretation

- Jean may not proactively seek the advice and assistance of others before undertaking new challenges. Instead she may feel the need to "jump straight in" or actively avoid taking on the task.
- Jean's responses suggest that she will confidently and professionally ascertain the resources that she needs from others to complete her work in a timely manner.
- Jean has indicated placing a higher emphasis on high quality output than productivity. When encountering problems that she does not immediately know the solution to she may prefer to work around the problem, or refer to others for help, in order to avoid being accountable for risking the quality of her work.
- Jean's responses suggest that she does not recognise the benefits of asking experienced others for assistance in high stakes situations. As such, she may not seek the involvement of others when appropriate.
- Jean may at times attribute outcomes to luck or external factors. As a result she may not always see the importance of setting specific goals to ensure desired future goals are attained.

Reference Check Questions

- How has Jean previously approached new tasks that she feels are at the boundaries of her experience? Has she ever taken on new tasks too quickly?
- Does Jean ask more experienced others for assistance when it is important/appropriate to do so?
- Have Jean name a time when she was disappointed with an outcome at work? Was she proactive in setting specific goals or actions to create a more desirable outcome for the future?

Appendices

Scores

Safety Diligence and Conscientiousness

Resistance to social pressure = 0
Enforcing and explaining rules = 0
Ensuring quality of work = 1
Adhering to guidelines = 1
Working with PPE = 1

Coping with Pressures

Acknowledging stress = 0
Maintaining an even temper = 0
Placing safety over other performance demands = 0
Remaining calm in emergency situations = 2
Taking personal responsibility to resolve interpersonal conflict = -1

Responsibility for Safety

Providing timely suggestions = 2
Clarifying and enforcing rules = 2
Weighing rule compliance over personal relations = 2
Seeking clarification = -1
Questioning procedures = 0

Communicating Safety Information

Voicing safety concerns = -2
Encouraging safety discussions = -2
Breadth of dissemination = 1
Confidence in dissemination = 1
Educating others = 0

Confidence in Delivery

Recognising own limitations = 0
Attaining resources = 1
Developing solutions = 1
Asking for assistance = -1
Attempting to influence future outcomes = -1

Disclaimer

The information contained within this report is private and confidential. It was formulated for the assessment of the candidate's suitability for the role specified. This report should only be utilised for this purpose. The information contained within should be accessible only to those individuals within the organisation who are directly involved in the selection process and whom have been debriefed as to the information contained herein. People Solutions accept no liability for the misuse of the information by the organisation or its representatives

Assessment is but one tool in the information gathering process. It provides valuable information often not available through other means; however, they are not intended to replace all other sources of information. Assessment findings should be considered as hypotheses regarding an individual's likely abilities and behaviours. Scientific research keeps assessment error to a minimum; however, it remains a possibility. Therefore, organisations are encouraged to consider other information sources to corroborate the data obtained.

The assessment findings should be considered valid for no more than 12 months from the date of assessment.