MIDOT

Ensuring Personnel Integrity

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.

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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 currents 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

Start assessments → **Candidates: improve selection process** / **Employees: analyze results** → **Check Risk Compliance** → **Staff Development and Control** → **Develop Safety Culture**

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-determing 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.
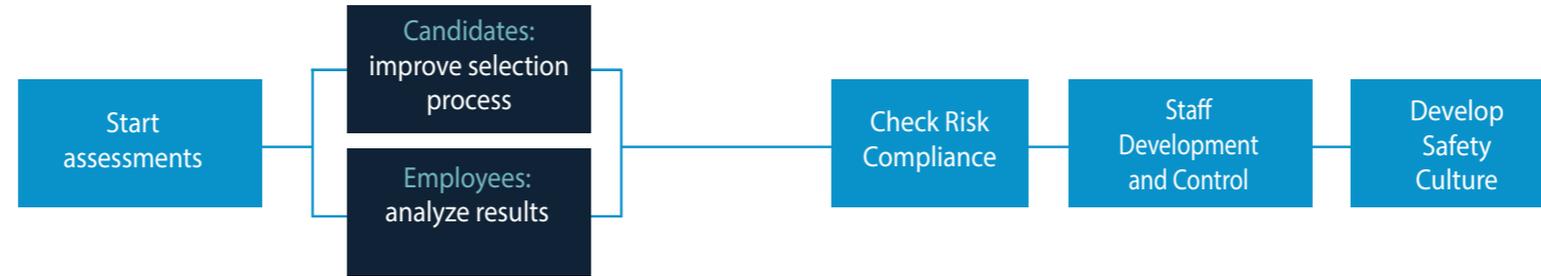
Testing employees. Analyze individual results and company trends. Carefully study the risks of the positions / equipment, create or update the access matrix in accordance with the risk levels of the position (For example, at position "A" only an employee in the "safety zone" and above or an employee 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.
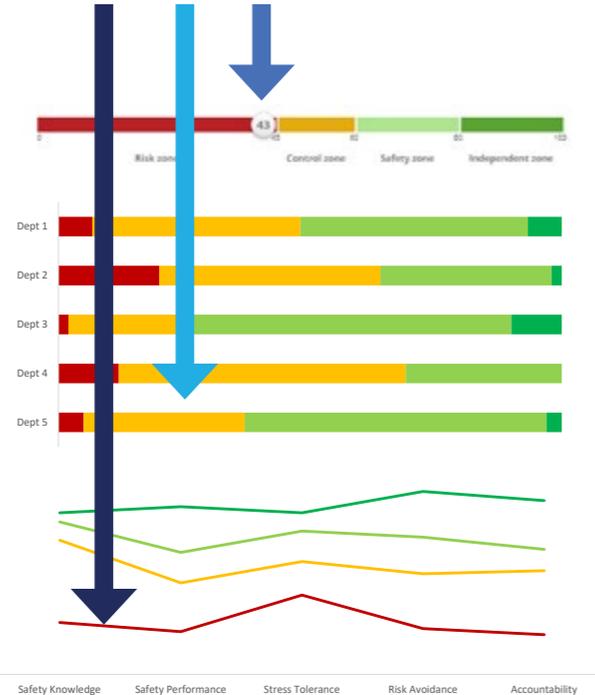
You can start with an individual approach. After analyzing an employee's SafetyTEST profile and his/her manager's assessment, among other specific details on the position, you can start working with the employee to improve needed skills and knowledge, to adjust personal traits (personal traits adjustment 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

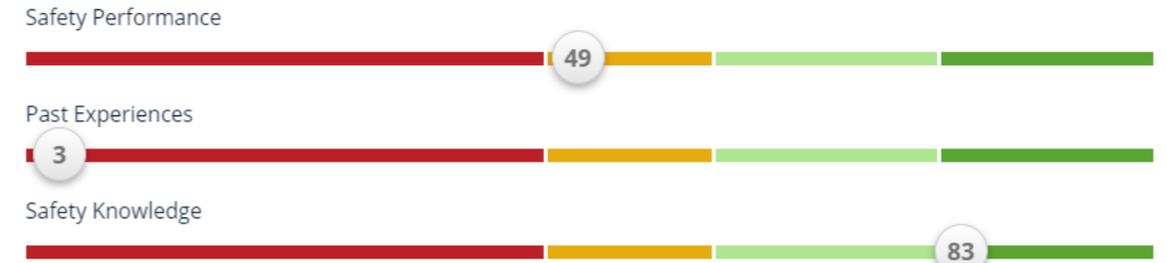**1** Check if an employee is fully suitable for the chosen position's risk level. Take actions if not.

Attention Required! The examinee's overall SafetyTEST score does not meet the demands of the position's risk level as defined by Company To meet these demands, additional attention or efforts are needed (training, supervision, monitoring, etc.).

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.
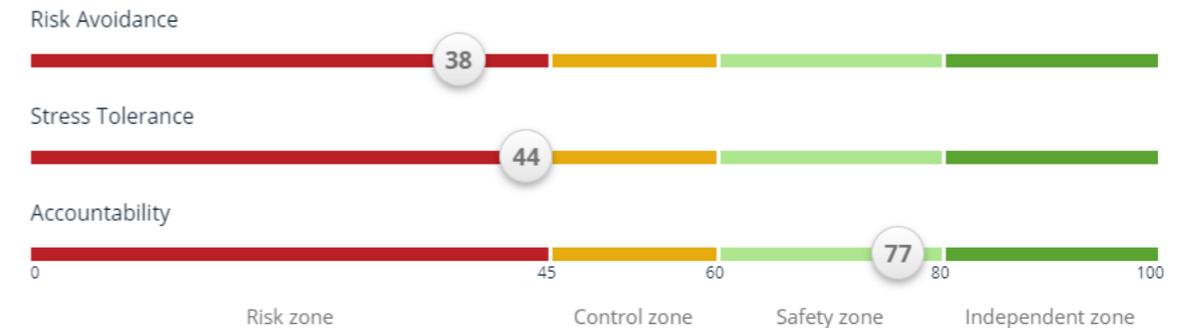

| Risk zone | Control zone | Safety zone | Independent zone |

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

Behavioral Dimensions

Safety Performance — 49

Past Experiences — 3

Safety Knowledge — 83

Trait Dimensions

Risk Avoidance — 38

Stress Tolerance — 44

Accountability — 77

| 0 | 45 | 60 | 80 | 100 |

| Risk zone | Control zone | Safety zone | Independent zone |

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