

Mary Sample
Safety Effectiveness
180° feedback report

Saturday, January 26, 2002

Introduction

The following information is provided to help you to navigate the extensive information that is included in this Safety Effectiveness output report.

1. Overall summary chart

The summary results chart provides a quick visual representation of your scores in eight categories that make up the Safety Effectiveness profile. Scores upon which to most concentrate are above 3.5, which are considered to be strong and scores below 2.75, which may be in need of further development. Please note that these category scores are averages. Individual question scores can be viewed by clicking on the category label hyperlink.

2. Category description pages

This report contains three output pages for each of the eight categories. The first of these three pages explains the category, list average scores and then provides high and low score interpretation notes. The second page provides a graphical representation of individual question scores. The third page in the set provides broadly based improvement actions for those individuals wanting to develop their competencies in the overall category.

3. 10/10 Report

The 10/10 Report page provides the raw scores for the top 10 highest scoring questions and the bottom 10 lowest scoring questions out of the 96. It also identifies the categories to which these questions belong.

4. Course and Reading suggestions

This output report includes development suggestions for the two lowest scoring categories out of the eight. These suggestions include training courses that may prove helpful, as well as specific books that may provide some useful additional information.

5. Development Plan

The development plan takes the five lowest scoring questions on aggregate and puts them into a single page template for individuals to record the specific actions that they plan to take as a result of their feedback during the forthcoming twelve month period. Individuals may draw upon any of the general guidance offered in their feedback report, or perhaps more usefully, draw upon the coaching tips ideas that are also included (see next section)

6. Coaching tips

The overall output report includes detailed coaching tips for the five lowest scoring questions on aggregate (consistent with the one page development plan). These coaching tips provide not only elaborative information about the particular questions but provide some specific advice on what individuals might do to improve their skills or learn new behaviors in the future.

OVERALL SUMMARY



■ Self
 ■ Supervisor
 ■ Norm

The above chart is sorted in descending order of gaps. The gap is the difference between your summary score and the average of those that rated you.

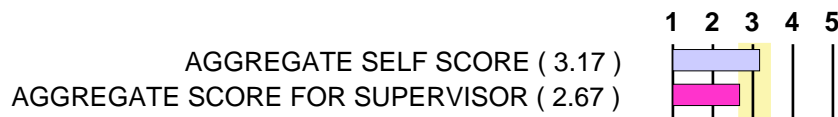
Norm bars shown on this chart are the progressive average aggregate scores of all team leaders rating individuals on this questionnaire.

Safety Effectiveness Profile

LEVELS OF PRESSURE/STRESS

Levels of pressure/stress looks at the extent to which less or greater than healthy stresses are experienced in the performance of normal work or tasks (both from the individual's actions and from the events around them). This category asks the question "How much continual or on-going stress or pressure do you have to tolerate, how is it generated, and how well is it handled?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely to mean that pressure of work often creates high levels of stress and can lead to loss of personal control in some situations for this individual. Work may therefore be 'piled up' or taken home frequently, and time to relax, rest and find quiet reflective moments may be 'squeezed', or even eliminated almost altogether.

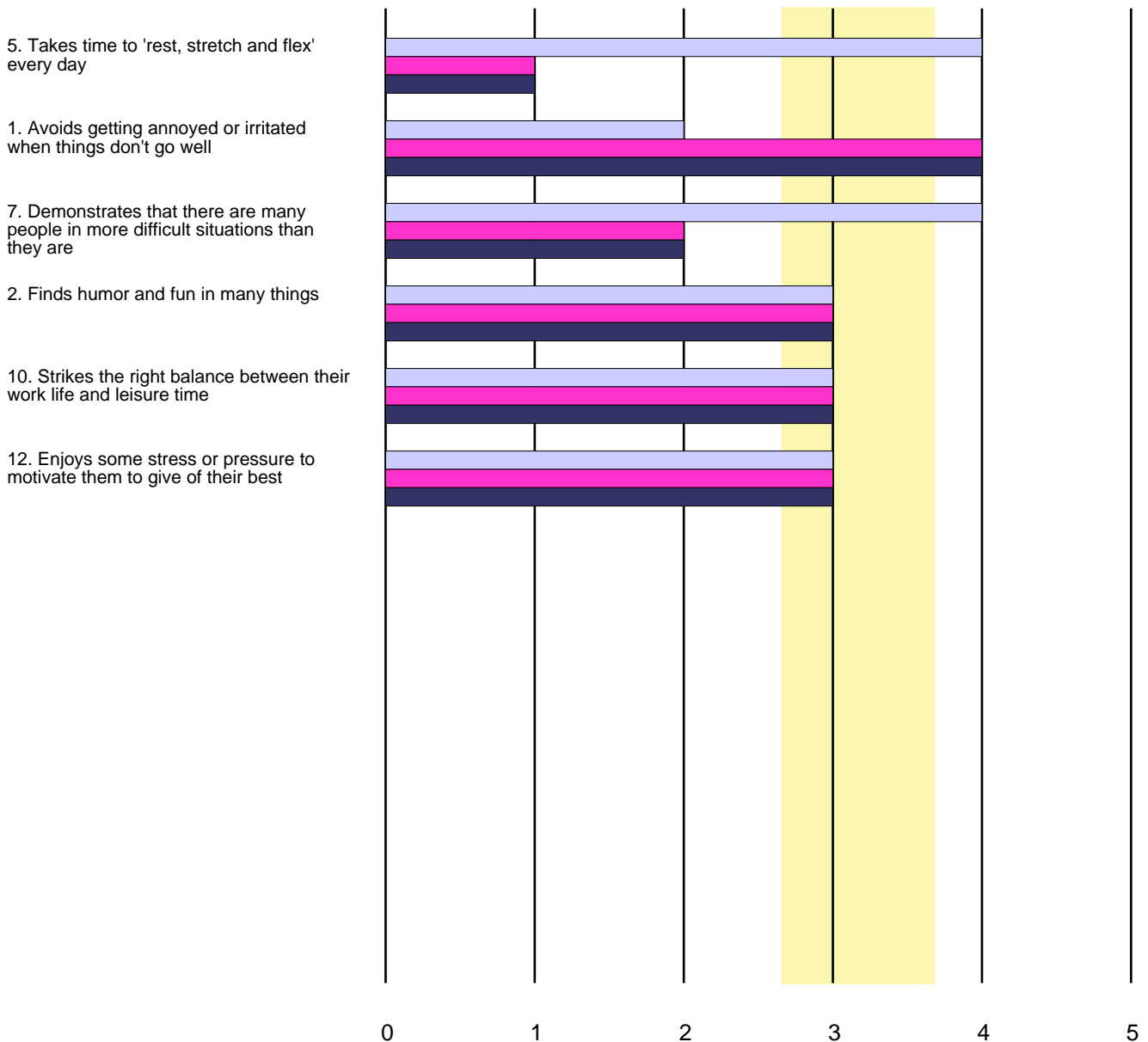
A low score person will be likely to often become annoyed or irritated more often than they might and find that they cannot easily keep up with the pace or the pressure of their work. In addition, they might find themselves tired and with low levels of energy and see themselves as something of a victim of circumstances."

HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this individual maintains enough stress to provide sufficient motivation and energy to work efficiently or effectively but not so much that it adversely affects their longer-term mental or physical health. They are therefore likely to be able to separate work from home life and to manage their priorities and pressure they experience in a balanced and controlled way.

A high score person will be likely to carefully plan the days and weeks to handle work tasks and projects in a way and at a pace that is reasonable and allows for interruptions and unexpected circumstances. They will also design in rest and relaxation time in order to keep stress at an appropriate level."

Safety Effectiveness Profile LEVELS OF PRESSURE/STRESS



■ Self
 ■ Supervisor
 ■ Norm

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Safety Effectiveness Profile

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Improvement actions

Low scorers need to look carefully at their disposition or temperament in relation to the type of work that they do and the pace at which it occurs. Careful day to day planning and organizing can then be undertaken to maximize control and have the capacity to handle the unexpected or tolerate interruptions calmly. In addition, low scorers need to design in quiet time and rest breaks into each day, in order to be able to handle pressure when it comes.

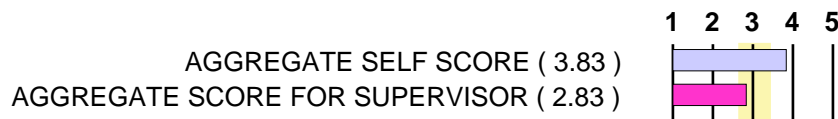
Levels of Pressure/Stress	<ul style="list-style-type: none">-Make sure that time to rest, relax and take breaks occurs during every working day-Ensure that relaxation is taken away from the local workplace to create a change of pace and scene.-Look to leave any work issues or problems that you need to think about at work-Be open to asking for help when you are under high pressure.-Constantly re-prioritize every day to make sure that your most critical tasks are always done first and not last.
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Safety Effectiveness Profile

ENVIRONMENTAL HEALTH AND HYGIENE

Environmental health and hygiene looks at the extent to which you are aware of your overall workplace climate in terms of issues such as light, noise, chemicals and other 'ambient' risks, and take reasonable and appropriate precautions. This category asks the question "How much note do you take of your environmental conditions and act responsibly to protect yourself and others from harm?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely to mean that this individual remains largely unaware of the surrounding environmental risks, and therefore does little or nothing to protect themselves or others. They are therefore likely to expose themselves to health or hygiene problems without realizing the potential impact it could be having until it is too late.

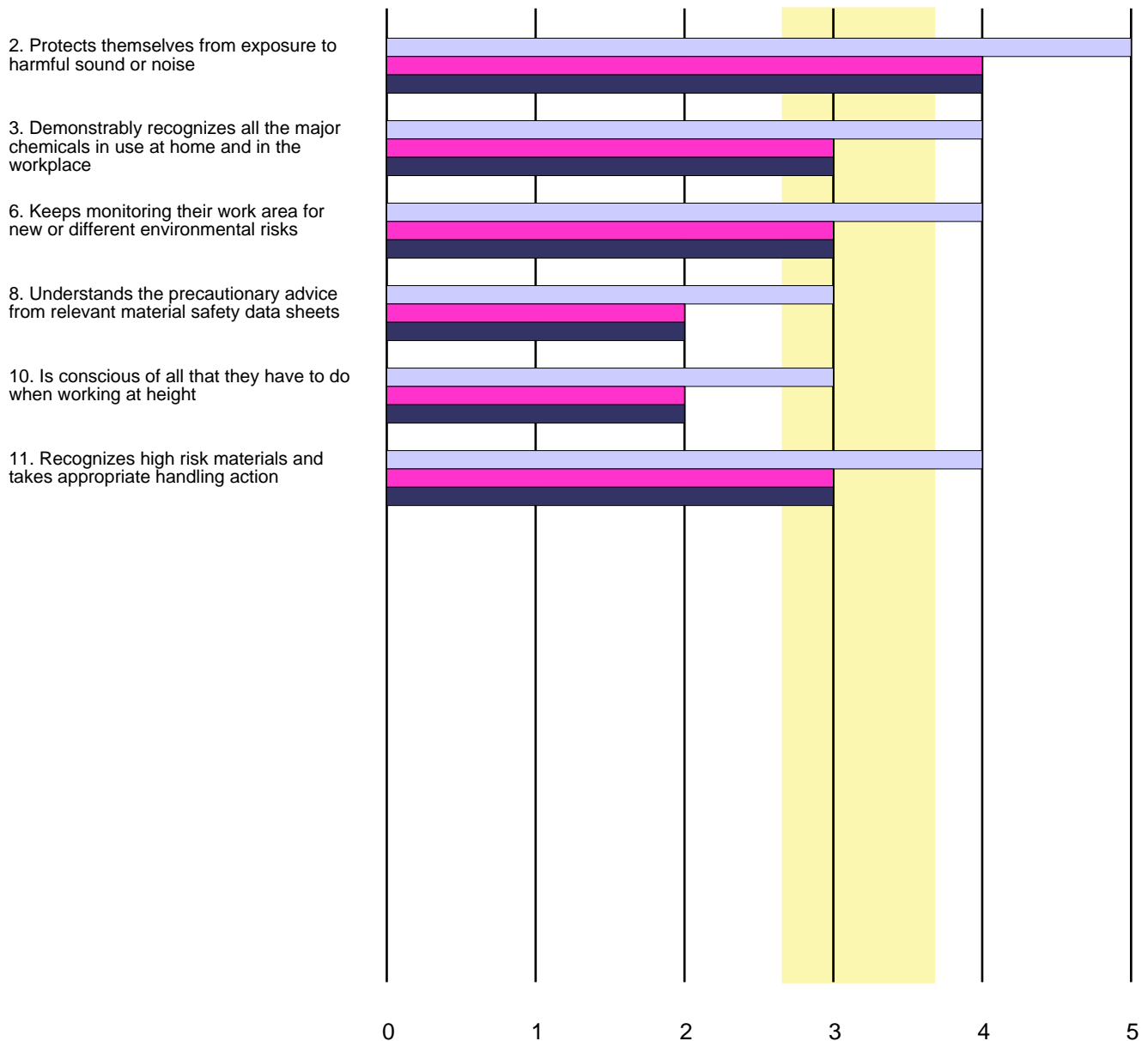
A low score person will be likely to expose themselves to environmental risks without knowing it and therefore potentially sustain harm or injury to themselves from noise, radiation, dust, fumes, chemicals and other 'ambient' influences."

HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this individual not only understands the various environmental risks to their health that may exist around them but takes care to protect themselves and others in appropriate ways. This will typically involve taking a positive and proactive role in identifying possible problems and doing something about them rather than to work 'around' the issue.

A high score person will be likely to be knowledgeable and up-to-date about a variety of environmental risks and therefore to quickly recognize where they are exposed or likely to suffer harm or injury unless they take action. They will also be alert for possible environmental health problems and to act quickly for themselves and others around them when necessary."

Safety Effectiveness Profile ENVIRONMENTAL HEALTH AND HYGIENE



■ Self
 ■ Supervisor
 ■ Norm

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Safety Effectiveness Profile

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Improvement actions

Low scorers needs to review their entire workplace for possible environmental risks and look to research or read about possible problems that they do not fully understand. This should involve reading relevant policies and procedures, material safety data sheets, product specifications, equipment operating instructions and general background guides and leaflets on chemicals, radiation, noise, heights and other environmental risks.

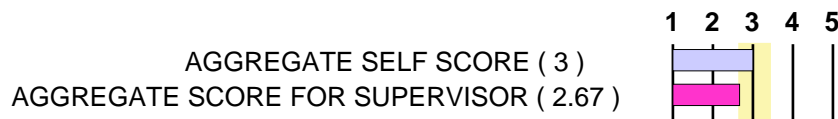
Environmental health and hygiene	<ul style="list-style-type: none">-Read internal procedures or obtain booklets/leaflets on a variety of environmental health and hygiene issues-Look to see whether your normal work area contains any potential risks for you to take account of.-Talk to colleagues about any areas about which you are uncertain and discuss possible controls that should apply.-Progressively learn about specific environmental risks like working at heights, noise or managing hazardous substances, and change your work practices to become safer as a result
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Safety Effectiveness Profile

PERSONAL AND OCCUPATIONAL HEALTH

Personal and occupational health looks at the extent to which you maintain yourself in a fit condition to do the work that you do and avoid stretching your mind or body beyond its 'natural' capabilities. This category asks the question "How effectively do you keep fit and healthy, and work within reasonable limits to do your job and focus on living as long a life as you can?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely to mean that this individual may let their body and mind take whatever stresses or strains that their work, or life in general presents each day (with little or no concern to eat properly, exercise or find time to regularly relax). They may also carry relatively high levels of stress in their life and be a 'willing horse' for new tasks, even though they may not be good for their long-term health.

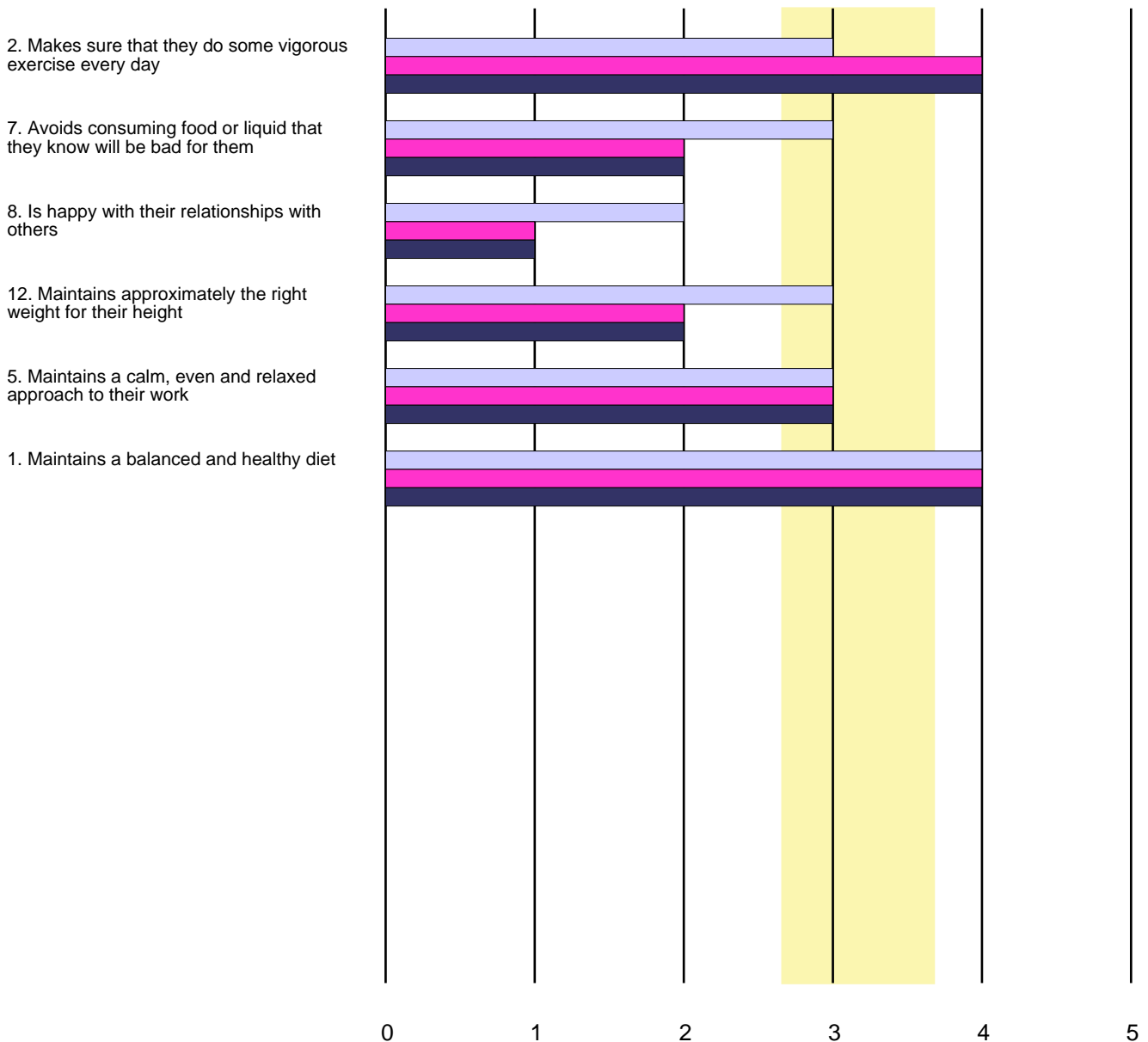
A low score person will be likely to spend little time worrying about their diet, their level of exercise, their amount of sleep or relaxation or their overall stress levels. This may lead to a more 'fragile' physical condition and high levels of mental tiredness. In addition, low scorers may ignore some or all of the bodily signs of health deterioration and carry on relentlessly until injury or illness occurs."

HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this individual is highly conscious of the general need to keep their body and mind fit and healthy on a long-term basis. This will usually include making sure that they eat a balanced diet, exercise properly, get as much rest and sleep as they need, and doing anything else to reasonably protect their overall condition.

A high score person will be likely to work within their known mental and physical limits and make sure that they keep as fit and as healthy as possible. This includes taking time to eat sensibly, exercise reasonably vigorously every day, getting appropriate rest and managing their overall levels of stress to maintain a healthy level of energy."

Safety Effectiveness Profile PERSONAL AND OCCUPATIONAL HEALTH



■ Self
 ■ Supervisor
 ■ Norm

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Safety Effectiveness Profile

PERSONAL AND OCCUPATIONAL HEALTH

Personal and occupational health looks at the extent to which you maintain yourself in a fit condition to do the work that you do and avoid stretching your mind or body beyond its 'natural' capabilities. This category asks the question "How effectively do you keep fit and healthy, and work within reasonable limits to do your job and focus on living as long a life as you can?"

Improvement actions

Low scorers needs to review their overall mental and physical levels of fitness and to develop a systematic and regular plan to address those areas that fall short of an appropriate standard for them personally. This may involve developing a written daily or weekly plan to exercise, eat the right kind of food, or to take breaks, and sticking to this regime religiously until it becomes natural.

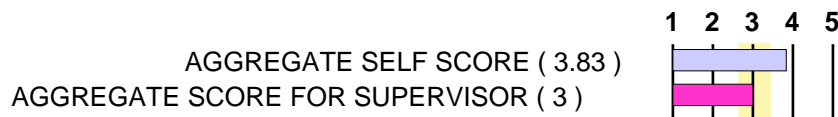
Personal and Occupational Health	<ul style="list-style-type: none">-Review your current overall levels of health (including fitness, stamina, weight, etc)-Spend some time in planning how you might improve by changing your daily or weekly habits.-Consider changing your diet, going to a gym, taking up a healthy sport or even a new social activity to relax and recharge your batteries.-List all of those habits that may have an adverse impact on your health (like stress or eating the wrong kind/too much of food) and develop a plan to change your regime.
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Safety Effectiveness Profile

SAFETY CONTROL EFFECTIVENESS

Safety control effectiveness looks at the extent to which suitable and appropriate controls of risk are in place, working and maintained for long term effectiveness. This category asks the question "How well has a systematic hierarchy of controls approach been applied to all high and medium level risks in the workplace and to what extent has this been followed through fully?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely to mean that this individual's knowledge and use of controls may be low and that many work tasks and processes can carry more risk than they could or should. They may therefore be over reliant on low levels of control like personal protective equipment, or work without any controls in place whatsoever, in some circumstances.

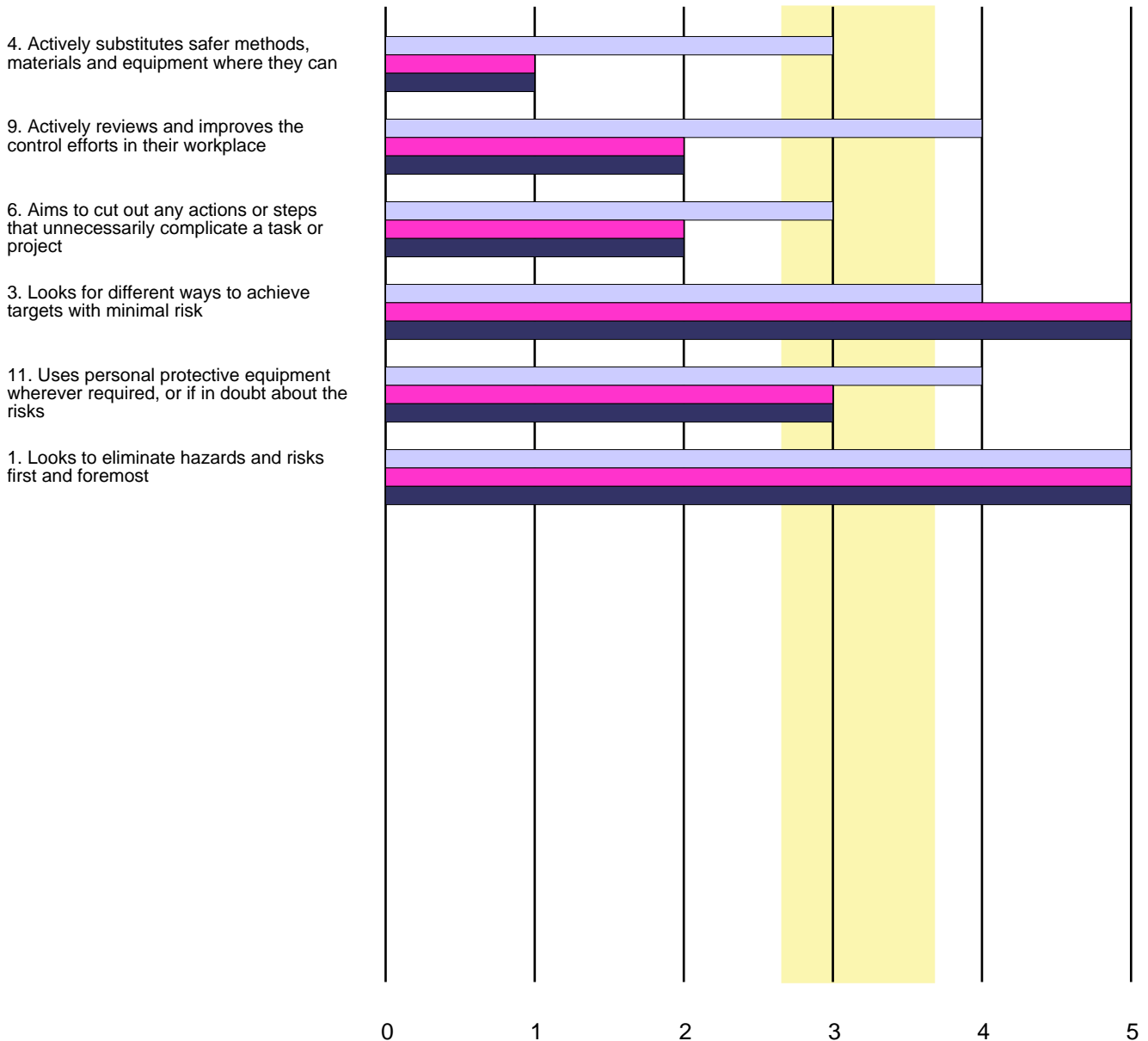
A low score person will be likely to accept that tasks or projects that have to be handled carry an inherent level of risk that has to be accepted for the most part, or against which mainly simple controls like protective equipment can be used. Little interest is taken in looking to re-design work to eliminate or reduce risk or to protect long term health."

HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this individual's understanding and use of safety controls is appropriate and that they will apply the best control methods and approaches whenever they can. They will also take an interest in longer term control and system improvements, and changes that can make work easier and safer.

A high score person will be likely to look at every work task as an opportunity to review levels of risk and to apply the best level of control possible (including complete elimination or reducing task frequency) and make sure that such methods become a standard way of operating for others in the future."

Safety Effectiveness Profile SAFETY CONTROL EFFECTIVENESS



■ Self
 ■ Supervisor
 ■ Norm

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Safety Effectiveness Profile

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Safety control effectiveness looks at the extent to which suitable and appropriate controls of risk are in place, working and maintained for long term effectiveness. This category asks the question "How well has a systematic hierarchy of controls approach been applied to all high and medium level risks in the workplace and to what extent has this been followed through fully?"

Improvement actions

Low scorers needs to consider whether the controls of risk (if any) are appropriate or could be improved with a little planning and effort. Focus should be on those identified activities with no controls (or with low levels of control) like personal protective equipment, that could be substituted by better controls (like eliminating process steps, decreasing task frequency or substituting different tools, equipment, materials, etc).

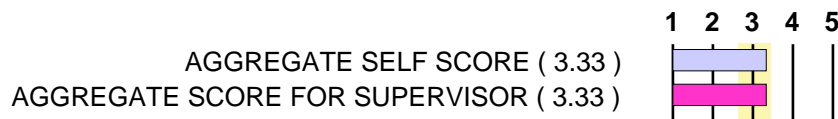
Safety Control effectiveness	<ul style="list-style-type: none">- Become as familiar as you can with the full hierarchy of controls that have been designed for all work tasks that carry some degree of risk- Review whether the best level of control has been applied in all circumstances.- Look to adjust or make immediate changes to high levels of risk where you can.- Evaluate every task that you perform to see whether a different method or new approach might be applied or an automation/technology solution may assist.
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Safety Effectiveness Profile

WORKPLACE ERGONOMICS

Workplace ergonomics looks at the extent to which the equipment that you use, and the overall design of the tasks that you perform, are fit for the purpose they were intended to serve. This category asks the question "How well designed and adapted is your specific local workplace to accommodate your long term comfort and physical health needs?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely to mean that this individual's workplace ergonomics are less than ideal and they may be expected to physically compensate for some of the limitations that exist. They may also perform tasks that put stresses or strains on your body, or that do not allow full and proper recovery to occur as much as necessary.

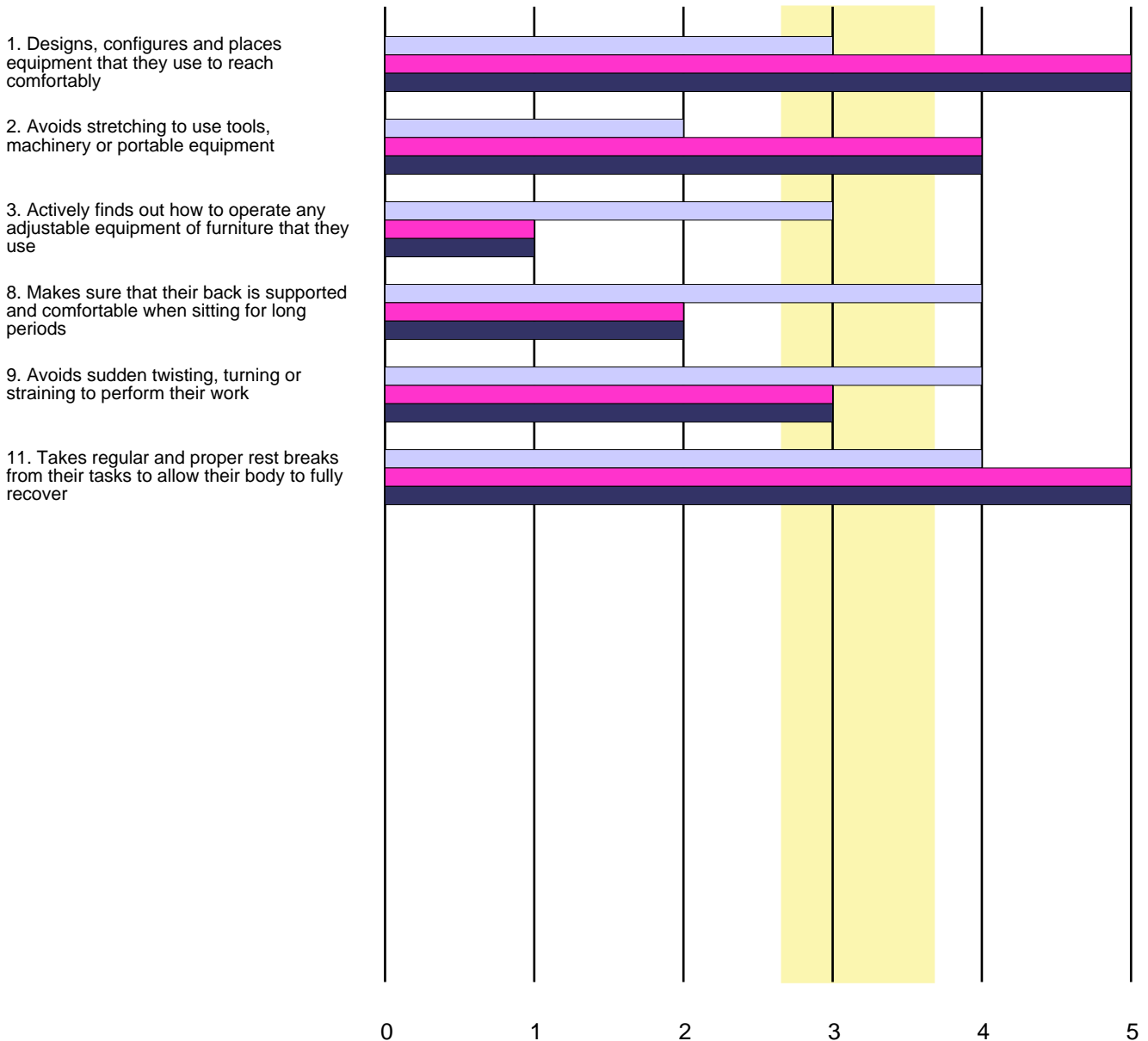
A low score person will be likely to use poorly configured equipment and poorly designed tools regularly, or often push themselves beyond their physical limits in performing their work. Work may cause frequent aches and pains or they are expected to tolerate discomfort that may adversely affect longer-term physical health. "

HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this individual's workplace ergonomics are well adjusted and that they use facilities and equipment around them appropriately and well within their physical limits. In addition, their work is likely to be varied, involves little or no undue physical stresses and allows maximum flexibility of approach or method.

A high score person will be likely to recognize any workplace conditions that are ergonomically sub optimal and look to make temporary or permanent adjustment to eliminate or minimize bodily stresses or strain. They also look to create as much task variety as they can and avoid pushing themselves too hard (using mechanical aids wherever possible). "

Safety Effectiveness Profile WORKPLACE ERGONOMICS



■ Self
 ■ Supervisor
 ■ Norm

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Safety Effectiveness Profile WORKPLACE ERGONOMICS

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Improvement actions

Low scorers need to review the specific and general work areas in which they spend most of their time and look to carry out two broad audits. The first should be a task audit, which focuses on the nature of the main tasks that have to be performed and how much bending, stretching, twisting, acceleration, repetition, duration etc is involved. The second audit should be for equipment used and should focus on its location, ease of use and general fit for purpose.

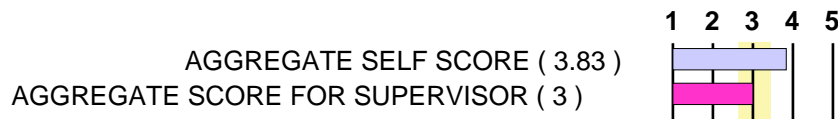
Workplace ergonomics	<ul style="list-style-type: none">-Review the equipment and tools that you use most to perform your work (and the way in which you use them)-Talk to colleagues about ways in which short or long term changes could be made to better match the workplace to you.-Assess any tasks that involve stretching or long duration and look to see whether they can be redesigned or changed in any way-Review any tasks that are repetitive or involve special bodily strain and look to see whether they can be eliminated or changed in some way.
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Safety Effectiveness Profile

SAFETY SYSTEMS AND ADMINISTRATION

Safety systems and administration looks at the extent to which clear, concise and comprehensive standards and systems are in place and used to ensure that the potential for accidents and near misses is minimized. This category asks the question "How effectively does your overall written safety system, plan and goals provide an appropriate and understandable framework to ensure that the possibility for health and safety problems is as near to zero as it is possible to be?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely to mean that this individual's knowledge of organizational safety strategies and systems is limited or even non-existent, or not translated into practical and meaningful goals or ways of working in their local workplace. Safety information, issues, and incidents are not therefore a typical planned part of their day to day efforts or activities.

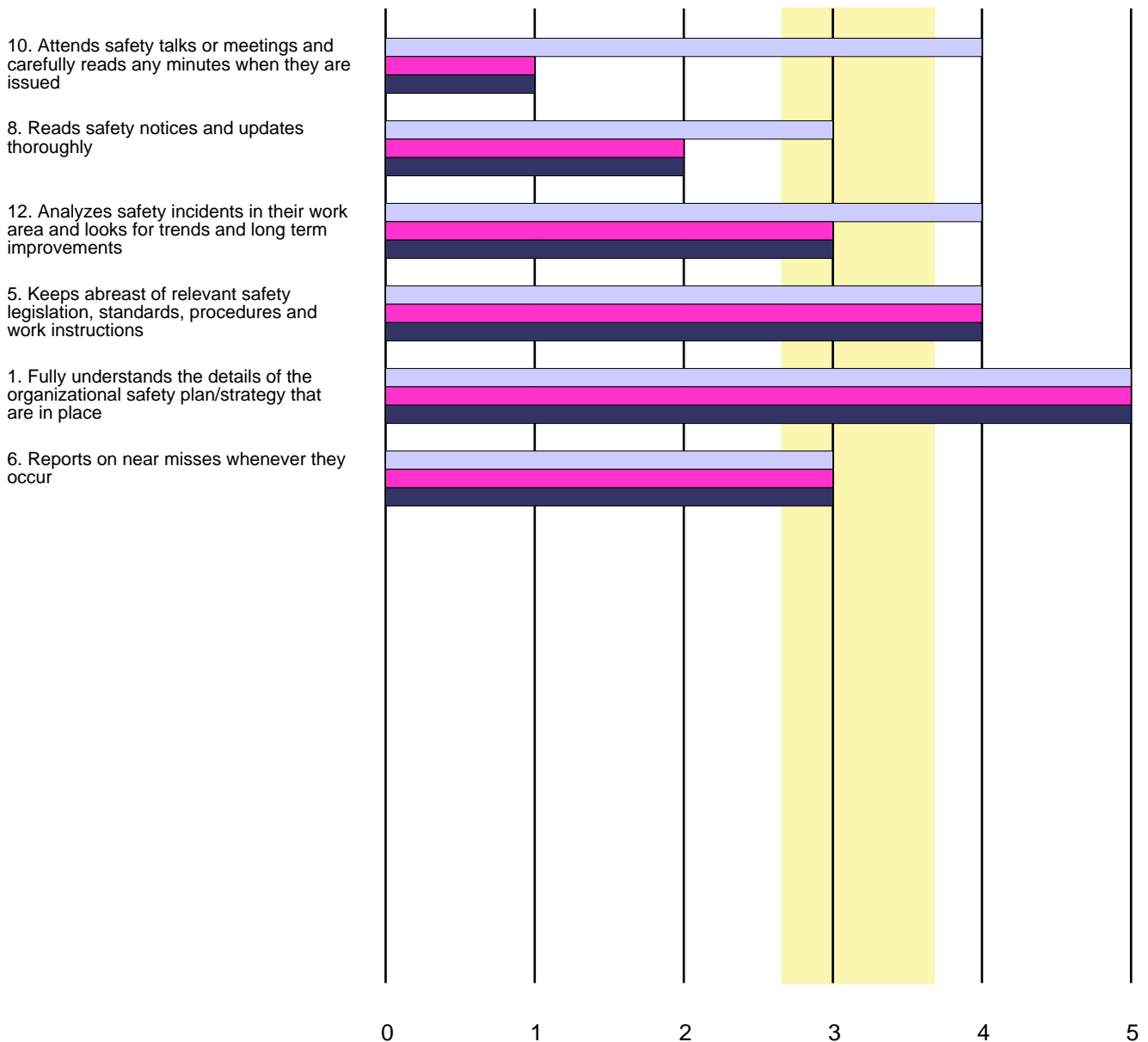
A low score person will be likely to see themselves to be outside or not part of an overall safety system and therefore, spend only minimal time on safety issues such as reporting near misses and accidents, making suggestions to safety committees or looking to adjust work procedures to make them safer, etc."

HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this individual fully appreciates the safety strategies and systems that are in place in their organization and look to play an active part in working to deploy them successfully, or to improve them, where it is necessary to do so. They will therefore voluntarily involve themselves in safety matters in general and be outspoken about ways to be more efficient wherever possible.

A high score person will be likely to read the overall safety plan or strategy for their workplace and play as full a role as possible in making sure that they work within it, for themselves and others, so that safety incidents are minimized or eliminated altogether."

Safety Effectiveness Profile SAFETY SYSTEMS AND ADMINISTRATION



■ Self
 ■ Supervisor
 ■ Norm

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Safety Effectiveness Profile

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Improvement actions

Low scorers needs to read the safety plan for the organization, or in its absence, read the safety policies and procedures most relevant to their job role and workplace. Drawing on this information, individuals should look at whether health or safety issues require better systems or approaches and offer suggestions as to how this might be done.

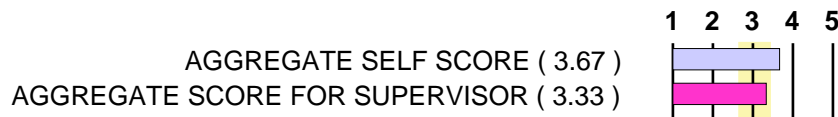
Safety Systems and administration	<ul style="list-style-type: none">-Assess whether safety policies, systems, procedures and work instructions are clear, comprehensive and consistent in their application in your workplace-Ensure that you fully play your part in the safety process to help minimize all safety incidents.-Take an active interest in safety near misses as important predictors of more serious problems that are likely to occur if no action is taken to prevent it.-Review safety committee minutes, notices and incident reports on a regular basis to keep yourself up to date at all times.
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Safety Effectiveness Profile

SAFETY TRAINING AND AWARENESS

Safety training and awareness looks at the extent to which an integrated and comprehensive safety training strategy is in place, rolled out and reviewed for impact and understanding. This category asks the question "How well designed and orchestrated is your safety training plan to give yourself and others around you the preventive knowledge to avoid accidents or to appreciate the risks of everything that they do (and to take appropriate action?)"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely to mean that this individual may have limited knowledge of their limitations or skill shortfalls in terms of personal health, safety and workplace risks in general. They may not participate in safety learning of any sort (or only in a limited way) and spend little time in concerning themselves with the quality of the safety training or information that is offered.

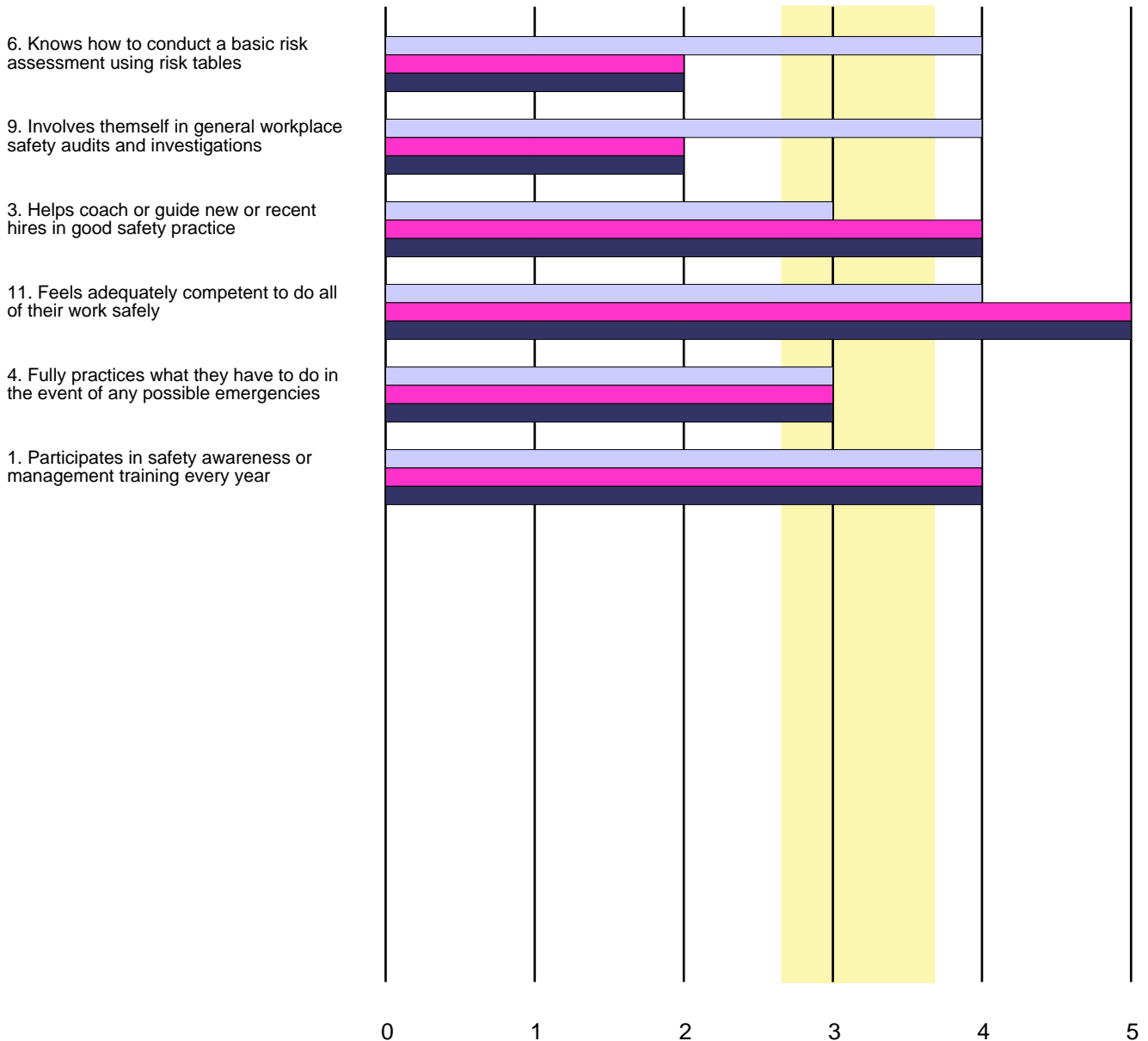
A low score person will be likely to perform most of their work in the belief that they will be able to tackle any risks that they encounter from past experience and without the need for any formal training or coaching. They are also therefore, unlikely to suggest training as a prime strategy for others in helping them to operate more safely in the future."

HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this individual is interested in increasing their level of safety awareness and skills to handle all the types of work for which they are responsible, competently and as safely as you can. They will therefore look to participate actively and frequently in formal and informal safety training and learning, and make sure that it is fit for purpose for them.

A high score person will be likely to see formal and informal training as a critical foundational base for operating safely (for all individuals). As such, they will typically involve themselves in a range of different learning opportunities and keep themselves up to date on good safety practice as much as possible."

Safety Effectiveness Profile SAFETY TRAINING AND AWARENESS



■ Self
 ■ Supervisor
 ■ Norm

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Improvement actions

Low scorers needs to carry out a personal safety learning needs assessment to identify the gap between their current skills and knowledge and what it needs to be in order to operate in a safe and healthy way. Low scorers can also involve themselves to a greater extent in seeking information and guidance on a broad range of safety issues and even suggest subjects upon which further training or coaching might be given.

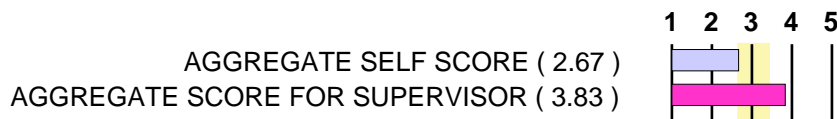
Safety Training and awareness	<ul style="list-style-type: none">- Make a realistic assessment of your current knowledge and skills to handle all of your major work tasks at all times- Look to cope efficiently with any unusual circumstances such as emergencies or specific risks that occur regularly (but not necessarily every day, or even every week).- Take an interest in the safety training that is available and note any gaps between your particular needs and the topics that are offered.- Evaluate the effectiveness of all the coaching and training that you undertake and offer suggestions to make direct adjustments to improve it in the future.
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Safety Effectiveness Profile

RISK PREVENTION STRATEGIES

Risk/prevention strategies looks at the extent to which you appreciate the dangers and potential problems that may exist in your workplace on a day to day basis and seek to minimize their impact. This category asks the question "How well do you understand the likelihood of hazards and actions causing safety difficulties and the possible consequences of these risks in order to do something about it?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely to mean that this individual may be 'blissfully' unaware of the general or specific risks or dangers to themselves or others, and spends little time thinking about risk issues, unless something happens to 'stop them in their tracks'. Even where some reflection about risk does occur, they may not apply any systematic thinking in terms of potential likelihood or impact, in order to govern their future actions.

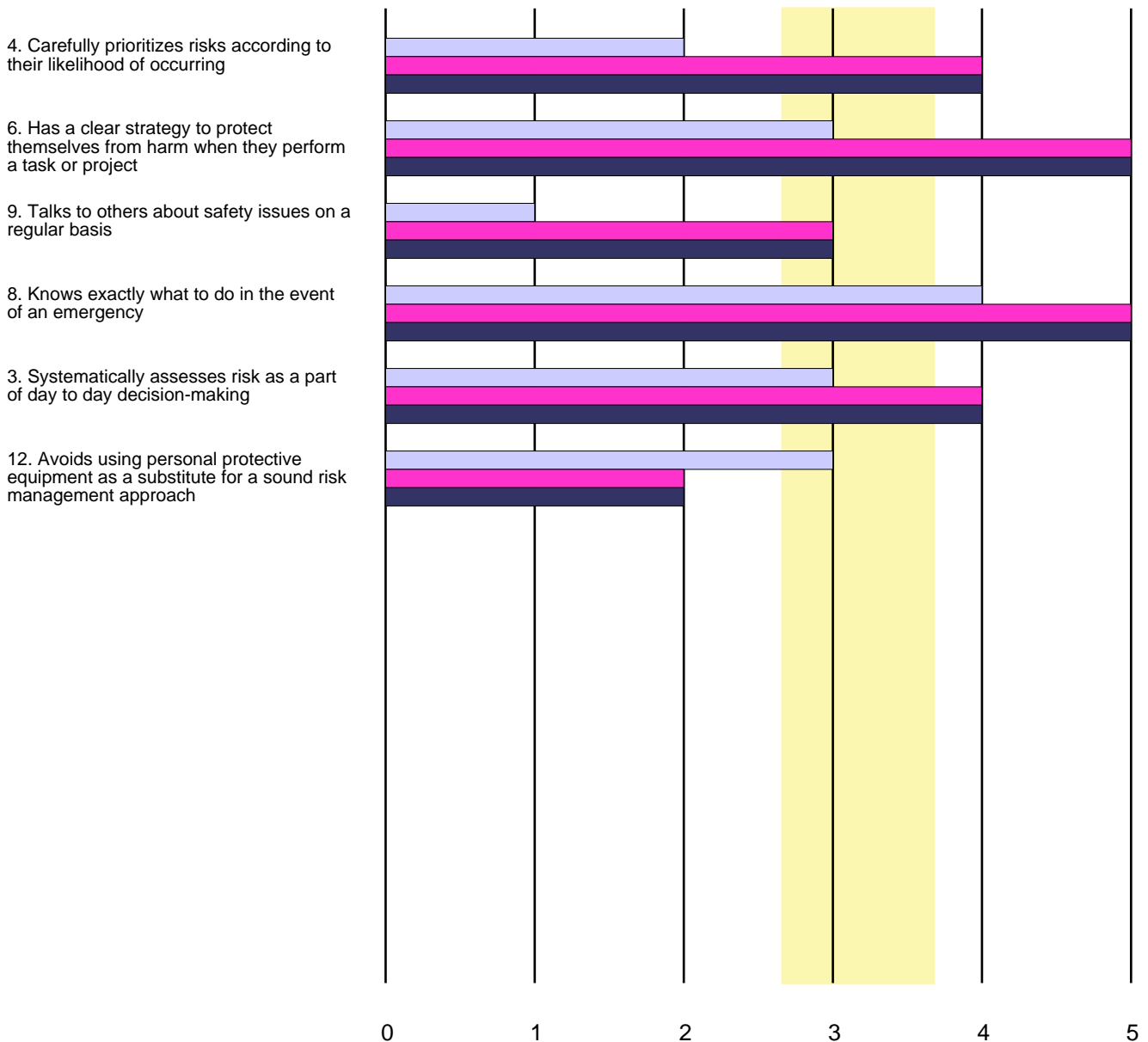
A low score person will be likely to carry out their tasks with little or no planning or organizing to prevent or minimize any risks that may present themselves. They may even see preventative action or risk mitigation to be the responsibility of others and therefore involve themselves little in discussing potential safety issues."

HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this individual is well aware of the range of hazards and potential dangers that exist around them, and has a clear strategy for both themselves and others to be proactive rather than reactive. They will therefore make a conscious effort to consider risk factors in any major work or tasks that they perform.

A high score person will be likely to naturally or even instinctively consider the possible risks of their tasks or projects before action is taken, or work is started in earnest. Risks are not only broadly scanned in general terms, but assessed in terms of their likelihood of occurring and for the severity of injury that could arise (in order to take the most appropriate preventative steps)."

Safety Effectiveness Profile RISK PREVENTION STRATEGIES



■ Self
 ■ Supervisor
 ■ Norm

The above chart is sorted in descending order of gaps. The gap is the difference between your summary score and the average of those that rated you.

Norm bars shown on this chart are the progressive average aggregate scores of all team leaders rating individuals on this questionnaire.

Safety Effectiveness Profile

RISK PREVENTION STRATEGIES

Risk/prevention strategies looks at the extent to which you appreciate the dangers and potential problems that may exist in your workplace on a day to day basis and seek to minimize their impact. This category asks the question "How well do you understand the likelihood of hazards and actions causing safety difficulties and the possible consequences of these risks in order to do something about it?"

Improvement actions

Low scorers needs to make a conscious effort to design thinking time into their daily or weekly schedule in order to consider the risks that may arise from their intended actions, or the way in which they plan to tackle a particular job or project. Low scorers can even get into the habit of adding a risk 'column' to the side of any task list or project plan, in which they note possible risks, their likelihood and the potential consequences or impact, if they arose.

Risk Prevention strategies	<ul style="list-style-type: none">-Look at everyday tasks that you perform each day and look to rank them in terms of potential risk.-Take the perspective of a child or an inexperienced person when assessing risk, thinking about them operating in your work area for the first time-Develop a list of what could happen if things went wrong, how likely this is to happen and what impact it might have on yourself or others in terms of severity of harm or injury.-Identify as many higher risk tasks as you can that are candidates to be eliminated or discontinued altogether in the future-Take minor incidents and near misses s serious indicators of what needs to be done at a higher management level to reduce or eliminate future risk.
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THE '10/10' REPORT

Top 10 strengths according to supervisor

		scores		
		Self	Sup.	Coll.
Safety Control effectiveness	1. Looks to eliminate hazards and risks first and foremost	5.0	5.0	N/A
Safety Control effectiveness	3. Looks for different ways to achieve targets with minimal risk	4.0	5.0	N/A
Workplace ergonomics	1. Designs, configures and places equipment that they use to reach comfortably	3.0	5.0	N/A
Workplace ergonomics	11. Takes regular and proper rest breaks from their tasks to allow their body to fully recover	4.0	5.0	N/A
Safety Systems and administration	1. Fully understands the details of the organizational safety plan/strategy that are in place	5.0	5.0	N/A
Safety Training and awareness	11. Feels adequately competent to do all of their work safely	4.0	5.0	N/A
Risk Prevention strategies	6. Has a clear strategy to protect themselves from harm when they perform a task or project	3.0	5.0	N/A
Risk Prevention strategies	8. Knows exactly what to do in the event of an emergency	4.0	5.0	N/A
Environmental health and hygiene	2. Protects themselves from exposure to harmful sound or noise	5.0	4.0	N/A
Levels of Pressure/Stress	1. Avoids getting annoyed or irritated when things don't go well	2.0	4.0	N/A

Top 10 development needs according to supervisor

		scores		
		Self	Sup.	Coll.
Levels of Pressure/Stress	5. Takes time to 'rest, stretch and flex' every day	4.0	1.0	N/A
Personal and Occupational Health	8. Is happy with their relationships with others	2.0	1.0	N/A
Safety Control effectiveness	4. Actively substitutes safer methods, materials and equipment where they can	3.0	1.0	N/A
Workplace ergonomics	3. Actively finds out how to operate any adjustable equipment of furniture that they use	3.0	1.0	N/A
Safety Systems and administration	10. Attends safety talks or meetings and carefully reads any minutes when they are issued	4.0	1.0	N/A
Environmental health and hygiene	8. Understands the precautionary advice from relevant material safety data sheets	3.0	2.0	N/A
Environmental health and hygiene	10. Is conscious of all that they have to do when working at height	3.0	2.0	N/A
Levels of Pressure/Stress	7. Demonstrates that there are many people in more difficult situations than they are	4.0	2.0	N/A
Personal and Occupational Health	7. Avoids consuming food or liquid that they know will be bad for them	3.0	2.0	N/A
Personal and Occupational Health	12. Maintains approximately the right weight for their height	3.0	2.0	N/A

COURSE AND READING SUGGESTIONS

The following are general reading and course suggestions that may help you to better understand the two categories in which your scores were the lowest and to assist you in writing your development plan.

Personal and Occupational Health

Personal and occupational health looks at the extent to which you maintain yourself in a fit condition to do the work that you do and avoid stretching your mind or body beyond its 'natural' capabilities. This category asks the question "How effectively do you keep fit and healthy, and work within reasonable limits to do your job and focus on living as long a life as you can?"

Course Suggestions

- Personal health and fitness
- Maintaining a healthy diet
- Effective rest and relaxation
- Maintaining personal energy

Reading Suggestions

- Taking care of safety, R. Saunders, Pitman, 1992
- Successful health and safety management, HMSO, 1992
- Fundamentals of occupational health and safety, James Kohn, 1996
- Practical guide to occupational health and safety, Paul Erickson, 1996
- Occupation health and safety-terms and definitions, Robert and Thomas confer, 1994

Other Suggestions

- If you feel comfortable to do so, talk to your direct supervisor/manager or a training and development specialist about personal training, coaching, and specific projects to improve your skills and other possible support they may be able to offer.

COURSE AND READING SUGGESTIONS

Levels of Pressure/Stress

Levels of pressure/stress looks at the extent to which less or greater than healthy stresses are experienced in the performance of normal work or tasks (both from the individual's actions and from the events around them). This category asks the question "How much continual or on-going stress or pressure do you have to tolerate, how is it generated, and how well is it handled?"

Course Suggestions

- Managing Pressure
- Stress awareness
- Dealing with low and high levels of stress
- Relaxation techniques and methods
- Time management skills

Reading Suggestions

- Ten skills for working with stress, Robert Burns, 1992
- A passion for living, John Tickell, 1992
- Stress without Distress, Hans Selye, Corgi, 1997
- The 14 day stress cure-a new approach for dealing with stress, Mort Orman and Frank Reuter, 1991
- 60 second stress management, Andrew Golizek, 1993

Other Suggestions

- Complete the "Stress and well-being assessment" diagnostic instrument, Team Publications, 1999
- If you feel comfortable to do so, talk to your direct supervisor/manager or a training and development specialist about personal training, coaching, and specific projects to improve your skills and other possible support they may be able to offer.

DEVELOPMENT PLAN

Use the space below to write out your personal development plan for the next 12 months based on your results. Draw upon the general improvement actions in relevant areas of the report and ideas that are suggested in the attached coaching tips.

Development Area: Takes time to 'rest, stretch and flex' every day		4.0	1.0	N/A
Action to Take:	Target Date:			
Development Area:		N/A	N/A	N/A
Action to Take:	Target Date:			
Development Area: Is happy with their relationships with others		2.0	1.0	N/A
Action to Take:	Target Date:			
Development Area: Attends safety talks or meetings and carefully reads any minutes when they are issued		4.0	1.0	N/A
Action to Take:	Target Date:			
Development Area: Actively substitutes safer methods, materials and equipment where they can		3.0	1.0	N/A
Action to Take:	Target Date:			

4 Levels of Pressure/Stress

Paces themselves during the day

Working in fits and starts is sometimes necessary but can mean that energy is burned too quickly on occasions. This can leave individuals feeling tired or drained when they need to be alert and active. The better approach to the day's work is to do as much planning as possible to pace yourself, or conserve your energy, so that you can maintain your focus and concentration for as long as possible, when you really need to focus or to work for long periods without stopping.

Consider the following steps to help improve your overall effectiveness:

- Reflect on all of the tasks in your day ahead and ask yourself how much energy and concentration is likely to be required for each one – plan accordingly.
- Look at designing your tasks (where you can) in a sequence that helps to maintain a steady pace and not use up all your energy too early.
- Where tasks are likely to be difficult or strenuous, think about whether mechanical equipment or other human assistance can be organized for short periods to help conserve strength and energy.
- Make sure that you design in lots of recuperative breaks during the day to maintain your momentum over the longer term.
- Monitor your overall energy levels during the day and on each task and when your energy is draining, stop for a while or switch to a lighter task before returning to your more strenuous one.



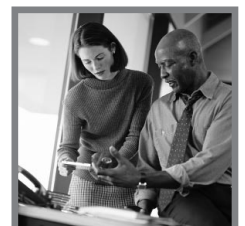
5 Workplace Ergonomics

Actively finds out how to operate any adjustable equipment of furniture that they use

As the benefits of more ergonomically designed equipment or furniture become more and more apparent manufacturers often provide greater ease of adjustment. This includes desks, chairs, shelving, cabinets, large machines, hand tools and many other types of equipment. However, this is only useful if individuals engage in two direct actions. Firstly, they must know how an adjustment can be made (and why it is important to do so). Secondly, they must use the adjusting tools as often as necessary (especially of several people work in the area and keep changing the configuration).

Consider the following steps to help improve your overall effectiveness:

- Evaluate the equipment and furniture in your local work area and ask whether it is the right place and at the right height and angle to use comfortably.
- Learn to use all the adjusting elements that can be found on chairs, desks, shelves and other equipment and make changes to make your area as comfortable as possible.
- Make sure that you do not have to stretch, strain or twist too much when sitting down at a desk, bench or computer terminal (or change the environment to suit you).
- Keep your back in particular fully supported when sitting down or standing up and use support for arms and legs if they are not at a natural angle.
- Use any other ergonomically beneficial equipment that helps to keep your body straight and supported (such as document holders or headsets or working on the telephone a lot).



2 Personal and Occupational Health

Is happy with their relationships with others

Although we come into contact with many people during our lifetime, we have regular relationships with just a few. In the normal course of events, we may be happy with some relationships and less content with others – in fact, relationships can change quite quickly. However, despite this variability, it is undoubtedly more comfortable if we are happy with most of our relationships, or at least feel relatively happy in yourself about how you relate to the people that you know.

Consider the following steps to help improve your overall effectiveness:

- Write down all of the people with which you are reasonably well acquainted, using categories like family, friends, work colleagues, etc, for your list.
- Realistically assess how genuine and sincere these relationships are for you or what room there may be for improvement (and why).
- Ask yourself how positive your attitude is to other people, e.g. are you generally happy-go – lucky, easy going and open in most of your relationships – if not why might this be the case.
- Start to look at being generally more giving and open to doing things for other people without expecting anything in return.
- Nurture your relationships with one or two people that you like by spending more quality time with them.
- Actively spend time each month looking for new relationships that you can build on a base of ‘common interests or pursuits’.



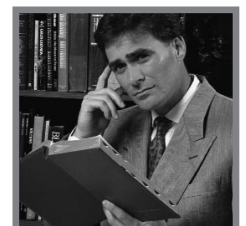
8 Safety Systems & Administration

Attends safety talks or meetings, and carefully reads any minutes when they are issued

Although the occurrence and frequency of safety meetings, presentations and talks and even informal discussion will vary according to each particular enterprise, these are always useful ways in which to focus on the priority safety matters. If they are well established and properly run they will issue notices, reports and meeting minutes. The safety-focused person should take a strong interest in any gathering that seriously discusses safety matters and reads any material that is issued.

Consider the following steps to help improve your overall effectiveness:

- Participate fully in any safety discussions that are held or raise safety matters at any meetings that you attend.
- Try to listen to any talks or presentations (formal or informal) that are given on safety topics and even take notes if necessary.
- Ask questions at any safety meetings, discussion sessions or presentations to elicit insightful information or new perspectives on safety subject areas.
- If there are hand-outs prior to meetings or presentations, ensure that you read them carefully and even make notes in the margin on items where you would like clarification or further information.
- Where safety meetings or committee or sub-committees issue notes or minutes from proceedings, take the time to read them for anything of interest or application to you or your team.



6 Safety Control Effectiveness

Actively substitutes safer methods, materials and equipment where they can

As work often consists of many processes and hundreds of individual tasks it is not easy to know where safer approaches may be brought about. However, it is at this individual task level that safer methods, material and equipment can often be found, with a little focus and effort. More often than not, this is a simple process of substitution, whereby one way of doing things is substituted by a better one, which carries less risk or it more safely manageable.

Consider the following steps to help improve your overall effectiveness:

- Take a step back from your day to day routine tasks and think about the way in which you go about your personal work or the way the team as a whole approaches its goals. Ask is it as safe as it might be – list the potential issues that you identify.
- Specifically review you personal approach, preparedness, mental attitude and quality of thinking in performing your work with less risk or greater care – make a list of your findings.
- Focus on the materials that you handle and how they are actually used and assess the levels of risk that exist. Determine whether you can substitute different materials or a different approach to improve safety.
- Specifically evaluate the tools and equipment that you use and the extent to which they are fit for purpose. If not, what better tools or equipment might be used to be safer.
- Keep an open mind to safer strategies to perform your work that may be suggested by other people that do similar things, or deal with similar processes.

