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HOGAN*REPORTS*

S A F E T Y

SAFETY-RELATED BEHAVIOUR IN A WORK ENVIRONMENT

Report for: Sam Poole

ID: HE764696

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INTRODUCTION

Each year accidents at work cause unnecessary human misery and billions of dollars in needless business expenses. Accidents are caused by unsafe work behaviour, which is often unintentional—unsafe work behaviour frequently results from a simple lack of awareness. This Safety Report will help improve workers' safety awareness and safety behaviour on the job.

People engage in unsafe behaviour at work for many reasons. The more they persist in this behaviour, the more likely on-the-job accidents become. Hogan has studied safe (and unsafe) work behaviour since the early 1970s. Research shows that unsafe work behaviour falls into six relatively distinct categories; research also shows that the behaviour in all six of these categories can be predicted.

We cannot predict the occurrence of specific accidents because, from a statistical perspective, serious accidents are relatively rare. We can only predict the possibility that people will engage in certain behaviours which, if they persist, will make accidents likely.

Some people with average or high scores on this Safety Report will have had accidents—because bad things sometimes happen to good people. Similarly, many people with low or unsafe scores on this Safety Report will be accident free; nonetheless, they will be at risk for unsafe behaviour that could lead to accidents—and the lower their scores, the greater the risk.

It is important to note that people in sales and management will tend to receive lower scores on this Safety Report because success in their jobs requires disciplined risk taking, bending the rules, and multi-tasking—all of which produce lower scores on most of the safety scales.

In short, the scores on this report do not predict a person's accident or safety record; rather, they suggest where a person needs to focus attention in order to be or to remain safe.



The report is organised in four sections as follows:

- Section I:** The first section defines the six components of safety-related behaviour and then provides a graphic summary of the candidate's assessment results across those six components.
- Section II:** The second section is an optional reporting feature that can be selected by the user. It provides an overall safety score for the candidate, based on the graphic summary from Section I.
- Section III:** The third section is an optional reporting feature that can be selected by the user. It provides developmental, training, and coaching recommendations for the candidate, based on any scores in Section I that are noted as moderate or critical challenges.
- Section IV:** The fourth section is an optional reporting feature that can be selected by the user. It concerns the candidates' overall desirability as an employee, which is defined in terms of three broad components of performance. The report then provides a graphic summary of the candidate's overall desirability. This section is often useful because a person may be a safe worker but a bad fit for some jobs. For example, many safe workers are unable or unwilling to provide good customer service.

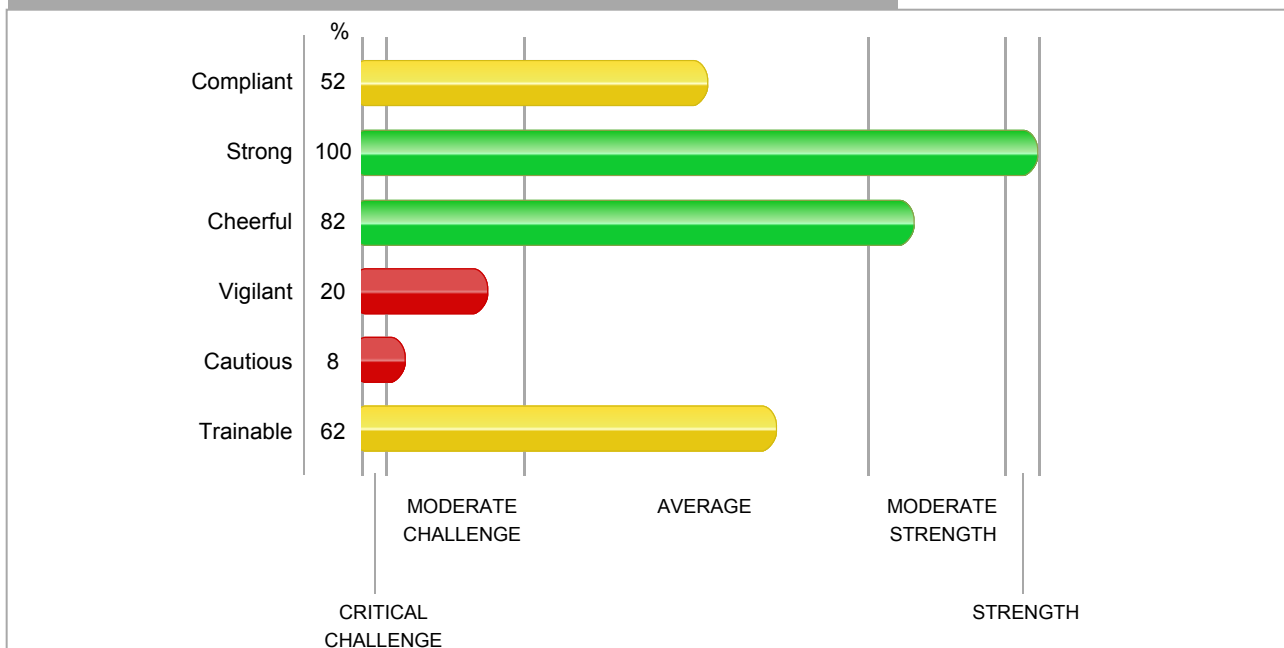


SECTION I - THE COMPONENTS OF SAFETY-RELATED BEHAVIOUR

- Defiant - Compliant:** This component concerns a person's willingness to follow rules. Low scorers may ignore rules; high scorers follow them effortlessly.
- Panicky - Strong:** This component concerns handling stress. Low scorers are stress prone, may panic under pressure and make mistakes; high scorers typically remain steady.
- Irritable – Cheerful:** This component concerns anger management. Low scorers may lose their temper easily and make mistakes; high scorers control their temper.
- Distractible - Vigilant:** This component concerns focus. Low scorers tend to be easily distracted and may make mistakes; high scorers remain focused.
- Reckless - Cautious:** This component concerns risk-taking. Low scorers tend to take unnecessary risks; high scores avoid risky actions.
- Arrogant - Trainable:** This component concerns trainability. Low scorers tend to ignore training and feedback; high scorers pay attention to training.

Scores are in terms of percentiles: for example, a score of 85% means that a person's score is above 85% of people assessed.

GRAPHICAL SUMMARY OF ASSESSMENT RESULTS





SECTION I – THE COMPONENTS OF SAFETY-RELATED BEHAVIOUR(Cont'd)

Safety Related Strengths

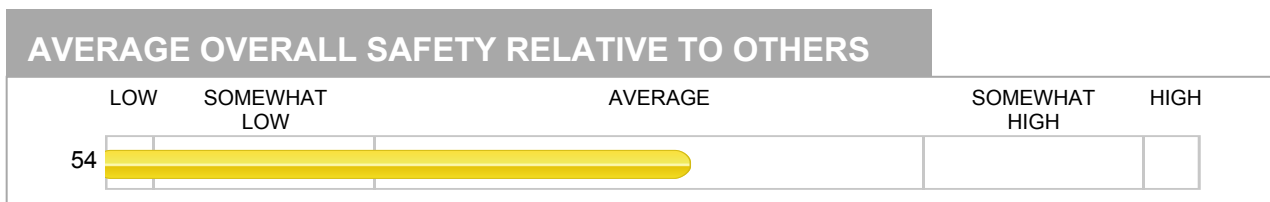
- May encourage others to follow rules
- Unusually calm and self-confident
- Will control emotions appropriately
- Can do more than one thing at a time
- Doesn't mind interruptions
- Seems willing to learn new skills and methods

Safety Related Concerns

- Will want structure and direction at work
- May blame mistakes on others
- Will resist requests to work faster
- Will not be vigilant about safety issues
- May make hasty decisions
- May overestimate his/her expertise

SECTION II - AVERAGE OVERALL SAFETY SCORE

The Average Overall Safety score is an average of the six safety scales presented above.



SECTION III – DEVELOPMENTAL RECOMMENDATIONS BY SAFETY COMPONENT

The following presents the candidate's scores on the safety dimensions where a moderate or critical challenge exists. The percentages below represent the percent of items endorsed for each dimension. Dimensions with a (R) are reverse weighted so that higher percentage reflect lower scores.

SAFETY COMPONENT	RECOMMENDATION	PERCENT ENDORSED
VIGILANT		
Focused (R)	Stays on Task	100%
Curiosity (R)	Inquisitive and Distractible	100%
Creative (R)	Bright and Imaginative	100%
CAUTIOUS		
Bold (R)	Fearless	100%
Focused (R)	Stays on Task	100%
Adventurous (R)	Needs Stimulation	100%



SECTION IV – OVERALL EMPLOYABILITY

Although working safely is important, good employees have other attributes as well. The following characteristics are important for virtually any job.

Dependability

This scale concerns being a good organisational citizen by following rules, accepting supervision, exercising self-control, finishing assignments, and avoiding unnecessary risks. Persons with high scores tend to be consistent, reliable, and self-disciplined. Persons with low scores tend to be impulsive, distractible, and possibly non-conforming.

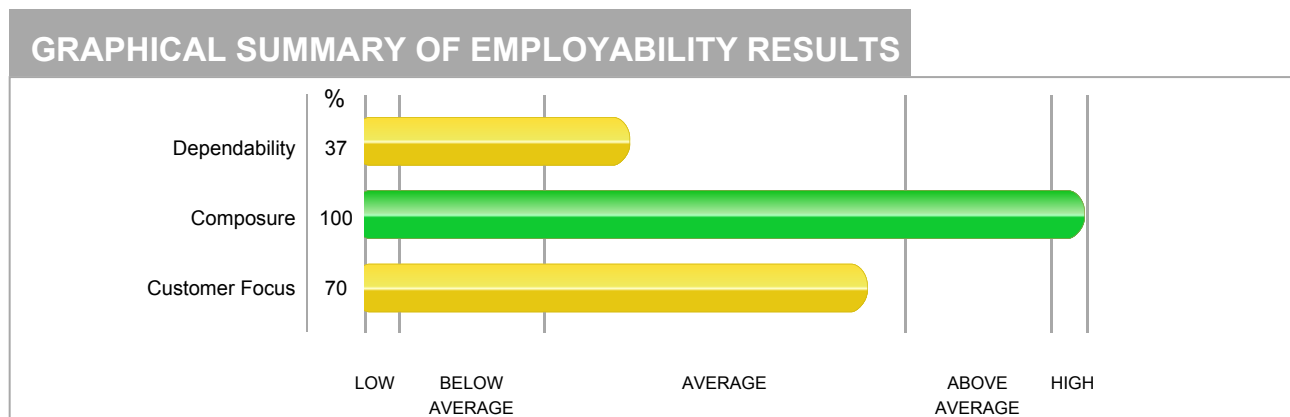
Composure

This scale concerns the degree to which a person seems calm, even-tempered, and good humored. Persons with high scores seem to handle stress and pressure well by remaining steady, composed, and unruffled, and they tend to exert a calming influence on others. Persons with low scores tend to be tense, moody, and sensitive, and their performance may suffer when they are stressed.

Customer Focus

This scale concerns the degree to which a person can provide good customer service when it is appropriate; it is not about being charming or friendly—many introverts are good at customer service and many extraverts are bad. Persons with high scores on this measure tend to be calm, courteous, civil, and patient. Persons with low scores tend to seem inattentive, distracted, tense, and possibly abrupt.

Scores are in terms of percentile: for example, a score of 85% means that a person's score is above 85% of people assessed.



The results contained in this report are NOT meant to supersede the judgment of a hiring manager. Rather, a hiring manager should use these results as one input into his/her process for arriving at a hiring decision regarding the candidate.