

- SELECT
- DEVELOP
- LEAD

# HOGAN*REPORTS*

# S A F E T Y

## SAFETY-RELATED BEHAVIOR IN A WORK ENVIRONMENT

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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 behavior, which is often unintentional—unsafe work behavior frequently results from a simple lack of awareness. This Safety Report will help improve workers' safety awareness and safety behavior on the job.

People engage in unsafe behavior at work for many reasons. The more they persist in this behavior, the more likely on-the-job accidents become. Hogan has studied safe (and unsafe) work behavior since the early 1970s. Research shows that unsafe work behavior falls into six relatively distinct categories; research also shows that the behavior 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 behaviors 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 behavior 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 organized in four sections as follows:

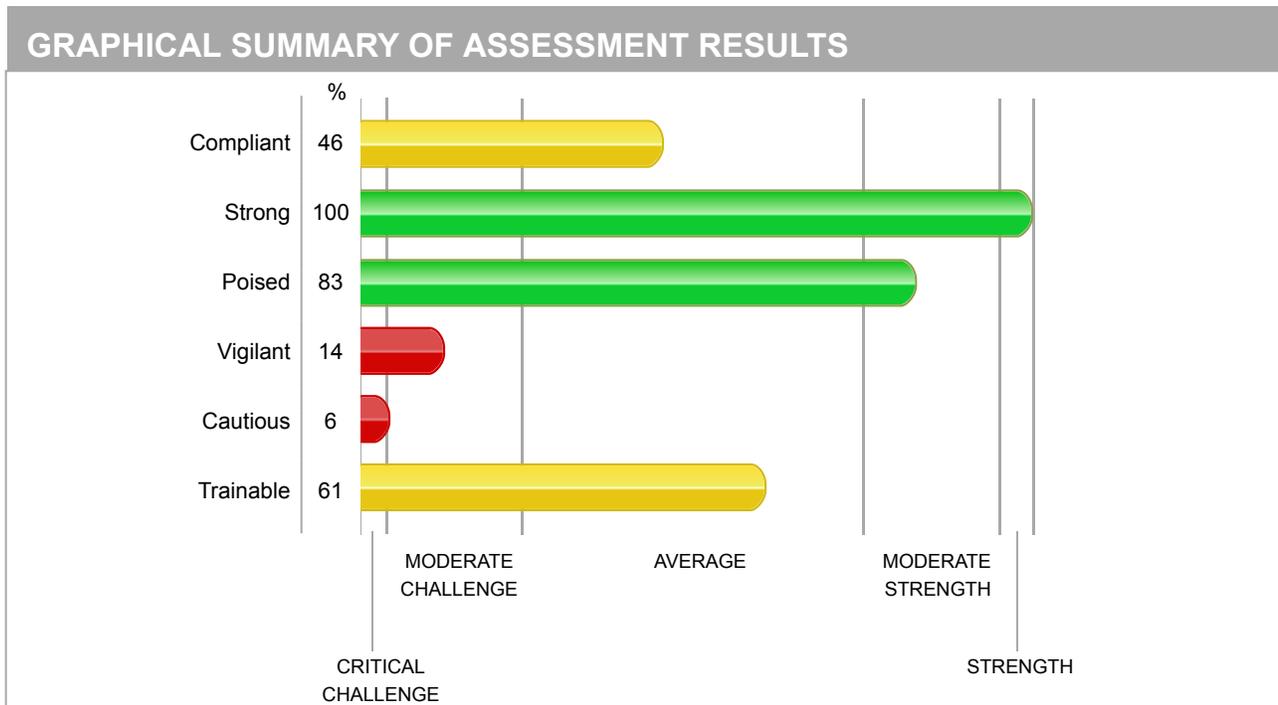
- Section I:** The first section defines the six components of safety-related behavior and then provides a graphic summary of the candidate's assessment results across those six components.
- Section II:** The second section is an optional reporting feature that can be selected by the user. It provides 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 information regarding development areas for persons with moderate to critical scores on the safety-related components.
- 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 BEHAVIOR

- 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 - Poised:** 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 scorers 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.



**SECTION I – THE COMPONENTS OF SAFETY-RELATED BEHAVIOR (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 expertise
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