

Safety Culture Ladder NEN	
Decision number:	2021-003
Subject:	Qualification requirements for (lead) auditors and assessors
Date:	2021-06-29
Implementation:	This decision will be published on the website and will also be included in the latest version of the SCL manual.
	Date of implementation: Immediately

Qualification requirements for (lead) auditors and assessors

1. Requirements for lead auditors and auditors

Audits on the SCL are performed by an audit team, whereby not all desired skills and qualifications must be fully present in all auditors, but must be fully present in the team. For example: if the audit is performed in the 'Rail' sector, it is not necessary (of course it is allowed) that both auditors have knowledge of the 'Rail' sector. This knowledge must be present in only one of the two.

Reading guide for the table below: if the column 'lead auditor' contains a 'Yes', this means that the lead auditor must meet this requirement. If the column 'auditor' contains a 'Yes', this means that the auditor must meet this requirement.

If there is only a 'Yes' in the column 'team', this means that at least 1 of the team members must meet this requirement, regardless of whether this is the lead auditor or the auditor.

Requirements for knowledge and training from step 1

The lead auditor (team leader) prepares the audit and is in charge of the audit process, the introduction and conclusion of the audit. The judgment is formed jointly between lead auditor and auditor.

Requirements	Criteria	Review	(*) Lead auditor (team leader)	Auditor	Team
Level of working and thinking that is at least equal to higher professional education.	Completed higher vocational education or equivalent through education or experience.	<ul style="list-style-type: none"> Diploma CV If not demonstrable by diploma or CV: an assessment 	Yes	Yes	-
Knowledge and understanding of managing health and safety risks	Auditor is a Safety Expert holding an OH&S diploma (Dutch MvK or HvK), or equivalent through education or experience	<ul style="list-style-type: none"> OH&S diploma (Dutch MvK or HvK or equivalent through education or experience) CV 	Yes	-	-

Requirements	Criteria	Review	(*) Lead auditor (team leader)	Auditor	Team
Qualification leadauditor (teamleader)	<p>Completed Lead Assessor Course (LAC 17021).</p> <p>Qualified for QMS/SMS. If the leadauditor is not qualified for QMS/SMS, qualification on the basis of 'qualified SCL auditor' is also possible. This is subject to the requirement that the leadauditor must have audited at least 15 days on the SCL in the past two years.</p> <p>At least 3 years of relevant work experience in the field of H&S or behavior and culture.</p>	<ul style="list-style-type: none"> Diploma For QMS/SMS, the leadauditor must have audit experience related to ISO 17021. For SCL qualification: monitoring by CB / audit log. 	Yes	-	-
Qualification auditor	<p>(internal) audit course with demonstrably independent performance of audits (these may also be internal audits).</p> <p>At least 3 years of relevant work experience in the field of H&S or behavior and culture.</p>	<ul style="list-style-type: none"> Participation certificate (internal) audit course. Monitoring by CB / Audit log. 	-	yes	-
Is familiar with the principles and contents of the Safety Culture Ladder.	<p>Has knowledge of:</p> <ul style="list-style-type: none"> Certification scheme SCL . Auditor guideline SCL. Manual SCL. Other additional SCL documents 	<ul style="list-style-type: none"> Attendance CB reviews Review audit reports CB 	Yes	Yes	-

Requirements	Criteria	Review	(*) Lead auditor (team leader)	Auditor	Team
Official 2-day SCL auditor training	Has demonstrably completed the training.	<ul style="list-style-type: none"> Participation certificate NEN 	Yes	Yes	-
Two audit days for accompanying an experienced Safety Culture Ladder auditor	Has demonstrably accompanied an experienced SCL auditor during two audit days. Or if not possible to organize: has participated in an alternative kick-off training in consultation with NEN.	<ul style="list-style-type: none"> Auditplan Participation the kick-off training 	Yes	Yes	-
Familiar with the health and safety risks in the sector and country .	<ul style="list-style-type: none"> Familiar with the safety and health risks in the sector (rail, energy, housing, healthcare, etc.) Familiar with best practices in the sector. Familiar with the culture of the country concerned. 	<ul style="list-style-type: none"> Attendance CB reviews Review audit reports CV 	-	-	Yes

Additional requirements for knowledge and training from step 4

Requirements	Criteria	Review	(*) Lead auditor (team)	Auditor	Team
Auditor completed the masterclass SCL "what is 4/5 culture".	Has demonstrably completed the training.	Participation certificate NEN	Yes	Yes	-
Auditor has extensive audit experience with the Safety Ladder.	<ul style="list-style-type: none"> The (lead) auditor has audited at least 25 days on step 3 in the past year, performed at a minimum of 2 companies. The (lead) auditor has audited at least 15 days on step 3 in the past year, carried out at at least 2 companies. 	Audit log	Yes	Yes	-

Skills requirements from step 1

Requirements	Criteria	Review	(*) Lead auditor (team leader)	Auditor	Team
Auditor has experience with management systems.	Knows the difference between management systems and the SCL, so that the SCL audit is performed according to the SCL methodology and not according to a management system audit.	<ul style="list-style-type: none"> Participation certificate NEN of the Official 2-day SCL auditor training 	Yes	Yes	-
Auditor has sufficient language skills to communicate at all levels within an organization.	<ul style="list-style-type: none"> Auditor has excellent written and spoken command of the primary language used in the organisation (also in the workplace) The level of language proficiency is at least B2. Can have a pleasant conversation (dialogue). 	<ul style="list-style-type: none"> CV Attendance CB reviews Review audit reports For non-native speakers: test by a recognized language institute The audit team includes at least 1 native speaker. (For more details, see the CvD decision 'Language requirements for foreign audits'.) 	Yes	Yes	-
Familiar with the customs and habits of the country team.	The auditor (or the external party engaged) was born or raised or has at least 2 years of work experience in the country concerned.	<ul style="list-style-type: none"> CV (also from the external party) CB reviews Review audit reports 	-	-	Yes

Requirements	Criteria	Review	(*) Lead auditor (team leader)	Auditor	Team
Good reporting skills	<ul style="list-style-type: none"> • can summarize and analyze well; • can clearly report the points for attention and improvement; • can provide a substantiation of the indicated score; • can report in outline (focus on culture); • can make a concise and fluently written report; • can distinguish main and side issues and identify the main message; • writes in an active way: without using the passive voice and knows how to captivate the reader. 	<ul style="list-style-type: none"> • Attendance • CB assessment / statement • Review audit reports 	Yes	Yes	-
Presenting convincingly	Can present himself well, present the results of an audit properly and can motivate/explain the results.	<ul style="list-style-type: none"> • Attendance • CB assessment / statement 	Yes	Yes	-

Skills requirements - Soft skills from step 1

Requirements	Criteria	Review	(*) Lead auditor (team leader)	Auditor	Team
Interview skills	<ul style="list-style-type: none"> • can apply good and different questioning techniques, which results in the required information; • can listen, summarize and ask questions - on 5 levels; • can observe well, is keen and alert; • can focus on the client during the audit, let the client speak without interrupting; • can recognize differences in attitude and behaviour; • can recognize the different levels of attitude and behaviour; • can recognize nonverbal behaviour and body language; • is analytical and can easily switch between different tasks (responding to answers, etc.); • can create links between interview and observations; • is neutral, has no prejudice, cannot be influenced (by the auditee); • is good at asking open questions. 	<ul style="list-style-type: none"> • Attendance • CB assessment / statement • Assessment 	Yes	Yes	-

Requirements for personal characteristics from step 1

Requirements	Criteria	Review	(*) Lead auditor (team leader)	Auditor	Team
Social/Communicative	<ul style="list-style-type: none"> • Can create an environment where the auditee feels comfortable answering questions; • Can communicate pleasantly and effectively. 	<ul style="list-style-type: none"> • Attendance • CB assessment / statement • Assessment 	Yes	Yes	-
Diplomatic / Tactful	<ul style="list-style-type: none"> • Has tactful skills; • Can stimulate or confront the auditee, 	<ul style="list-style-type: none"> • Attendance • CB assessment / statement • Assessment 	Yes	Yes	-
Calm, familiar appearance	<ul style="list-style-type: none"> • Is not chaotic and nervous; • Can create an environment where the auditee feels comfortable; 	<ul style="list-style-type: none"> • Attendance • CB assessment / statement • Assessment 	Yes	Yes	-
Attentive/Interested	<ul style="list-style-type: none"> • Takes the time for the auditee; • Let the auditee speak without interrupting and listens carefully. 	<ul style="list-style-type: none"> • Attendance • CB assessment / statement • Assessment 	Yes	Yes	-

Keeping the qualification

From step 1	Requirements	Criteria	Review	(*) Lead auditor (team)	Auditor	Team
1	Participation in the annual harmonization day NEN.	Mandatory attendance on auditor's day.	Attendance registration NEN	Yes	Yes	Yes
1 t/m 3	Regular audits	<ul style="list-style-type: none"> At least 20 days over the past 2 years (including preparation and reporting), of which at least 5 days per year on site Safety Ladder audits performed in the past year. 1x per 3 years a monitoring/review on-site by an experienced CB auditor, in accordance with ISO 17021. 	<ul style="list-style-type: none"> Audit log (dispensation possible due to market conditions) 	Yes	Yes	-
4	Very regular audits	<ul style="list-style-type: none"> At least 35 days in two or three completed audits over the past 2 years, of which at least 10 days per year on site, of which at least 20 on step 3. 1x per 3 years a monitoring/review on site by an experienced CB auditor, in accordance with ISO 17021. 	<ul style="list-style-type: none"> Audit log Reporting monitoring/attendance by team leader For new CBs who do not yet perform sufficient audits on the SCL, it is checked whether at least 2 audits on step 3 have been performed in the past 12 months. 	Yes	Yes	-

2. QUALIFICATION REQUIREMENTS FOR ASSESSORS

Requirements	Criteria	Review
At least 3 years of demonstrable experience as a Lead Auditor for SCL.	<ul style="list-style-type: none"> • Has at least 3 years of demonstrable experience as a Lead Auditor for SCL. • He/she must be qualified as a lead auditor for the step he/she is to assess. • With new CBs it is possible that the requirement of 3 years of demonstrable experience cannot be met. In that case, dispensation can be requested from NEN. 	Auditlog LCI