



## Theme 2 Knowledge and skills

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**SAFETY CULTURE LADDER**

**NEN**

Theme 2		Knowledge and skills Function profiles: tasks, responsibilities, and authorisation; requirements regarding knowledge, experience, and competence; assessment/functional interviews; level of awareness; insight into the organisation and its context; range of tasks in line with knowledge level.				
Organisation/behaviour	Subtheme	Level 1	Level 2	Level 3	Level 4	Level 5
ORGANISATION	Tasks, responsibilities and authorisations	2.1-O-L1 Roles, responsibilities and authorisation for H&S are not defined.	2.1-O-L2 The tasks, responsibilities and authorisations for H&S have been determined insofar as this is prescribed by legislation and regulations. These are mainly assigned to the H&S staff.	2.1-O-L3 The tasks, responsibilities and authorisations for H&S have been determined, assigned to the line and made known in the organisation. These tasks, responsibilities and authorisations are well aligned.	2.1-O-L4 The tasks, responsibilities and authorisations for H&S are defined, including for and made known to external staff working for the organisation.	2.1-O-L5 The tasks, responsibilities and authorisations for H&S have been drawn up in consultation with the employees and are arranged at all levels of the organisation.
BEHAVIOUR	Tasks, responsibilities and authorisations	2.1-B-L1 Employees barely perform any H&S tasks.	2.1-B-L2 Employees cannot properly identify their tasks, responsibilities and authorisations for H&S. As a result, employees perform tasks or are given responsibilities for H&S that do not form part of their job.  The discussion about tasks, responsibilities and authorisations for H&S only takes place after an incident has occurred. This leads to new agreements on tasks, responsibilities, and authorisations for H&S.	2.1-B-L3 Employees are familiar with the tasks, responsibilities and for H&S.  If an employee's tasks, responsibilities, and authorisations are not sufficiently clear, the employee reports this. New agreements about tasks, responsibilities and authorisations for H&S are made in the event of changes in the organisation, processes and/or risks.	2.1-B-L4 Both internal and external employees are familiar with the tasks, responsibilities and authorities for H&S. Internal and external employees do not perform tasks for which they are not authorised or for which they feel they are not capable. If this does happen, they discuss the matter with their manager, who provides proper support.  The organisation regularly evaluates the tasks, responsibilities and authorisations for H&S for completeness and actuality and adjusts them if necessary. This can be initiated both by the employee and the employer.	2.1-B-L5 Employees are challenged with thorough support to develop in the execution of new tasks, responsibilities and authorisations for H&S.  Evaluation of H&S tasks, responsibilities and authorisations takes place continuously. External employees are also involved in this. Based on this, agreements are adjusted if necessary.
ORGANISATION	Tasks, Knowledge, experience and skills	2.2-O-L1 There are no requirements for the knowledge, experience and skills that employees need to work safely and healthily and to carry out H&S tasks.	2.2-O-L2 The organisation has determined what knowledge, experience and skills are needed to work safely and healthily and to properly carry out H&S tasks.  Requirements from legislation and regulations are most important when determining the needed knowledge, experience, and skills. No direct link has been made with the H&S risks of the work and the requirements.	2.2-O-L3 The organisation has determined which knowledge, experience and skills are needed to work safely and healthily and to be able to carry out H&S tasks.  The most important H&S risks are leading in this.	2.2-O-L4 The organisation has determined which knowledge, experience and skills are needed to work safely and healthily and to be able to carry out H&S tasks.  This is based on all possible H&S risks.	2.2-O-L5 The organisation has identified the knowledge, experience and skills required to work safely and healthily and to carry out H&S tasks.  This is continually geared to the need of the employee and the organisation to be able to work in a safe and healthy way.

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Organisation/behaviour	Subtheme	Level 1	Level 2	Level 3	Level 4	Level 5
BEHAVIOUR	Tasks, Knowledge, experience and skills	<p>2.2-B-L1 The employees regularly carry out H&amp;S tasks for which they do not have the required knowledge and experience.</p> <p>The employees have little or no insight into the H&amp;S risks associated with the work. Not much information is available on this subject.</p> <p>The employees are not encouraged or supported in the performance of their work by means of training/education. The need for this is not recognised either.</p>	<p>2.2-B-L2 The employees have been told which training they should follow. Employees do not always know what knowledge and skills they need to perform their work in a safe and healthy manner.</p> <p>The employees are partly aware of the H&amp;S risks, but do not feel the need to actively act upon them. The employees are only informed about the H&amp;S risks if there has been an incident. In that case, the organisation takes corrective action.</p> <p>Changes in the required knowledge, experience and skills are usually determined as a result of an incident.</p>	<p>2.2-B-L3 Employees know what knowledge, experience and skills they need to perform their work in a safe and healthy manner.</p> <p>In the basis, employees have sufficient knowledge and experience to deal with the H&amp;S risks present in their regular work. This may not be the case in abnormal situations.</p> <p>Changes in the required knowledge, experience and skills are usually determined in response to changes in risks or requirements from the client or legislation. Employees can indicate themselves that they need additional education/training. Depending on the need, employees are given permission for additional training.</p>	<p>2.2-B-L4 Internal and external employees receive all the information they need to perform their work in a safe and healthy manner.</p> <p>It is normal to talk about (new) risks and to discuss what knowledge is needed. If necessary, additional education and training are provided.</p> <p>Changes in the required knowledge, experience and skills are determined in consultation with the employees. The request or advice to follow additional training or education can come from the employee, from his/her superiors or from other parties involved (for example, a safety expert).</p>	<p>2.2-B-L5 The organisation and internal and external employees are fully aware that they need the right knowledge, skills and/or experience to be able to work in a safe and healthy way. Employees are actively involved in this. Experiences from external parties (chain/industry) are also used. This is continuously discussed and has special attention in possible future changes.</p>
ORGANISATION	Development of competence	<p>2.3-O-L1 There is no system to consciously work on the development of the competences to be able to perform the work safely and healthily.</p>	<p>2.3-O-L2 There is no system for discussing with employees the development of competences in order to be able to carry out the work in a safe and healthy manner.</p>	<p>2.3-O-L3 There is a system to periodically discuss competences to be able to perform the work safely and healthily. Agreements are made to bring the competencies up to the desired level.</p>	<p>2.3-O-L4 There is an arrangement that discussions on competences for performing the work safely and healthily, are about the functioning of the employee and the manager.</p>	<p>2.3-O-L5 There are arrangements in place for regular discussions about competences to perform safe and healthy work. As often as the organisation, supervisor or employee wishes.</p>
BEHAVIOUR	Development of competence	<p>2.3-B-L1 The organisation does not see the added value of having conversations about competences to be able to perform the work safely and healthily. These discussions are experienced as difficult.</p>	<p>2.3-B-L2 Conversations about competences to perform the work safely and healthily are one-way traffic from the supervisor to the employee. It is experienced as something that has to be done. These conversations are not yet followed up in a structured way.</p>	<p>2.3-B-L3 The organisation sees the added value of the discussions about competences to be able to carry out the work in a safe and healthy way. Employees can state which agreements have been made to further develop competencies. The agreements made are followed up in a structured way.</p>	<p>2.3-B-L4 The discussions about competences to perform the work safely and healthily are experienced as valuable by both the employee and the manager. Several examples can be given of competences that both parties could develop further.</p> <p>These discussions are also about the extent to which the organisation/management supports the employee in achieving his/her objectives and what effort is expected from the employee.</p> <p>The agreements to get the competences to the desired level are made jointly.</p>	<p>2.3-B-L5 Discussions about competences to be able to perform the work safely and healthily are continuously held inside and outside the organisation in order to achieve personal and organisational objectives. This includes looking at future changes and developments, both within and outside the organisation.</p>