

# BEHAVIOURAL ASSESSMENTS

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Processes, practices and tools

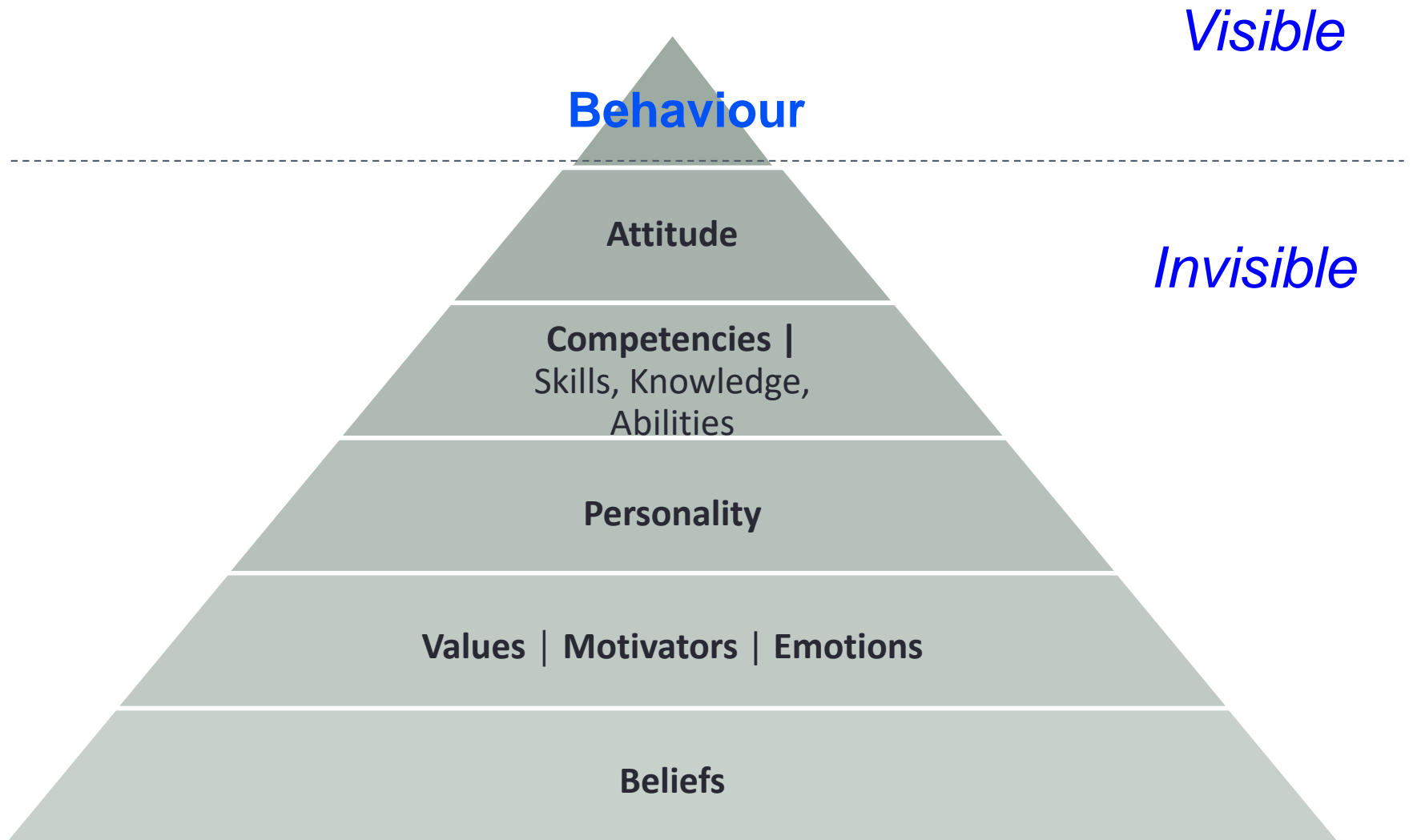


# WHAT IS BEHAVIOUR?

Behaviour is **what we say** and **what we do** - it is **visible** and can be observed by others (seen and heard)



# The Behaviour Iceberg



# Personality



Thinking



Relating



Emotions

# Key questions to consider

- How do you ensure that your organisation is staffed with employees who are motivated to be safety and security conscious?
- What assessment methods do you use to establish whether employees have the personality attributes and behaviours to meet the essential performance requirements of the job?
- How do you determine whether prospective employees have the behavioural requirements to work safely in critical situations or under high stress?

# Performance-based Behavioural Requirements

Core personality attributes such as **rule compliance, critical thinking, questioning attitude, vigilance and safety consciousness** are reflected in the safety culture traits and the requirements for nuclear professionals.



## Example of personality attributes that are core to safe, secure and effective performance.

Safety Culture Traits	Safety Attributes	Personality Characteristics
<b>All individuals take personal responsibility for safety.</b>	<ul style="list-style-type: none"> <li>• Rule compliance</li> <li>• Ownership</li> <li>• Collaboration</li> </ul>	Conscientiousness Self-discipline Cooperative Vigilance
<b>Individuals remain vigilant for assumptions, anomalies, conditions, behaviours, or activities</b>	<ul style="list-style-type: none"> <li>• Recognises unique risks</li> <li>• Avoids complacency</li> <li>• Questions uncertainty</li> <li>• Recognises &amp; questions assumptions</li> </ul>	Critical thinking Questioning Assertive
<b>Trust and respect permeate the organization.</b>	<ul style="list-style-type: none"> <li>• Open &amp; honest communication</li> <li>• Active listening</li> <li>• Seeks feedback</li> </ul>	Trustworthy Cooperative Helpful
<b>Learning is highly valued. The organizational capacity to learn is well developed</b>	<ul style="list-style-type: none"> <li>• Personal/ self-reflection</li> <li>• Learning from experience</li> <li>• Training &amp; development</li> </ul>	Open-mindedness Learning agility

# Clear Behavioural Indicators

- Actively participates in pre–job briefings and raises any nuclear safety concerns before work begins;
- Identifies & suggests ways to further improve own/team's safety performance
- Identifies and raises nuclear safety issues and challenges, including those identified by others; Looks for solutions to observed problems and issues;
- Provides peer checks and offers constructive, positive challenge and coaching.

# Behavioural Assessments (objective, valid, reliable)

# What is an assessment?

An assessment is any test or procedure designed to measure or gather data information about an individual's knowledge, skills, behaviour or attitude in order to make a judgment about competence, potential or performance.

Assessments are systematic methods of gathering data under standardized conditions and reaching a conclusion regarding the knowledge, skills, behaviour and attitude of an individual.

# Different types of assessments



Simulations



Role Plays



Situational  
Judgment Tests



Psychometric Tests  
(personality, ability)



Behavioural |  
Clinical Interview



Behavioural  
Observations

# Personality Assessment

Relationships with People	
Influence	Persuasive, Controlling, Outspoken, Independent Minded
Sociability	Outgoing, Team Building, Socially Confident
Empathy	Modest, Democratic, Caring
Thinking Style	
Analysis	Data Rational, Evaluative, Behavioral
Creativity and Change	Conventional, Conceptual, Innovative, Variety Seeking, Adaptable
Structure	Forward Thinking, Detail Conscious, Conscientious, Rule Following
Feelings and Emotions	
Emotions	Relaxed, Worrying, Tough-minded, Optimistic, Trusting, Emotionally Controlled
Dynamism	Vigorous, Competitive, Achieving, Decisive

# Situational judgement tests – simple

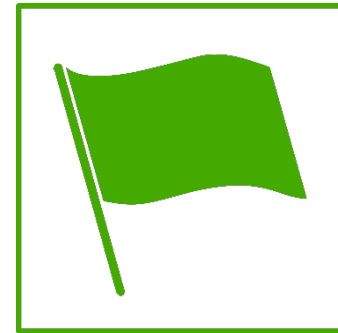
You are working in a restaurant, serving customers. All food is cooked fresh to order and sent straight out to customers. A customer has complained to you that their food is not hot enough. Their food was sent out 10 minutes ago. You have checked with the cook that the order was dealt with promptly and that the equipment that keeps the food warm until it is served is working properly.

- A Apologise to the customer and explain that they have had their food for 10 minutes and that it was hot when it left the kitchen
  - B Apologise to the customer and offer a refund
  - C Apologise to the customer and offer to replace the meal
  - D Apologise to the customer and check if the meal is hot
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# Pre-employment Assessments



*screen out* undesirable characteristics, *deselect* individuals who may not meet the minimum the competency requirements for the position and



identify those individuals who best match the requirements for the job (select in)



# Key Questions

Does the employee have the attributes and values to work in a highly regulated, proceduralised and safety conscious environment?

Does he/she have the competence and capacity to work safely under routine conditions?

Does he/she have the competence (skills, knowledge, behaviour and attitude) to work safely in critical situations or under high stress?

Does the employee have the capabilities to meet the essential performance requirements of the job?

Is there a suitable fit between the person and the role requirements?

Is there a suitable fit between the person and the organisational culture or work environment?

# Example: Selection Assessment Strategy for Reactor Operator <sup>18</sup>

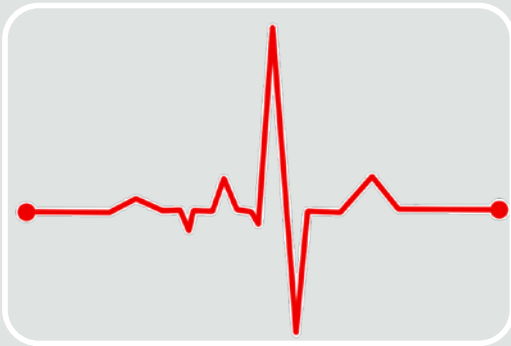
Selection Criteria	Interview	Situational Judgement Test	Simulation Exercise	Ability Test	Personality Questionnaire	Reference Check
<b>Cognitive Ability</b>						
Analytical thinking		✓	✓	✓		
Problem-solving		✓	✓	✓		
<b>Interpersonal skills</b>						
Verbal communication	✓		✓			
Assertive communication	✓		✓		✓	
Collaborative teamwork	✓		✓		✓	✓
<b>Personality Attributes</b>						
Attention to detail			✓		✓	
Emotional stability					✓	
Resilience	✓				✓	
Adaptability	✓				✓	
Stress Tolerance					✓	

# Periodic Assessments

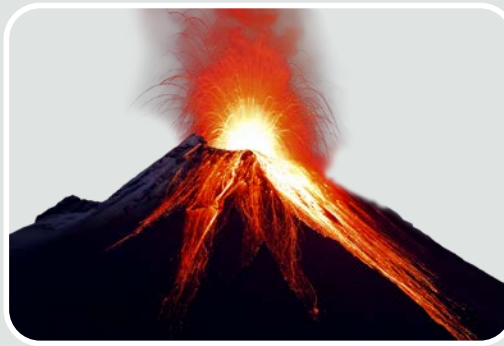
- Assessments on existing job incumbents can be also be conducted periodically to monitor and assess/ evaluate the individual's physical and psychological (mental & emotional) fitness for work.
- Purpose: Identify any physical, mental or emotional condition which could hinder their ability, to competently and safely perform the duties of their position
- **Fit to work?**

**"Fitness-for-duty"** means that "an individual is in a physical, mental, and emotional state to perform the essential tasks of his or her work assignment in a manner which does not threaten the safety or risk the health of oneself, co-workers, property, or the public at large" (Kohanna, 2016).

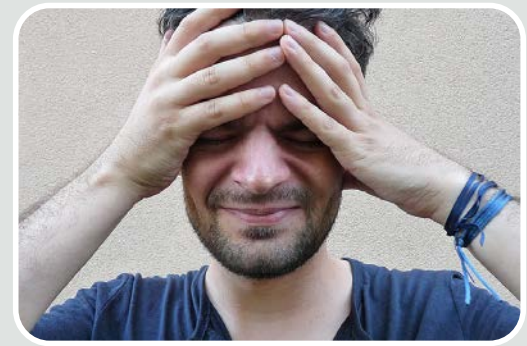
# Anyone, anywhere



Blip  
(trauma)

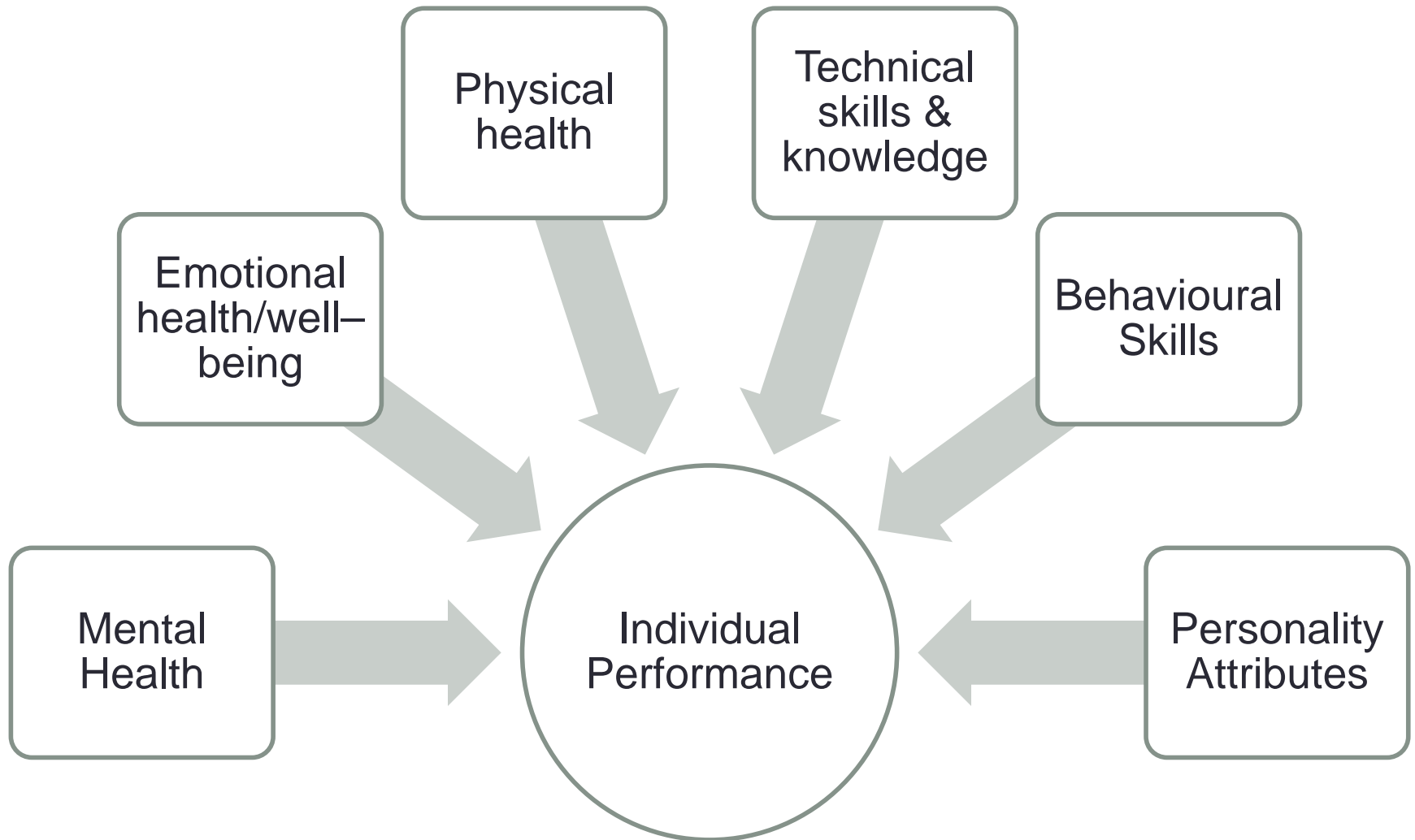


Repressed  
emotions  
related to  
past  
experience



Blame =  
getting rid  
of  
discomfort  
and pain

# Factors affecting performance



# Different types of assessments



Simulations



Role Plays



Situational  
Judgment Tests



Psychometric Tests  
(personality, ability)



Behavioural  
Interview



Behavioural  
Observations

# Behavioural Observations

Clear behavioural expectations (what good looks like)

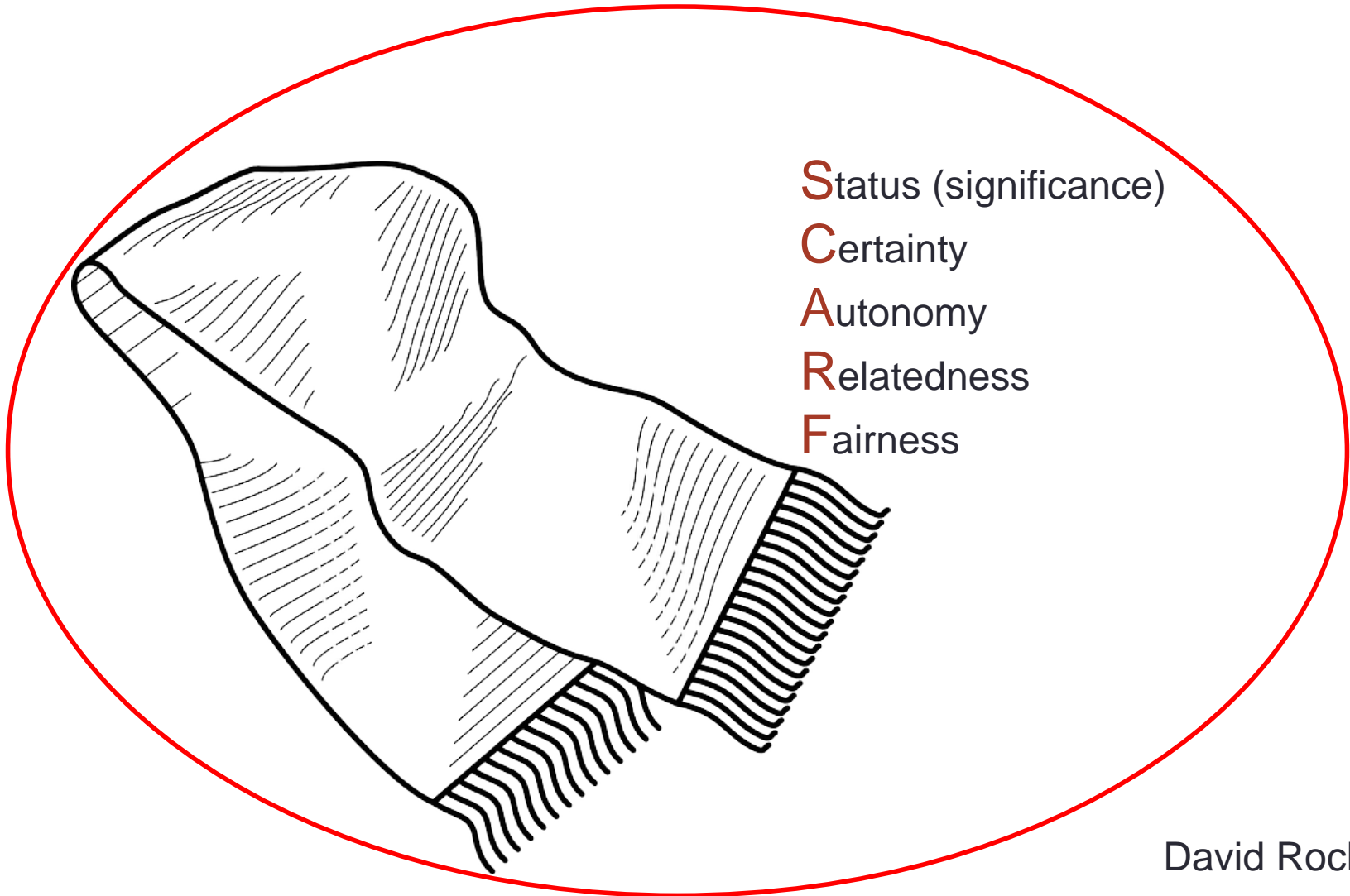
Clear and specific behavioural indicators/markers

Coaching, training and development

Feedback and communication



# Inclusive & engaged work environment



# Key Considerations



Strengthen rigour in identifying behavioural requirements



Integrate multiple behavioural assessments (culture fair, valid and reliable)



Be pragmatic – establish a graded approach (monitor & evaluate to continuously improve)



Maximise opportunities to integrate behavioural assessment into everyday activities & practices e.g. on-job observations & coaching, peer reviews, performance appraisals

# DRAFT IAEA TECDOC



Guidelines, Methodology & Practices to Assess Behavioural Competencies for Safe , Secure and Effective Performance throughout the Employee Life Cycle

