



Introduction

Risk management issues receive a great deal of attention in business. Costs associated with risk management problems are significant as represented by substantial legal fees, workman's compensations claims, lost time, insurance expenses and various types of damage payments. When risk management issues have not been addressed and handled wisely, organizational reputation and integrity – not to mention organizational survival – are put in jeopardy.

In most instances, failures in the arena of risk management have been human failures. The human element in the performance of work processes must be evaluated and assessed with keen insight. People who exhibit excellent judgment capacities in the workplace will do more to diminish risk management than any other single element that can be addressed.

In this risk report, seven elements of personal *judgment* are assessed that have a *significant* impact on risk exposure.

The Key Measures

1. **Noticing and Sensing Ability** — measures intuitive sensitivity; the ability to notice what is taking place in an environment. Strong scores indicate sensitivity to those elements in an environment that are more subtle; elements with safety implications and consequences that can be dramatic. Strong scores will reveal a person who carefully notices safety issues in the environment.
2. **Focus and Concentration** — measures the capacity of a person to stay focused in the midst of distractions and to retain that concentration in the midst of high activity, noise, “traffic,” and disruptions. Loss of focusing capacity, exhibited in poorer scores in this domain, can easily lead to accidents and lapses in judgment.
3. **Following Directions** — measures the capacity of a person to pay attention to directions, to follow directions with accuracy, and to respect the importance of directions. Stronger scores reveal a tendency to pay attention to instructions and explanations about how a process is to be accomplished *safely* and *accurately*.
4. **Work-Side Stress** — measures the stress levels impacting a person at work. Stress is a *major* element in making mistakes. Persons with stronger scores in this domain have better coping skills and are less “rattled” by work stress. Strong scores are an indication of a positive attitude.
5. **Understanding What is Important** — measures the capacity of a person to pay attention to that which is important. Persons with stronger scores will be more apt to stay focused on that which is most necessary, most critical, and most significant. Weaker scores reflect persons who are being bombarded with such a sense of urgency to get the next task accomplished that they may not be sufficiently focused on the task at hand.
6. **Care of Surroundings** — measures the capacity of a person to be careful and conscientious about immediate surroundings. Persons with stronger scores are more likely to be careful with machinery, dangerous materials, and the physical work environment itself. Persons with stronger scores are less likely to leave an environment (job site) with safety hazards that present a chance of hurting others. Weaker scores reflect a tendency to be in such a hurry that safety details are overlooked.
7. **Self-Side Stress** — measures the stress levels impacting a person in their personal environment. Self-side stress is a major element in compromising safe work and increasing incidents of mistakes. Weak scores suggest the possibility that there are home or personal issues that may distract attention from careful work in the organizational environment. Stronger scores indicate a person with minimum self-side stress or a strong coping capacity to handle self-side stress issues.

These seven elements of the Judgment Index™, both individually and in combination with each other distinctly measure a person's attention to safety and risk management issues. Strong judgment in these areas, both with the hiring of new employees and in the training of present employees, is *decisive*. The Judgment Index™ is designed to assess *judgment capacity*. It is not a substitute for the careful evaluation of a prospective employee's skill sets and competency for the job. The critical “equation” for the Judgment Index™ process is as follows:

Quality and Safe Work = (Competent Skill Sets + Good Processes + Good Data) x Good judgment