

Assessing organisational maturity for teamworking

Individual scores translation

1 Communications training

- 1 Your organisation is largely unaware of the importance of specific communications training to the effectiveness of safety-critical roles
- 2 Your organisation is aware of the importance of specific communications training to the effectiveness of safety-critical roles, but has not had time to do much about it
- 3 Your organisation has made comprehensive plans to carry out specific communications training for staff in safety-critical roles, but has not yet implemented them fully
- 4 Your organisation has trained all (or most) of its safety-critical staff specifically in communications
- 5 Your organisation regularly and specifically measures the communications ability of its safety-critical staff and ensures this information is used to modify staff training schedules, as well as training content and methods

2 Teamwork training

- 1 Your organisation is largely unaware of the importance of including basic teamwork knowledge and skills in training for safety-critical roles
- 2 Your organisation is aware of the importance of including basic teamwork knowledge and skills in the training for safety-critical roles but has not had time to do much about it
- 3 Your organisation has made comprehensive plans to include basic teamwork knowledge and skills in the training of staff in safety-critical roles, but has not yet implemented them fully
- 4 Your organisation specifically covers basic teamwork knowledge and skills in the training of all (or most) of its safety-critical staff
- 5 Your organisation regularly and specifically measures the basic teamwork abilities of its safety-critical staff and ensures this information is used to modify the content and methods of its initial training programmes

3 Teamwork practice

- 1 Your organisation is largely unaware of the importance of regular teamwork skills practice for its staff (including under abnormal and emergency conditions) with other safety-critical personnel
- 2 Your organisation is aware of the importance of scheduling regular teamwork skills practice (including under abnormal and emergency conditions) with other safety-critical personnel, but has not had the time or facilities to do much about it
- 3 Your organisation has made comprehensive plans to schedule regular teamwork skills practice (including under abnormal and emergency conditions) with other safety-critical personnel, but has not yet implemented them fully
- 4 Your organisation regularly schedules teamwork skills practice sessions for its staff (including under abnormal and emergency conditions) with other safety-critical personnel
- 5 Your organisation routinely collects data from the regular teamwork skills practice sessions that it arranges for its staff (including under abnormal and emergency conditions), and uses this information throughout the company, and especially to review its training programmes

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4 Observational opportunities

- 1 Your organisation is largely unaware of the importance of its staff taking time out to observe other safety-critical personnel
- 2 Your organisation is aware of the importance of its staff taking time out to observe other safety-critical personnel, but has not done much about it
- 3 Your organisation has made comprehensive plans for its staff to take time out to observe other safety-critical personnel, but has not yet implemented them fully
- 4 Your organisation regularly schedules opportunities for its staff to take time out to observe other safety-critical personnel
- 5 Your organisation routinely collects data from the sessions that its staff spends observing other safety-critical personnel and uses this information throughout the company, as well as to re-design its training programmes

5 Teamwork assessment

- 1 Your organisation is largely unaware of the importance of including teamwork as a specific element in competence assessment for its staff in safety-critical roles
- 2 Your organisation is aware of the importance of including teamwork as a specific element in competence assessment for its staff in safety-critical roles, but has not done much about it
- 3 Your organisation has made comprehensive plans for including teamwork as a specific element in competence assessment for its staff in safety-critical roles, but has not yet implemented them fully
- 4 Your organisation already includes teamwork as a specific element in competence assessment for its staff in safety-critical roles
- 5 Your organisation is able to quantify the contribution of teamwork, along with other factors, that contribute to the competence of its staff in safety-critical roles

6 Teamwork support

- 1 Your organisation is largely unaware of the importance of providing adequate means for its staff to build shared situational awareness with other safety-critical personnel
- 2 Your organisation is aware of the importance of its staff building shared situational awareness with other safety-critical personnel, but has not done much to review the adequacy of its support
- 3 Your organisation has made comprehensive plans for providing adequate means for its staff to build shared situational awareness with other safety-critical personnel, but has not yet implemented them fully
- 4 Your organisation already provides adequate means for its staff to build shared situational awareness with other safety-critical personnel
- 5 Your organisation actively monitors the ability of its staff to build shared situational awareness with other safety-critical personnel, and devotes resources to the cost-benefits of improving this ability with new technology as it becomes available

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7 Leadership training

- 1 Your organisation is largely unaware of the importance to teamwork of specifically training its supervisory staff in leadership skills
- 2 Your organisation is aware of the importance to teamwork of specifically training its supervisory staff in leadership skills, but has not done much to address it
- 3 Your organisation has made comprehensive plans for providing specific leadership training for its supervisory staff as part of its teamwork training programme, but has not yet implemented them fully
- 4 Your organisation already provides specific leadership training to its supervisory staff as part of its teamwork training programme
- 5 Your organisation actively assesses the leadership abilities of its staff, and ensures that this information is used in its recruitment, training and remuneration policies

8 Teamwork review

- 1 Your organisation is largely unaware of the importance of regular, cross-company meetings to review teamworking practices and identify improvements
- 2 Your organisation is aware of the importance of regular, cross-company meetings to review teamworking practices and identify improvements, but has not done much to address it
- 3 Your organisation has made comprehensive plans for regular, cross-company meetings to review teamworking practices and identify improvements, but has not yet implemented them fully
- 4 Your organisation already arranges regular, cross-company meetings to review teamworking practices and identify improvements
- 5 Your organisation routinely collects data from its regular, cross-company teamworking meetings, reviews best practice, supports its implementation and monitors its effectiveness

9 Impact of new initiatives

- 1 Your organisation is largely unaware of the importance of evaluating the impact of proposed operational changes on teamwork, both within and between companies
- 2 Your organisation is aware of the importance of evaluating the impact of proposed operational changes on teamwork, both within and between companies, but has not done much to address it
- 3 Your organisation has made comprehensive plans for evaluating the impact of proposed operational changes on teamwork, both within and between companies, but has not yet implemented them fully
- 4 Your organisation routinely evaluates the impact of proposed operational changes on teamwork, both within and between companies
- 5 Your organisation routinely uses its evaluations of the impact of proposed operational changes on teamwork (both within and between companies) to negotiate with the change proponents (whether inside or outside the company)

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10 Company policy

- 1 Your organisation is largely unaware of the importance of having a teamwork promotion policy, supported by systems and practices, both within and between companies
- 2 Your organisation is aware of the importance of having a teamwork promotion policy (both within and between companies), supported by systems and practices, but has not had the time to do much about it
- 3 Your organisation has made comprehensive plans for a teamwork promotion policy (both within and between companies), supported by the necessary systems and practices, but has not yet implemented them fully
- 4 Your organisation routinely executes its teamwork promotion policy (both within and between companies), supported by the necessary systems and practices
- 5 Your organisation routinely monitors the effectiveness of its teamwork promotion policy (both within and between companies), together with its associated systems and practices, and uses this data to review its policy, changing it (and its associated practices) as necessary