

THE READINESS TEST

Six questions a certificate can't answer.

Score your own program honestly. **Y** — we have a mechanism and evidence for this. **P** — partially, or informally. **N** — we don't actually know. Most programs don't survive question three.

01 Did they retain it?

Not six days after the course — six months. **Test:** run a short, unannounced skills check on a genuinely random sample 3-6 months post-course.

Y	P	N
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02 Can they apply it?

Reciting steps and executing them are different abilities. **Test:** hands-on demonstration under mild, realistic time pressure — not a written question.

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03 Can they recognize the situation?

It's rarely "I didn't know what to do" — it's "I didn't realize this was that." **Test:** don't announce the drill. Let them practise noticing.

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04 Can they communicate?

Calling for help, directing bystanders, handing off cleanly. **Test:** add other people to the scenario and score communication as its own component.

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05 Can they use the resources available to them?

Not the classroom kit — the one on their floor. **Test:** walk the actual facility and have them locate and open the real equipment, unled.

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06 Can they perform safely within their scope?

Confidence without limits is a liability, not readiness. **Test:** in every debrief ask — where should you have stopped, escalated, or handed off?

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WHAT YOUR SCORE MEANS

SCORE	READING
5-6 Y	Unusual. Your program is testing readiness, not just delivering training. Focus on holding it as staff turn over.
3-4 Y	Typical of a well-run program that has outgrown its measurement. The gaps are known — they've just never been resourced.
0-2 Y	The most common result, and not a failure of effort. It means the program was built to satisfy compliance and has never been asked to do anything else.

The reframe that unlocks budget: most safety leaders ask for more training. The stronger ask is for **verification** — the mechanism that tells you whether the training you already pay for is working. Smaller number, easier to approve, and it produces the evidence that justifies everything after it.