

Appendix 1. Evaluation matrix of the EMM.

		L 1. Ignorance	L 2. Understanding	L 3. Experimentation	L 4. Regular use	L 5. Innovation
Culture	Acceptance	It is not known about E/HF and how it can help solve problems.	The existence of E/HF problems in the company is recognized, and a positive image of E/HF is beginning to be created.	The benefits of applying E/HF to reduce injuries are recognized.	Full acceptance of the need and use of E/HF in reducing injuries and improving process performance (efficiency and effectiveness).	There is an E/HF culture, and E/HF is included in the organization's decisions.
	Teamwork	Teamwork is not used to solve E/HF problems.	Occasionally, a group is in charge of the analysis of E/HF problems informally.	A group is formally in charge of E/HF problem analysis and solution development.	E/HF committees train company staff and lead the development of E/HF programs.	As part of the organization's culture, teamwork is employed to analyze and solve E/HF problems.
Integration	Strategic alignment	The application of E/HF is not associated with the company's strategic objectives.	The actions related to E/HF are isolated and not associated with the company's strategic objectives.	E/HF projects that may or may not contribute to the company's strategic objectives are developed.	The objectives of the E/HF programs are bonded to the company's strategic objectives.	E/HF is taken into account in shaping the company's strategic objectives.
	Management	It is unknown that E/HF can be an aspect to manage in the company.	Changes are made in isolation, without planning.	Efforts are aimed mainly at redesigning, rebuilding, and repairing workplaces and systems.	E/HF is considered in the company's existing prevention programs.	E/HF is integrated into the company's management system.
	Commitment	Senior management does not support initiatives related to E/HF. They are skeptical.	Senior management is interested in E/HF as an aid in solving company problems.	Senior management supports the development of attractive E/HF projects to solve the most urgent problems.	Senior management recognizes the need for E/HF to reduce injuries, reduce costs and increase productivity. Therefore, they also support the development of E/HF programs.	Senior and intermediate management support and promotes the development and application of E/HF.
	Resources	No resources are assigned to E/HF.	Some resources (human and financial) are assigned to training in E/HF.	Resources are allocated only to E/HF projects expected to succeed or solve the most urgent problems.	Resources are assigned for E/HF programs whose activities are duly justified.	The company plans and assigns the necessary resources for the application and development of E/HF.
Performers	Knowledge and skills	They do not have any knowledge or skills and do not employ personnel specialized in solving E/HF problems.	There is no knowledge or skills, but they identify expert staff who can help them solve their problems.	The company has personnel trained in specific E/HF issues and relies on specialized external personnel to carry out projects in this area.	The company has a specialized group of accredited people. Occasionally, they rely on specialized external personnel to carry out specific activities.	The company has qualified, trained, and experienced personnel in identifying and solving E/HF problems and developing innovations for improvement.
	Person in charge	People are unaware of the role of the ergonomist, and there is no one in charge of E/HF in the company.	The role of the ergonomist is recognized, and a person who could assume that role is identified.	Responsible persons are designated for the E/HF projects for the project's duration.	E/HF responsibilities and activities are centralized in the company's E/HF committee.	Responsibilities related to E/HF are established at all levels of the organization.
	Compensation	Good practices related to E/HF are not encouraged.	The contribution of good practices related to E/HF is informally recognized.	Good practices achieved in E/HF projects are morally encouraged.	Good practices achieved in the E/HF programs are morally and materially encouraged.	A moral and material compensation system has been established to encourage good practices and innovative solutions related to E/HF.
Surveillance	Indicators	No indicators are defined or used to collect workers' health and performance information.	Registries related to work injuries reflect the signs and signals of existing E/HF problems.	Some E/HF activity indicators are defined to monitor diseases and measure project results (cost-benefit).	Indicators of safety and health, performance, cost, and quality bonded to E/HF are defined and used to detect and monitor problems.	Proactive indicators are defined, integrated with the processes, and aligned with the company's strategic objectives.
	Information systems	ITs are not used for E/HF.	ITs that can be used for E/HF activities have been identified.	The company begins to record E/HF information using existing ITs, and communication channels are used to report the results of E/HF interventions.	New ITs are acquired to support the development of the company's E/HF programs. ITs are used to promote E/HF.	ITs (e.g., management software) are integrated to support the management and development of E/HF.
	Risk assessment	Relevance of risk assessment is neither made nor recognized.	Assessments of isolated risk are carried out with the support of external personnel.	Risk assessments are limited to regulatory compliance and are conducted only in positions and activities that present frequent problems.	Systematic risk assessment is done to control and minimize risk.	Risk assessment is carried out integrated and systematically with the company's processes. It is taken into account in the implementation of new projects.

Appendix 2. Weighting questionnaire of the EMM.

Weighting questionnaire of the EMM

Objective: To identify the importance for your company of the following ergonomic factors.

This questionnaire is anonymous. Your response will help identify opportunities for improvement. We appreciate and value your sincerity in your answers.

Company: _____

Beginning time: _____

Ergonomic Factors On a scale of 0-100%, say how important each factor is in your company—Mark with an X.

Acceptance



Acceptance and use of ergonomics to solve problems and improve workplaces and processes.

Teamwork



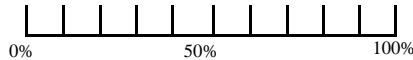
Teamwork to address ergonomics issues.

Strategic alignment



Contribution of ergonomics to strategic objectives.

Management



Planning and execution of interventions, projects, and programs of ergonomics.

Commitment



Commitment and involvement of senior management in the development of ergonomics.

Resources



Workers, time, and money (budget) used for ergonomics.

Knowledge and skills



Workers' knowledge of ergonomics.

Person in charge



Responsible for ergonomics in the company.

Compensation



Moral and material incentives to good practices related to ergonomics.

Indicators



Ergonomics indicators (illness, accident, absenteeism, productivity).

Information systems



Technologies, software, mail, posters, primers, etc. used for ergonomics.

Risk assessment



Hazard identification and risk assessment related to ergonomics.

Date: _____

End time: _____

Note to analyst: To process the results, you can make either consensus on the weights for each factor or calculate the average value for each factor from the weights given by the respondents.

Appendix 3. Quick questionnaire of the EMM.

Quick questionnaire of the EMM

Objective: to quickly assess the degree of development and integration of ergonomics in the company.
Your response will help identify opportunities for improvement. We appreciate and value your sincerity in your answers.
Mark with an X the situation that most closely represents your company. Mark only one (1) option in each of the groups.

Group 1: Ergonomics in the company (culture)

- Ergonomics is unknown, and teamwork is not used to solve ergonomic problems.
- The existence of ergonomic problems is recognized, and occasionally a group takes care informally of the analysis of these problems.
- The need for using ergonomics to reduce injuries is accepted, and a group is formally in charge of analyzing and solving ergonomic problems.
- Ergonomics is used to reduce injuries and improve process performance.
- All employees actively participate in solving ergonomic problems.

Group 2: Company strategy (integration)

- No resources are allocated to the development of ergonomics. It is not known how its application can contribute to the strategic objectives.
- Isolated actions related to ergonomics are carried out, and resources (human and financial) are allocated to some people's training.
- Resources are allocated to developing ergonomics projects that solve the most urgent problems.
- Ergonomics programs are developed that are linked to their strategic objectives, and resources are allocated if duly justified.
- Ergonomics is considered in shaping its strategic objectives, and resources are planned and allocated.

Group 3: Company human resources (performers)

- No person is in charge of ergonomics, and they do not employ specialized personnel to solve ergonomic problems.
- A person who can assume the activities of ergonomics and the expert personnel who could help them is identified.
- The persons in charge of the ergonomics projects are designated, trained people are available, and specialized external personnel helps them.
- There is an ergonomics committee in charge of addressing issues related to ergonomics.
- Personnel with experience in the identification, evaluation, solution, and innovation in the field of ergonomics are available at all levels of the organization.

Group 4: Company indicators (surveillance)

- There are no indicators to record information related to worker health and performance.
- There are records of injuries caused by poor working conditions.
- There are some indicators to monitor diseases and measure the results of ergonomics projects.
- Safety and health, performance, cost, and quality indicators linked to ergonomics are defined.
- A surveillance system alerts people, workstations, areas, and processes where diseases, injuries, accidents, and errors may occur.

Note to analyst: to process the quick questionnaire:

- a) Assign the value (1, 2, 3, 4, or 5) of each group according to the option marked by the respondent.
 - b) Determine the value of the "mode" for each group. As a result, the maturity level of each dimension will be obtained according to the workers' opinions.
 - c) Determine the organization's maturity level according to the workers' opinions, which will correspond to the lowest maturity level of the dimensions.
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