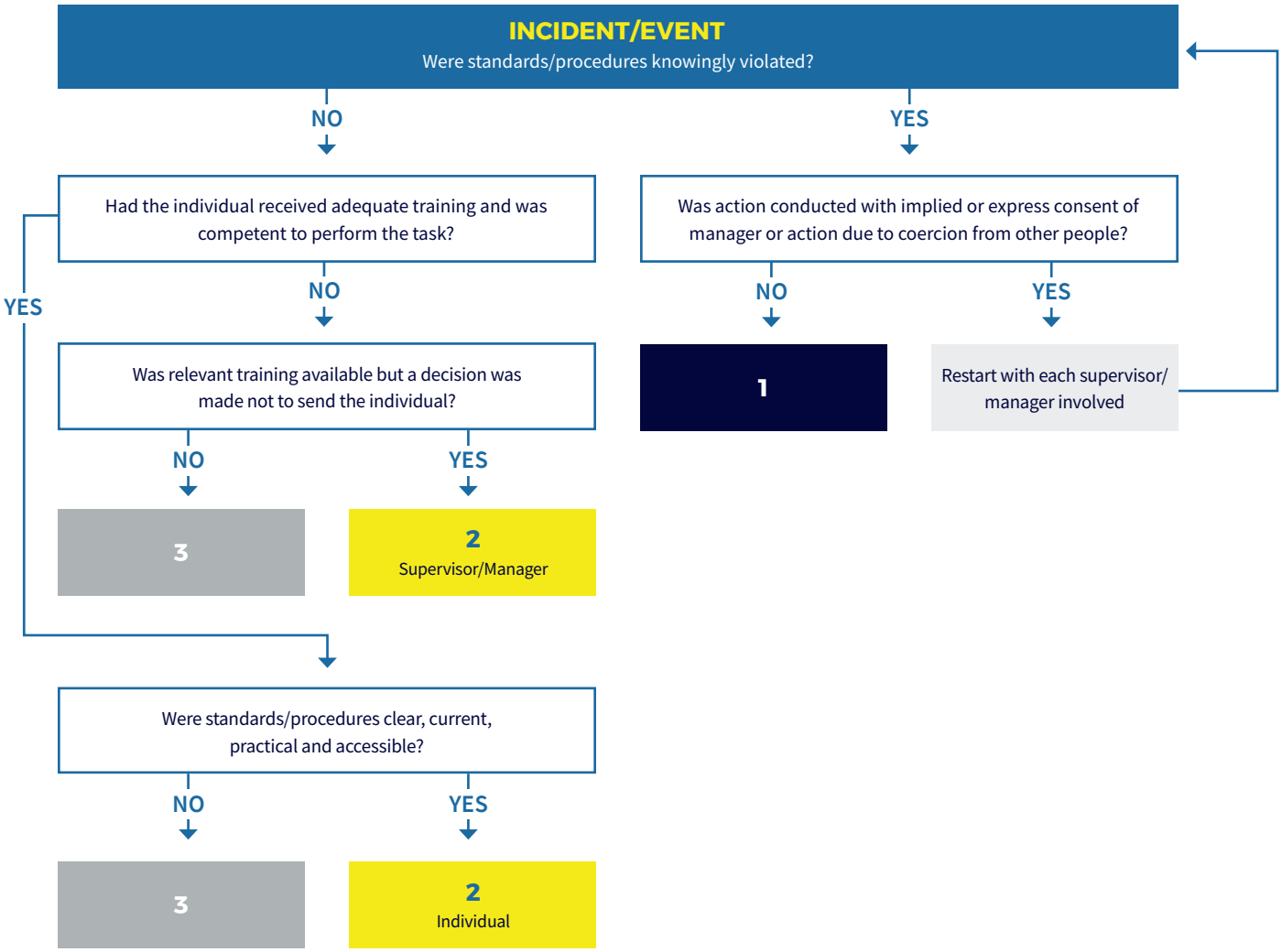
EXAMPLE #1 ACCOUNTABILITY MODEL

(For use following the completion of a detailed investigation)



1	**Intended Violation**	Individual Action - Disciplinary action up to dismissal
2	**Human Performance**	Individual Action - Retraining, coaching and warning (verbal/written) (First Offense) Disciplinary action up to dismissal (Second Offense)
3	**System**	System - System improvements required

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EXAMPLE #2 FAIRPLAY ACCOUNTABILITY MODEL

(For use following the completion of a detailed investigation)

Reward ● ● ● Coaching ● ● ● Discipline

Step #1 Behavior description	Did the team member go above and beyond the call of duty?		Were all procedures, expected practices and instructions followed?		Did the team member think they were doing things the right way?		If completing the same task, would others have acted in the same manager?		If the procedure or expected practice was a barrier to getting the job done, did the team member do it differently without reassessing the job?		Did the team member think there was some benefit for the company by doing the job a different way?		Did the team member vary from the procedure or expected practice to make it easier for them self?		Did the team member intentionally not follow the procedure or expected practice without thinking or caring about the consequences?	
	YES ↓	NO →	YES ↓	NO →	YES ↓	NO →	YES ↓	NO →	YES ↓	NO →	YES ↓	NO →	YES ↓	NO →			YES ↓	
Behavior type	Exceptional behavior		Expected behavior		Error		Erosion						Personal optimizing violation		Reckless violation			
					Unintentional (Slip, lapse or mistake)		Routine		Situational		Optimizing							
Work team consequence	Appropriate Recognition or reward in line with company practices.		Encouragement and recognition from the line manager.		Skills development and coaching in the use of correct procedures or expected practices.		Coaching on importance of understanding and following correct procedures.		Coaching on speaking up when procedures or expected practices cannot be followed and delaying the job until it can be completed properly.		Coaching on balancing work and time pressure with company values. Formal disciplinary action in accordance with the relevant workplace guideline.		Formal disciplinary action in accordance with the relevant workplace guideline.			
					When attributable to a gap in a process, procedure or management system, corrective action shall also be initiated by supervisor.													
Proceed to Supervisor (Step #2)																		
Step #2 Supervisor behavior	Did the supervisor also exhibit exceptional behavior?		Does the supervisor lead by example by complying with procedures and instructions?		Did the supervisor fail to supervise work to ensure the task is completed in the required manner?		Did the supervisor allow non-compliant (poor) work practices to develop without correction?		Did the supervisor know the procedure or expected practice was a barrier to getting the job done and do nothing?		Did the supervisor permit shortcuts, for the sake of getting an outcome?		Did the supervisor overlook this behavior on this or previous occasions?		Did the supervisor condone the actions of the team member?	
	YES ↓	NO →	YES ↓	NO →	YES ↓	NO →	YES ↓	NO →	YES ↓	NO →	YES ↓	NO →	YES ↓	NO →			YES ↓	
Supervisor consequence	If the behavior is displayed by the whole team, appropriate recognition/ reward is at the discretion of the line manager.		Encouragement and recognition if the whole team is working this way.		Counseling on supervisory accountability. Coaching in error identification and management.		Coaching on monitoring and enforcing procedures. Formal disciplinary action in accordance with relevant workplace guideline.				Formal disciplinary action in accordance with the relevant workplace guideline.		Formal disciplinary action in accordance with the relevant workplace guideline. Coaching on how to recognize and deal with such behavior earlier.			
Responsibility	Supervisor/Manager		Supervisor		Supervisor/Manager								Senior Manager/HR/Legal					

Based on work by Professor Patrick Hudson, Leiden University ("Meeting Expectations: A New Model for a Just and Fair Culture", SPE-111977)

NOTE: This is intended to be a guide to drive consistency and fairness, individual circumstances always need to be factored in.

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