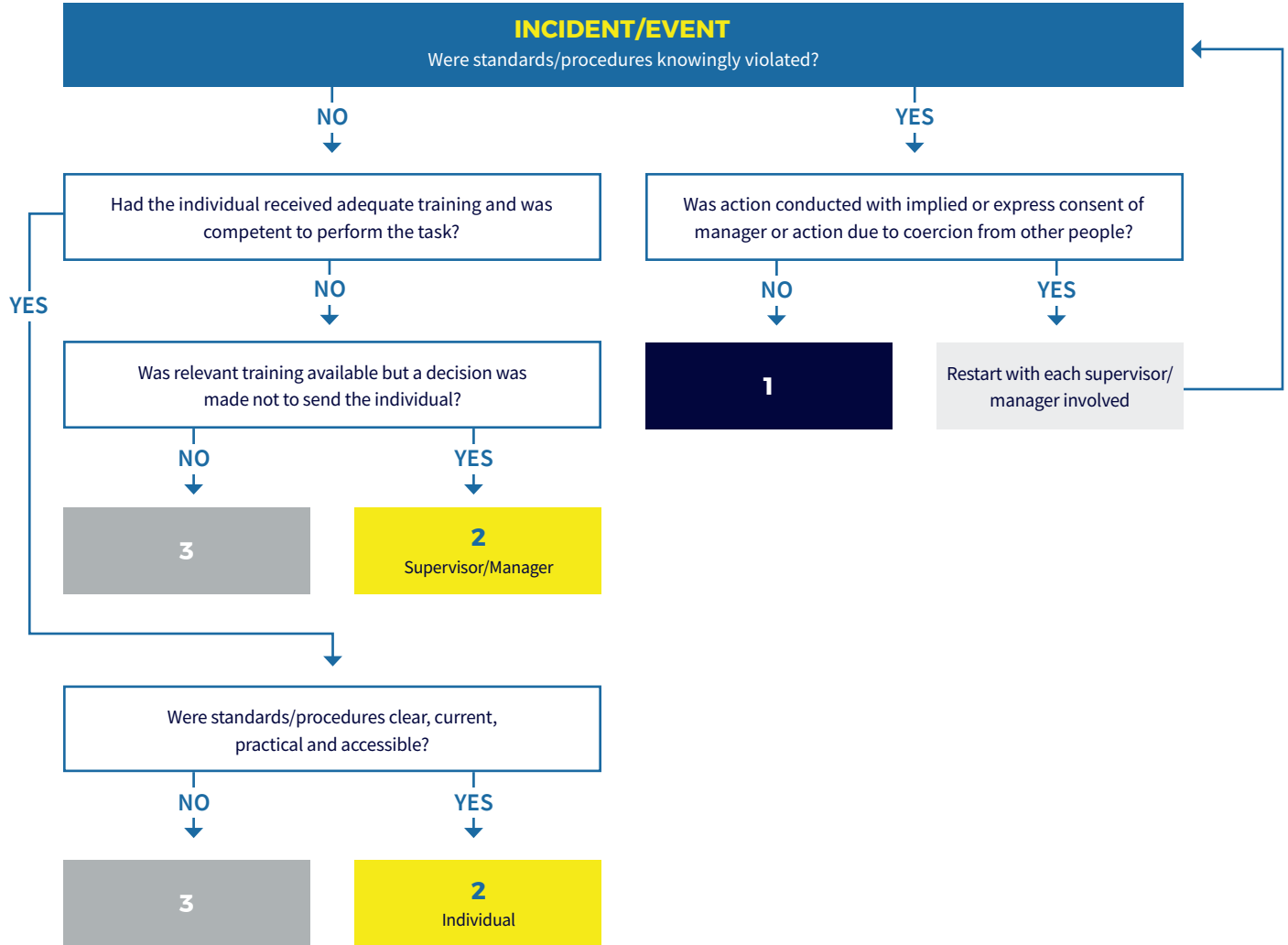


EXAMPLE #1 ACCOUNTABILITY MODEL

(For use following the completion of a detailed investigation)



Intended Violation Individual Action - Disciplinary action up to dismissal



Human Performance Individual Action - Retraining, coaching and warning (verbal/written) (First Offense)
Disciplinary action up to dismissal (Second Offense)



System System - System improvements required

EXAMPLE #2 FAIRPLAY ACCOUNTABILITY MODEL

(For use following the completion of a detailed investigation)

Reward ●●● Coaching ●●● Discipline ●●●

Step #1 Behaviour 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 he/she was doing things the right way?		If completing the same task, would others have acted in the same manner?		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 him/herself?		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 ↓
Behaviour type	Exceptional behaviour		Expected behaviour		Error Unintentional (Slip, lapse or mistake)		Routine		Erosion Situational		Optimizing		Personal optimizing violation		Reckless violation
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 behaviour	Did the supervisor also exhibit exceptional behaviour?		Does the supervisor lead by example by complying with procedures and instructions?		Did the supervisor fail to supervise work to ensure the task was 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 the job done?		Did the supervisor overlook this behaviour on this or previous occasions?		Did the supervisor condone the actions of the team member?
Supervisor consequence	If the behaviour is displayed by the whole team, appropriate recognition/reward is at the discretion of the 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.		Formal disciplinary action in accordance with the relevant workplace guideline. Coaching on how to recognize and deal with such behaviour 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: While this guide is intended to drive consistency and fairness, individual circumstances should always be considered.