



Manitoba Operations



STANDARD PROCEDURE INSTRUCTION

Title		SPI # 34-23
ACCOUNTABILITIES FOR SAFETY		
Department	Supersedes SPI Dated	Effective Date
Environmental, Health & Safety	January 1,1999	August 1, 2006

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FOREWORD

While the overall objective is to reduce or eliminate workplace hazards it should be recognized that all workplaces of the Manitoba Operations cannot be made free of all hazards. In spite of this reality we aspire to a goal of zero injuries and illnesses resulting from workplace activities. The attainment of this goal will become a possibility only when we employ work practices, which permit us to work safely in and around hazards.

1. Purpose

- 1.1 To provide a policy that defines the accountabilities for ensuring that work safe Practices are developed, communicated and followed.
- 1.2 To provide a policy that includes a process for determining the consequences when Accountabilities are exceeded or not met.

2. Scope

- 2.1 This policy applies to all staff and bargaining unit employees of the Manitoba Operations.

3. Administration

- 3.1 This policy is best described as a decision making guide that sets out a path which Can help decision makers achieve fair

Approved By	Title Vice President, Manitoba Operations
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Date

MANITOBA OPERATION ACCOUNTABILITIES FOR SAFETY

1. Personal Transgressions

Each individual is accountable for his or her actions with respect to violations of stated rules and / or limits.

2. Personal Effectiveness

- **Personal Outputs**

Each individual is accountable for the degree to which he or she has applied his or her skills and knowledge, and has utilized the provided resources to achieve his or her assigned personal outputs.

- **Subordinate Outputs**

Each individual in a management role is accountable for the achievement of the assigned personal outputs of his or her subordinates. This accountability is qualified by:

- ◆ *Leadership initiatives taken to ensure that subordinates have appropriate:*
 - ◇ *Knowledge*
 - ◇ *Skills*
 - ◇ *Resources*
 - ◇ *Willingness*
- ◆ *The difficulty of unanticipated hurdles.*

- **Subordinate Transgressions**

Each individual in a management role is accountable for his or her actions taken to prevent subordinates from violating stated rules or limits. This accountability is defined by:

- ◆ *Leadership initiatives taken to ensure that subordinates have appropriate:*
 - ◇ *Knowledge*
 - ◇ *Skills*
 - ◇ *Willingness*

MANITOBA OPERATION ACCOUNTABILITIES FOR SAFETY

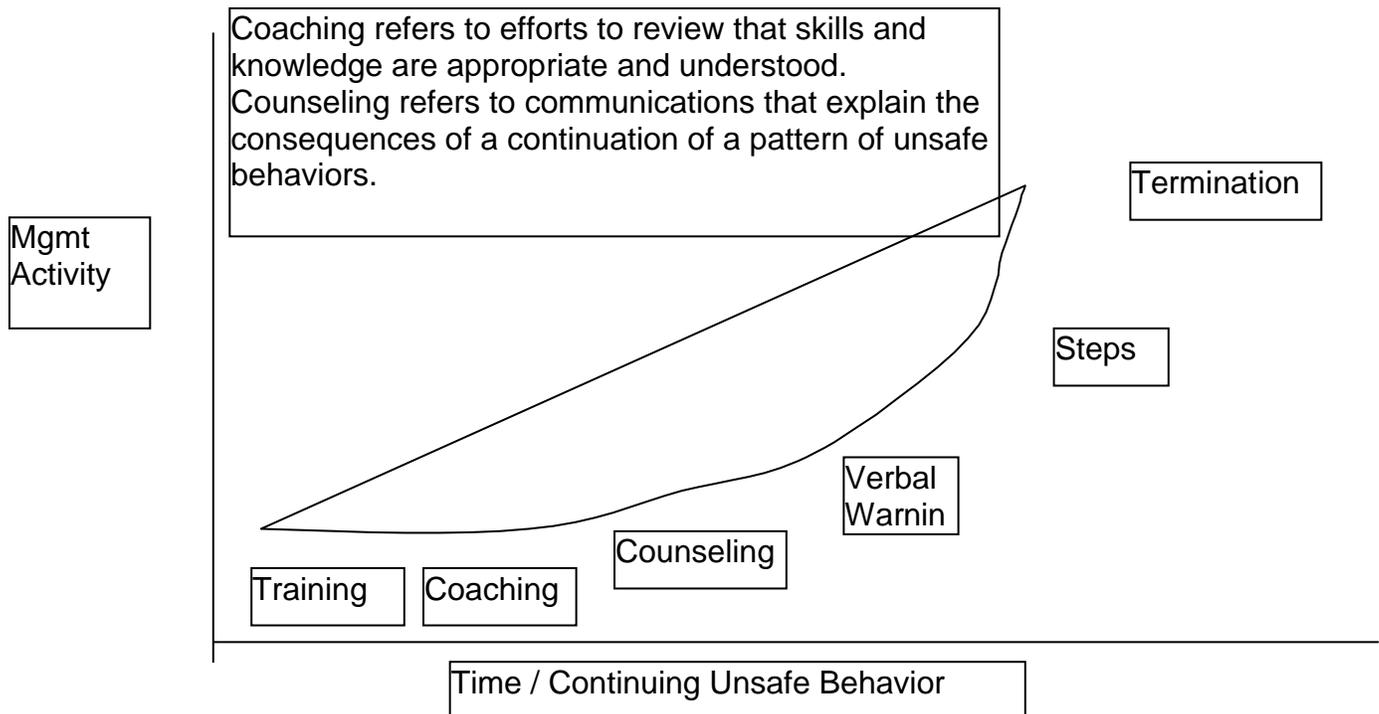
Personal Transgressions

Consequences Philosophy

The goal of zero injuries will only be attained when all individuals work within the parameters that have been developed to control workplace hazards. Training and coaching will be employed to build the knowledge and skills required for safety around these hazards. Individuals who know the appropriate actions but continue to act otherwise will be disciplined in an effort to correct their behavior. If the disciplinary efforts fail to develop the appropriate behavior then the individual's employment will be terminated.

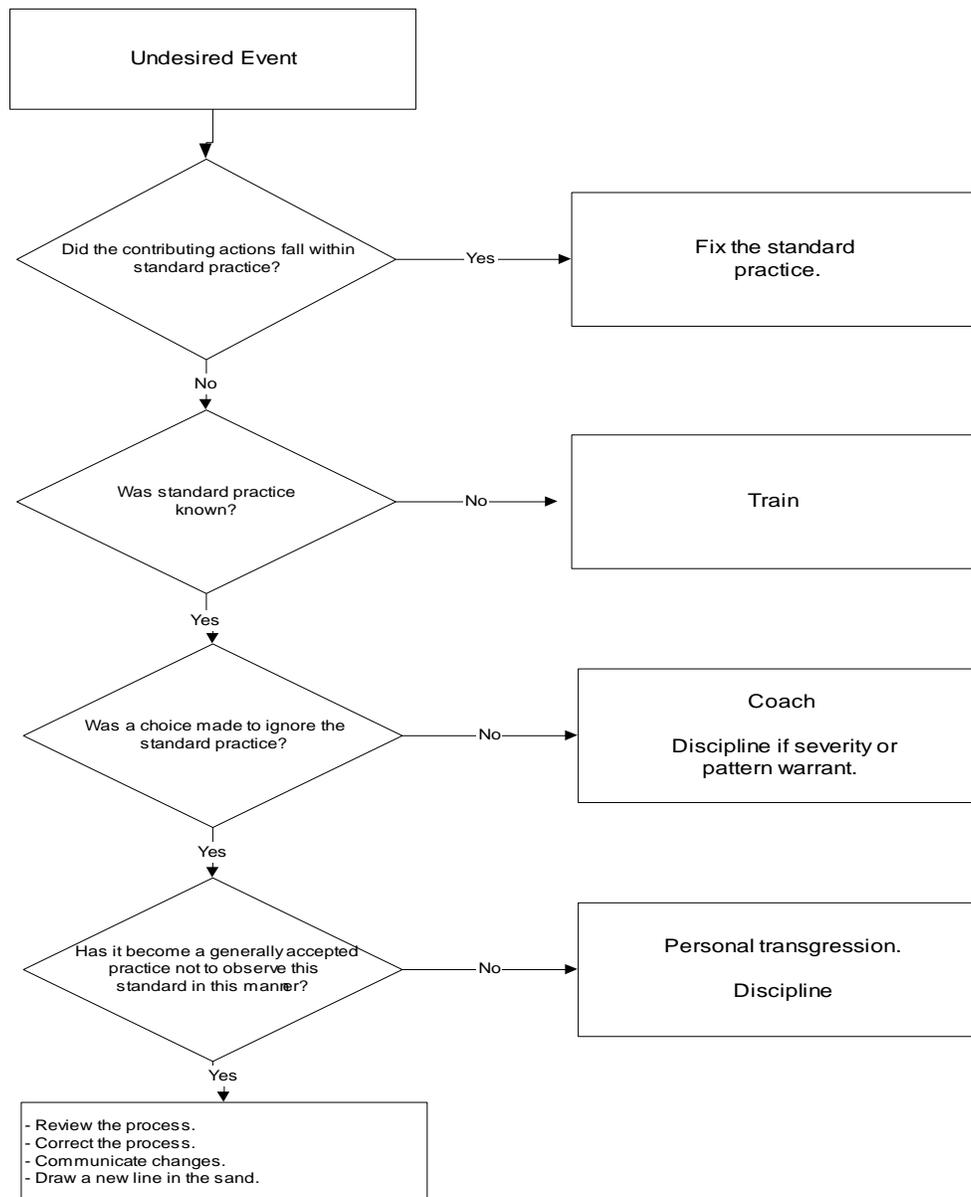
Demotion is not an option for those who choose to disregard the rules. Employees will not be moved to a new role or location where they can break a new set of rules.

The following chart indicates the progression of management activities:



MANITOBA OPERATION ACCOUNTABILITIES FOR SAFETY Personal Transgressions

Progression Logic Chart for Determining Appropriate Management Activity –
Train, Coach, Counsel, Discipline



MANITOBA DIVISION **ACCOUNTABILITIES FOR SAFETY**

Personal Transgressions

Context for making decisions with the progression logic chart:

Undesired Event

An undesired event is generally an incident of some sort, or an observation of an activity that is perceived as risky.

Actions within Standard Practice?

The object is to determine whether following the standard practice leads to the undesired event. The object is not to justify an unacceptable behavior by deciding that the procedure could have been better.

Standard Practice Known?

The intention is to find out where skill and knowledge are lacking so training can be employed to fill the gaps. It is easy to avoid the accountability issue by suggesting that skill and knowledge were inadequate to perform the job safely and that more training is required. This is true some of the time but a good acid test is to ask whether the job could have been performed in the appropriate fashion if the employee thought their life depended on it. The following example illustrates the point.

A study was conducted on a series of accidents in woodworking shops. The incidents reviewed covered such events as someone falling face first into a table-saw blade, fingers cut off on the table saw, hands caught in planers and jointers, face struck by a work piece flying off the lathe, both thumbs cut off while sawing hardwood on the band saw. The common element among all accidents was that just before it happened the individual had the nagging feeling that he/she shouldn't be doing this.

This is their training talking. The best training can do is create the awareness of what is safe and not safe. Decisions to ignore the message created by past training will not be overcome by repeating the training. Training is the answer when skills and knowledge are lacking, not when skill and knowledge were ignored.

MANITOBA OPERATION **ACCOUNTABILITIES FOR SAFETY**

Personal Transgressions

Context for making decisions with the progression logic chart: (cont.)

Chose to Ignore?

A distinction is made here between an individual who chose to ignore the precautions required to control a hazard vs. the individual who overlooked the hazard. A broad example might be the individual who smokes while resting his feet on the powder vs. the individual who is smoking while unaware that powder is stored behind the post he is standing beside.

Coaching is always done in efforts to generate appropriate behaviors. Avoidance of some hazards requires a high level of diligence. Failure to exercise this diligence is a transgression by itself and may warrant disciplinary action.

The police officer that catches you speeding through a school zone is rarely content with the explanation that you were daydreaming and didn't see the school zone sign. We are accountable to be duly diligent.

Generally Accepted Practice?

When management is not diligent at enforcing standards, practices drift from standard and what is deemed acceptable broadens. When an undesired event highlights this fact, the solution is rarely to discipline one individual from among the many who have been permitted to operate in this fashion. Better to review the process and understand why the drift has occurred. If process, policy or procedure changes are required then do so and communicate the changes. In the communication make it very clear what the expectations are, i.e. draw a new line in the sand. Drift from the standard that was once considered acceptable is no longer so.

MANITOBA OPERATION **ACCOUNTABILITIES FOR SAFETY**

Personal Transgressions

Context for making decisions as to the degree of discipline warranted when discipline is the appropriate management activity:

Cardinal Risk

Discharge – may be mitigated to one step below by extenuating circumstances

Immediate Risk

Two steps above the current record

Background Risk

One step above the current record

Cardinal Risk

A cardinal risk activity is one that presents a high potential for life threatening injuries. The desire to prevent life threatening injuries leads to a cardinal rule, which is intended to eliminate the high-risk activity. In summary, if the possibility of injury is not enough to deter the high risk activity then perhaps the very tangible option of job loss may act as a deterrent.

Immediate Risk

An immediate risk activity is a step down from a cardinal risk activity but still one that offers high potential for serious injury. Operating a grinder without eye protection would be an example.

Background Risk

A background risk activity is one that fails to take the prescribed precautions, which provide protection against the more obscure hazards. Walking through a mandatory noise protection without wearing hearing protection would be an example.

MANITOBA OPERATION **ACCOUNTABILITIES FOR SAFETY**

Personal Transgressions

Definition of discipline severity and process, for the step system:

Bargaining Unit Employees

As defined by the Collective Bargaining Agreement and related policy statements.

Staff Employees

Step 1 - Interview with Supervisor and letter on file for one year

Step 2 - Interview with Supervisor and Supervisor once removed. New letter on file for one year, existing letters extended to the removal date for the new letter.

Step 3 - Interview with Supervisor and Supervisor once removed. New letter on file for one year, existing letters extended to the removal date for the new letter. Sent home without pay for 5 shifts.

Step 4 – Discharge

Context

All staff, and line management in particular, has a leadership role in setting the example. Personal transgressions by staff not only put themselves and possibly other members of the workforce at risk but, in addition, sets an unacceptable example for others to follow. For this reason the discipline imposed on staff is more severe.

MANITOBA OPERATION ACCOUNTABILITIES FOR SAFETY

Personal Effectiveness

Consequences Philosophy

There is a continuum of personal effectiveness from highly effective to unacceptable. As such the consequences for effectiveness can be favorable or unfavorable. The consequences for effectiveness is best described as a gain or loss of opportunity rather than discipline, which is the consequence of transgressions.

The gain of opportunities for high effectiveness includes, but is not limited to, eligibility for promotion, opportunities to expand skills and knowledge and a higher probability of increased remuneration. The loss of opportunity tends toward the opposite, including reduced remuneration, little or no opportunity for skill development or promotion and ultimately removal from role if effectiveness does not develop to an acceptable level.

Removal from role does not mean discharge, as is the final consequence for personal transgressions. Removal from role means this role is not matched to the individual's competencies and the individual is available to move to a better-suited role. If there are no opportunities available in roles suited to the individual's competencies then a graceful exit is appropriate.

Compensation systems are based on more than effectiveness in safety. Notwithstanding this fact, **high effectiveness in managing safety is essential to the future success of all employees and the Division.** As such advancing within the organization will be contingent on demonstrating effective safety management.

MANITOBA OPERATION **ACCOUNTABILITIES FOR SAFETY**

Personal Effectiveness

Personal Outputs – Management

As related to safety, the personal outputs of management will generally fall into the following management systems:

1. Setting and maintaining standards
2. Safety communications
3. Injury and incident investigation
4. Auditing
5. Inspections

Expectations as to quantity, quality and timeliness must be established for each of these systems and their subsets. Divisional policy documents and the Managers' Personal Safety Plans will establish these expectations.