Accountability, performance, criteria, and consequences

When you hold someone accountable, performance is measured against a specific criteria or standard, and consequences are applied appropriate to the level or quality of performance.

AS SUPERVISORS, YOU ARE ACCOUNTABLE

FOR
• Production
• Quality
• Safety
• Morale

TO
• Management
• Employees and their families
• Customers
• Society

Is the unsafe behavior:

Not deliberate
• Inattention, distraction
• Habit
• Failure to recognize the danger ("No one told me.")
• Accepted practice ("It was OK yesterday." "That’s the way it’s always done.")
• System failure
• Lack of training

Deliberate
• Productivity valued over safety
• Self-image ("I don’t want to be the geek in safety glasses.")
• Win at all costs ("Our team is the fastest.")
• Belligerent ("You can’t tell me what to do.")
• Boss/crew expectations
• Indestructible attitude ("I’ll be fine; don’t worry about me.")

The type of unsafe behavior will determine the consequences.

How to measure safety

It is better to observe and take steps to stop unsafe behavior before it turns into an injury than to measure injuries or time-loss days. You can measure safe behavior directly through observation of the work being performed. Standards to measure against can include your standard operating procedure, job hazards analyses, pre-task plans, job descriptions, or any other means that identify how the work should be performed safely.

Performance reviews

Performance reviews are one way to formally recognize work behaviors. Safety is just as important as production and quality and should be included in annual performance reviews. Behaviors you should evaluate include following: safe work rules, wearing personal protective equipment, and identifying unsafe situations.
How to observe

Prior to starting observations, make your employees aware of what you will be doing and why. Tell them you will be observing work behavior because you don’t want anyone to get hurt. Use a checklist to record what’s observed, and then share the form with employees and ask for input. The purpose of the observation is to achieve 100 percent safety, just like you strive for 100 percent quality or customer satisfaction.

Use the observation records provided in this guide, or modify them based on your own standards.

Take a few minutes to watch employees at work and record your observations on the form. If an employee is working unsafely, intervene to understand why. You can say something like, “Joe, I see you’re not wearing goggles. Why is that?”

Joe may respond by saying, “I went to the tool room to get goggles and was told we didn’t have any.” You would then check with the tool room to see why they aren’t handing out goggles. Perhaps the tool room worker was not aware that they were in stock. Observations provide an opportunity for understanding at a deeper level.

Remember if you walk by an unsafe act and take no action to correct the situation, you have set the new standard.

The power of positive reinforcement

Everyone wants and needs to know when they are doing their jobs correctly. When people receive positive feedback that the work is correct, they are more likely to keep doing the work that way. A lack of feedback can lead to a drift towards unwanted behaviors in safety, production, or quality. Giving a simple thumbs up or verbal good job helps reinforce the behaviors you want, and recognizing safe work behavior in performance reviews shows your commitment to employee safety.

Negative feedback only stops the undesired behavior and sets up a mentality of working just enough to stay out of trouble. Getting employees to go the extra mile thrives in a positive work environment.
Set expectations
Set your standards. Create, communicate, and implement policy, procedures, and practices.

System evaluation
Identify what is working well or needs improvement in your accountability system based on outcomes. Make system corrections as needed.

Provide resources
Provide training. Make appropriate tools, equipment, personal protective equipment, and staff available.

Observation and feedback
Observe and provide feedback to ensure policies, procedures, and expected practices are understood and being used. Two-way communication is needed to identify and overcome barriers.

Application of consequences
Apply consequences when justified and at the appropriate measure, and use them fairly and consistently across the company.

Effective consequences
Consequences, especially positive, increase desired behavior. They should be based on thoughtful analysis.

Accountability process
[Company name or log here]
Observation record

Observer: __________________________ Date:____________

Safe behavior

<table>
<thead>
<tr>
<th>Prepared</th>
<th>Yes</th>
<th>No</th>
<th>Comments/action taken</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worksite housekeeping</td>
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<tr>
<td>Clear of slip hazards</td>
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<td>Clear of trip hazards</td>
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<tr>
<td>Clear of fall hazards</td>
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<tr>
<td>Equipment properly guarded</td>
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<tr>
<td>Other (specify)</td>
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</table>

Procedure

<table>
<thead>
<tr>
<th>Procedure</th>
<th>Yes</th>
<th>No</th>
<th>Comments/action taken</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard operating procedures followed</td>
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<tr>
<td>Equipment procedures followed</td>
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<tr>
<td>General safety rules followed</td>
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<td></td>
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<tr>
<td>Lockout-tagout followed</td>
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<tr>
<td>Other (specify)</td>
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</tbody>
</table>

Protection

<table>
<thead>
<tr>
<th>Protection</th>
<th>Yes</th>
<th>No</th>
<th>Comments/action taken</th>
</tr>
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<tbody>
<tr>
<td>Head</td>
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<tr>
<td>Hair</td>
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<tr>
<td>Face</td>
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<tr>
<td>Eye</td>
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<tr>
<td>Hand</td>
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<tr>
<td>Foot</td>
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<tr>
<td>Respiratory</td>
<td></td>
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<tr>
<td>Hearing</td>
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<tr>
<td>Other (specify)</td>
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</tbody>
</table>

You can download the form “Observation record” at saif.com/supervisorsguide
# Ladder safety observation

Observer name:

Date performed:

Date reviewed:

<table>
<thead>
<tr>
<th>Behaviors</th>
<th>Acceptable</th>
<th>Unacceptable</th>
<th>Not Observed</th>
<th>N/A, remarks, or action taken</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correct ladder for the job or task</td>
<td></td>
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<tr>
<td>Performs proper ladder inspection before use</td>
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<tr>
<td>Ladder rating appropriate for the load</td>
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<tr>
<td>Only one person at a time on the ladder</td>
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<tr>
<td>Rungs and side rails free of grease, oil, mud, etc.</td>
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<tr>
<td>No standing on the top two rungs of the ladder</td>
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<tr>
<td>Ladder angle appropriate during use</td>
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<tr>
<td>Ladder on solid base and protected from being struck by vehicles or employees</td>
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<tr>
<td>Employee not over-reaching</td>
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<tr>
<td>Employee grasps rungs instead of the rails when climbing or decending</td>
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<tr>
<td>Employee uses tool belt or haul line when hands are full</td>
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<tr>
<td>Three points of control maintained at all times</td>
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<tr>
<td>Extension ladders are secured</td>
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<tr>
<td>Clear of electrical hazards</td>
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<tr>
<td>Employee puts the ladder back into the appropriate location for reuse</td>
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</tbody>
</table>
# Lockout-tagout (LOTO) safety observation

Observer name:

Date performed:

Equipment/process observed:

<table>
<thead>
<tr>
<th>Behaviors</th>
<th>Acceptable</th>
<th>Unacceptable</th>
<th>Not Observed</th>
<th>N/A, remarks, or action taken</th>
</tr>
</thead>
<tbody>
<tr>
<td>Were affected employees notified that LOTO is being performed?</td>
<td></td>
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<tr>
<td>Can the authorized employees identify all hazardous energy sources for the equipment?</td>
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<tr>
<td>Did the employee follow the written procedures, specific to that particular equipment?</td>
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<tr>
<td>Did the employee release stored energy by draining, bleeding down, and applying grounds?</td>
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<tr>
<td>When more than one employee works the equipment, a procedural lockout or “lock box” system is used so that each employee has to place only one lock.</td>
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<tr>
<td>Does the lock include identifying tag or employee name?</td>
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<tr>
<td>Are all locks, tags, and other lockout devices of types that are approved by the LOTO program?</td>
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<tr>
<td>Did the employee block/jack/pin raised components and other potential mechanical energy sources?</td>
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<tr>
<td>During shift change, did the employee use the direct hand-over method, supervisor hand-over, or duplicate key method?</td>
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<tr>
<td>When removing jammed material, was the employee using proper safety procedures?</td>
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</tbody>
</table>
## Forklift safety observation

Operator’s name:

Date performed:

Observer:

<table>
<thead>
<tr>
<th>Behaviors/task</th>
<th>Acceptable</th>
<th>Unacceptable</th>
<th>Not Observed</th>
<th>N/A, remarks, or action taken</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performs proper daily inspection</td>
<td></td>
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</tr>
<tr>
<td>Wears seatbelt or safety belt and tether line</td>
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<tr>
<td>Travels with forks close to the ground and tilted back only slightly</td>
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<tr>
<td>Looks in the direction of travel</td>
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<tr>
<td>Secures load and checks load weight with truck’s capacity plate</td>
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<tr>
<td>Carries loads properly (2 to 4 inches from the ground)</td>
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<tr>
<td>Sounds horn at blind corners and intersections</td>
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<tr>
<td>Slows down at corners or intersections, and on wet or slippery floors</td>
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<tr>
<td>Operates at safe speeds</td>
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<tr>
<td>Turns slowly and properly</td>
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<tr>
<td>Yields right of way to pedestrians and emergency vehicles</td>
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<tr>
<td>Never transports people on any part of the truck</td>
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<tr>
<td>Stays clear of dock edge or other drop-offs; for example, bridge plate edge</td>
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<tr>
<td>Follows procedures and wears appropriate PPE when changing cylinders</td>
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<tr>
<td>Performs proper procedures for leaving truck unattended (put in neutral, lower carriage, set parking brake, turn key to off)</td>
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</tr>
</tbody>
</table>