

#### MIMICO Guide to giving everyone a 'Fair Go' using the just culture model

#### **Fair Go Overview**

Who will use the Fair go approach?	Any team leaders or managers can use the approach
Why / When?	<ul> <li>To influence, respond to and/or manage the behaviour of an individual</li> <li>This can be when things go wrong like a breach of MIMICO policy or rules or when things go well like intervening in a potentially unsafe situation</li> </ul>
What will they do?	<ul> <li>Ensure they assess and respond to each situation on its merits</li> <li>Provide everyone with an opportunity to explain what occurred and why</li> <li>Use the decision-making tree to get clear understanding of the type of behaviour and what caused it</li> <li>Choose the most appropriate response, and ensure this is followed through with either recognition, coaching, training, letter of expectation or in some cases starting the disciplinary process</li> </ul>
How will they do it?	<ul> <li>By creating the conditions where people feel safe to report and discuss their behaviours and the choices, they made</li> <li>By setting clear expectations, modelling these and holding others to account</li> <li>By identifying what additional resources and support they need</li> <li>By applying the Fair Go approach consistently</li> </ul>
What support is there for the process?	HR or General manager can provide support or provide assistance when required
Always Consider:	<ul> <li>The factors that either enhanced or degraded performance</li> <li>Whether the person has a history of this kind of action or inaction</li> <li>Whether the action or inaction has become routine for the individual or the work group</li> <li>The actions rather than the consequences</li> </ul>
When to take it further?	<ul> <li>Someone who makes repetitive errors should have performance standards set so any further repetition may be performance managed. Before setting performance standards the organisational areas for improvement need to have been addressed and eliminated as possible reasons for the error</li> </ul>



#### **Expected**

Normal behaviour: The person did their job the way they should, according to all rules and good practices

Effective intervention: The person identifies unsafe acts/conditions, stops work and makes or suggest improvements

#### **Exemplary**

Creating a more effective work environment: The person helps others understand and improve the work environment.

Excellent planning and risk
management: The person avoids
the creation of situations that leads
to violations

Effective sharing of lessons earned:
The person helps others learn from
failures and successes.

Other: The person does something exceptional that had a desired outcome that did not fit the previous descriptions

#### **Leadership Action Guide**



Recognition Coach







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# Behaviours at or above expectation:

Identify action, performance or behaviour that deserves recognition

#### **Start Here:**

Define the action or behaviour that you want to manage

## Behaviours below expectation:

Identify all the actions and choose the right classification

#### **Makes an Error**

**Lapse:** Did the person forget or have inaccurate recall?

**Slip:** Did the person do something, but not what they meant to do?

**Sensory failure:** Did the persons senses fail them?

Mistake: Did the person make a poor decision or bad judgement?

**Unknowing non-compliance:** Did the person not know the rules?

**Out of the ordinary:** Did the person need to break the rules to stop harm occurring?

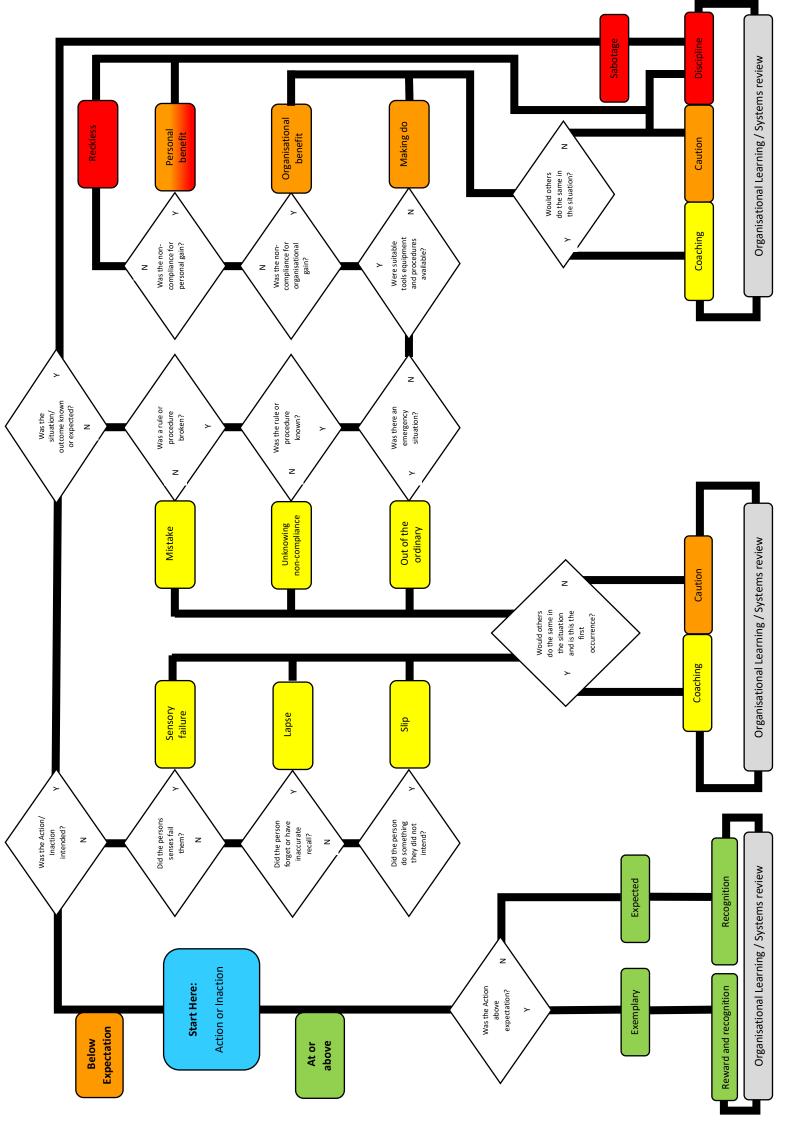
#### **Crosses the Line**

Making do: Could the person only get the job done by breaking the rules?

Organisational or personal benefit:
Did the person break the rule for
organisational or personal gain?

Reckless: Did the person break the rules without caring about the consequences?

Sabotage: Did the person break the rules intending to cause damage and/ or harm?





#### **Examples of outcome actions**

#### **Recognition examples:**

- · Appraisal from a manager and senior manager
- Reward & Recognition voucher
- Positive performance appraisal
- Public recognition- action highlighted at toolbox or other meeting

#### **Coaching examples:**

- Training
- Re-induction
- Provide feedback
- Numeracy / literacy assistance
- Communication
- How to raise suggestions to improve a rule or procedure
- The importance of following rules and procedures
- · What 'good performance or compliance looks like'
- · Coaching on what influences an outcome
- · Highlight what can potentially go wrong
- Deliver training in a different method
- Revise the training that is best understood by the employee
- The importance of assessing risk before deviating from a set rule or procedure
- The right to not continue with a job if it is unsafe
- · How to avoid reoccurrence

#### **Caution examples:**

- Letter of expectation
- Performance management
- One on ones
- Set KPIs
- Record on Employees file

### Organisational/ System improvements:

- Review procedures and improve where required
- · Review the training delivery method
- Implement check sheets
- Practice scenarios / drills
- Review equipment available and investigate better resources
- Redesign the job or equipment
- Ensure everyone is aware of rules and procedures and they are understood
- Ensure expectations are clear
- Ensure rules and procedures are relevant and practical