



HEROES of 'safe and well'

HESS excellence through Culture Essentials

Heroes of 'safe and well' leading a commitment to HESS Excellence

Guidance on Just and Fair Accountability
and how to use the Decision Tree



Introduction

As part of our journey from compliance through commitment, we are embedding a Just and Fair Ethos. In such an approach, people are treated fairly but are accountable for their actions.

The principles of a Just and Fair Ethos are critical for moving from Compliance to Commitment where people are willing to admit mistakes in the knowledge that they will be treated fairly. It is understood that everyone makes mistakes from time to time.

In a Just and Fair Ethos there is trust between managers and their teams in which everyone feels they can raise issues openly and, when there are incidents, these are investigated without looking for someone to blame. Lessons are learned which will help to prevent similar incidents in the future, leading to continuous improvement in HESS at all levels.

The CUK Golden Rules form a foundation for a Just and Fair Ethos - where we react consistently and fairly when things go wrong. The Just and Fair Accountability Decision Tree can be used for HESS incidents but will also be applicable in other circumstances.

This document provides guidance and support to line managers following an event, to help establish where accountability lies. Further guidance is available from your HR Manager or HR Business Partner.



The Principles of Just and Fair Accountability

A **Just and Fair Ethos** balances the need to have an open reporting and continuous learning environment with the need to hold people accountable for their actions.

Within a **Just and Fair Ethos** everyone feels able to report incidents relating to health, the environment, safety or security (HESS).

In a **Just and Fair Ethos** actions may fall below expectations, however employees may not always be in the wrong, as there may be underlying cultural factors or system issues that impact group or individual decision making.

Within a **Just and Fair Ethos** there is a desire to improve and learn and to encourage everyone to take personal responsibility for their actions.

In a Just and Fair Ethos:

- Incidents that result from honest mistakes are not punished, but understood as failures in the systems or processes
- Reckless actions and violations are not tolerated and are treated appropriately
- The development and ongoing support of healthy reporting including learning and identifying opportunities for continuous improvement.

In the event of an incident, near miss or identified risk, **Just and Fair Accountability** allows a clear and understandable approach. In organisations there can be two extremes; a blame culture or a no blame culture. A **Just and Fair Ethos** balances accountability between these two extremes.

To assist those who are investigating incidents, a **Just and Fair Decision Tree** has been developed to help to establish where accountability lies - with the organisation or the individual.

This document provides guidance for managers involved in reviewing HESS incidents or other incidents relating to performance or conduct. It will help them come to just and fair decisions about accountability and potential consequences for those involved.

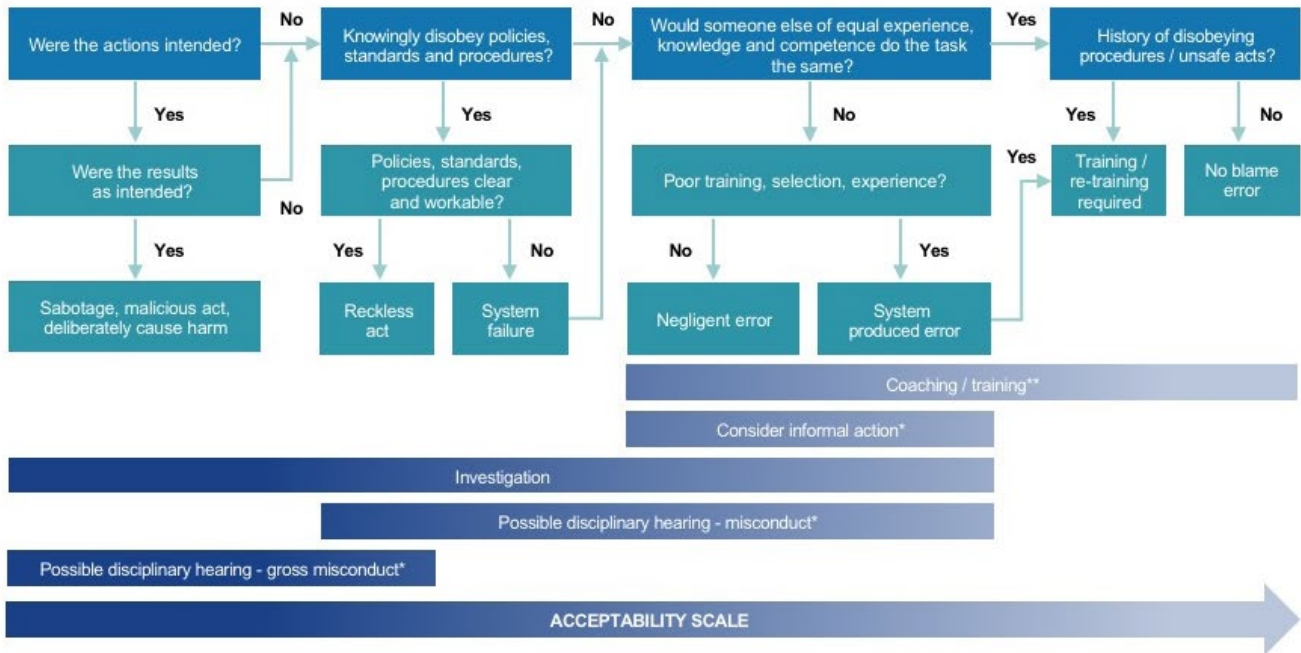
When considering such incidents, the approach includes:

- **Critical thinking** - our leaders investigate all root causes, so we can collect relevant data and actively communicate HESS information
- **Learning** - we learn from our mistakes, make changes and share across the whole business
- **Flexibility** - we adapt effectively to changing demands
- **Fair consequence** - we don't punish unintentional errors and unsafe acts. However, deliberate and unjustifiable actions are not tolerated
- **Speaking up** - we investigate incidents in a consistently fair way, so we are confident to report concerns, without fear of unfair blame.

The Just and Fair Decision Tree

This approach can be used in a wide variety of circumstances whether these be related to health, the environment, safety or security or other circumstances where behaviour has fallen below expectations. If a member of your team has made an error which has not resulted in a serious outcome, use the principle to guide your thinking and help to ask the right questions.

Behaviour that falls below expectations



*Please refer to the Fleet Code of Conduct Policy and the Shore Disciplinary Policy.

**Refer to the Fleet Performance Improvement Policy and the Shore Improvement Policy.

How to use this guide

Within the next few pages are some Case Studies illustrating how the Just and Fair Decision Tree works in practice. These pages are followed by detailed guidance on each separate test within the Decision Tree.

CUK Golden Rules

The CUK Golden Rules have been developed as an evolution of the work we have been doing to date. They include Start Safe as one of the Golden Rules in the form of Think SHARK.

The Golden Rules are aligned with and supported by our Culture Essentials behaviours.

Not all HESS incidents will be linked to a Golden Rule but many of them will, and it is essential that everyone understands the Golden Rules and how they apply to their role.

In most instances where a Golden Rule has been broken, the Just and Fair Decision Tree will be used to review the incident and the appropriate consequences.



When to use the Decision Tree

The Just and Fair Decision Tree and this Guidance can be used by anyone involved in making decisions following an incident and investigation. Investigations can be formal or informal depending on the severity of the circumstances.

The Just and Fair Decision Tree can be used for any employee involved in an incident. If more than one employee is involved, it is essential to work through the Just and Fair Decision Tree separately for each person.

It is important to see the Just and Fair Decision Tree as part of the investigation and not the complete investigation. The normal investigation process should be followed, with the Just and Fair Decision Tree being used once the evidence has been sought and reviewed.

The Just and Fair Decision Tree is designed to be used to help managers work through accountability in an objective and measured way but thought and judgement will still be necessary. It is very important to make every effort to find out all the facts and understand what happened and why it happened.

If, as a result of working through the Decision Tree, potential disciplinary action is indicated then managers should refer to the relevant documents, namely:

- Fleet Code of Conduct Policy
- Shore Disciplinary Policy
- Fleet Performance Improvement Policy
- Shore Improvement Policy.

These documents are referenced within the Decision Tree and can be found on The Bridge Intranet. Advice should be sought from your HR Manager or HR Business Partner.

How to use the Decision Tree

Gather as much information as possible before working through the Decision Tree, including talking to everyone involved. In many cases the only person who can answer the questions accurately is the person or people involved. This could be a formal incident investigation, but the approach and the Just and Fair Decision Tree can also be used in dealing with minor mistakes made by employees where a more informal approach can be used.

If you do not have the information to answer one of the questions, stop and try to find the information - do not make assumptions without trying to establish what happened.

There may be situations where information is patchy or inadequate for a number of reasons, such as the people involved withholding information, conflicting accounts of what happened or missing information. If you cannot ascertain this information you will need to work with the information you have and use your judgement.

The Just and Fair Decision Tree can be worked through stage by stage. The questions do not have to be answered in one go.

If new information comes to light, it should be worked through again as different routes through the tree may apply.

The Just and Fair Decision Tree focuses on the individuals involved in the incident. You may need to take other action as a result of the investigation such as reviewing procedures or correcting systems failures.

Case Study Examples

Environmental - Ship based

A new waitress in a ship restaurant, Lucy, was clearing tables after dinner. Lucy put non-food items in the food waste bin which was spotted by the galley supervisor.

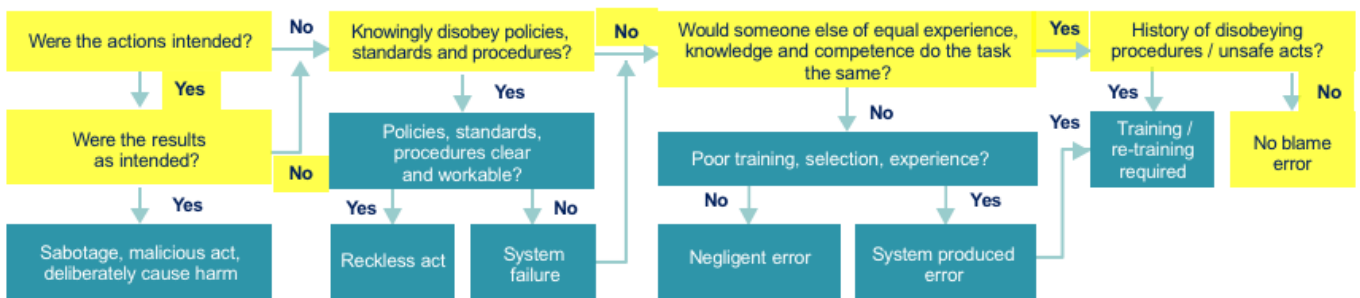
During the investigation it was identified that Lucy had not been told how to segregate the waste as she was new to sea and had not yet had her galley induction.

The comparison here is with someone who had not received sufficient training therefore it is likely they would have done the same thing.

Although the decision was “no blame error” the investigation would also identify any further action required which in this case would be additional training.

(The yellow highlights show the correct flow through the Just and Fair Decision Tree).

Behaviour that falls below expectations

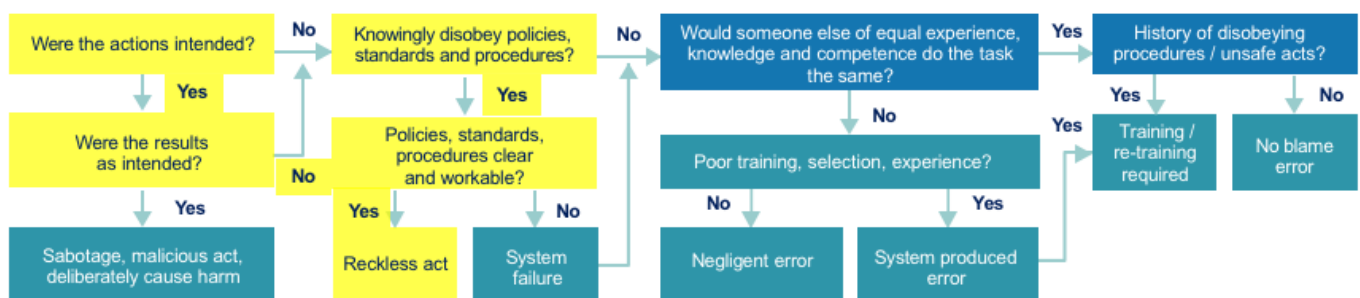


Safety - Ship based

A member of the Technical team was doing some repairs in the engine room and used the wrong tool. He used a hammer to loosen a piece of equipment instead of going back to the stores to get a spanner. As a result of using the hammer, he damaged the equipment and a new part had to be ordered. This took weeks to be ordered and delivered causing difficulties for the operation.

During the investigation, it became clear that the Engineer was aware that he had used the wrong tool. He said it was only a quick job and thought it would be fine to just hit it with a hammer but he didn't intend to cause any damage.

Behaviour that falls below expectations



Case Study Examples

Health and Safety - Ship based

A member of the Housekeeping team, Sue, tried to move a double mattress out of a guest cabin on her own. The guest had complained that the mattress was very uncomfortable and lumpy and she wanted it to be changed. Sue tried to find someone else to help her move the mattress but there was no one else available at that time. The guest insisted that she take the mattress away, as it was blocking the doorway.

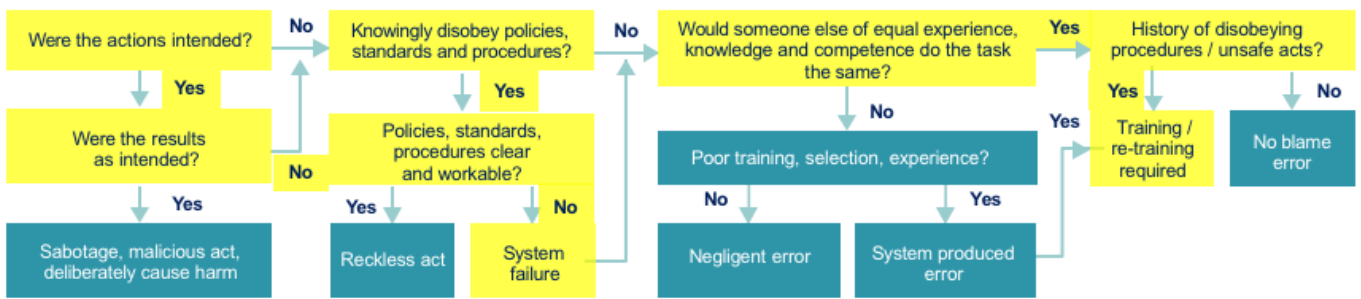
As she was moving the mattress, Sue pulled a muscle in her back. It was so painful that she reported to the medical team and was signed off work.

During the investigation, it became clear that Sue knew that she should not move the mattress on her own but that she and many other members of the Housekeeping team regularly did this to keep guests happy and because there often was no one else around who could help. There were supposed to be two people for each group of cabins but because of manning gaps on this cruise they were often working alone.

Additional training was put in place for Housekeeping staff to impress on them the importance of not putting themselves at risk to meet the needs of a passenger.

In addition, a review of manning levels and rotas was undertaken to ensure enough numbers of Housekeeping staff are available at key times.

Behaviour that falls below expectations



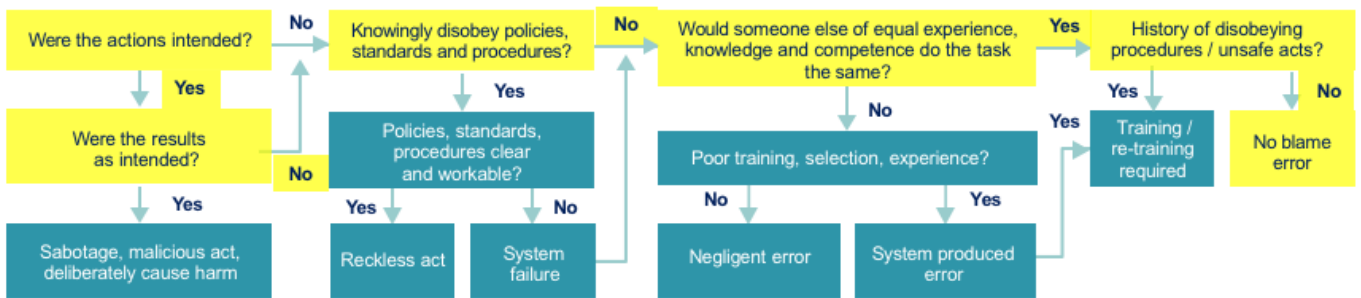
Health and Safety - Ship based

A Seaman, Joe, was working as part of the team during a mooring operation. He had all the correct PPE including helmet, and gloves. The correct procedures were being followed by Joe and the rest of the team. At a critical point in the mooring operation, one of the mooring lines parted and as it pulled apart at high speed it narrowly missed injuring a member of the crew who was standing nearby.

A thorough investigation into the incident showed that Joe was doing everything correctly and the mooring line was defective. The conclusion was no blame error.

A further investigation was launched to check the inspection regime for the mooring ropes.

Behaviour that falls below expectations



Case Study Examples

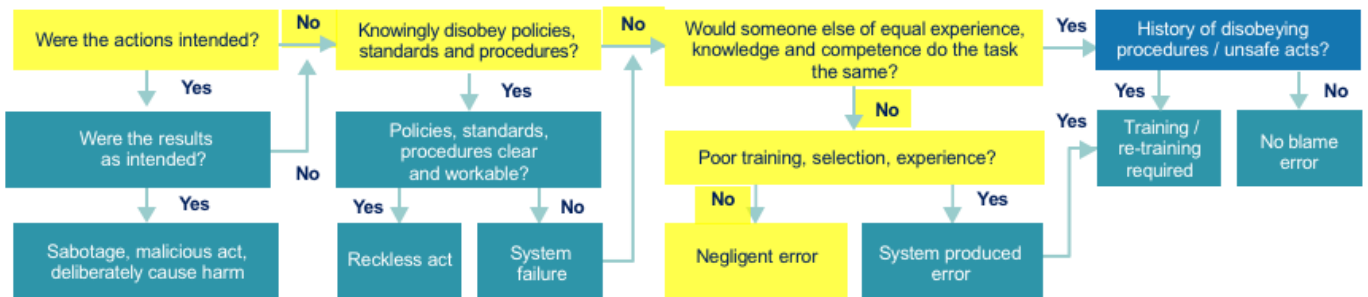
Public Health - Ship Based

A Costa Coffee Barista who was in charge of regularly checking and recording temperatures for the chiller cabinet failed to record the temperature during her last shift.

The Supervisor of this area noticed that the chiller unit was not working and the food inside was not being kept at the correct temperature, causing a threat to public health

During the investigation it became clear that the Barista was fully trained and experienced and had conducted the checks satisfactorily on previous occasions. She didn't knowingly disobey the procedure and with her knowledge and experience she would routinely undertake these checks. She had the correct training and experience but, on this occasion, failed to check the chiller and had no reasonable explanation for this omission. When she was asked why she said she was in a hurry and was expecting a call from her mother. The conclusion was a negligent error.

Behaviour that falls below expectations



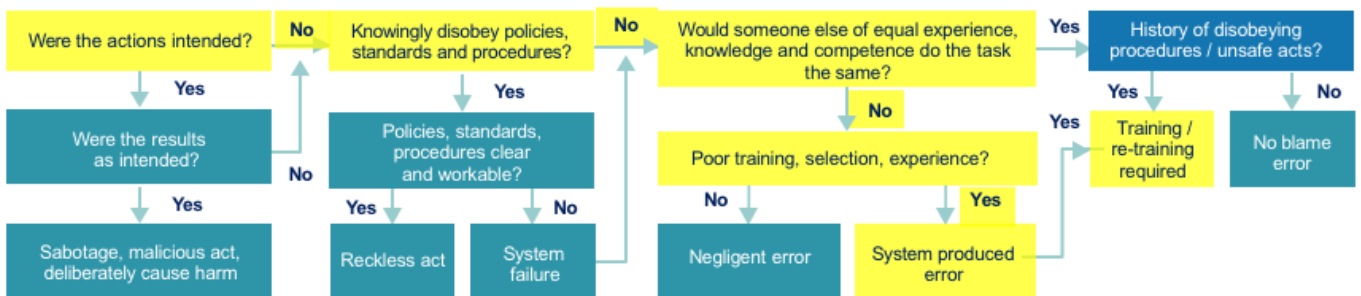
Security - Ship Based

A member of staff was checking passengers hand baggage as they arrived on board. All the hand baggage was being passed through the X Ray machine. The member of staff was chatting to the arriving passengers and doing a great job of welcoming them on board. She was more focused on the passengers than the X Ray machine screen.

Her Supervisor was walking past the screen and noticed a knife in the luggage of a passenger which had not been noticed by the member of staff.

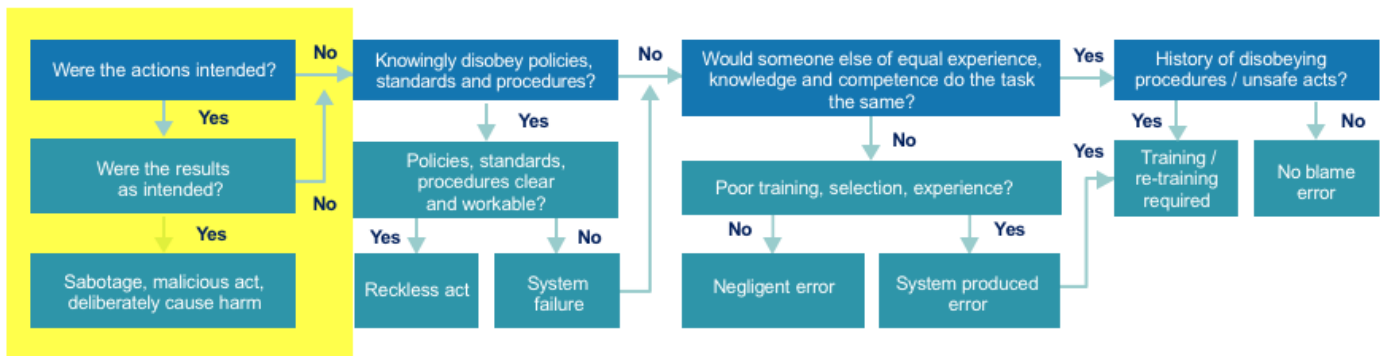
During the investigation it was clear that the member of staff was focusing on customer service which took her attention away from the very important security responsibility. In recent training there had been a focus on customer service for the security team and managers realised that they had not clearly identified the need to balance security and customer service well enough. Additional training was put in place to clarify the situation.

Behaviour that falls below expectations



The Intention Test

Behaviour that falls below expectations



Guidance

Were the actions intended?

Yes:

In the majority of incidents the individual decided to behave in a certain way but without the intention of causing harm or any other negative outcome. Sometimes people knowingly take risks, not necessarily with the intention of causing harm but because they think they can do it better or simply because it is more convenient for them.

In rare cases, the intent was to cause harm or for personal gain where no concern was given to the consequences for the health, the environment, safety or security of others.

The Intention Test asks whether the actions were as intended, not whether the outcome was as intended. This is an important distinction.

Example:

On turnaround day, a crew member decided to push a trolley on his own instead of getting someone to help him. He ran into another member of staff because he couldn't see where he was going. He intended to push the trolley on his own, but he did not intend to hurt anyone.

His actions were intended but the result was not intended.

No:

Move on to the next test - Decision not to follow policy.

Were the results as intended?

Yes: Sabotage, malicious act, deliberately cause harm.

Deliberate acts intended to cause harm are rare and if this is the result of the investigation then formal disciplinary action will be considered.



Example:

A crew member deliberately removed bolts from a chair believing that it would be used by a particular Officer and he wanted to cause that Officer harm. The Officer had already disciplined him due to his poor behaviour.

Before sitting on the chair, the Officer noticed that the bolts had been removed, he did not use the chair and therefore avoided injury. The crew member intended to cause harm; it is immaterial that this was prevented by the action of the Officer.

His actions were intended, and he had intended the action to result in harm even though harm was prevented.

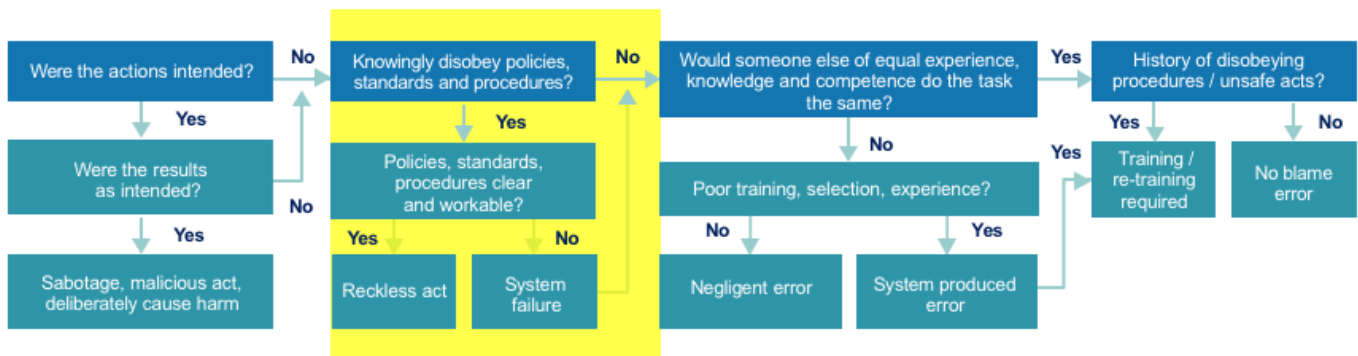
If you have reached this point, this is a **Stop Point** in the Just and Fair Decision Tree and as disciplinary action will be considered it is advisable to involve your HR Manager or HR Business Partner.

No:

In most cases where the actions were as intended, the individual's actions were well intentioned and they did not mean the harm that resulted. Move to the next test on the Decision Tree - the Policy Decision Test.

The Policy Decision Test

Behaviour that falls below expectations



Guidance

If the intent to cause harm has been discounted, apply the Policy Decision Test to determine whether the individual knowingly disobeyed a policy, standard or procedure. This test also focuses on whether the rule or procedure was clear and workable.

Firstly, clarify whether an action was governed by an agreed policy, standard or procedure. Do not assume this to be the case - check documentation yourself. It is impossible to have a policy standard or procedure to cover every eventuality.

It can be dangerous to apply procedures without using judgement or taking into account particular circumstances. Failure to react to unusual circumstances can be as dangerous as routine rule breaking.

The substitution test (the next test in the Decision Tree) acts as a safety net when assessing situations where procedures were inadequate or not in place.

When considering the question of whether the individual knowingly disobeyed a policy, standard or rule you need to consider several factors.

- Does the policy, standard or procedure exist?
- Did the individual know about the procedure?
- If the policy standard or procedure has recently changed was the individual adequately briefed on this change?

If physical or mental ill-health or substance abuse are believed to be involved see Additional Guidance on page 11.

Not taking a required action can be as important as taking the wrong action, so apply the question in the same way to cases that involve slips, lapses, general forgetfulness or a decision not to act.

Example:

A member of the hotel staff failed to report an episode of vomiting to the medical team and carried on working. She knew the rule about reporting sickness but didn't want to let her team down by not arriving for work. Unfortunately, she passed the bug on to three members of her team who were subsequently unable to work for several days.

This was a reckless act even though she was concerned about her team. She knew the rule and it was clear but she did not follow it.

A member of the Technical team carried out some welding without obtaining the necessary permit. He was an experienced engineer who knew the requirements for a permit in these circumstances but decided not to obtain a permit as it was only a very small job. No harm resulted from the omission, but he broke an important rule and the results could have been very serious.

This was a reckless act. He knew the rule and it was clear but he did not follow it.

Consider whether the individual:

- Forgot to take the action
- Was prevented from taking the action
- Decided not to take the action
- Refused to carry out an instruction
- Was unaware that the action was necessary.

The only person who can answer the questions accurately is the individual concerned, therefore it's important to try and discuss the matter with them. There may be circumstances where:

- This is not possible, e.g. the individual has left the ship
- You simply do not believe their answer.

In these cases, you will need to form a view based on the balance of probability using the information you have in your possession.

The Policy Decision Test

Knowingly disobeying policies standards and procedures?

Yes:

Having considered the points above, if the answer to this question is Yes then the next question to consider is whether the relevant policy standard or procedure was clear and workable in the circumstance.

No:

If the answer to the question is 'No' move on to the next test on the Decision Tree - the Substitution Test.

Policies, standards, procedures clear and workable?

Do not automatically assume that procedures were clear, workable and in routine use. A procedure is only **clear** if the individual had ready access to it.

Example:

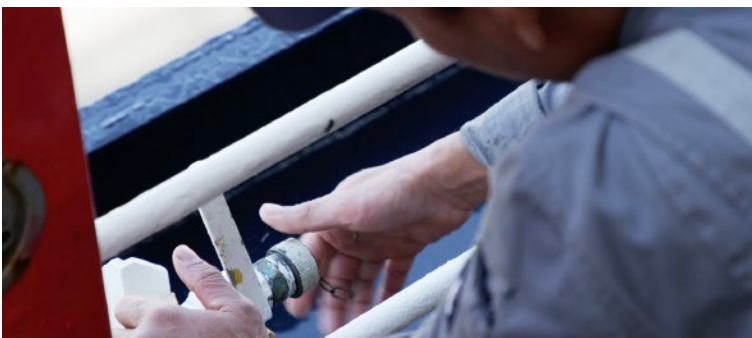
The procedure can only be accessed via the intranet and the individual does not have access to a computer on board.

The procedure is accessible, but the language is very complex and technical. Several people who had read it said it was very difficult to follow and understand the correct procedure.

In this example due to the technical language and complexity the procedure is not clear.

What at first sight appears to be a **workable** procedure may be problematic in practice:

- Did the individual misinterpret an ambiguous or badly written procedure?
- Was the procedure written in technical or complex language which made it difficult to understand?
- Was the individual unwittingly applying an outdated procedure?
- Were conflicting procedures in circulation?
- Was the procedure technically accurate but too laborious to apply routinely? (If the procedure was technically accurate, but too time consuming or complex to apply, the individual may have had to disregard it in order to get the job done).
- Was the person instructed to go against the procedure by a more senior employee?
- Did the procedure promote correct and sensible action?



If the procedure was badly written or unworkable, the individual may have made a considered judgement to disregard it.

A procedure which is workable in routine situations might have failed in unusual circumstances, such as where there is an emergency or equipment failure.

Example:

A crew member was not able to follow the procedure for managing baggage on turnaround day because the baggage conveyor had broken down. As a result of the breakdown, the baggage team were carrying excessive amounts, i.e. supervisor walked in and finds the team carrying excessive amounts because of the broken down conveyor.

The supervisor instead of disciplining the team should be coaching the team on what a clear procedure should be if the conveyor breaks down and coaching the team if it is not safe to do so.

Under the specific circumstances on the day this procedure was not workable.

Was the procedure in routine use?

It is unrealistic to assume that because a procedure existed everyone used it routinely. There are a variety of reasons why it might not be. Some of which you may already have uncovered:

- People weren't aware they had to use it
- The activity / context the procedure applies to just doesn't happen often
- Local custom and practice means there are alternative ways of working.

It is important to examine what the custom and practice is and why this might be different to the documented procedure.

Other considerations:

Did the individual decide not to apply the policy standard or procedure? You will need to ask questions of the person involved to answer this question.

If the individual was aware of the policy standard or procedure but decided not to follow it, you need to establish their reason for doing this.

If their action stemmed from difficulties following the policy standard or procedure you would normally answer 'No' to the question and apply the Substitution Test.

After consideration of the guidance above, answer the question 'Are policies, standards, procedures clear and workable?'

Yes:

The contravention is deemed as a **Reckless Act** and disciplinary action will be considered.

If you have reached this point, this is a **Stop Point** in the Just and Fair Decision Tree and as disciplinary action will be considered it is advisable to involve your HR Manager or HR Business Partner.

Example:

An Engineer cleared up an oil spill using a mop and bucket which resulted in significant oil deposits in the water. He knowingly poured the contaminated water down a grey water scupper.

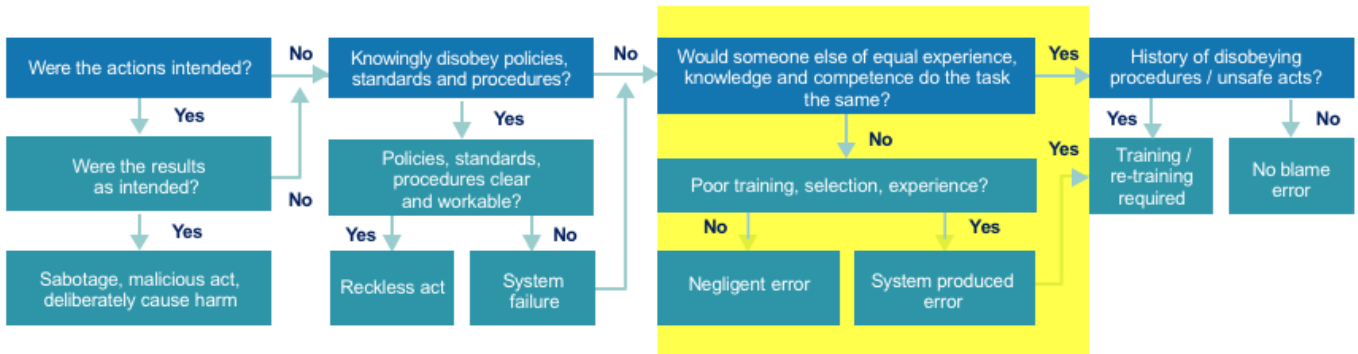
The Engineer understood the rule and it was clear. He knowingly acted against the rule.

No:

The contravention is deemed a **System Failure** and you should move to the next test in the Decision Tree.

The Substitution Test

Behaviour that falls below expectations



Guidance

Apply the Substitution Test to assess whether another person of equal experience, knowledge and competence would have acted in the same way.

The test also highlights any deficiencies in the following that may have been involved in the incident:

- Training
- Experience
- Supervision.

Consider what a reasonable person in the same position would have done.

Consider whether breaking the rule or not following the procedure or standard has become the normal way of working. The way of working often remains invisible until there is an incident (or sometimes as a result of an audit). Routine rule breaking is often the consequence of an environment in which a manager fails to address rule breaking or reward compliance.

When considering what is normal and how others would have behaved, it is important not to make assumptions from blanket judgements and prejudices. These prejudices could be around department; gender; ethnicity; job role; ship / shore.

The chances that other people would have done the same thing are increased if there is little checking that procedures are being adhered to and if managers turn a blind eye to those not following the rules.

After consideration of the guidance above, answer the question 'Would someone else of equal experience knowledge and competence do this task the same?'

No:

The next question to consider is whether poor training, selection or experience was a factor.

Yes:

Move on to the next test on the Decision Tree - the Personal History Test.



Poor training, selection, experience?

Training:

Consider whether the individual was properly equipped to deal with the situation. If not, a system failure is indicated. Do not make automatic assumptions about the standards of training or supervision received.

Sometimes a lack of training or supervision can affect an individual's ability to apply common sense and 'think on their feet'. If this is the case, additional coaching or support may be necessary.

The Substitution Test

Carefully check the following possibilities:

- Gaps or deficiencies in the individual's training
- Being put in an unfamiliar situation with insufficient experience to handle the situation
- Inadequate competence assessment and supervision.

Selection / experience:

Look at how the individual has progressed into the role which led them to be undertaking the activity where the error was made:

- Has the progression provided sufficient and relevant experience?
- How was a decision made to appoint this individual to this role (particularly relevant if this is a recent appointment)?
- What evidence is there to suggest that the individual has the appropriate non-technical skills for this role?

Example:

A member of the galley staff has been recently moved from the vegetable preparation area to the hot area. It is her first shift which is very busy and, due to manning gaps, there is no one available to mentor her.

She did not receive the amount of one-to-one coaching and supervision that had been planned. The individual picked up a hot dish which had been left on the side and badly burned her hand.

The lack of training and therefore understanding was a major factor in the outcome.

After consideration of the guidance above, answer the question 'Is there evidence of poor training, selection or insufficient experience?'

Yes:

The incident is deemed as a **System produced error** and review of the system or process may be required. In addition, training and or retraining may be required.

No:

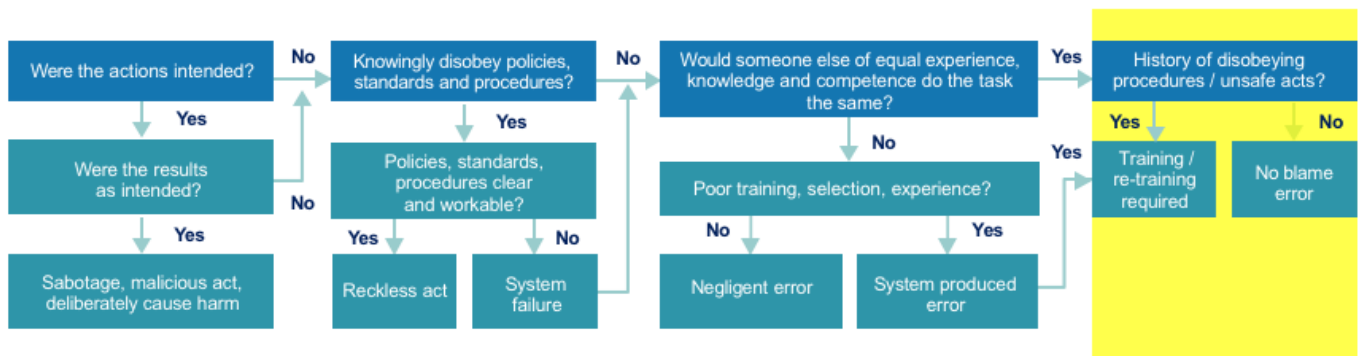
The incident is deemed a **Negligent error** and you should consider coaching / training or possible disciplinary action depending on the specific circumstances of the incident.

If physical or mental ill health or substance abuse are believed to be involved see Additional Guidance on page 11.

If you have reached this point, this is a **Stop Point** in the Just and Fair Decision Tree. Depending on the severity of the event disciplinary action may be considered. If this is the case it is advisable to involve your HR Manager or HR Business Partner.

The Personal History Test

Behaviour that falls below expectations



Guidance

This question is concerned with finding out whether the individual had a history of rule breaking or whether there was a history of rule breaking at this location or within this team.

In order to help you establish whether this is the case, consider:

- Whether the rule breaking has been condoned by managers, i.e. have managers been turning a blind eye?
- How long this way of working has been in existence and whether it's so established that it is only the incident that has brought it to light
- Management priorities and how they are communicated to staff - quite often routine rule breaking is promoted by a relatively indifferent environment, i.e. one that rarely addresses rule breaking or rewards compliance: "we do it like this all the time and no one even notices."

Where the history of rule breaking is associated with the individual, this is an indication that they present an additional risk. Consideration needs to be given as to whether this is an issue of training and competence or capability.

After consideration of the guidance above, answer the question 'Is there a history of disobeying procedures / unsafe acts?'

Yes:

Further training or retraining is required to ensure the procedures and rules are understood.

No:

No blame error - the person made an error but due to the circumstances revealed during the investigation they should not be blamed.

Depending on the circumstances, additional training or coaching may be required.

If you have reached this point, this is a **Stop Point** in the Just and Fair Decision Tree.



Additional guidance on physical or mental ill-health

Part of your information gathering, when talking to the individual concerned, is to find out if there is any evidence of physical or mental ill-health. When considering this, focus on the situation at the time of the incident.

If there is evidence that the individual was unwell or under severe stress at the time of the incident, you need to consider how great an impact this was likely to have had on their actions.

Fatigue can be a factor that you need to consider even if the individual has not exceeded their ILO hours.

If there is any evidence of physical or mental ill-health at the time of the incident then take advice from the medical team on board ship or the occupational health team onshore.

Example:

They had been complaining all day of a migraine, which may have impaired their judgement.

Had recently suffered one of more serious life events, such as a bereavement and was severely depressed.

Complained of feeling ill but was under pressure to continue work due to low staffing levels.

Had taken medication which might have affected their judgement or performance.

They have a chronic underlying health condition such as asthma.

Additional guidance on substance abuse

Substance abuse includes intoxication through alcohol or recreational drugs, solvent abuse, and inappropriate self-medication.

Anyone involved in a serious incident will normally be subject to a drug and alcohol test.

If there is evidence that the individual was intoxicated or affected by substance abuse at the time of the incident, then this must be taken into account.

Substance abuse must be dealt with in accordance with the Drug and Alcohol Policy and the relevant sections of the Disciplinary policy.

If there is evidence of Substance Abuse then take advice from the medical team on board ship, or the occupational health team onshore and from your HR Manager or HR Business Partner.

Frequently asked questions

Is it compulsory to use the Just and Fair Decision Tree?

It is a requirement to use the Just and Fair Decision Tree when investigating HESS incidents and relevant HR issues.

Does the Just and Fair Decision Tree compromise my managerial judgement?

The Just and Fair Decision Tree aids objectivity and encourages line managers to thoroughly investigate and understand what happened before coming to a decision about accountability.

The Just and Fair Decision Tree does not take away your managerial judgement by providing firm “answers” or “solutions”, but instead suggests a range of possible options.

The outcomes of an incident still need to be based on the investigation of individual circumstances.

I can't answer one of the questions. What should I do?

The Just and Fair Decision Tree can be worked through in stages, the questions do not have to be answered all in one go. If you cannot answer a question, pause and try to establish the facts. Do not make assumptions without knowledge of the full facts gained through talking to the people involved.

Gather as much evidence as you can but recognise that there could be situations where information proves patchy or inadequate. In these circumstances, you may have to answer the question based on your best judgement.

Managers need to have reasonable belief about a situation, which is based on the evidence, before taking action.

It will often be helpful to go through the information with a colleague or a member of the HR team.

What should I do if new information occurs?

If you have already worked through the Just and Fair Decision Tree and new information appears, then go through it again incorporating the new information. You may reach a different conclusion.

Can I start part-way through the Just and Fair Decision Tree?

No, the tool is designed to pose each question in a structured way.



Several people were involved in the incident and I don't have time to run through it for each individual. What should I do?

It is essential to work through the Decision Tree separately for each individual. Although the basic facts might be the same, there could be significant variables e.g. in each person's motivation, state of mind and understanding of the risks. Treating them as a group or focusing on certain individuals can be unfair.

In the unlikely situation that a large group of employees were involved you may need to group them based on their seniority, experience and knowledge but each one will need to be investigated.

The incident happened some time ago. Can I still use the Just and Fair Decision Tree?

Yes. The Decision Tree can be used immediately following an incident or some time later.

Can I use the Just and Fair Decision Tree for Guest Incidents?

No, this is about treating our employees fairly and establishing accountability. It is not appropriate to use it for guest incidents.



Health Environment Safety Security