

# ORGANIZATIONAL ACCOUNTABILITY for SHE PERFORMANCE

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By  
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**PT FREEPORT INDONESIA**



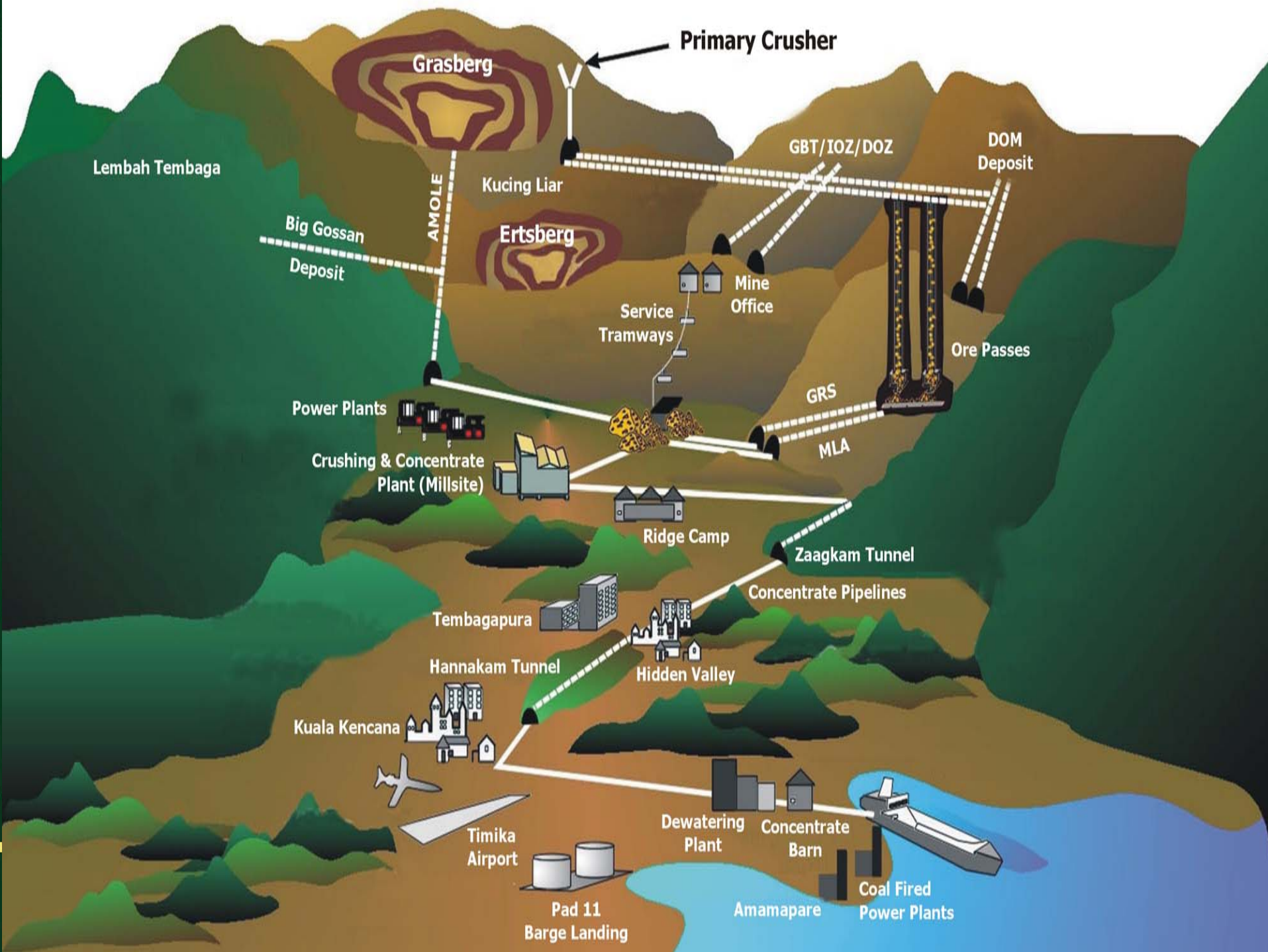
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# ESTABLISHING ACCOUNTABILITY for SAFETY

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- How do we establish accountability for safety performance ?
- How do we measure results in Safety ?



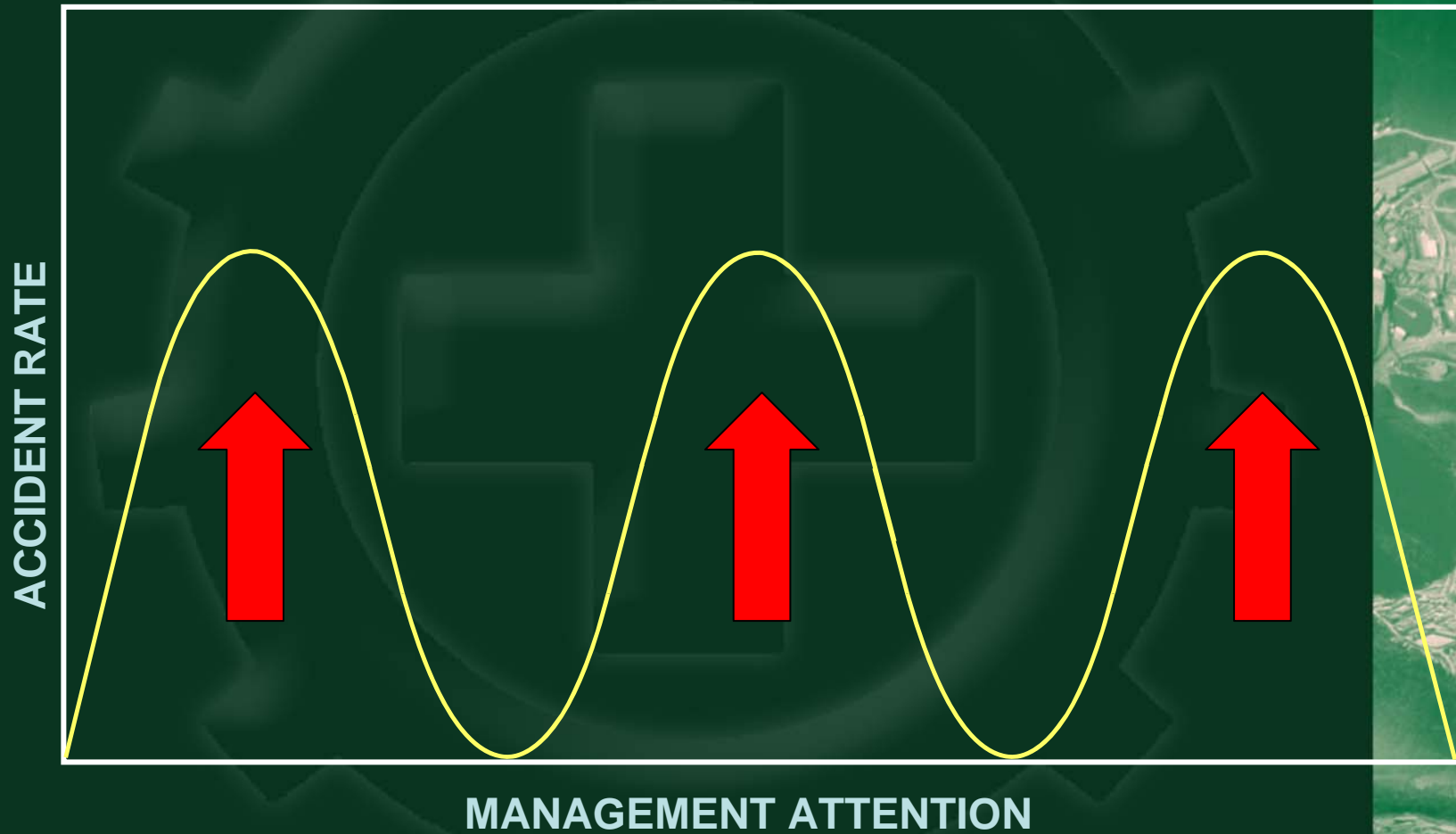
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# Safety Cycle



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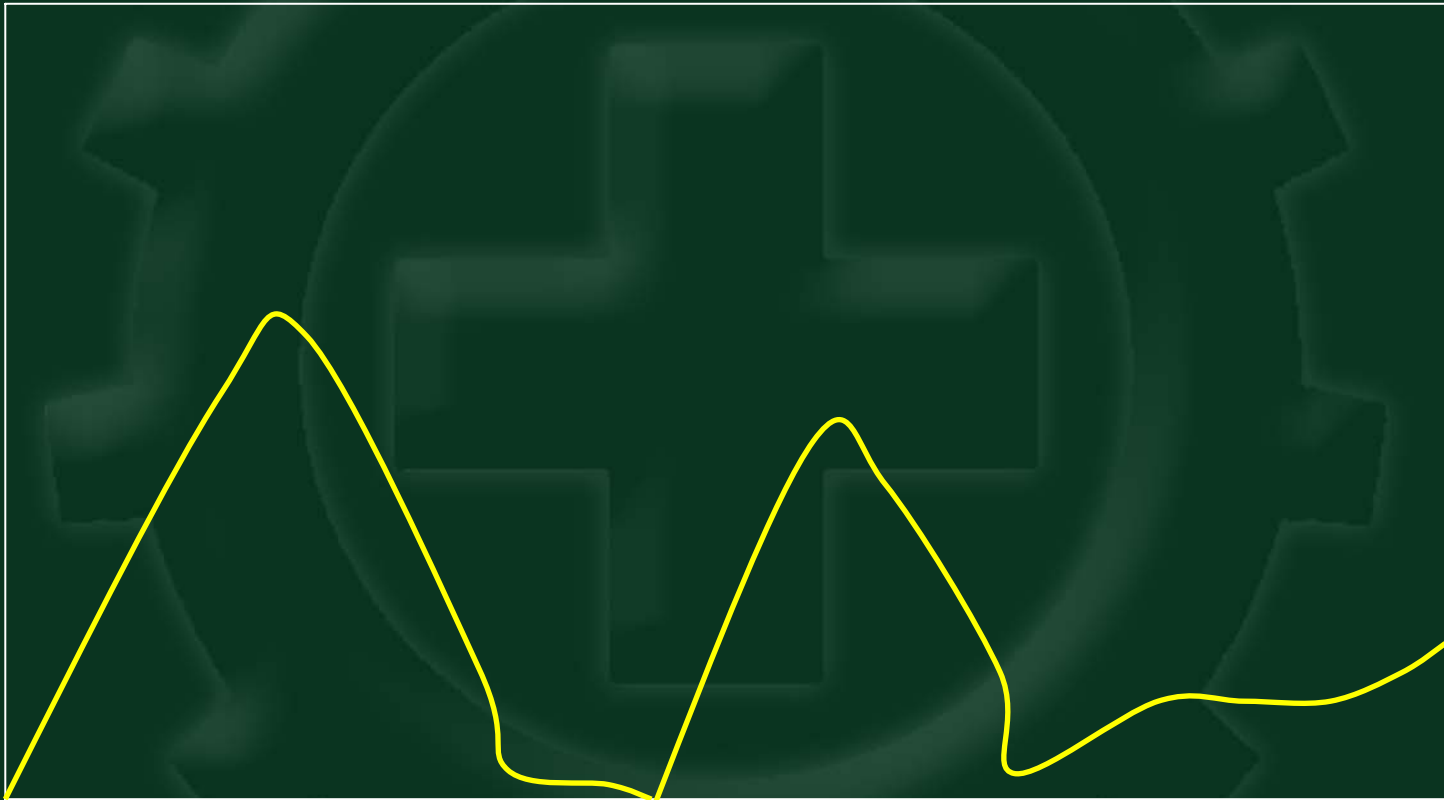
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# Measuring Supervisory Performance By the Number of Incidents

A  
C  
C  
I  
D  
E  
N  
T  
S



IS Not a Statistically Valid Performance Indicator



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# Annual Performance Review Process for All Supervisors

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## The Categories:

- Competence
- Approach to the job
- Cooperation
- Contribution and Organization Mobility
- Safety



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# Upstream Indicator

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- ❑ Focused on valid performance measures BEFORE the event of an accident
- ❑ Does not deal with ONLY the “SYMPTOMS” of poor performance



# Typical HR Performance Review - Safety

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1. Employee understands that safety is as important as production and has accepted the responsibility for all aspects of safety performance.
2. The employee has established (maintained) appropriate safety goals for the unit and implemented plans to meet these goals.
3. The employee has articulated to those who report to him the company's safety standards and goals.



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# Production Performance Measurement

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- Tons of material moved
- Tons of ore to Mill
- Recovery rate
- Down time on belts



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# Supervisory Performance Is Determined by 4 Things (\*)

- ❑ The clear definition of what is expected.
- ❑ Sufficient training to know how to achieve the expectations.
- ❑ A determination of whether or not the expectations have been achieved.
- ❑ A reward (based upon the performance) sufficiently large to gain attention and maintain interest.

(\*) *Dan Peterson in "Safety Management"*



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# Traditional Safety Activities

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- Safety Meetings
- Accident Investigation
- Safety Inspection

**BUT - DO WE MEASURE QUALITY?**



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# Supervisory SHE Accountability Program

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## PURPOSE:

- ❑ To provide definitive guidelines for the measurement of supervisory accountability in safety health and environment.
- ❑ Supervisors are trained in this program, and each of them understands fully how his/her safety performance will be measured.



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# Supervisory SHE Accountability Program

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## SCOPE:

Applied to all staff employees and Supervisory positions of all PTFI Divisions, Privatized Companies, and Contractors at PTFI Contract of Work



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# Supervisory SHE Accountability Program

Each **Supervisory** position is responsible for :

- Following the guidelines in the program as established
- To routinely record all safety related activities
- To be thorough and complete in the documentation of activities

# Supervisory SHE Accountability Program

## Procedure

- All staff employees are obliged to participate
- Must meet the minimum requirements of quantity and quality achievements
- Implemented as per each SHE-AP standard
- Targets are determined in the beginning calendar year by divisions/Dept. referring to each SHE-AP standard
- Participation below minimum standards needs approval by Dept head and S&H Manager



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# Supervisory SHE Accountability Program

## Procedure (continued .....

- ❑ Individual and departmental target achievement must be reported to related parties (Superiors, VP, S&H Dept)
- ❑ SHE-AP achievement must be utilized to measure SHE performance of supervisory positions for their annual performance evaluation and bonus program
- ❑ Each Dept Head must ensure that each position within his dept. has received SHE-AP trainings



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# Supervisory SHE Accountability Program

What are the activities to be measured?

- Daily Safety (Pre-Ops) Check
- Planned Safety Inspection
- Planned Safety Meetings
- Planned Job Observation
- MASTER Observation Program (MOP)
- SHE-AP Performance Review (Applicable only for higher supervisory position levels)



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# Supervisory SHE Accountability Program



## Participating Groups:

- Operations
- Support Services
- Administration



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# SHE-AP MINIMUM REQUIREMENTS

Level of Supervision		Daily (Pre-Ops) SHE Checks	MOP	Planned SHE Inspection	PJO	Planned SHE Meeting	Subordinate Staff's SHE-AP Performance Review
Crew L/H and Foreman	Operation	1 / worked day	1 visit / worked day	1/ month	1 / month	4 / month	-
	Supports	As Scheduled	As Scheduled	1 / month	As Scheduled	2 / month	-
	Admin	-	As Scheduled	1 / month	-	1 / month	-
Gen Foreman	Operation	-	4 visit / week	1 / month	-	1 / month	1 / month
	Supports	-	2 visit / week	As Scheduled	-	1 / month	1 / month
	Admin	-	As Scheduled	As Scheduled	-	1 / month	1 / month
Superintendent	Operation	-	3 visit / week	1 / month	-	1 / month	1 / month
	Supports	-	1 visit / week	As Scheduled	-	1 / month	1 / month
	Admin	-	As Scheduled	As Scheduled	-	1 / month	1 / month
Gen Supt	Operation	-	3 visit / week	1 / quarter	-	1 / month	1 / month
	Supports	-	1 visit / week	As Scheduled	-	1 / month	1 / month
	Admin	-	As Scheduled	As Scheduled	-	1 / month	1 / month
Manager	Operation	-	2 visit / week	1 / quarter	-	1 / month	1 / quarter
	Supports	-	As Scheduled	As Scheduled	-	1 / month	1 / quarter
	Admin	-	As Scheduled	As Scheduled	-	1 / month	1 / quarter
VP and Up	Operation	-	2 visit / week	1 / quarter	-	1 / month	1 / quarter
	Supports	-	As Scheduled	As Scheduled	-	1 / month	1 / quarter
	Admin	-	As Scheduled	As Scheduled	-	1 / month	1 / quarter

# Supervisory SHE Accountability Program

## **ELEMENT:**

- Daily SHE Check — FRESH [Standard No. 5.40.03](#)
- Planned SHE Inspection — FRESH [Standard No. 5.40.02](#)
- Planned SHE Meeting — FRESH [Standard No. 5.14.03](#)
- Planned Job Observation/PJO — FRESH [Standard No. 5.51](#)
- SHE MASTER Observation Program/MOP) — FRESH [Standard No. 5.51.02](#)
- SHE Accountability Review— FRESH [Standard No. 5.41.02](#)



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# Supervisory SHE Accountability Program

## DAILY SHE CHECKS:

- Only for LH, Acting Foreman and Foreman
- Target vs. Achievement
- Use Check-Sheet suited with each area need (Customized)
- Routinely reviewed by superiors
- Cover SHE aspects
- Findings are followed-up
- Documented



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# Supervisory SHE Accountability Program

## ***PLANNED SHE INSPECTION:***

- For all staff levels
- Target vs. Achievement
- Use *Check-Sheet* suited with each area need  
(*Customized*)
- Planned and scheduled properly
- Covers SHE aspects
- Can be carried out integrally and in team
- Findings are followed-up
- Documented



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# Supervisory SHE Accountability Program

## ***PLANNED SHE MEETING:***

- For all staff levels
- Target vs. Achievement
- Planned and scheduled properly
- Covers SHE-aspects
- Media, locations, media/aids, and material mastery
- Topics (proper, interesting, easily understandable)
- Suggestions/inputs are followed-up
- Documented



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# Supervisory SHE Accountability Program

## *Planned Job Observation (PJO):*

- For Foreman, Gen. Foreman, and Superintendent
- Target vs. Achievement
- Planned and scheduled properly
- Covers critical SHE aspects



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# Supervisory SHE Accountability Program

## *PJO (Cont. ...)*

- Refers to the available Standard/ Procedures/ SOP/ JSA/ WI
- Use Check-Sheet in line with need
- Suggestions/inputs are recorded and followed-up
- PJO results are communicated to employees
- Documented



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# Supervisory SHE Accountability Program

## *SHE MASTER Observation Program :*

- For all supervision level
- Target vs. Achievement
- Covers SHE aspects
- Data base records



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# Supervisory SHE Accountability Program

## *SHE MASTER Observation Program (Cont.)*

- Write down SAFE ACTS and UNSAFE ACTS found
- Direct interaction between observer and violator/and his superior
- Suggestions/inputs are recorded and followed-up
- MOP results are communicated to employees



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# Supervisory SHE Accountability Program

## ***SHE-AP REVIEW:***

- Applied for General Foreman and upper levels
- Target vs. Achievement
- Higher level review his subordinates' all SHE-AP elements
- Use tally-sheet suited with the need
- Findings and suggestions are recorded and communicated
- Sign off the Tally-Sheet



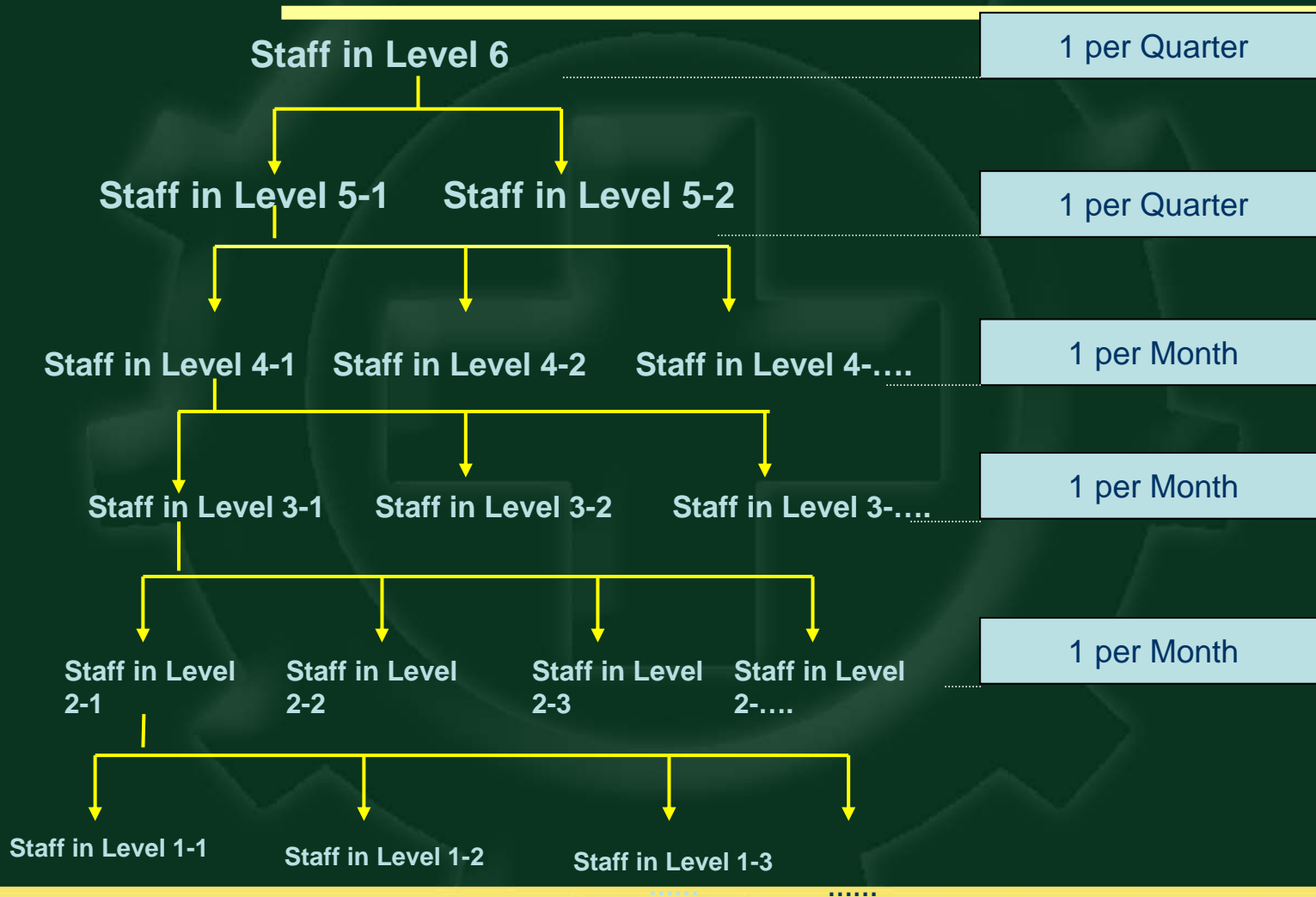
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# Supervisory SHE Accountability Program



# SHE Accountability Program – Quality Monitoring

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Check Sheet,

- Done by Field Safety Officer and SHE Reps.
- Done bi-monthly basis
- Using quality measurement criteria.




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# SHE Accountability Program – Quality Monitoring



## CRITERIA High (Green Bar)

- Comply 100% with minimum requirement for each elements.
- Use approved sheet and considering positive and negative findings.
- The findings are discussed with observed employee/s and his/their supervisor.
- Involving non-staff in implementation



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# SHE Accountability Program – Quality Monitoring

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## CRITERIA Medium (Yellow Bar)

- Comply 75% with minimum requirement for each elements.
- Use approved sheet and considering positive and negative findings.
- The findings are discussed with observed employee/s and his/their supervisor
- Involving non-staff in implementation



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# SHE Accountability Program – Quality Monitoring



## CRITERIA Low (Red Bar)

- Comply 50% with minimum requirement for each elements.
- Use approved sheet and considering positive and negative findings
- The findings are discussed with observed employee/s and his/their supervisor
- Involving non-staff in implementation



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# Management Process

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- ❑ These supervisory safety activities are the “**up-stream**” indicators of the safety management process.
- ❑ We will then be participating in the continuous improvement of the safety management process.



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# The Continuous Improvement Process

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- ❑ A Continuous Improvement Philosophy does not necessarily represent a wholesale change in our traditional safety activities
- ❑ Traditional activities are still important but must be refocused to include quality measures
- ❑ Use 'up-stream indicators of safety performance



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# The Continuous Improvement Process

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- ❑ Management controls the Safety Management Process
- ❑ Changes to the process must be made by Management
- ❑ Incident-focused managers commonly interpret every incident as a **human failure**
- ❑ The truth is, accidents are all Management Failures



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# The Continuous Improvement Process

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If we try to fix problems in the workplace without first improving the way Management approaches the safety process, we will only continue to address short-term solutions to the problems, at best.



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# Recommendations

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- ✓ Review your safety management system.
- ✓ Recognize the need to take action
- ✓ Elicit management commitment to long-term goals
- ✓ Continuously audit and provide adequate feedback to management.



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# Recommendations

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- ✓ Clearly communicate to supervisors what activities you expect of them in Safety.
- ✓ Provide supervisors with the training required to meet management's expectations.
- ✓ Develop a system to determine (measure) the results.
- ✓ Reward supervisors adequately for meeting management's expectations.



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Thanks for your attention



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