

CASE STUDY

An Incentive & Reward Program for Improved Building Emergency Procedures



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THE UNIVERSITY OF
SYDNEY

- › Emergency Management at the University of Sydney
- › Building Emergency Procedures – the Challenges
- › An Incentive and Reward program
- › Why we did it?
- › Evaluation – was it successful?
- › Where to now ...



Building emergencies can occur at any time and have a significant impact on safety

THE UNIVERSITY CONTEXT

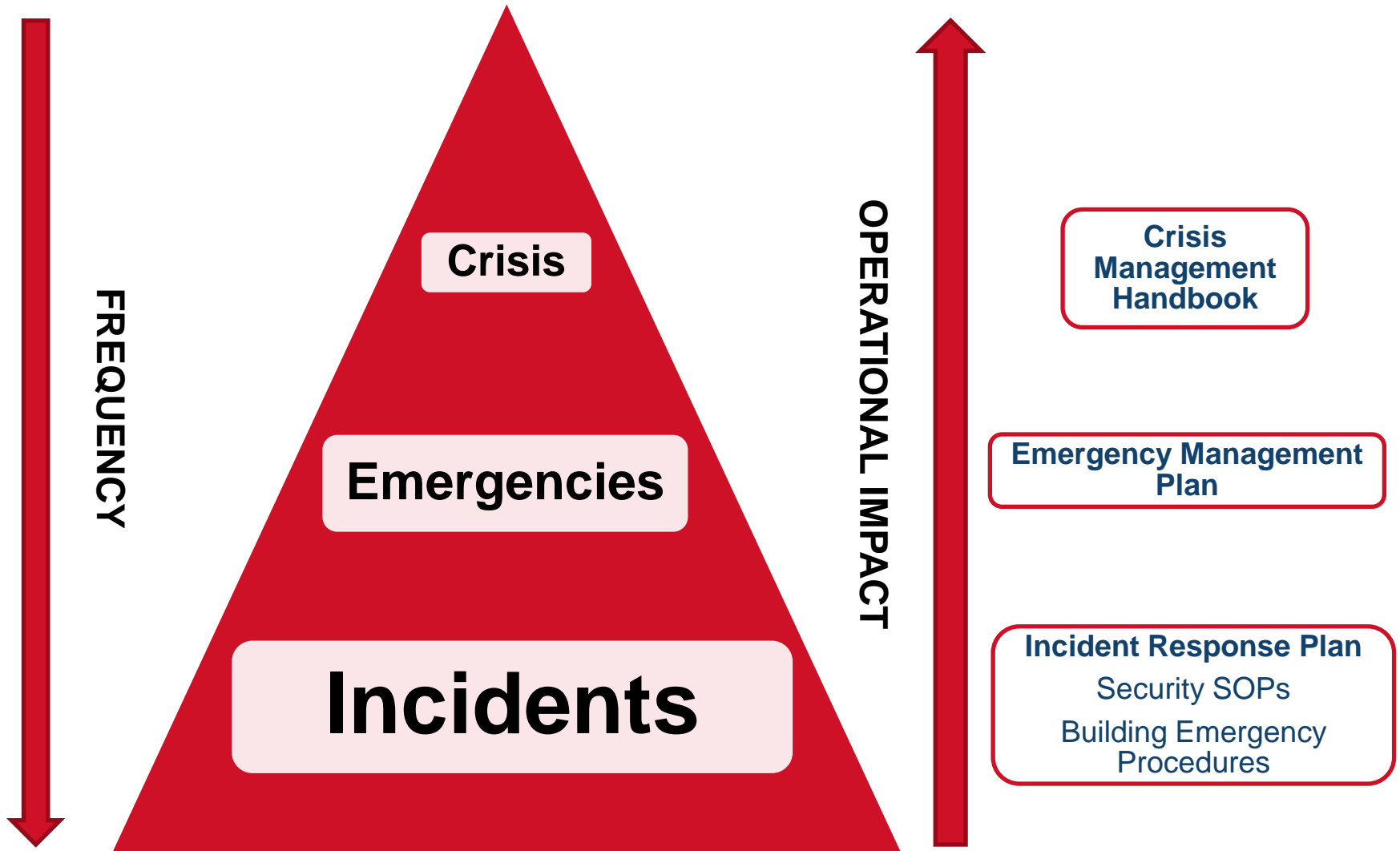
- › Large property portfolios
 - › High occupancy buildings
 - › Broad range of activities
 - › High proportion of visitors & inexperienced workers (e.g.. research students)
 - › Complex management structures
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HISTORY

- › Various emergency preparedness programs over the years
- › Experience with real building emergencies – fires, explosions, gas leaks, HAZMAT incidents, protests, bomb threats
- › A decade ago we were a leader in Emergency Management within the University sector

RECENT PAST

- › Continued effort in relation to University Emergency Management
- › Less support from The District Emergency Management Officer and the Emergency Services
- › Greater University focus on Crisis Management



OUR SYSTEM

- › University Emergency Management Committee acts as the University's Emergency Planning Committee (Ref. AS 3745)
 - › *University Performance Standards* require that:
 - An Emergency Control Organization (ECO) is established in all buildings.
 - Building specific emergency procedures are established and maintained.
 - The ECO meets regularly (at least twice per year)
 - Emergency Procedures are practiced at least annually
 - All evacuations are reported centrally.
 - › Overall Responsibility for building emergency procedures sits with the Head/s of School & Unit with staff located in the building.
 - › Responsibility for coordinating local emergency preparedness is delegated to a Chief Warden.
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THE CHALLENGES

- › Difficulty maintaining interest
- › Reliance on additional discretionary effort from staff
- › Limited formal recognition for Chief Wardens
- › Misunderstandings regarding responsibilities
- › Limited resources allocated to the program

2008 BUILDING EMERGENCY PROCEDURES COMPLIANCE DATA

Total Building Complexes	113	
Chief Warden Positions filled	83	75%
Full Compliance	17	15%
Partial Compliance	73	65%
Non-Compliant	23	20%

CHIEF WARDEN PERFORMANCE BONUS



PERFORMANCE BONUS

To be eligible a Chief Warden must:

- › Meet the selection criteria
- › Formally nominated
- › Meet the performance criteria (during previous 12 months period)



Performance Criteria

- › Maintain up-to-date emergency procedures
- › Maintain ECO membership
- › Chair & minute ECO meetings
- › Regularly report to management
- › Respond to building emergencies (including debrief)
- › Liaise with Facilities regarding fire systems.



HOW DOES IT WORK

- › Head/s of Department nominate a staff member to be Chief Warden
- › A Letter of Offer is sent to staff member
- › Details of the new role are recorded in the HRIS
- › Performance reviews are automatically prompted
- › Head completes the performance review**
- › Decisions are made - performance, bonus, continuation of the role
- › Record keeping is managed by HR Service Centre

NOTE

- › The Performance Standards didn't change
- › Responsibilities didn't change
- › Bonus payments are made from the local Department

WHY DID WE DO IT?



- › Ensure that Chief Warden positions were filled
 - › Improve compliance
 - › Formalise the nomination process
 - › Attract motivated and competent candidates
 - › Recognise the additional work and responsibility
 - › More directly link the line of management with Chief Wardens and emergency performance outcomes
 - › Increase local commitment to emergency preparedness
 - › Build practical capability
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› NO ACTION

- If no action was taken it was unlikely that there would be any improvement in compliance or practical capability to respond to emergencies.

› ADDITIONAL CENTRAL RESOURCES

- The allocation of additional resources to monitor and support building emergency procedures would facilitate the attainment of higher levels of compliance, but not address the core issue, the need for local commitment.

The idea goes way back ...

But the trigger for action was some interest and from the Dean of Science, who was having some trouble filling a Chief Warden position in 2008.

2008
Proposal

2009
Policy
Development

August
2009
SEG
Approval

December 2009
Implementation

December
2010
First Bonus
Paid

EVALUATION – WAS IT A SUCCESS?



HOW DO WE MEASURE SUCCESS?

- › Comparison with our performance standards and the 2008 data
- › Assume improved compliance also represents improved capability

OUTCOMES

- › Funding has not been a problem
- › Excellent engagement with the line of management
- › The number of buildings and building complexes that require a Chief Warden was reduced (natural consolidation)
- › Compliance has improved
- › Not all Chief Warden positions were filled
- › The number of non-compliant buildings has shifted, but still needs work
- › Some people are motivated by financial rewards, others are motivated by other factors including recognition or even altruism.

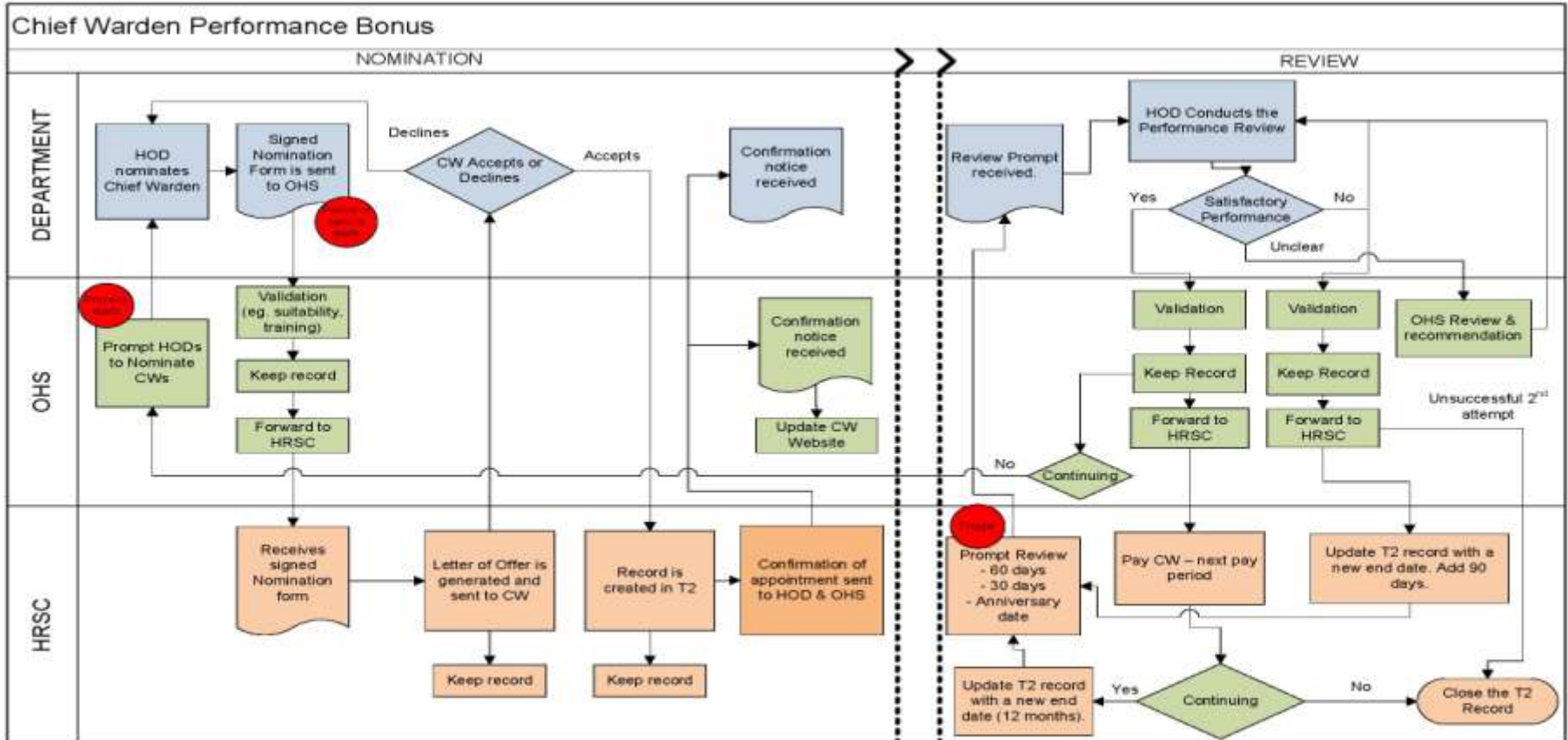
2008 BUILDING EMERGENCY PROCEDURES COMPLIANCE DATA

	2011		2008	
Total Building Complexes	90		113	
Chief Warden Positions filled	70	78%	83	75%
Full Compliance	34	38%	17	15%
Partial Compliance	42	47%	73	65%
Non-compliant	14	15%	23	20%

THE CHALLENGES



- › Nomination of Chief Wardens for multi-tenanted buildings
- › Setting up and monitoring the administration systems**
- › Notification of resignations
- › Chief Wardens on extended periods of leave
- › Demand for training & assistance (mentoring)
- › Monitoring of the review process
- › Auditing – Emergency Management.



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THE FUTURE



THE UNIVERSITY OF
SYDNEY

- › Continue the program (we are still in the first cycle)
- › Identify the common factors related to the non-compliant buildings
- › Target the non-compliant buildings for action
- › Consider a more complex bonus matrix (\$ value)
- › Increase the Human Resources allocated to Emergency Management
- › Work Health & Safety KPI's for Senior Managers.

