

TWP Accountability System

The Accountability System consists of policies and procedures designed to set clear expectations for team members in order to minimize error and improve consistency. Not every situation can be accounted for, so this will serve as a “living system” that is updated and maintained as new situations occur and information is presented. Each new situation will add to the knowledge base and impact future decisions, so this system will adapt with time.

Step 1: Prevention

- 1) Employee handbook- outlines employee policies and procedures i.e. social media, uniform, personal appearance, attendance, etc.
- 2) Connecteam levels- outline expectations based on tenure at park i.e. what skills and procedures should an employee know by what time frame
- 3) Department specific policies- might give further explanation for specific tasks, skills, and/or information
- 4) Open door policy- sets up system for employees to voice concerns, ask for clarification and communicate openly with any level of leadership
- 5) 2-way cards- offers opportunity for questions, comments, concerns, and suggestions
- 6) Coaching and training system:
 - a) Phase I: Preparation - In this phase, the employee will work directly with the trainer on all tasks. This will allow the employee to observe and learn the process and the “why’s” associated with the processes.
 - b) Phase II: Guidance - In this phase, employee will start to do specific tasks/skills/procedure independently from the trainer. The trainer will offer specific instructions and consistently check-in with the employee as they complete the tasks. The trainer will offer feedback on what was done well and guidance on what could be improved.
 - c) Phase III: Practice/Application – In this phase, has completed enough tasks/skills/procedures to apply them to an entire routine independently. At the end of the routine, the trainer will do a routine audit and provide feedback and coaching. The employee will continue to practice the routine until they can sufficiently perform all the tasks/skills/procedures in the required amount of time.
 - d) Phase IV: Performance/Integration – In this phase, the employee can independently perform all the tasks/skills/procedures at the required level and has been signed-off by the trainer. The employee can begin to integrate their prior knowledge and experience to offer improvements and feedback. The employee is now fully accountable for the assigned routine(s) and/or job duties.
- 7) Training grids, tasks grids, and sign off sheets- Provide area specific step by step guidelines to increase consistency
- 8) Coaching and feedback- captains and team members should aim to give each other constant, daily, specific, supportive feedback on areas they are excelling in and areas of improvement

Step 2: Accountability

The following system is in place to help outline clear expectations regarding errors and violations. We understand mistakes happen and encourage mistakes through the learning process. At the same time there is a need for consistency and follow up to ensure the safety and welfare of all animals, guests, and team members.

The max number of points a team member can accumulate is 10 points. If an employee reaches 10 points, the senior leadership team will review their violations and decide on termination.

Repeated violations of the same category/policy within 6 months add on 1 point for each repeated violation.

Three or more violations within a three month time period accumulate an additional 2 points. The accident forgiveness policy states that each year no more than 2 points will expire if the employee has points on their record. You're in good hands!

Violations will be reported through a form in connecteam and tracked by the administrative assistant. Here the supervisor will consider and record fault, intention, facts of the violation, and expected behaviors in the future. The workflow will be printed and given to the employee as well as put in the employee's file.

Violations can be appealed to admin if the employee does not agree.

Coach and Counsel - *While in the first three phases of training, learning a new task/skill/policy/procedure accidents, errors, and misunderstandings will occur. During these times, the trainer will share what they noticed and what's expected of the employee. These will not be considered violations since they are a natural part of the learning/growing process. Likewise, they will not be recorded and anyone on the team can deliver. A coach and counsel may also apply if the violation directly related to a policy or safety concern or it can't be determined if the employee was at fault (i.e. customer complaint).*

Examples: missing something during observe and learn, watch and clear or independent routine portion, social media violation, uniform violation, customer complaint, etc

Violations - A violation occurs once someone has reached the Performance/Integration Phase, which means they have been cleared by a supervisor to perform the policies and procedures independently. In addition, the violation must be the result of their action or inaction (i.e. at fault).

Policy Violation - These are violations that do not harm the safety/welfare of an animal or human.

Examples: not completing a cleaning task on a daily or monthly cleaning grid, social media violation, uniform violation, attendance policy violation, feeding wrong diet amount

Action: 1 point, recorded in writing, meeting with supervisor, only supervisor can deliver

Minor Safety or Welfare Violation - These are violations that impact the welfare and safety and did not result in an injury, but if not accounted for could lead to larger violations.

Examples: green level animal out, key loss, brown level animal in to secondary containment, forgetting to give water or food, dummy locking brown or green animal door, incorrect diet for an animal, handing out pre-cooked food below required temp, not squeegeeing/pushing puddles assigned

Action: (2 points, recorded in writing, meeting with supervisor, only supervisor can deliver)

Moderate Safety or Welfare Violation - These are violations that result in a Minor Injury to a human/animal, or have the Potential To result in a Minor Injury to a human/animal.

Examples: black level animal in to secondary containment, brown level animal out, Minor Injury from mishandling an animal, losing a camp child, Minor Injury to an animal based on husbandry error, giving toxic food to an animal, handing out uncooked food below required temp

Action: (3 points, recorded in writing, meeting with supervisor, retraining, and audits to ensure understanding, only supervisor can deliver)

Severe Safety or Welfare Violation - These are violations that result in a Major Injury or death to a human/animal, or have the Potential To result in a Major Injury or death to a human/animal.

Examples: black level animal out, Major Injury to a human from escaped animal, Major Injury to a guest from an ambassador animal, serving alcohol to a minor

Action: (4 points, recorded in writing, meeting with supervisor and next level of leadership, retraining and/or reassignment, and audits to ensure understanding, only supervisor can deliver)

FAQ's

What if my supervisor does something that should result in a violation? You can talk to them and let them know what you witnessed, found, or feel. Assuming both parties agree, the supervisor

will write themselves up and fill out the form. If both parties don't agree, the supervisor and employee will go to the next level of leadership together.

What if I find something my teammate has done that should result in a violation? As a courtesy tell your team member what you found and let them know that you are required to tell a supervisor. This allows you to go to the supervisor together. If there isn't an opportunity to discuss in person you can report directly to the supervisor.

Is it possible to get multiple violations within one incident? Yes. For example if you leave a lock undone on a code brown animal and that results in an animal escaping holding and attacking a person, you would receive 3 points for the animal escape and 3 points for the injury.

What if an animal escapes it's enclosure because the wind blew the fence down or jumped out over the top of the fence, do I get a violation for that? No. In these cases a keeper was not at fault. If there was a hole in the fence that the keeper missed on rounds then that might be different.

What if there isn't a written policy and yet the supervisor still feels like there is a violation? There does not have to be a written policy in place in order to generate a violation. Many policies, protocols, procedures, instructions, and skills are verbally communicated. We will continue to create Standard Operating Procedures as the park grows.

Why does the first step have to be documented in written form? For consistency and to ensure that everyone is on the same page, we'll be documenting all violations. This way we can all keep track of how many violations have actually occurred to make it objective for all parties.

Definitions

Minor Injury - any injury that does not require the attention of a medical professional (doctor/veterinarian) and can be treated internally by our team (first aid, basic meds, etc)

Major Injury - any injury that requires the consultation with and/or oversight of a medical professional (i.e. urgent care, doctor, veterinarian, etc.)

Potential To - This means that even if the worst case scenario doesn't happen, based on the circumstance it was likely to happen. This will be determined by leadership when evaluating which level of violation a certain incident deserves. As situations occur, leadership will make a determination and use those determinations for future decisions.

Examples:

- a. An employee violates the social media policy by posting an unapproved picture with an animal. This does not impact safety and welfare of an animal or human, so it would be a Policy Violation.

- b. An employee allows a camp child to go home with an adult they don't recognize. The adult turns out to be an aunt who is on the pick up form. This is a minor safety/welfare violation based on the following:
 - i. Allowing children to leave with unknown adults impacts their safety/welfare
 - ii. The adult was an approved person so no harm was done
 - iii. This type of behavior could lead to a Moderate or Severe Violation if not accounted for.
- c. An employee accidentally doesn't double check a lock and a lion gets out of it's enclosure. It is contained within minutes. While an animal or human was not Injured, there was the Potential To injure someone had it not been spotted right away. This would be a Severe Violation.