

Raising Risks (Pre-task Brief)

Probe general risks:

How could we fail?

What is worst thing that can happen?

What is most likely to happen?

What is novel, new, or different that adds risk?

PreMortem:

“Your hand just got pinched, how did it happen?”

- Imagine you just got hurt or damaged a component.

- How did it happen?

By situating yourself as if an incident already happened & looking backward, you'll have a richer mental model from which to imagine risks.

Probe specific & historical risks:

How could the tools fail or cause damage?

What incidents or near misses occurred when this work was done in past?

Is there anything about the current situation (people, location, schedule, weather, etc) that adds risk?

Anything that YOU are doing for first or second

time? What risks does this add?

Any parts that could be hard to assemble, likely to gall, may not fit, have critical clearances, or other interface risks?

Probe Uncertainty:

Are scope and work steps clearly defined? What is unclear?

What assumptions have you made?

Where do greatest uncertainties with this situation or work exist?

Statements that cause risk antennae to go up:

We've never done it before but we should be ok.

I've never seen that before.

We had this problem last time.

Don't worry. We've got it figured out.

We have no contingency plan but...

We're going to do this real slow.

We're behind schedule, we don't have time to....

Not sure we can do it.

Think we can make it work.

Should be ok since we've done similar .

But, should, could, perhaps, maybe, ...

Ask: Details? Grounding? If similar, what's different?

Three Rules of Thumb to Better Identify Risks:

1. Asking questions raises risks. Be thorough in your questioning & always do round-robin at the end.
2. Place yourself where the work is being done. Look around, where are the risks?
3. Almost everything has happened before. Seek deep expertise, even if you need to go off site. Include a person outside the task or project to bring another perspective.

Raise Situation Awareness:

How could this break or drop; what happens if it does?

What do I need to pay special attention to?

What are the critical cues that something is changing, going right or going wrong?

How can I notice (see, hear, smell, feel) critical cues and changes?

Where could there be stored energy?

Who and what else is in the work area (up, down, all around)?

How could my work impact others? How could their work impact me?

Am I out of the line of fire? Where is my line of fire?

Has any work or modification been done in the area that could affect me?

Where could my understanding of the work, configuration, or situation be off?

What's in or under my load path? What are characteristics of the load? What's happening at the hook?

Do I have all the information I need? What is missing?

Is the information reliable? Does it make sense?

What do I think is happening? What disconfirms it?

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Build more detailed mental models:

Perform Pre-task Brief at location(s) work will take place.

Walk- through work steps, with people in position, go through motions, check lines of fire, point to pinch points, etc.

Walk travel path before moving loads.

-Include people who are not familiar with the task in walk down, maybe someone from plant, to look from different perspective. Think 5 steps ahead to what will be done with load. Assign a person to keep an eye on the hook.

Do a walk down anytime you come back to job site (from break, beginning of shift, right before task.)

If can't perform Pre-task Brief at work location, once you get to work area, stop and do a "2-Min Drill"; look all around and up and down for potential hazards (inadequate headroom, no drop protection, other people in area, possibility of falls, etc.)

Review work instructions, drawings. Bring the rigging drawing if getting ready to do engineered lift.

Identify expected conditions and what off-normal looks like.

Use and request real life examples. Ask for examples when something happened during the task that was unexpected, a problem, or worked really well.

Leading Pre-task Briefs:

Do more asking and less talking.

Workers, not supervisors, conduct the process.

Rotate who leads the Pre-task Brief.

Get everyone who is hands on involved, request them to question and challenge.

Leader to question and challenge. Challenge "canned" answers.

Reverse brief: Have the workers present the information to you. "Tell me how you are going to do...." "You've done this multiple times, take us through how this will go." Test if they really know the task.

Call on people specifically to engage them in the process. "Mike, what are you going to do in this situation?"

Be Specific!

Be specific in describing risks. **WHAT** is likely to be dropped? **WHERE** will it fall?

Don't accept general answers: "Somebody could get hurt"; **HOW** could they get hurt?

Be specific in identifying defenses. **HOW** are you going to use it? **HOW** will it work? **WHAT** exactly will you do?

Identify peer checks, stop points, stop work criteria.

Look for different perspectives:

Review Pre-task Brief with entire crew for biggest or most critical task during beginning of shift meeting.

Include a safety advocate (safety professional or worker identified to act in this role). Have them accompany crew to work area to observe and interject when see something that workers did not see; helps address tunnel vision.

Call someone not at site who can take a step back and see through different eyes.

Include people outside of crew doing task such as crane operator, other contractors working nearby, customers.

Always wrap-up with:

Do you have any concerns?

Do you understand the task?

Ask each person!