FIELD LEVEL RISK ASSESSMENT

MANAGER'S HANDBOOK

Written by Esther Hudson (Capability Connections) and Deborah Smith (DSA) for Construction Owners Association of Alberta, 1998

SOME QUESTIONS FOR YOU

1. Do you know that the construction industry has the highest rate of injury accidents of all the industries in Alberta?

2. Have you ever computed the **real cost** of accidents/incidents e.g. equipment /environmental damage, lost work time, WCB premiums, poor reliability resulting in bad public relations, low morale? In one Alberta company the direct costs alone for a 15 month period were estimated to be :

Critical incidents:	2 = $1,000,000
Major incidents	57 = $7,647,735
Serious incidents	79 = $1,642,200
Incidents	223= $386,800
TOTAL	**$11,581,535**

3. Does the cost that you experience from incidents significantly affect your profits and your rating with your customers?

4. Do you think that these incidents could be avoided if your workers would stop and think before they did work?

   After using a process that included field level risk assessment, this Alberta company experienced a 300% increase in reported incidents and a **40% decrease in serious injuries.**

5. Do you wish you had a new way to work with crews in your company to improve your accident figures?

READ ON AND FIND OUT MORE ABOUT

FIELD LEVEL RISK ASSESSMENT

INTRODUCTION

This handbook has the following sections:

1. Making the Decision to Use Field Level Risk Assessment.

Read this to **decide** if you are interested in using Field Level Risk Assessment in your company.

2. Managing Field Level Risk Assessment

Read this to **learn more** about the process of Field Level Risk Assessment.

3. Overview of Field Level Risk Assessment Tools and Training

Read this section to find out what **tools and training** are available to use in your company. A sample plan to use in your company is included.

Section 1:

MAKING THE DECISION TO USE FIELD LEVEL RISK ASSESSMENT

WHAT IS FIELD LEVEL RISK ASSESSMENT?

It is a method that individuals and crews use to eliminate or minimize potential losses (to people, property, materials or environment) during the course of doing work.

Field Level Risk Assessment is a way for workers and crews to:

- Identify hazards associated with work tasks and assess their risks on the **day of the job.**
- Put controls in place so that risks are kept to an acceptable level.

Field Level Risk Assessment is a way for companies to:

- Learn how to **decrease risk** and **increase the reliability** of work .
- Reduce the number and associated costs of incidents, accidents and injury.

Field Level Risk Assessment has:

- Tools that help workers stop, think and put controls in place.
- Training for supervisors and workers.
- Sample forms that can be used to document field level risk assessments and make improvements.
- A manager's handbook.

BENEFITS OF FIELD LEVEL RISK ASSESSMENT

FOR COMPANIES

- Improved work methods and productivity
- Direct cost savings
- WCB premium reduction
- Decreased costs to pass on to customers. A competitive edge.
- Better data to improve company safety
- Reduction in the "emotional" costs of accidents and injuries
- Increased trust and confidence of workers
- Due diligence

FOR WORKERS

- Reduced probability of injuries
- More security for their families
- Improved morale
- Opportunity to make work place improvements
- Opportunity for recognition of increased contribution to the company
- Improved ability to think critically

YOUR DECISION

USING FIELD LEVEL RISK ASSESSMENT

Making this system work in your company will take effort. You will need to:

1. Learn to do field level risk assessment.
2. Develop a plan for using it in your company.
3. Change existing company systems to support this new way of doing work e.g. record keeping, safety policies, reward systems, etc.
4. Get people on board. This is not just the "fad of the month".
5. Make sure people are trained to use the system.
6. Monitor whether people are using the field level risk assessment process.
7. Deal with the "slow down to speed up" problems that may occur at first.
8. Use the information that is generated in the written reports to improve the way work is done.

QUESTIONS TO ASK YOURSELF BEFORE YOU DECIDE	Yes	No	Not Sure
1. Are you concerned about losses that your company has because of incidents?			
2. Do you think that workers can make a difference to your company's profit and loss?			
3. Are you prepared to do the work to get started? e.g. Plan, train, motivate, etc?			
4. Are you prepared to make changes to support using this process in your company? e.g. developing record keeping methods, giving recognition ?			
5. Are you prepared to keep the focus on this process until people establish the habit?			

Read on and find how to implement and manage Field Level Risk Assessment in your company.

Section 2:

MANAGING FIELD LEVEL RISK ASSESSMENT

THE MODEL AND TOOLS

THE MODEL

What is Field Level Risk Assessment?

- It is a **mental process** used by both individual supervisors and workers.
- It is a problem solving process that uses **discussion on the job site**.
- It includes **writing** down the outcomes of the discussion. This part is optional but strongly recommended.

How is Field Level Risk Assessment done?

Supervisor and crew **discuss the work** to be done on the day of the job. Together they:

- Identify the job steps.
- Identify the hazards associated with each step.
- Assess the level of risk for each hazard.
- Identify and put in place the controls to effectively control the risk

The Supervisor:

- **Prepares and leads** Field Level Risk Assessment discussions
- **Documents** this information on a form prepared for this purpose.
- **Submits** the documentation for analysis and review.
- Makes completed **form available** to crew.

Each worker:

- **Stops and thinks** about hazards, risks and controls while working.

Specifically assigned personnel:

- **Review the field level risk assessment data** to identify ways to reduce hazards and risk on an ongoing basis.

Where is Field Level Risk Assessment done?

At the job site

When is Field Level Risk Assessment done?

- At the **beginning** of a new job or new shift
- When **new workers** come on site
- When the information about the **work changes** (e.g. changed plans, unexpected characteristics of the task such as new configuration of equipment)
- Whenever job site **conditions** change (e.g. weather, availability of tools etc.)

Who does Field Level Risk Assessment?

- The **supervisor** thinks through the process to prepare for meeting with the crew.
- The supervisor leads a discussion with **the crew** encouraging their analysis and feedback.
- The **worker** does it as a mental process as he/she works.

Why Do Field Level Risk Assessment?

To fulfill the employer requirements of the **Occupational Health and Safety Act**:

- Employers are required "to ensure as far as it is is reasonably practicable" the health and safety of workers present at the work site.
- Workers are required to protect the health and safety of themselves and others.
- Employers are required to make sure workers are aware of their health and safey responsibilities.

To **reduce losses** due to uncontrolled hazards. Field Level Risk Assessment:

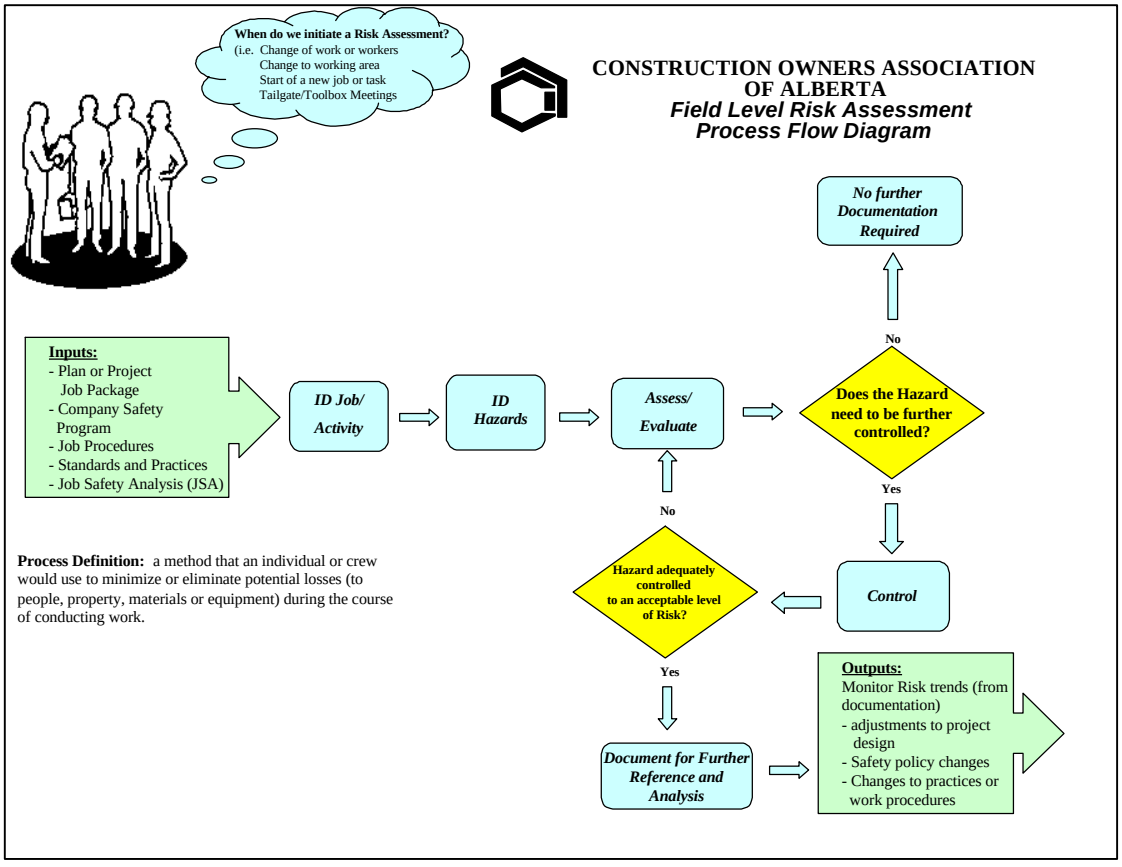
- Facilitates a safer working environment for people.
- Helps to minimizes or eliminates losses to property, materials and the environment.

FIELD LEVEL RISK ASSESSMENT PROCESS

This flowchart shows the process used to conduct the Field Level Risk Assessment and put controls in place. It also shows how Field Level Risk Assessment is integrated into other company safety initiatives.

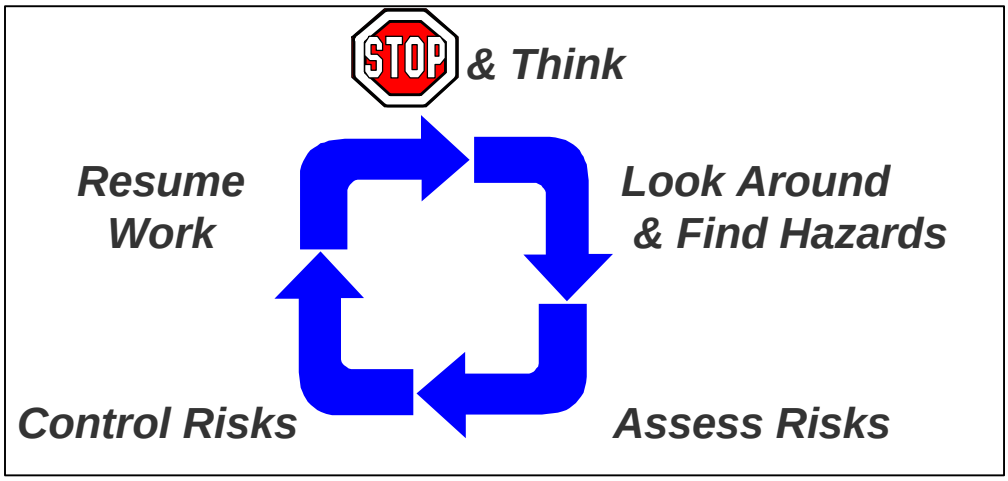
Note that Field Level Risk Assessment does not replace other planning and risk assessment processes. Methods such as Hazop and Job Safety Analysis are used before construction begins. Field Level Risk Assessment incorporates the information from these processes and adds **day of the job** information.

The Construction Owners Association of Alberta has developed a form that can be used or adapted for record keeping. Although writing down the results of the team discussion may not appear to improve the risk assessment, it is highly recommended. Writing things down encourages better thinking. The information obtained from the team discussions can be used to **improve work procedures** and will improve safety in the long run.



THE "MEMORY JOGGER" – A CARD FOR WORKERS

The "Memory Jogger" is a pocket-sized card to give to workers as a reminder of how to conduct Field Level Risk Assessment. Your company can customize this card. Templates are found in Section 3.



FIELD LEVEL RISK ASSESSMENT

Questions to ask before & while doing a task:

IDENTIFY:

- **Do I clearly understand my task?**
- **Am I physically & mentally prepared to do the task?**
- **What could go wrong?**
- **Is there a risk to others or myself?**
- **What can change that could create a new risk?**
- **Could other crews, workers, or conditions pose risks to me?**

ASSESS:

- **How bad could this be?**
- **How likely is it to happen?**

CONTROL:

- **Who should I contact for help?**
- **Are permits, written practices, procedures, etc. required?**
- **What can I do to control the risk?**
- **Will the control affect another part of the task being done?**
- **Do I need to tell anyone else?**
- **Are emergency response plans required?**

"IF IN DOUBT SHOUT"
CONTACT YOUR SUPERVISOR!

HOW TO START USING FIELD LEVEL RISK ASSESSMENT

CHALLENGES WORKERS MAY HAVE

1. Field Level Risk Assessment requires workers to **stop** and **think before doing** even routine tasks. It is easier just to work as usual. Changing any habit is hard. Thinking before doing will get easier with practice and reinforcement.

2. Field Level Risk Assessment requires **critical thinking skills** that may be underdeveloped in some workers. As workers develop these thinking skills, they will improve their performance in many other situations.

3. Field Level Risk Assessment requires individuals to **accept responsibility** for thinking and taking action. Many people expect to be told what to do but they like to give ideas. With input comes a greater commitment to good work.

4. Doing Field Level Risk Assessment may mean **challenging authority** for some people. Supervisors may expect to do the thinking and the telling. They may be uncomfortable having workers tell them that something at the work site needs to be done differently. Workers may be uncomfortable playing that role. Using this process builds teams.

5. Using the forms requires **more paperwork** that most foremen do not enjoy. The process of writing assessments requires crews to think through conditions more carefully. It also means that their ideas and suggestions are recorded and used by the company to improve safety.

NOTE: Using the ideas " How to Get People on Board" will help to overcome many of these problems.

HOW TO GET PEOPLE ON BOARD

Implementing Field Level Risk Assessment represents a change for your company. Understanding what people need to **motivate** them to change is helpful. You can then address their needs in your plan.

What People *NEED* To Start Using FIELD LEVEL RISK ASSESSMENT	What *YOU CAN DO* To Get People on Board
People need to understand that there is a **serious problem** and that doing Field Level Risk Assessment is the **best solution** for: • the company • themselves	**Give information** that describes the **problem**. Gather information that answers these questions: • How much do accidents cost? • How do these costs affect our competitive position in the market place? • How will reduced costs affect company contracts and keep workers employed? • How will Field Level Risk Assessment reduce their personal risk? **Give information** about the **results** you are shooting for: • What are your objectives regarding incidents, accidents and injury? • What will you do to make Field Level Risk Assessment an ongoing way of doing work?
People need to be **involved** in getting Field Level Risk Assessment going.	**Ask the "leaders"** in your company to help **plan and install** Field Level Risk Assessment. • Choose both supervisors and workers • Choose some "hard nuts" who have influence

What People *NEED* To Start Using FIELD LEVEL RISK ASSESSMENT	What *YOU CAN DO* To Get People on Board
People need to know that **progress** toward the objectives of reduced incidents, accidents and injury will be **measured.**	**Choose the measures** and **tell people.** • Use **numbers**. e.g. How many forms? What is the reduction in accidents? • Track **quality** e.g. How well are forms filled out? What is the reduction in accidents of the same type? • Use **ad hoc** measures e.g. conversations on the work site asking, "How it is going?" • Set up regular ways to **report results** e.g. newsletters, bulletin boards, meetings.
People will use Field Level Risk Assessment, if **consequences are clear and used.**	Put **rewards/ recognition** in place. • **Focus on the positive.** • **Choose rewards** that fit with your company's best way of doing things. • Use **persistent feedback as consequence** for not using Field Level Risk Assessment i.e. I will check to make sure that you are doing it etc. • **Deal with fears positively** (e.g. fears of speaking out).
People need to be **well trained** and have the skills to use Field Level Risk Assessment.	Train both **workers and supervisors** • Use the training packages provided by **COAA.** (customize as you like) • Use every opportunity to **coach** and **reinforce** the skills and behaviors. • Make sure that supervisors constantly **train their crews.**

What People *NEED* To Start Using FIELD LEVEL RISK ASSESSMENT	What *YOU CAN DO* To Get People on Board
People need to get **feedback** on their use of Field Level Risk Assessment.	Use many opportunities to give feedback to individuals and crews • Use **safety meetings.** • Attend **tailgate sessions.** • Use **performance discussions** if you have regular ones. • Use **management meetings.** • Use **written and verbal** methods.
People need to have **personal success** or see others have success using Field Level Risk Assessment.	Produce " **quick wins**" and **positive changes.** • Find **early successes** and announce them. • **Ask for examples** of successes at safety and other meetings and gatherings.
People need to see that **management is serious** about Field Level Risk Assessment	• Use the **employees' suggestions** to improve tools and procedures. • **Invest in "controls"** that make an ongoing difference. • **Use the process** yourself.

What People *NEED* To Start to Use FIELD LEVEL RISK ASSESSMENT	What *YOU CAN DO* To Get People on Board
People need to see that company **systems**, goals and measures **reinforce not compete** with doing Field Level Risk Assessments.	**Coordinate other systems and measures** • Make risk assessment a **primary goal**, higher than getting the work done fast. • **Reward and recognize individuals and crews** who do risk assessment (promotions, added responsibility, visibility, prizes, cash, etc.). • **Write policies and procedures** about Field Level Risk Assessment. • Stream-line related **paper-work** to make sure it doesn't interfere with Field Level Risk Assessment. • Set up a way to **use the information** from the Field Level Risk Assessment forms. • **Change the job descriptions** of everyone who is involved in doing field level risk assessment. This includes administrative people and those analyze the information from the forms.

HOW TO MANAGE THE ONGOING USE OF FIELD OF LEVEL RISK ASSESSMENT

MONITORING THE USE OF FIELD LEVEL RISK ASSESSMENT

1. Use standards and indicators

The questions "What do you want people to do?" and "How do you want them to do it?" are important management questions. Documented standards make these expectations clear for workers. There should be standards about Field Level Risk Assessment for both crews and individuals. Indicators describe how and when you will measure the performance in relation to the standards. **Here are some examples:**

- At the beginning of every job, every shift, and **every time there is a change** in job plans or conditions, the crew will meet together and do a Field Level Risk Assessment.

  Possible Indicators: You see crew meetings taking place.

- Every time a worker changes a task they do a **mental Field Level Risk Assessment**.

  Possible Indicators: You see workers putting controls in place, reporting concerns to foremen, stopping to think before starting a new job step.

- Every time there is a crew discussion a Field Level Risk Assessment **form is filled in**.

  Possible Indicators: A minimum of one form is submitted for each day of crew activity.

- At the end of each month, the Field Level Risk Assessment **forms will be reviewed** at a joint work site committee.

  Possible Indicator: Person assigned to this task submits a summary of hazards identified and suggestions for changes to improve how work is done.

2. Make monitoring a standard process

Decide how you will monitor, who will monitor, and when you will monitor. **Here are some examples:**

- **What you will do**: Verbal reports at management and safety meetings, reports during performance discussions, spot checks at the work site, spot checks of documentation, audits, etc.
- **Who**: Senior management, foremen, supervisors, health and safety staff.
- **When**: Consistent and persistent time frames set for each activity.

3. Keep records

Decide what you will record to check your progress toward your objectives, who will do the recording and how it will be recorded. **Here are some examples:**

- **What:** Field Level Risk Assessment Forms, monthly reports of suggestions, spot check results of crews and individuals
- **Who:** Management, foremen
- **How:** In personnel files, in data bases, hard files

4. Develop a way to give feedback

Communicate individual and company progress and performance in relation to targets and expectations.

- **Methods:** newsletters, memos, announcements, one on one conversations, meetings

USING FIELD LEVEL RISK ASSESSMENT TO IMPROVE BUSINESS RESULTS

There are three ways that using Field Level Risk Assessment can improve your business results. They are:

1. COST REDUCTION: Reduction in the number and severity of incidents, accidents and injury

Consistent and effective use of Field Level Risk Assessment will reduce the number of incidents, accidents and injuries in your company. This change will **reduce your costs**. Consistent expectations, training, monitoring, feedback and rewards will establish Field Level Risk Assessment as a habitual practice for individuals and crews.

2. IMPROVEMENT IN PROFITS: Improvement in the way work is done

Incidents happen when effective measures are not put in place to control hazards. They are a symptom of a way of working that is not reliable. Using written procedures, better tools or equipment, or standards to govern working conditions can eliminate or reduce the severity of the risks. These changes also improve reliability. Improving reliability increases the quality and often the quantity of work that is done. Individual and crew productivity improve.

By reviewing Field Level Risk Assessment forms, you can identify trends and patterns of hazards. An analysis of these trends and patterns may uncover ways to improve work methods. To achieve this result, it is crucial that you assign specific people to gather and analyze Field Level Risk Assessment data, solve the identified problems, and take action on making changes. Improvements will not happen without effort and good management.

3. IMPROVEMENT IN COMPANY MORALE: Improved worker commitment

Opportunity for growth and achievement, clear expectations and personal responsibility, the ability to influence, and working as a team are factors which influence employee motivation and commitment. Field Level Risk Assessment provides workers with these opportunities. Workers develop critical thinking skills, make meaningful contribution to the company's success, and participate in important team problem solving. Increasing health and safety for themselves and others is perhaps the most important and motivating outcome of doing Field Level Risk Assessment.

Although the impact of morale is not as easily measured as cost and profit, most managers agree there is correlation between high morale, productivity and quality of work. Field Level Risk Assessment has the potential to improve the attitudes people develop about work and the company.

Section #3:

OVERVIEW OF TOOLS AND TRAINING

TOOLS

Copies of these tools are found at the end of this document.

MEMORY JOGGER CARD

This is a pocket-sized card for each worker. Your company can customize it.

RISK ASSESSMENT MATRIX

This is a simple matrix that helps to assess the risk associated with a hazard. The variables used to assess risk are the possible consequences associated with the hazard and the probability that it will occur.

FIELD LEVEL RISK ASSESSMENT PROCESS FLOWCHART

This is a flowchart that explains how the Field Level Risk Assessment process fits with other company loss management processes.. It is useful as a pictorial overview of inputs, process steps and outputs of the process.

FIELD LEVEL RISK ASSESSMENT FORM

This is a form to record Field Level Risk Assessment discussions conducted by crews. The forms can be produced in pads that fit clipboards. The forms can be designed to include a process chart, memory jogger card information and the risk assessment matrix. They can also be produced in duplicate to provide copies for record keeping and analysis purposes.

TRAINING/ INFORMATION

Training and/or information in Field Level Risk Assessment is available for managers, supervisors and workers.

MANAGERS

"The Manager's Handbook"

This document is provided to meet the information needs of managers who are interested in understanding Field Level Risk Assessment. It does not develop skill in using the process, however. Manager may wish to use the "Supervisor's Guide to Field Level Risk Assessment: Part One – Self Study Training" to develop skill in doing Field Level Risk Assessment.

SUPERVISORS

"Supervisor's Guide to Field Level Risk Assessment: Part One – Self-Study Training"

The "Supervisor's Self-Study Guide To Field Level Risk Assessment" is a self-study program designed to teach supervisors how to do Field Level Risk Assessment. It uses content and exercises from the training for workers but is to be done by self-study rather than in a group setting. It includes instruction in how to use the "Field Level Risk Assessment Form" and how to conduct a Field Level Risk Assessment discussion with a crew.

After completing this self study training in Field Level Risk Assessment supervisors will be able to:

1. Describe why Field Level Risk Assessment is needed to improve worker health and safety, work effectiveness and company profitability.
2. Describe how Field Level Risk Assessment helps employers and workers fulfill the requirements of Occupational Health and Safety Legislation.
3. Describe what Field Level Risk Assessment is, when it is done, and who does it.
4. Describe the process steps for Field Level Risk Assessment.
5. Identify the steps of a job and identify the hazards linked to each job step.
6. Assess the risks linked to the hazards identifed in a job using the Risk Assessment Matrix.
7. Identify appropriate controls to put in place, to reduce risk to an acceptable level.
8. Use a form to record Field Level Risk Assessment discussions.
9. Make personal plans about using Field Level Risk Assessment to supervise workers more effectively.
10. List the benefits that the company and workers experience through using Field Level Risk Assessment.

"Supervisor Guide to Field Level Risk Assessment: Part Two Training Others"

This contains information a supervisor or trainer would need to deliver training sessions to workers. It includes detailed instructions for teaching the sessions, overhead masters, and ideas about how to make the training fit your company's needs.

The table of contents is:

1. Description of the Training
2. How to Prepare Yourself For Delivering the Training
3. Lesson Plans
4. Overhead Masters
5. How to Customize the Training
6. Tips on How to Deliver Training

WORKERS

"Field Level Risk Assessment" Workshop

This training workshop can be delivered in variety of two-hour formats. It uses discussion, practical examples and case studies. It is designed to teach skills and motivate workers.

The purpose of the training is:

To prepare work site personnel to use the Field Level Risk Assessment process, in a habitual way, to identify potential hazards, assess their magnitude, and decide if controls are needed.

As a result of the course, workers will be able to:

1. Identify and describe a hazard, an assessment of risk and a control.
2. Describe the process of Field Level Risk Assessment.
3. List the two components of Field Level Risk Assessment.
4. Identify situations where the Field Level Risk Assessment process should be used.
5. Use the "Memory Jogger" questions to do a Field Level Risk Assessment.
6. Use the Risk Assessment Matrix to assess the risk in a situation.
7. Demonstrate their ability to do Field Level Risk Assessment in a group using a case study.
8. Discuss the kinds of hazards that are possible on a work site.
9. Discuss the types of controls that can be used to keep risk to an acceptable level.
10. Discuss the barriers to using Field Level Risk Assessment habitually and the supports that are available to overcome these barriers.
11. Discuss the responsibilities they have to use Field Level Risk Assessment.
12. Describe how Field Level Risk Assessment will be used in this company.
13. List the benefits of making Field Level Risk Assessment a habit on every job.

MAKING YOUR PLAN: A TOOL

What follows is a **sample action pla**n for making Field Level Risk Assessment happen in your company. It is a planning tool as well as a checklist to track completion. The "How" column includes suggested methods. These suggestions are in italics.

Action/Objective	Who	How? When?	Done? ✓
PHASE 1: Build Commitment			
Key decision-makers in company become familiar with Field Level Risk Assessment	Decision makers in company	• *Read and discuss the COAA "Field Level Risk Assessment: Manager's Handbook"*	
Gather facts on the number and cost of incidents.	Safety or other personnel, general manager		
Set challenging targets for improvement in incident, accident and injury figures	Company management		
Assign individual /team to develop company plan	Company management		
The individual/team become familiar with problem, targets and Field Level Risk Assessment Process	Individual /team doing the plan	• *Members of the management team complete the "Supervisor Guide to Field Level Risk Assessment: Part One Self-Study Training"*	

Action/Objective	Who	How? When?	Done? ✓
PHASE 2: Get Ready			
Review company policies and procedures that will be affected by Field Level Risk Assessment.	Individual or team doing the plan		
Find out how positions in the company would be affected by doing Field Level Risk Assessment, i.e. workers, supervisors/ foremen, individuals who will process Field Level Risk Assessment information.	Individual or Team doing the plan	• *Ask management who they want to handle the documentation, the monitoring of worker and crew performance, recommendations that come from the process*	
Find out the quality of performance in Field Level Risk Assessment that company management expects.	Individual or Team doing the plan	• *Ask management* • *Write a standard and get it approved*	
Find out what rewards or consequences management wants to put in place for people doing or not doing Field Level Risk Assessment.	Individual or Team doing the plan	• *Ask management* • *Make a proposal and have it approved*	
Find out how Field Level Risk Assessment will affect other safety programs in the company.	Individual or Team doing the plan		
Find out what resources ($, people, time) are available for training workers and supervisors.	Individual or Team doing the plan	• *Do a rough budget of training and other costs and give to management* • *Ask management for preliminary approval*	

Action/Objective	Who	How? When?	Done? ✓
PHASE 3: The Plan (who, when, how)			
Develop the communication for Field Level Risk Assessment. This includes getting it started and the ongoing communication that will be needed to keep it going.	Individual or Team doing the plan		
Decide how changes in company policies, procedures and related safety programs/initiatives (including audits) will be made.	Individual or Team doing the plan		
Determine how changes to roles/job descriptions will be made.	Individual or Team doing the plan		
Develop the plan for the training of workers and supervisors/foremen.	Individual or Team doing the plan		
Decide how documentation will be used to improve safety and work results.	Individual or Team doing the plan		
Identify how, where and by whom documentation will be stored.	Individual or Team doing the plan		
Develop a monitoring plan.	Individual or Team doing the plan		
Decide how COAA tools will be adapted for use in the company e.g. form, matrix	Individual or Team doing the plan		
Identify what could go wrong with the plan and make adjustments.	Individual or Team doing the plan		

Action/objective	Who	How? When?	Done? ✓
PHASE 4: Taking Action			
Communicate about the program	Management		
Change job responsibilities	Management		
Change policies	Management		
Set up new process to deal with documentation	Administration / Management		
Set up monitoring methods	Management		
Prepare and deliver training	Supervisors, trainers, or contractors		
Monitor "Take Action" activities and make adjustments	Management		
Monitor use of Field Level Risk Assessment	Management		
Communicate successes	Management		

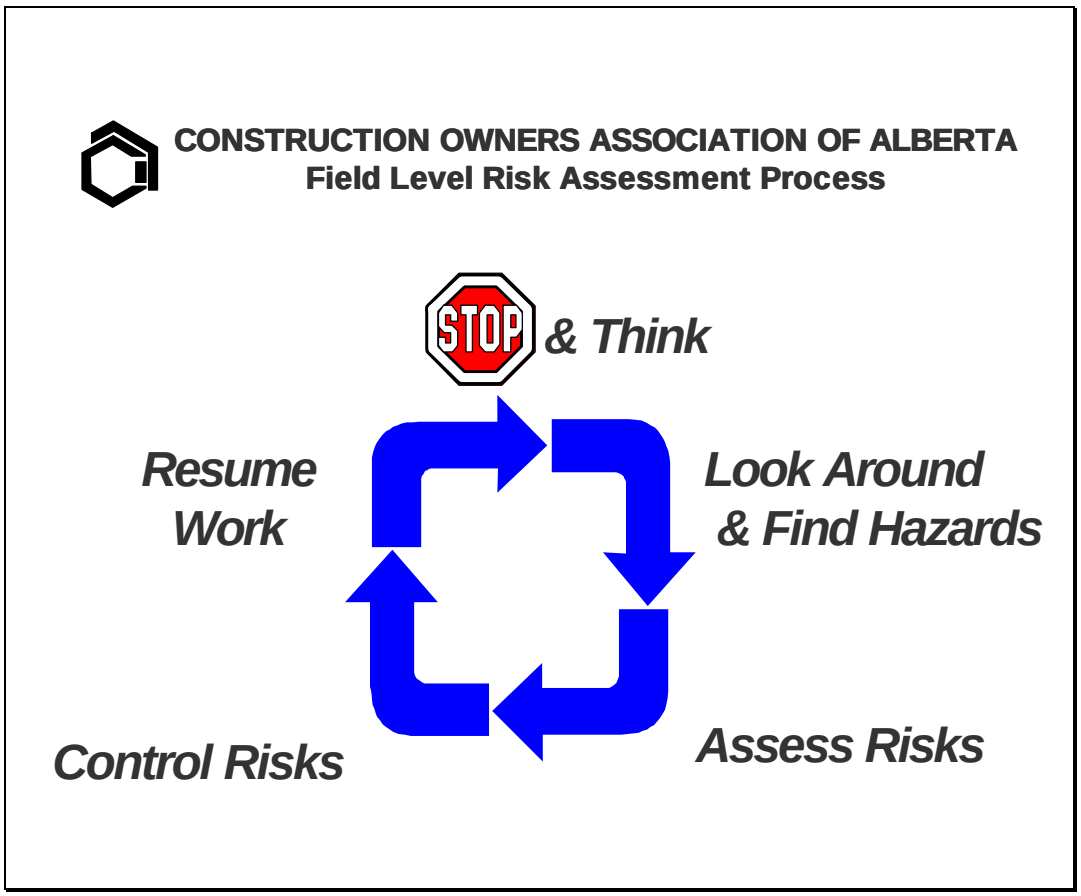
Action/objective	Who	How? When?	Done? ✓
PHASE 5: Review Program			
Review progress toward targets and objectives	Management	• *Gather information from audits and monitoring activities*	
Identify changes required and develop plan	Management		
Implement plan	Management		

TEMPLATES

THE "MEMORY JOGGER" – A CARD FOR WORKERS

The "Memory Jogger" is a pocket-sized card to give as a reminder of how to conduct "Field Level Risk Assessment. Your company can customize this card.

(SIDE ONE)



"MEMORY JOGGER CARD" SIDE TWO

FIELD LEVEL RISK ASSESSMENT

Questions to ask before & while doing a task:

IDENTIFY:

- **Do I clearly understand my task?**
- **Am I physically & mentally prepared to do the task?**
- **What could go wrong?**
- **Is there a risk to others or myself?**
- **What can change that could create a new risk?**
- **Could other crews, workers, or conditions pose risks to me?**

ASSESS:

- **How bad could this be?**
- **How likely is it to happen?**

CONTROL:

- **Who should I contact for help?**
- **Are permits, written practices, procedures, etc. required?**
- **What can I do to control the risk?**
- **Will the control affect another part of the task being done?**
- **Do I need to tell anyone else?**
- **Are emergency response plans required?**

"IF IN DOUBT SHOUT"
CONTACT YOUR SUPERVISOR!

RISK ASSESSMENT MATRIX

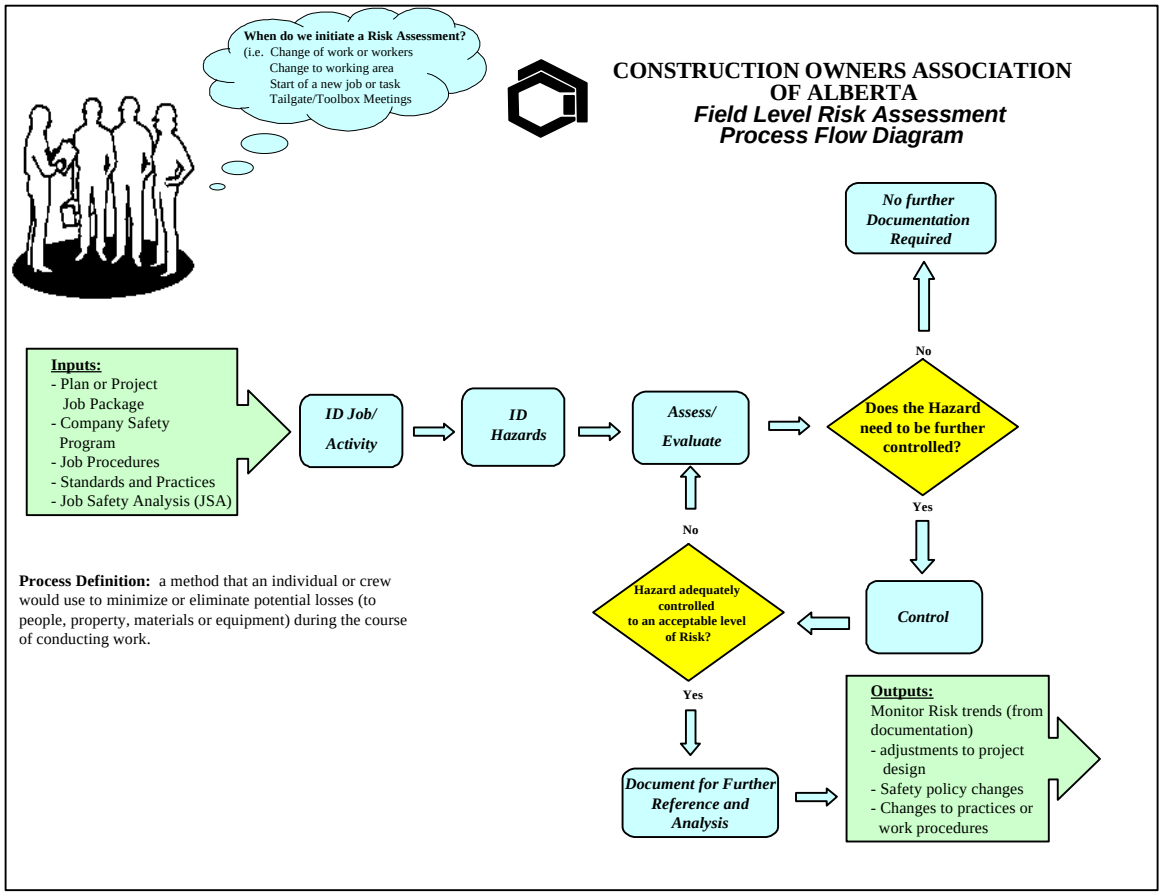
LEVEL OF RISK = Consequences X Probability

Consequences: High (H)– Serious; **Medium (M) –** Moderate; **Low (L) –** Minor
Probability: High (H)– Often; **Medium (M)–** Sometimes; **Low (L) –** Rarely

PROBABILITY

CONSEQUENCE	High	Med.	Low
High	H	H	M
Med.	H	M	L
Low	M	L	L

FIELD LEVEL RISK ASSESSMENT PROCESS FLOWCHART



FIELD LEVEL RISK ASSESSMENT FORM

FIELD LEVEL RISK ASSESSMENT

DATE: _____

PROJECT NAME: _____

LOCATION: _____

COMPANY: _____

STEP 1 – IDENTIFY MAIN JOB TASKS	STEP 2 – IDENTIFY HAZARDS	STEP 3 – ASSESS RISK (RISK = PROBABILITY X CONSEQUENCE)

STEP 4 – CONTROL HAZARDS

HAZARD	WHAT CONTROL	BY WHOM	WHO CHECKED

FOLLOW-UP REQUIRED

COMPLETED BY: _____ **SUP/LEADER REVIEW:** _____