

# LEAD A SAFETY BRIEFING

*On the topic of a shared awareness of major risks*



*Facilitator's guide*




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## Training kit: Instructions for use


*Bring your meetings or training sessions to life!*




- **What is the aim?** Develop a shared awareness of major risks




- **Who is it for?** Operators, managers or anyone else involved in the deployment of a safety culture



- **When?** During a safety briefing, a chat, or even a training session



- **How does it work?** This kit is made up of three, 20-minute (approx.) sessions that can be run independently or in sequence. Our recommendation: run the sessions in the form of 'seasons' to help consolidate learning



- **What are the tools?** A facilitator's guide + slides + the leaflet + a how-to video

## Before you start

*You need some equipment!*



A computer connected to the internet



A projector



A paper board



Post-its

## SESSION 1: SHARED AWARENESS OF MAJOR RISKS (approx. 20 minutes)

*What are our major risks?*

Slide 1 - Welcome

*Objective for the trainee: to get their bearings*



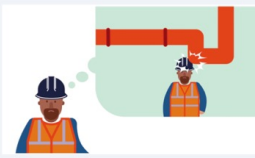
| Duration | What you do<br>(as facilitator)   | What your<br>participants do |
|----------|---|------------------------------|
| 1'       | <ul style="list-style-type: none"> <li>- Welcome the teams</li> <li>- Announce the theme and how you are going to address it:<br/> <i>"Today we are going to talk about the risks in our business and, in particular, the most important ones."</i> </li> </ul> | Listen                       |


Slide 2 - What are my day-to-day concerns?


*Objective for the trainee: to list the day-to-day risks that concern them most.*

**BRAINSTORMING ABOUT THE RISKS THAT CONCERN US**

- What is the risk that concerns you most in your day-to-day work?
- Time to brainstorm!



 5'



| Duration | What you do<br>(as facilitator)   | What your<br>participants do |
|----------|---|------------------------------|
| 5'       | <ul style="list-style-type: none"> <li>- The facilitator asks participants what they think: <i>"When you go to work, are there some risks that worry you more than others. What are they? What are you most worried about on a day-to-day basis?"</i></li> <li>- He/ she notes the risks on the left-hand side of the paper board.</li> </ul> | Answer                       |

Slide 3 - What are the major risks in my business?

*Objective for the trainee: to identify the major risks in his or her activity.*

**BRAINSTORMING ON MAJOR RISKS**

- What are the major risks in your work?
- Time to brainstorm!



 5'



| Duration | What you do<br>(as facilitator)  | What your<br>participants do               |
|----------|--|--|
| 5'       | <ul style="list-style-type: none"> <li>• The facilitator suggests that the trainees, now that they've had some time to think, list the most important risks (even calling them the 'major' risks) that they encounter in their work.</li> <li>• He/ she notes the answers on the right-hand side of the paper board (opposite the risks listed above).</li> <li>• The facilitator tells participants that what concerns us on a day-to-day basis is often easier to remember than the real, major risks.</li> <li>• What concerns us a day-to-day basis does not always correspond to our major risks. We must therefore take the</li> </ul> | Participants answer questions, participate |

time to identify them and regularly remind ourselves to keep them firmly in our minds.

#### Slide 4 - What is a major risk?

*Objective for the trainee: to define a major risk*

**THE RISK OF A SERIOUS, FATAL OR MAJOR INDUSTRIAL ACCIDENT**

- **A risk:** results from the exposure of a person, facilities or the environment to a hazard.
- **The most important risks**
  - The risk of a serious or even fatal accident at work,
  - Major industrial risks that result in numerous victims and/ or have catastrophic material and environmental consequences



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| Duration | What you do<br>(as facilitator)   | What your participants do |
|----------|---|---------------------------|
| 5'       | <ul style="list-style-type: none"> <li>• The facilitator defines the most important risks in the business and defines the notion of risk.</li> <li>• He/ she asks participants "why do you think that major risks are not your top concern in everyday life?"</li> <li>• The facilitator can supplement participants' answers with the following points: <ul style="list-style-type: none"> <li>○ The most important risks are difficult to imagine because, fortunately, most of them have never been experienced.</li> <li>○ Sometimes it's hard to convince ourselves that they can really happen because they seem so unlikely...</li> <li>○ These risks are not always the ones we think about on a day-to-day basis...</li> </ul> </li> <li>• He/ she notes that it is important that the company's actors collectively agree on the most important accident risks: risks related to processes, work situations, coactivity and the combination of these different dimensions. The involvement of everyone is key in order to anticipate and avoid these high-risk situations.</li> </ul> | Participate               |

#### Slide 5 - Conclusion

*Objective for the trainee: to understand why it is useful to have a shared awareness of major risks*

*A video*

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## SESSION 2: THE POTENTIALLY VERY SERIOUS SITUATION (approx. 20 minutes)

### *What does this mean?*

Slide 6 - Welcome

*Objective for the trainee: to get their bearings*



| Duration | What you do<br>(as facilitator)  | What your<br>participants do |
|----------|--|------------------------------|
| 1'       | <ul style="list-style-type: none"><li>- Welcome the teams</li><li>- Announce the theme and how you will address it: <i>"Today we are going to talk about the shared awareness of major risks and what that means!"</i></li></ul> | Listen                       |

Slide 7 - Identify the challenges of a shared awareness of major risks

*Objective for the trainee: to understand why it is useful to have a shared awareness of major risks*

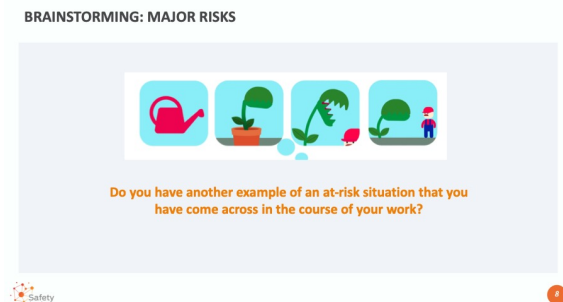


| Duration | What you do<br>(as facilitator) | What your<br>participants do |
|----------|---------------------------------|------------------------------|
|----------|---------------------------------|------------------------------|

|    |  |                  |
|----|--|------------------|
| 2' | - The facilitator suggests that participants think about their shared awareness of major risks, following the key points that they saw in the animation. | Listen and watch |
|----|--|------------------|

### Slide 8 – Building a shared awareness of major risks

*Objective for the trainee: to describe an at-risk situation*



|    |   |                      |
|----|---|----------------------|
| 5' | <ul style="list-style-type: none"> <li>The facilitator asks the group to talk about an at-risk situation they have encountered.</li> <li>He/ she asks the group to select one of them.</li> </ul> | Cite risk situations |
|----|---|----------------------|

### Slide 9 - Building a shared awareness of major risks

*Objective for the trainee: to know what questions to ask about at-risk situations.*



| Duration | What you do<br>(as facilitator)  | What your<br>participants do |
|----------|--|------------------------------|
| 10'      | <ul style="list-style-type: none"> <li>In two sub-groups, the facilitator asks participants to describe: <ul style="list-style-type: none"> <li>Barriers: prevention, mitigation and recovery measures that could help to lessen these risks.</li> <li>Identified or potential disruptors that could lead to such situations</li> <li>The consequences of major risks.</li> </ul> </li> <li>He/ she gives the trainees 5 min to think, and 5 min to share their thoughts.</li> </ul> | Participate                  |



|  |  |  |
|--|--|--|
|  | <ul style="list-style-type: none"> <li>• He/ she suggests that Group 1 lists barriers (Group 2 supplements with any missing elements), disruptors and consequences.</li> </ul> |  |
|--|--|--|

## Slide 10 - Building a shared awareness of major risks

*Objective for the trainee: to know what questions to ask about at-risk situations.*

**BRAINSTORMING: ANTICIPATION**



**CLEAR UNDERSTANDING = ANTICIPATION**

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| Duration | Key messages   | What your participants do |
|----------|--|---------------------------|
| 2'       | <ul style="list-style-type: none"> <li>If necessary, the facilitator adds to the material provided. <ul style="list-style-type: none"> <li>⇒ Prevention: planning, qualifications, training, briefing debriefing, cross-checks, a minute to save lives, shared vigilance, secure communication, etc.</li> <li>⇒ Recovery: Cross Checks, a Minute to Save Lives, Shared Vigilance, Secure Communication, alarms, gas detectors, training</li> <li>⇒ Mitigation: PPE/ CPE</li> </ul> </li> <li>The facilitator concludes by explaining that this type of discussion is important in order to develop a good understanding of risks and adopt a good attitude to safety.</li> </ul> | Listen                    |

## SESSION 3: A POTENTIALLY VERY SERIOUS SITUATION

*How do you spot disruptors (that weaken the lines of defence)?*

Slide 11 - Welcome

*Objective for the trainee: to get their bearings*



| Duration | What you do<br>(as facilitator)   | What your<br>participants do |
|----------|---|------------------------------|
| 1'       | <ul style="list-style-type: none"><li>- Welcome the teams</li><li>- Announce the theme and how you are going to address it:<br/>"Today we are going to talk about scenarios that can be put in place to avoid accidents!"</li></ul> | Listen                       |

Slide 12 - Case Study

*Objective for the trainee: to identify how an accident evolves and associated barriers*

**MAJOR AND DISRUPTIVE RISKS**

10

• Your major risks

FATAL OR SERIOUS ACCIDENTS

+

• Disruptors

THIS MAY HAPPEN TO EVERYONE

IT DOESN'T ALWAYS LEAD TO AN ACCIDENT?

= ?

• In teams:

- Based on the major risks we covered in the first session, and the disruptors identified in the second session,
- Describe how a potential accident could unfold
- And identify the barriers that we could put in place!

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| Duration | Key messages  | What your participants do |
|----------|---|---------------------------|
| 10'      | <ul style="list-style-type: none"> <li>The facilitator suggests that participants choose one of the major risks identified in the first session, and one of the disruptors identified in the second session and imagine a scenario that could lead to an accident, together with the barriers that could be put in place.</li> <li>He/ she suggests that participants agree on a major risk, work on it in 2 sub-groups for 10 minutes and then report back.</li> </ul> | Listen                    |

#### Slide 13 - Feedback

*Objective for the trainee: to identify how an accident evolves and associated barriers*



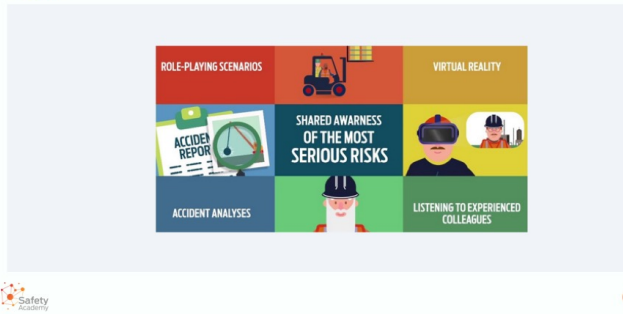
| Duration | Key messages   | What your participants do |
|----------|--|---------------------------|
| 5'       | <ul style="list-style-type: none"> <li>Participants feedback on their work.</li> <li>If necessary, the facilitator adds further elements. <ul style="list-style-type: none"> <li>⇒ For prevention barriers: planning, empowerment, training, briefing debriefing, cross-checks, a minute to save lives, shared vigilance, secure communication, etc.</li> <li>⇒ For recovery barriers: Cross-checks, a minute to save lives, shared vigilance, secure communication, alarms, gas detectors, training</li> <li>⇒ For mitigation barriers: PPE/ CPE</li> </ul> </li> <li>The facilitator concludes by explaining that this type of discussion is important in order to develop a good understanding of risks and adopt a good attitude to safety.</li> </ul> | Listen                    |

#### Slide 14 - Conclusion

*Objective for the trainee: to understand why it is useful to have a shared awareness of major risks*

## SHARED AWARENESS OF MAJOR RISKS

A video



| Duration | What you do<br>(as facilitator)   | What your<br>participants do |
|----------|---|------------------------------|
| 4'       | <ul style="list-style-type: none"> <li>The facilitator shows the animation on the shared awareness of major risks to participants</li> <li>He/ she thanks them for their attention and participation</li> <li>He/ she states that cultivating this shared awareness of major risks is the best way to prevent them. He/ she encourages participants to report any situations that might be very serious, and any disruptors.</li> </ul> | Watch                        |

## FREQUENTLY ASKED QUESTIONS

*Everything you've always wanted to know about how to improve your shared awareness of the most significant risks in the industry*

### - What is a hazard?

A hazard is an intrinsic property of a product, equipment, processes, etc. that can cause damage. For example: the presence of energy, high temperatures, a toxic substance, a heavy load, confined spaces, working at height, cutting machines.

### What is a threat?

A hazard becomes a threat as soon as you are actually exposed to it.

### What is a risk?

Risk is characterised by the potential severity of the consequences of an event and the probability that it will occur.

For example: inhalation or contact with chemicals, crushing by falling objects, cuts from sharp tools, falling from height, electrocution, fire, explosion.

### - What is a major risk (or the most important risks) in my business?

- The risk of serious or fatal accidents in the workplace,
- Major industrial risks that result in numerous victims and/ or catastrophic material and environmental consequences.

### • Why is it important to have a good understanding of major risks?

A good understanding of risk allows us to focus our resources on the biggest threats. It is essential that this awareness is shared by all of the company's actors so that all of the decisions that are made and the behaviour adopted by each person contributes to the prevention of these most important risks.

### • What can we do to foster a shared awareness of the most important business risks?

1. Involve operational teams and service providers in hazard studies and risk analyses.
2. Carry out situational exercises and simulations.
3. Encourage discussions and sharing experiences.

4. Verify the robustness of defensive barriers through process reviews, audits, exercises, tests, etc.
5. Maintain high awareness by maintaining a culture of doubt:
  - ⇒ Check whether the envisaged procedure is the most suitable for the activity to be carried out
  - ⇒ Ask questions about the real threats to the business
  - ⇒ Check the relevance of measures that are taken in relation to the major risks identified
  - ⇒ Ensure that all stakeholders share this awareness when activities are being prepared, particularly during a briefing.

- **How do we maintain this shared awareness over time?**

In order to maintain this shared awareness of the major risks at the right level, the reliability of the defence barriers should be checked on an ongoing basis. It is also necessary to keep up-to-date with changes in activities, materials and workplace conditions, and ensure the number and coherence of defence barriers. Anticipation and training make it possible to build up this shared awareness. An efficient feedback system and good communication are major assets.