

# Innovative Safety Pre-Jobs Enhancing Physical & Mental Risk Awareness





# **Overview**

- In-Field Guide (IFG)
- Pre-Job Overview
- Crew Resource Management (CRM)
- Operational Risk Management (ORM)



# In-Field Guide (IFG)





- Pre-Job Briefing Guide
- Safety Discussion Topics
- Crew Resource Management Topics
- Cognitive Bias Topics



### PRE-JOB BRIEFING GUIDE

#### 1. "I.M. S.A.F.E."

- a. Illness
  - b. Medication
  - c. Stress
  - d. Alcohol
  - e. Fatigue
  - f. Eat/Drink
- 2. P.P.E. Check
  - a. Reflective Vest/Shirt
  - b. Hearing Protection
  - c. Foot Protection
  - d. Eye Protection
  - e. Hard Hat
  - f. Gloves
- 3. Date
- 4. Crew Positions
- 5. General Foreman
- 6. Job Number
- 7. Job Name
- Job Customer & Emergency Contact Number
- 9. Job Location
- 10. Nearest Hospital Name & Address
- 11. Preflight Video Status
- 12. Safety Equipment Locations
  - a. AED
  - b. First Aid Kit
  - c. Fire Extinguishers
- 13. Equipment Requirements
  - a. Inspections
  - b. DVIR
- 14. Wheel Chocks
- 15. Weather Forecast Review
- 16. Work Description/Job Purpose
- 17. Work Procedures
  - a. Task List
  - b. Responsible Crew Member

### 18. 811 Dig Ticket Review

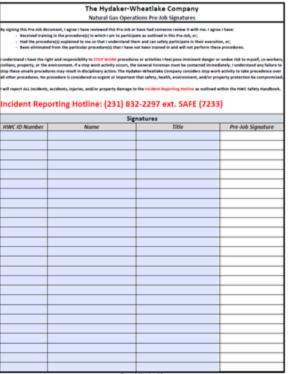
- a. Ticket Number
- Positive Response Verified
- c. Scope of Ticket
- d. Start Date & Time
- e. Expiration Date & Time
- f. Existing Utilities Review
- 19. HP Gas within Construction Limits
  - a. No proceed to #20
  - b. Yes STOP and ensure a GF is onsite if you will cross the HP line or if you will parallel the HP line within 10' or less
- 20. Underground Boring
  - a. No proceed to #21
  - b. Yes STOP and complete the Boring Jobsite Checklist and the Underground Utility Conflict Record
- 21. Tapping & Stopping
  - a. No proceed to #22
    - b. Yes STOP and complete the Tapping & Stopping Checklist
- 22. Excavations ≥ 5 Feet
  - a. No proceed to #23
  - b. Yes STOP and ensure you have an appropriate protective method and that a GF or Safety Specialist is onsite prior to the commencement of work
- 23. Daily Safety Topic
- 24. Daily CRM Topic
- 25. Daily Cognitive Bias Topic
- 26. Daily Customer Policy Topic
- 27. Daily ORM Sheet Review
- 28. Questions?

Version 2



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Pre-Job Version 10



The Hydaker-Wheatlake Company									
Natural Gas Operations Pre-Job									
General Information									
MM: DD:		YY:	Foreman: General Foreman:						
Job Number:			Job	Name:			Job Location:		
Customer:			Cust	omer Contact:			Nearest Hospital:		
Preflight Video Status:		Complete		Incomplete		N/A	Hospital Address:		
Maps/Records Review:		Complete		Incomplete		N/A			



Safety & Work Procedures												
Safety Equipment Locations (Include Vehicle Numbers or Exterior Locations, as applicable)												
AED:	D: First Aid Kit: Fire Extinguisher: PPE Checked? Yes No								No			
DVIR/Equip. Inspection	ns:		Complete		Incomplete		N/A	Wheels Chocked?		Yes		No



Work Procedures								
Work Description/Job Purpose:								
Work Procedures (Breakdown the Work Description/Job Purpose into at least 5 specific tasks):	Res	pons	ible Crew M	lembe	er			
1)	Name:							
	Position:							
2)	Name:							
	Position:							
3)	Name:							
	Position:							
4)	Name:							
	Position:							
5)	Name:							
	Position:							
Operator Qualification (OQ) - All personnel are trained and qualified for assigned covered tasks?			Yes		No			



811 Dig Ticket Review														
Ticket Number:						Positive Response Received?					No		N/A	
Start Date & Time: Expiration Date						m	e:		Dig By Date & Time:					
Ticket Scope/Polygon:	ficket Scope/Polygon:													
Located Utilities:		Electric		Gas/Oil Communications		Communications		Water		Sewer		Other		
Ticket Number:					Posit	tiv	e Response Received?		Yes		No		N/A	
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Ticket Scope/Polygon:									•					
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Start Date & Time:			Ex	piration Date	8 Ti	m	e:		Dig By Da	te 8	k Time:			
Ticket Scope/Polygon:														
Located Utilities:	cated Utilities: Electric Gas/Oil			Gas/Oil			Communications		Water		Sewer		Other	



High Risk Activity Review									
HP Gas Within Construction Limits? Yes No Underground Boring Activity? Yes No									
Steel Tapping & Stopping Operations?		Yes		No	Excavation ≥ 5 Feet?		Yes		No



HP Gas Within Constr

Steel Tapping & Stopp

### PRE-JOB BRIEFING GUIDE

#### 1. "I.M. S.A.F.E."

- a. Illness
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  - c. Stress
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- 23. Daily Safety Topic
- 24. Daily CRM Topic
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- 27. Daily ORM Sheet Review
- 28. Questions?

### Gas Construction

Yes	No
Yes	No

Version 2



Daily Discussion Topics					
Daily Safety Topic:	Daily Cognitive Bias Topic:				
Daily CRM Topic:	Daily Customer Policy Topic:				



### **Daily Safety Topics**

### SAFETY DISCUSSION TOPICS

#### Trenching & Shoring

Trench fatalities are a serious problem in construction. Cave-ins cause approximately 75% of trench fatalities. Trenches collapse when they are not properly protected through sloping, benching, shoring, or shielding. Competent person requirements are a major part of OSHA's trenching and excavation standards. To be competent you must be able to identify and eliminate all hazards that may occur. Take note of the few tops listed below while working in the field.

- Any excavation over 5' deep will require sloping and shoring. When a shoring box is installed, the tabulated data sheets must be on site.
- Excavations over 4' deep will require the use of a ladder which must extend 3' beyond the surface.
- Anytime we break ground, all spoil piles that will occur must always maintain a 2' distance from the edge of any excavation.
- All excavations and holes should never be left unattended. Using barricades, cones, caution tape or fencing is best to warn others of the hazards associated with an open excavation.

#### Speeding

Speeding is against the law, but nearly everybody speeds. Everybody at some point feels rushed and pushes up over the limit. It's even socially accepted to speed; everyone does it and the police atways give a bit of latitude before ticketing. But what's the big hum?<sup>2</sup>

For more than two decades, speeding has been involved in approximately one-third of all motor vehicle statilities. In 2019, speeding was a contributing factor in 26% of all traffic fatalities.

Speed also affects your safety even when you are driving at the speed limit but too fast for road conditions, such as during bad weather, when a road is under repair, or in an area at night that isn't well it. Speeding endangers not only the life of the speeder, but all of the people on the road around them, including law enforcement officers.

Speeding is more than just breaking the law. The consequences are far-ranging:

- 1. Greater potential for loss of vehicle control.
- Reduced effectiveness of occupant protection equipment.
- Increased stopping distance after the driver perceives a danger.
- 4. Increased degree of crash severity leading to more severe injuries.
- Economic implications of a speed-related crash.
- 6. Increased fuel consumption/cost.

#### Ladders

Every year 500,000 people are injured in ladder related incidents and 300 of those incidents result in a fatality. Ladders are used in almost every day in our industry and there are things we should all keep in mind to use them safety.

- 1. Ladders should have a "duty rating" which can be found on its
  - specifications label. Any ladders that are bent, broken, or defective should be destroyed or red
- Any ladders that are bent, broken, or defective should be destroyed or red tagged out of service.
- Use all ladders appropriately. Never stand on the top rung of any ladder. Don't overreach when working from a ladder and always remember to use 3 points of contact.
- When using a ladder in an excavation, they must be place 25' apart and extend 3' above any hole. Excavations 4' deep will ALWAYS require a ladder to be used.
- Ladder set up is a major factor in staying safe. You can use the 4-to-1 rule meaning that every 4' high you go you set the ladder back 1'. Or always position the ladder at a 75-degree angle on firm stable ground.

#### **Taking Shortcuts**

A shortcut is a quicker or easier way of getting somewhere or doing something versus utilizing the usual path or procedure. Shortcuts are a choice, and we are responsible for the choices that we make.

Why are most shortcuts bad? They unnecessarily increase the risk of injury to yourself or people around you. You may have multiple successes in taking vancus shortcuts. Success breeds complacency. The more you are successful at something, the less you think about performing that task. It has been said that taking shortcuts is the most common cause of injury. It could be as high as six times more than working in unsafe conditions.

How to Avoid Taking Shortcuts:

- 1. Hold yourself to a higher standard. Do not take the easy way out.
- Set the expectation that shortcuts are unacceptable when it comes to safety.
- Preplan work tasks well ahead of time so the necessary tools, training, personnel, safety equipment, time, etc. are available.
- Realize that shortcuts affect more than just you. They can result in negative impacts on production, property damage, as well as injuries.

"There are no shortouts. I approached practice the same way I approached games. You can't turn it on and off like a faucet. I couldn't dog it during practice and then, when I needed that extra push later in the game, expect it to be there. Very few people get anywhere by taking shortouts."

- Michael Jordan

Version 2

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Version 2



### **Daily Safety Topics**

#### **Distracted Driving**

An overwheitning majority of drivers are aware that cell phone use while driving is a very dangerous activity, but still more than haif (53%) of those drivers admit to making a call while driving and 45% admit to texting while driving.

- The majority of drivers (70%) are distracted at least once a day.
- The most distracted time of day is between 4:00 p.m. to 7:00 p.m.
- The most distracted day of the week is Friday.
- The least distracted day of the week is Tuesday.
- The average speed when a distraction occurs is 45 mph.
- The average screen tapping event lasts 6 seconds.
- Handheld phone calls average 160 seconds.

Tips for avoiding distracted driving:

- Drive phone free. Never text while driving. Use smartphone features like, Do Not Disturb While Driving features.
- Stop multitasking. Focus on driving. Set your GPS and music before you start your trip.
- Make the phone calls before and after your trip. If the person that you are talking to is driving, fell them to call you when they are not driving.
- Do not eat while driving. Eating can take your hands off the wheel, eyes off the road, and your mind off driving.
- The Smith 5 Keys. 1.) Aim high in steering. 2.) Get the big picture. 3.) Keep your eyes moving. 4.) Leave yourself an out. 5.) Make sure they see you. The use of the Smith 5 Keys allows space for the vehicle, visibility for the driver, and time to make decisions.

If you cause an accident because of distracted driving, expect to pay more for car insurance at renewal time. The nationwide average for a rate increases after an accident is 42.5% And this could follow you for up to five years!

### Smith5Keys.

Key 1. Aim High In Steering.

Key 2. Get The Big Picture.

- Key 3. Keep Your Eyes Moving.
- Key 4. Leave Yoursell An Out.

Key 5. Make Sure They See You.

#### Mental & Emotional Well-Being

Your Thoughts Dictate Your Actions:

A lot of safety topics focus on physical hazards or actions but today we are going to focus on your mental and emotional well-being. The safest workers are those that are both physically and psychologically healthy.

It's important to maintain your physical and mental well-being, especially at work. Arxiety, stress, and other external influencers may seem minor, but they all can lead to serious tisks and accidents, as well as influence your physical and emotional health.

There is a well-known saying that states: "Be careful of your thoughts, for your thoughts become your words. Be careful of your words, for your words become your actions. Be careful of your actions, for your actions become your habits. Be careful of your habits, for your habits become your character. Be careful of your character, for your character becomes your destiny."

For our purposes, let's stick with the "thoughts become words become actions" section of this saying. We all know how to perform our work safely. However, at times we are mentally distracted by our thoughts or external influencers. These thoughts or mental distractions can have a huge impact on completing our work task safely. An employee who knows all the right things to do but is in a poor mental state will not be thinking clearly. Unclear or negative thoughts lead to unsafe and unwise actions.

It is easy for us in the safety department to say "Keep your mind on your task" or "Be your brothers' keeper" when in reality these statements have little to no impact on your personal thoughts or actions. Ultimately, we all have external life distractions. You or one of your peers may be dealing with external influences that you are unaware of. Your co-worker may be dealing with a sick family member, substance abuse issues, financial difficulty or marital problems. Almost always these personal issues are an internal struggle for you or a coworker. These struggles have a huge effect on the individual and ultimately can have an engative effect on the entire crew.

If you are aware of a coworker struggling, it is important to understand that their mind may not be in the game. Physically they are at work, but mentally they are somewhere else. If you or a peer are going through any issue that could have an adverse effect on the personal safety of any employee, please stay home or let your leadership know so accommodations may be made. Don't let your personal distractions have a potentially life-threatening influence on you or your crew members.

"Honestly, you may not see mental health, but believe me, it's real. People may act happy, smiling, but inside their hurting so bad. It takes a second to send a text to a loved one or friend to ask how they are. You are worth it, you are loved."

Tyson Furry

Version 2

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### **Daily Safety Topics**

#### Circle of Safety

A 360 degree walk around, or "Circle of Safety", must occur each time an employee enters and exits a company vehicle to check for any potential safety hazards that may be present around their vehicle.

When entering a vehicle, employees must conduct a "Circle of Safety" around the vehicle and place their "Circle of Safety" magnet on the front driver-side door of the vehicle they are entering. When exiting a vehicle, employees must conduct a "Circle of Safety" around the vehicle and place their "Circle of Safety" magnet on the rear passenger-side of the vehicle.

#### Slips, Trips, & Falls - Uneven Surfaces

A majority of falls occur on walking and working surfaces that do not have any significant height and a number of these injuries involve stepping off the edge of a curb, or sidewalks. A number of these injuries involve stepping off the edge of a curb, or sidewalks.

Other injuries can occur while stepping into holes in the pavement in our yards. These holes also create a hazard while using material handling equipment in that if you hit a hole like this, it could cause the equipment to become unsteady and possible tip over.

Injuries that occur from walking on these uneven surfaces tend to involve the knees as they have a tendency to Hyperextend and cause ligament damage. Also, injuries to anikes are common with uneven surfaces. Anike sprains, strains, and even fractures can occur due to an unnatural twisting motion. This happens when the foot is planted awkwardly on uneven ground, an unusual amount of force is planted, and the footantisc cannot support the undistributed weight.

Secondary injuries can occur when a person has begun to fail, extends out their arms and try to break their fail, and end up tracturing their wrist and or arms. Facial injuries also can be a part of these injuries if their wrist give way and they continue to fail to the ground.

Pay attention to your surroundings, look where you are going and pay attention to slip and trip hazards.

If you find yourself falling:

- 1. Roll with the fall; don't reach out.
- 2. Bend your elbows & knees and use your legs & arms to absorb the fall.
- Protect the vulnerable parts of your body, like the head, neck & spine.
- 4. Don't move if you think you've hurt yourself. Wait for help.

Version 2



Daily Discussion Topics					
Daily Safety Topic:	Daily Cognitive Bias Topic:				
Daily CRM Topic:	Daily Customer Policy Topic:				



### **CRM** Topics

Crew Resource Management (CRM) consists of operational principles developed to enhance communication, decision-making, and teamwork among members of teams, particularly in high-stress environments where human error can have serious consequences. Originally crafted for aviation, the core elements of CRM include promoting effective communication, maintaining situational awareness, fostering structured decision-making, encouraging strong leadership and cohesive teamwork, resolving problems efficiently, and managing workload to prevent overload. Over time, the principles of CRM have been adapted to various other fields such as healthcare, firefighting, and maritime operations, emphasizing its importance in diverse settings where teamwork and quick, clear decision-making are vital.



# I.M. S.A.F.E. Checklist

The "I'M SAFE" personal checklist ensures that the following state is valid: "I'm physically and mentally safe to my job today, not being imparted by":

**Illness**: Even a minor illness suffered in day-to-day living can seriously degrade performance of many tasks vital to safe operations. The safest rule is not to work while suffering from any significant illness.

**Medication**: Personal performance can be seriously degraded by both prescribed and over-the-counter medications, as well as by the medical conditions for which they are taken. Crew members are prohibited from performing crewmember duties while using any medication that affects the faculties in any way contrary to safety.

**Stress**: Stress from everyday living can impair personal performance, often in very subtle ways. Stress and fatigue (lack of adequate rest) can be an extremely hazardous combination, as well as the emotional toll stress placing on the human body.

**Alcohol**: Extensive research has provided a number of facts about hazards of alcohol consumption and human error. As little as one ounce of liquor, one bottle of beer, or four ounces of wine can impair motor skills.

**Fatigue**: Fatigue and lack of adequate sleep can be some of the most treacherous hazards to construction safety, as it may not be apparent to a crew member until serious errors are made.

**Eat**: Did you have time to eat before staring your day? Do you have access to enough water and food to get you through a long day? Dietary needs are an important tool for any construction crew.



# **Daily Planning**

Thorough planning is vital to successful daily operations. The more "what if's" you can answer before commencing work activities, the smoother the work will proceed. Make sure everyone knows the goals, purpose, and what must be done to compete the daily tasks. The best way to accomplish this is with a comprehensive crew safety briefing. The briefing is a tool to discuss the overall plan and ensure everyone is on the "same sheet of music." Every good briefing has time for questions. Don't work if you haven't planned and briefed thoroughly.



# Situational Awareness (SA)

Simply stated, SA is knowing what is going on around you. You will notice certain indications of lost SA: degraded communications, confusion, fixation, and lack of focus, among others. If any crew member recognizes one of these indicators, speak up and say you are losing it. How do you get SA Back once you recognize it is lost? The following tools can help: define roles, manage distractions, reduce workload, ask questions, and most important, intervene, no matter what your crew position or experience. If SA is totally lost, the most important tool is to reestablish equilibrium. This is accomplished by stepping away from potential hazards, speaking to crew members, and determining the next steps.



# **Crew Coordination**

Crew coordination is a complex concept that includes elements of leadership and followership, assertiveness, accepting assertive behavior from other crew members, conflict resolution, and avoiding hazardous attitudes. The key tool in the leader/follower area is to remember that ANY crew member can be the leader or follower depending on circumstances. Non-foreman must not be afraid to be the leader at appropriate times.

Assertiveness can be expressed in many ways; the key to effective assertiveness is expressing yourself in such a way that it is received by other crew members in a positive manner. Conflict can be good in a crew as it shows there is inquiry and assertiveness present. Again, conflict must be resolved in a positive and professional manner and not allowed to fester. Always be on the alert for hazardous attitudes in yourself and your crew.



# Communication

Volumes have been written on the art of communication and virtually every formal or professional course includes a block on this important topic. In the natural gas construction business, insist on the use of standard terminology, especially during daily safety briefings and any radio communications. If you don't understand something, you should act right away to get it clarified. You must be a good listener as well as a good communicator.



# **Task Management**

This is a critical CRM concept, especially in the construction environment. Experienced crew members are just as likely to reach overload than new crew members. Do not try to do too much at once. The key to overcoming overload is to prioritize. Get the most important action done first. Delegate duties to other crew members.



# **Risk Management/Decision Making**

All decision making has elements of information gathering, identifying and evaluating solutions, making a plan, and evaluating the plan. Risk is an inherent part of any activity. Just how much risk should you accept for a given project? Some key tools apply. Make risk identification and assessment a part of your daily planning. Accept no unnecessary risk. Make risk decision at the proper level – if you're not sure ask your boss. Finally, accept risk only if the benefits outweigh the cost.



# Most Conservative Response Rule

Occasionally there is a disagreement on a jobsite that cannot be resolved due to a lack of information. It is best to agree in advance to take the most conservative action in these situations until additional information is available.



## **Excessive Professional Deference**

In general, we are hesitant to call attention to deficient performance in others, particularly if they are senior to us. Thus, even when one crew member does point out performance that is outside established standards, it is typically done with little emphasis. For example, a laborer may tell an operator foreman they are digging "a little close" to a utility regardless of the how dangerously close the operator foreman may be digging. If you see something wrong or dangerous, stop the action before it is too late.



# Halo Effect

One cause of excessive professional deference is the halo effect. An example of the halo effect occurs when a very experienced person starts with a new organization. This individual may be rushed through the OQ process because they have so much "experience". The rest of the crew may be impressed by the vast experience of the individual and will tend to not speak up about problems they see. Do not let this happen to you! Even the most experienced person is not immune to accidents and injuries.



# Hazardous Attitudes

There are five hazardous attitudes that cam impede your good judgement and decision-making abilities and can lead to sudden loss of judgement. Know them well, so they will automatically come to mind when you need them.

"

## Hazardous Attitude Antidote

"Follow the rules; they're usually right."
"Think first. Act later."
"It could happen to me"
"Taking chances is foolish"
"I'm not helpless, I can make a difference."



# Strength of an Idea/Channelized Attention

Strength of an idea can be defined as an unconscious attempt to make available evidence fit a preconceived situation. It has been observed that once a person or group of people gets a certain idea in their mind, it can be difficult or impossible for them to alter that idea no matter how much conflicting information is received. In a highly stressful situation, it becomes more important that we not allow our attention to focus or become channelized in only one area.



# The Assertive Statement

The assertive statement is a non-threatening method by which a member of the crew can directly communicate their concerns about an uncomfortable situation. This five- step process is:

- 1. Get the attention of the individual.
- 2. State the concern.
- 3. State the problem.
- 4. Offer a solution.
- 5. Obtain agreement.

If the assertive statement is not successful, a statement such as "Time Out" can help job the crew into awareness of the risk(s) involved and prevent a potentially bad decision from escalating into a severe incident.



# Hidden Agenda

Sometimes crew members may make suggestions or decisions the rest of the crew is unaware of, such as, a strong desire to cut a corner to finish sooner due to undisclosed important plans for that evening. We need to communicate honestly so that decisions can be made rationally and based on facts rather than wishful thinking. Hidden agendas may be motivated by individuals that purposely keep intentions to themselves to prevent objections and confrontation from other crew members.



# Passenger Syndrome

The passenger syndrome is based on a comforting premise that one or more crew members has the situation under control and is looking out for your best interest. The syndrome can be experienced by any crew member, resulting in that person feeling like they are along for the ride. The halo effect can lead to passenger syndrome.





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## **CRM** Topics

Studies on Crew Resource Management (CRM) show it consistently improves teamwork, communication, and safety by reducing errors and enhancing performance. It is effective across various industries, with continuous training and adaptation to specific environments recommended for sustained success.



Daily Discussion Topics					
Daily Safety Topic:	Daily Cognitive Bias Topic:				
Daily CRM Topic:	Daily Customer Policy Topic:				



### **Cognitive Bias Topics**

Cognitive biases in occupational safety are systematic errors in thinking that influence how workers perceive and respond to hazards, often leading to misjudgments of risk and unsafe behaviors. These biases can cause employees to underestimate the dangers in their environment or make poor safety decisions. For example, a worker might assume that because an accident hasn't occurred recently, their workplace is inherently safe, or they may disregard safety protocols due to a belief that they are experienced enough to avoid accidents, despite potential risks. These biases compromise effective safety practices and increase the likelihood of workplace accidents or injuries.



## **Availability Heuristic**

This bias involves people relying on readily available information, often from recent or vivid events, to make judgments or decisions. This can lead to overemphasizing information that is easily recalled, even if it is not representative of the overall situation.

Avoidance Strategy: Combat this bias by consciously seeking out a diverse range of information sources, considering the context of information, and taking the time to think critically before making judgments or decisions.



# Anchoring & Adjustment

When making decisions, people tend to anchor their judgments to an initial piece of information and then make insufficient adjustments from that anchor. This initial anchor can significantly influence the final decision.

Avoidance Strategy: To counter this bias, challenge the initial anchor by questioning its validity and considering alternative starting points. Encourage yourself to make more substantial adjustments from the anchor.



## **Confirmation Bias**

People tend to seek out and interpret information in a way that confirms their existing beliefs or hypotheses while ignoring or discounting contradictory evidence. This can reinforce preconceived notions.

Avoidance Strategy: Combat confirmation bias by actively seeking out information that challenges your existing beliefs, engaging with diverse perspectives, and practicing open-mindedness when evaluating evidence.



# Hindsight Bias

After an event has occurred, people tend to believe that they knew it was going to happen all along. This bias can lead to an overestimation of the predictability of past events.

Avoidance Strategy: Recognize that hindsight bias can distort your view of the past. When assessing past events, try to put yourself back in the mindset of the time and consider the information available then.



# **Dunning-Kruger Effect**

This bias occurs when individuals with low ability at a task overestimate their competence, while those with high ability tend to underestimate their competence. It's a cognitive bias related to self-assessment.

Avoidance Strategy: Cultivate self-awareness and humility by seeking feedback from others, continuously learning, and acknowledging areas where you may lack expertise. Encourage self-reflection.



# Groupthink

In group decision-making, the desire for harmony and consensus within the group can lead to a suppression of dissenting opinions and a rush to conform to the group's decisions, potentially resulting in poor choices.

Avoidance Strategy: Encourage diverse opinions within groups, foster an environment where dissent is welcomed, and assign a devil's advocate role to encourage critical thinking and alternative viewpoints.



# Self-Serving Bias

People often attribute their successes to internal factors (e.g., skill and effort) while attributing their failures to external factors (e.g., bad luck or circumstances).

Avoidance Strategy: Combat self-serving bias by being introspective and objective when assessing your successes and failures. Consider external factors that may have influenced outcomes.



## Curse of Knowledge

The curse of knowledge is the difficulty experienced by experts in conveying information to others who lack their expertise. Experts often assume others have the same level of understanding, leading to ineffective communication.

Avoidance Strategy: Combat the curse of knowledge by using plain language and analogies when communicating complex ideas. Encourage feedback and ask for clarification to ensure understanding.



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Daily CRM Topic:	Daily Customer Policy Topic:

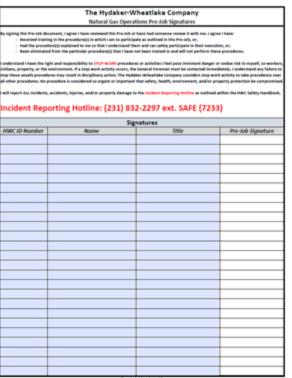


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	Heat index		- 10 <sup>1</sup>	81'-49'	100'-100'	1 100	-
30	Local Fire Danger		bier .	Medium	-		
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21	Traffic Control		Rat Required	Read Classical	lane Geoure		
28	Overhead Electric Proximit	Ψ	+ 387	10-30	1.10		
29	Population Density		Punal.	baure .	Operations		
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#### The Hydaker-Wheatlake Company

		The Hydaker			-	У		
		Operational Ris	k Man	ageme	nt Worksheet			
	R	isk Factor		.ow)	1 (Medium)	2 (High)	3 (Severe)	Total
		Section 1:			ACTORS			
1	Sleep		6-81	Hours	4-6 Hours	2-4 Hours	< 2 Hours	
2	Hydration		Hyd	rated	Mild Dehydration	Dehydrater		
3	Personal Factors (Stress,	, Depression, Anxiety, etc.)	N	one	Minor	Moderate	Significant	
4	Medical Restrictions		N	one	Minor	Light Duty	Fully Restricted	
5	Foreman OQ's (For Plans	ned Tasks)	1005	6 OQ'd	,		0% OQ'd	
6	Crew OQ's (For Planned )	Tasks)	No	SOC	< 50% SOC	50-90% SO	C 91-100% SOC	
		Section 2: OP	ERATIO	NAL RIS				
7	Main Tapping/Tie-In (M	laterial)	N	one	Plastic/Cast Iron	Steel 0-60 PS	IG Steel > 60 PSIG	
8	Main Tapping/Tie-In (Q	uantity)	N	one	1	2	23	
9	Main Stopping/Retirem	ent (Material)	N	one	Plastic/Cast Iron	Steel 0-60 PS	IG Steel > 60 PSIG	
10	Main Stopping/Retirem	ent (Quantity)	N	one	1	2	23	
11	Main Stopping/Retirem	ent (Pipe Diameter)		one	< 4*	4*-8*	> 8*	
12	Excavation Depth		<	4'	4-411	5'-10'	> 10'	
13	Parallel Proximity to Hij	gh Pressure Gas	N	one	> 10'	5'-10'	s 5'	
14	Cross High Pressure Gas	5	N	one		Yes	Yes + >1	
15	Welding Procedures		Ne	Gas	< 60 PSIG	> 60 PSIG		
16	Fire Watch (teinguisher must	be removed from truck & accessible)	Not R	equired	Required			
17	<b>Rigging/Lifting Operation</b>	ons	,	No	Yes			
		Section 3: ENV	IRONM	ENTAL R	ISK FACTORS			
18	Wind Chill			32°	32°-15°	15°-0°	< 0°	
19	Heat Index		<	90°	90°-99°	100°-105°	> 105°	
20	Local Fire Danger		L	ow	Medium	High		
21	Rain		N	one	Light Rain	Heavy Rain	Thunderstorm	
22	Snow/Ice		N	one	Light Snow	Heavy Snov	v Bizzard	
23	Fog		N	one	Light	Moderate	Heavy	
24	Sunrise		Before	7:00 AM	After 7:00 AM			
25	Sunset		After 6	5:00 PM	Before 6:00 PM			
26	Night Operations		Not R	equired	Adequate Site	Moderate S		
27	Traffic Control		Not D.	equired	Illumination Road Closure	Illumination		
				50'	10'-50'	< 10°	•	
28 29	Overhead Electric Proxi Population Density	mity		50 (a)	10 - 50 Suburb	Downtow		
29	Population Density			~	Suburb	Downtow		0
<u> </u>							TOTAL SCORE	0
ov	ERALL RISK SCORE	TOTAL SCORE		A	PPROVAL AUTH	ORITY	APPROVAL CON	
	LOW DISK	0 Delete			N/A		(Approver In	ue01
	LOW RISK	0 Points			N/A			
_	MEDIUM RISK HIGH RISK	1-10 Points ≥ 1 High Event, or 11-20 Po	inte		Foreman General Forem	20		
	SEVERE RISK	2 1 High Event, or 11-20 Po 2 1 Severe Event, or >20 Po			Superintender			
0.54		2 1 Severe Event, of >20 Po	_					
	Steps:	Surre unter Con TY			<u>t Directions:</u> M Worksheet & add up t	otal score.		
1. Ide	ntify Hazards		2.17	overall score	e is LOW, proceed with p	lanned work activ		
<ol><li>Ass</li></ol>	ess Hazards				e is MEDIUM, the crew a ks prior to work commer		develop, implement, and ev	ervete controls
3. Dev	elop Controls	August August					HIGH, the crew, Foreman, a	
	plement Controls						or identied risks prior to we s SEVERE, the crew, Forema	
	ervise & Evaluate	Service Sommers		man, & Sup k commenci		, implement, and	evaluate controls for identi	ed risks prior to
31.90	vervise or Evaluate	B PRIME DESIGNATION	wor	ummeho	4			

### isk Management

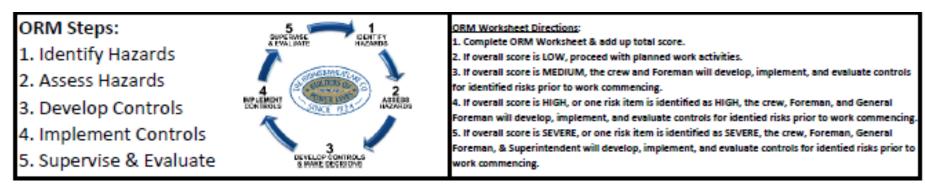


	The Hydaker Operational Ris			-			
	Risk Factor	0 (Low)	1 (Medium)	2 (High)	3 (Severe)	Total	
	Section 1:	HUMAN RISK F	ACTORS				
1	Sleep	6-8 Hours	4-6 Hours	2-4 Hours	< 2 Hours		
2	Hydration	Hydrated	Mild Dehydration	Dehydrated			
3	Personal Factors (Stress, Depression, Anxiety, etc.)	None	Minor	Moderate	Significant		isk Management
- 4	Medical Restrictions	None	Minor	Light Duty	Fully Restricted		lisk manayement
5	Foreman OQ's (For Planned Tasks)	100% OQ'd			0% OQ'd		_
6	Crew OQ's (For Planned Tasks)	No SOC	< 50% SOC	50-90% SOC	91-100% SOC		
	Section 2: OF	ERATIONAL RIS	K FACTORS				
7	Main Tapping/Tie-In (Material)	None	Plastic/Cast Iron	Steel 0-60 PSIG	Steel > 60 PSIG		
8	Main Tapping/Tie-In (Quantity)	None	1	2	23		
9	Main Stanning (Patiramant /Matasial)	None	Plastic Cast Issa	Steel 0.60 PSIG	Steel - 60 PSIG		1

Operational Risk Management (ORM) is the process of identifying, assessing, and controlling risks stemming from an organization's day-to-day activities that could disrupt its operations. This comprehensive approach is designed to minimize the impact of unexpected failures and ensure the continuity of operations.

This methodology helps organizations not only respond to immediate issues but also proactively prepare for potential threats, thereby securing operational stability and enhancing overall performance.

29 Population Density		Rura	al I	Suburb	Downtown	·	
						TOTAL SCORE	0
OVERALL RISK SCORE	TOTAL SCORE		AP	PROVAL AUTH	IORITY	APPROVAL CON (Approver Ini	
LOW RISK	0 Points			N/A			
MEDIUM RISK	1-10 Points			Foreman			
HIGH RISK	≥ 1 High Event, or 11-20 Poi	nts		General Foren	nan		
SEVERE RISK	≥ 1 Severe Event, or >20 Poi	ints		Superintende	int		
ORM Steps: 1. Identify Hazards 2. Assess Hazards 3. Develop Controls 4. Implement Controls 5. Supervise & Evaluate	enden The Second	1. Com 2. If ove 3. If ove for iden 4. If ove Forema 5. If ove Forema	erall score erall score ntified risks erall score an will devi erall score	Worksheet & add up is LOW, proceed with is MEDIUM, the crew a prior to work commi is HIGH, or one risk its top, implement, and is SEVER, or one risk rintendent will develo	planned work activ and Foreman will d encing. em is identified as H evaluate controls fo item is identified as	ities. evelop, implement, and ev of GH, the crew, Foreman, a r identied risks prior to wo SEVERE, the crew, Forema evaluate controls for identi	nd General rk commencin m, General







	The Hydaker Operational Ris					
#	Risk Factor	0 (Low)	1 (Medium)	2 (High)	3 (Severe)	Total
	Section 1:	HUMAN RISK F	ACTORS			
1	Sleep	6-8 Hours	4-6 Hours	2-4 Hours	< 2 Hours	
2	Hydration	Hydrated	Mild Dehydration	Dehydrated		
3	Personal Factors (Stress, Depression, Anxiety, etc.)	None	Minor	Moderate	Significant	
4	Medical Restrictions	None	Minor	Light Duty	Fully Restricted	
5	Foreman OQ's (For Planned Tasks)	100% OQ'd			0% OQ'd	
6	Crew OQ's (For Planned Tasks)	No SOC	< 50% SOC	50-90% SOC	91-100% SOC	



	Section 2: OP	ERATIONAL RIS	K FACTORS			
7	Main Tapping/Tie-In (Material)	None	Plastic/Cast Iron	Steel 0-60 PSIG	Steel > 60 PSIG	
8	Main Tapping/Tie-In (Quantity)	None	1	2	≥3	
9	Main Stopping/Retirement (Material)	None	Plastic/Cast Iron	Steel 0-60 PSIG	Steel > 60 PSIG	
10	Main Stopping/Retirement (Quantity)	None	1	2	≥3	
11	Main Stopping/Retirement (Pipe Diameter)	None	< 4*	4"-8"	> 8"	
12	Excavation Depth	< 4'	4'-4'11"	5'-10'	> 10'	
13	Parallel Proximity to High Pressure Gas	None	> 10'	5'-10'	≤ 5'	
14	Cross High Pressure Gas	None		Yes	Yes - >1	
15	Welding Procedures	No Gas	< 60 PSIG	> 60 PSIG		
16	Fire Watch (Extinguisher must be removed from truck & accessible)	Not Required	Required			
17	Rigging/Lifting Operations	No	Yes			



	Section 3: ENV	IRONMENTAL R	ISK FACTORS			
18	Wind Chill	> 32°	32°-15°	15°-0°	< 0°	
19	Heat Index	< 90°	90° - 99°	100°-105°	> 105°	
20	Local Fire Danger	Low	Medium	High		
21	Rain	None	Light Rain	Heavy Rain	Thunderstorm	
22	Snow/Ice	None	Light Snow	Heavy Snow	Blizzard	
23	Fog	None	Light	Moderate	Heavy	
24	Sunrise	Before 7:00 AM	After 7:00 AM			
25	Sunset	After 6:00 PM	Before 6:00 PM			
26	Night Operations	Not Required	Adequate Site Illumination	Moderate Site Illumination	No Site Illumination	
27	Traffic Control	Not Required	Road Closure	Lane Closure		
28	Overhead Electric Proximity	> 50'	10' - 50'	≤ <b>10</b> '		
29	Population Density	Rural	Suburb	Downtown		



			TOTAL SCORE 0
OVERALL RISK SCORE	TOTAL SCORE	APPROVAL AUTHORITY	APPROVAL CONFIRMED (Approver Initials)
LOW RISK	0 Points	N/A	
MEDIUM RISK	1-10 Points	Foreman	
HIGH RISK	≥ 1 High Event, or 11-20 Points	General Foreman	
SEVERE RISK	≥ 1 Severe Event, or >20 Points	Superintendent	



- **Effective in Financial and Public Sectors**: ORM systems have shown positive impacts on financial performance and risk reduction in both the public and private sectors, though gaps and areas for improvement remain (Newman et al., 2018; Masenene, 2015).
- **Challenges in Implementation**: The conceptual development and implementation of ORM face challenges, particularly in achieving consistent effectiveness across different regulatory and operational environments (Power, 2005).
- **Positive Correlation with Firm Performance**: Studies indicate a positive correlation between effective ORM practices and improved firm performance, especially in European contexts (Ghazieh & Chebana, 2021).
- **Need for Better Practices**: There is a consensus that while ORM is beneficial, there is a need for better and more comprehensive risk management practices to fully mitigate operational risks (Al-Amri & Davydov, 2016).
- **Sector-Specific Success**: The effectiveness of ORM varies significantly by sector, with some sectors like banking in Ghana and strategic project management showing robust frameworks and positive outcomes (Nana-Cobbinah, 2014; St-Hilaire, 2014).
- **Technological Enhancements**: The integration of technologies like blockchain can enhance ORM by providing greater transparency, security, and efficiency, especially in the insurance sector (Grima et al., 2021).
- **Empirical and Practical Insights**: Operationalizing ERM effectiveness provides valuable empirical and practical insights for improving risk management practices (Togok et al., 2014).
- **Board and Governance Influence**: Effective ORM also depends on good governance and board effectiveness, which are crucial for risk assessment and management (Ingley & Van Der Walt, 2008).

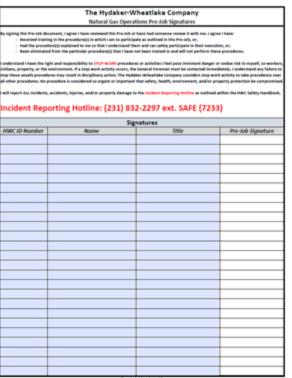


Operational Risk Management (ORM) offers several key benefits, including improved decision-making by helping organizations identify and assess potential risks, allowing for more informed choices that reduce the likelihood of costly errors. It also contributes to risk reduction by proactively managing and mitigating operational disruptions, financial losses, and compliance issues. Additionally, ORM enhances organizational resilience by equipping businesses with the ability to respond effectively to unexpected events, ensuring continuity and reducing the impact of crises. Through these advantages, ORM supports overall operational efficiency and long-term stability.



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#### The Hydaker-Wheatlake Company

#### Natural Gas Operations Pre-Job Signatures

By signing this Pre-Job document, I agree I have reviewed this Pre-Job or have had someone review it with me. I agree I have:

- Received training in the procedure(s) in which I am to participate as outlined in this Pre-Job, or;
- Had the procedure(s) explained to me so that I understand them and can safely participate in their execution, or;
- Been eliminated from the particular procedure(s) that I have not been trained in and will not perform these procedures.

I understand I have the right and responsibility to STOP WORK procedures or activities I feel pose imminent danger or undue risk to myself, co-workers, civilians, property, or the environment. If a stop work activity occurs, the General Foreman must be contacted immediately. I understand any failure to stop these unsafe procedures may result in disciplinary action. The Hydaker-Wheatlake Company considers stop work activity to take precedence over all other procedures. No procedure is considered so urgent or important that safety, health, environment, and/or property protection be compromised.

will report ALL incidents, accidents, injuries, and/or property damage to the Incident Reporting Hotline as outlined within the HWC Safety Handbook.

#### Incident Reporting Hotline: (231) 832-2297 ext. SAFE (7233)

Signatures								
HWC ID Number	Name	Title	Pre-Job Signature					

#### Gas Construction



#### Questions?

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24	Night Operations		An Anguinet	Romport Star	There's a 10	a factore Runnester	
29	Traffic Control		Ran Required	Asser Canara	lane Geoure		
28	Overhead Electric Proximity	0	- 347	10-30	110		
29	Population Density		Rune .	baux.	Operation		
-						TOTAL SCORE	0
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	COW BILL	Print 1		C NALL ROOM			
	MICOUNT NON	3-00 Points	-	Foremat			
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#### The Hydaker-Wheatlake Company

Natural Gas Operations Pre-Job Signatures

by signing this Provable document, Lagree I have necleared this Provable and have had samesene review it with mis, I agree I have: - Rescheed training in the periodic endpt (in which can be participate as calculated in this Provable endpt), - Read the procedure() explained to mis as that i contentiated them and can safely participate in their execution, or, - see a clinicate from the participate procedure() that have not been trained in and with any perform these procedures.

renderized i have the right and responsibility to 100<sup>4</sup> WOME procedures or archites i hed poss imminent danger or undue risk to myself, or workers dellars, property, or the environment, if a stop work activity occurs, the desarred forman most be constrained immediately, i understand any failure to dellars, proceedings may remain displayers activity to be pedate at the activity of compare consider to any work activity to take proceeden are all other proceedings. No procedure is considered to uppert or important that takes, health, environment, endire property property protection be comprovide all other processing and the state is considered to uppert or important that takes, health, environment, endire property protection be comprovide

will report ALL incidents, accidents, injuries, and/or property damage to the incident Reporting Notline as outlined within the MWC Safety Handl

#### Incident Reporting Hotline: (231) 832-2297 ext. SAFE (7233)

Signatures								
HWC ID Number	Nome	Title	Pre-Job Signature					
		Manine 1A						