

# Ideally, Here's What We'd Do

The big-picture goal here is easy to describe: Every member of the command—from the most junior E-1 to the skipper—exercises risk management in everything they do, both on and off duty.

Every scheduled operation goes through a planning process. Some are command-wide, such as getting underway.

Other operations and jobs are at the level of a division or a work center. Risk management should be part of that planning. Hazards are identified and discussed; your plans must include ways to minimize these hazards. Just because the CO or a senior officer isn't present for an operation doesn't remove the importance of risk management and risk control.

After the planning process, the operation or task is then briefed to the participants. Risks and risk-control plans must be included.

Once the operation begins and people start to work, participants should ask a series of questions:

- "What is different from the brief?"
- "Is any equipment broken?"
- "Is the weather getting worse, and will that affect us?"

This is where time-critical risk management becomes very important. Supervisors and leaders should be engaged and watching for both the identified hazards and for anything new or different. Complacency is a potent enemy at this stage. Even if the job has been done successfully a thousand times before, you still must remain alert and

aware. The reasons for previous success were active, engaged leadership, good planning, and good training.

After the job or operation is done, debriefs are essential. An honest review and assessment is key. Identify the goods and bads. What worked? What didn't work? Were any hazards missed during the planning? You imple-

mented controls for the hazards that were identified—did the controls work? Was supervision adequate at all stations? The answers to these questions offer lessons learned, which should be part of the next planning process and can help you update existing procedures.

There are desired behaviors away from work, too, involving simple, everyday tasks such as driving a car, making a road trip, playing sports, mowing the lawn, or doing home

repairs. Every year, these activities injure and kill Sailors and Marines, thanks to obvious and easy-to-control hazards that someone either ignored or underestimated. Everyone must learn to take a few minutes to review basic precautions and instructions. If you are climbing a ladder, for example, read and heed the warning label on the side. Before any do-it-yourself job or recreational activity, ask yourself if anything is different than normal. Take a few minutes to analyze the situation and make sure everything is ready. Have a plan in case something goes wrong. ■

