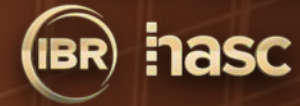




PRESENTED BY



GENERAL CONTRACTOR MEDIUM BEST IN CLASS

Founded in 1959, Norrell is a locally owned general contractor distinguished for its proficiency across a spectrum of craft disciplines. Our commitment is underscored by the delivery of world-class services in construction. Our expertise spans I&E, Mechanical, Civil, HVAC, Cranes & Elevators, Plumbing, and Building Construction, each area refined to meet the evolving needs of our clients.

The Norrell logo is a large, stylized wordmark in a bold, red, sans-serif font. It is set within a white diamond shape that has a blue border. The background of the entire slide is a dark orange with a faint, technical drawing of a building structure.



ExxonMobil



**PAIGE
SMITH**



**ANTHONY
BIELLO**

Norrell

RISK
TOLERANCE



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Definition

S

- **Hazard:**
“A hazard is any agent that can cause harm or damage to humans, property, or the environment.”
- **Risk:**
“Risk is defined as the **probability** that **exposure to a hazard** will lead to a **negative consequence**”
- **Risk Tolerance**
 - **Risk Tolerance** is a culture that relies on individuals being able to **perceive risks** when they arise, **understand** the **consequences of the risk** and then **decide not to tolerate any risk that might make their life/job unsafe.**



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10 Factors That Influence Risk Tolerance

1. Overestimating Capability or Experience
2. Familiarity with the Task
3. Seriousness of Outcome
4. Voluntary Actions and Being in Control
5. Personal Experience with an Outcome
6. Cost of Non-Compliance
7. Confidence in the Equipment
8. Confidence in Protection and Rescue
9. Potential Profit & Gain from Actions
10. Role Models Accepting Risk

The logo for Norrell is a diamond shape with a blue border. Inside the diamond, the word "Norrell" is written in a bold, red, serif font with a black outline.

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Overestimating Capability or Experience

- A belief that one's physical ability (*strength or agility*) will allow them to do the task without injury or that years of experience (*wisdom*) will prevent any adverse situations.

This is the # 1 Factor in Risk Tolerance:

- A person may **overestimate** their strength and will accept more risk when applying force or may **overestimate** his or her **agility** and **accept the risk** of a **poorly prepared working surface**.

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Strategies for addressing risk created through over-estimating capability and experience:

- Reflect on your role as a mentor (Worker/Dad)
- The person watching may not have the same physical capability or experience, therefore do it the safe way so that they can learn
- **Acknowledge** that the physical capability and skill may be sufficient but then reinforce the way it is supposed to be done.
- **Use guides**
 - Safe lifting and material handling standards
- There is a difference between a **HABIT** and being **DISCIPLINED**.
- “We don’t rise to the standards we HAVE when others are watching.”
- “We fall to the standards we have when no one sees”

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10 Factors That Influence Risk Tolerance

1. Overestimating Capability/Experience
2. **Familiarity with the Task** → **COMPLACENCY**
3. Seriousness of Outcome
4. Voluntary Actions and Being in Control
5. Personal Experience with an Outcome
6. Cost of Non-Compliance
7. Confidence in the Equipment
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COMPLACENCY
“Self-satisfaction especially
when accompanied by
unawareness of actual dangers
or deficiencies.”

Merriam-Webster Dictionary

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Familiarity with the Task (Complacency)



"He had done this task 500 times without hurting himself"



"We had stacked about 200 of them when ..."



Strategies for Reducing Tolerance

- **Situational Awareness** – Treat every time like the first time **'Stop and Think'**
- What could go wrong **this** time?
- How would I teach a new person to do this?
- Verbalize the steps of the task while doing it
- How would I do this task with my/your child present



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→ When we have had a personal experience in our past with a serious outcome, we will be less accepting of the risks associated with the activity.

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Summary

- Our owners truly understand that the **MOST IMPORTANT ASSET** they possess is the employees of Norrell and their families.
- Norrell Construction's Ownership, Leadership and Management have committed to continuing to train our employees in **Risk Tolerance**. This training is the baseplate for all other procedural training and sets the tone for our company.
- Norrell's leadership has committed to continue to **grow this training** so that future employees will have the **same experience** and will learn to value **Risk Tolerance** not only in the **workplace** but also in their **daily lives**.

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Questions?



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