



Scenario helps clients understand accidents & incidents and their role in learning, providing the means to change in a reasoned manner. PRISM provides a proven toolkit approach to ensure thorough investigation and improvement standards are adopted.

When serious accidents or incidents occur they are often symptomatic of deficiencies within the organisation and its systems, procedures and culture. If investigations are used in a structured manner as a **window** through which to view management systems, these deficiencies are revealed, and benefits extend beyond the correction of the immediate causes of the mishap.

Some industry loss control programs are ineffective at reacting to an event that caused (or contributed to) loss. Scenario views accidents and incidents as "mishaps", to include non-safety related losses such as poor reputation, political repercussions, waste, productivity losses and public outrage.

Often, the focus of effort to find causes is too little and too late, and the outcomes are directed towards disciplining people or "warnings" - rather than considering the issues that allowed the **situation** to occur. A full account of human error in mishaps identifies "upstream" management and system design factors that are critical in preventing further losses.

Investigation using accepted risk techniques and methods is generally referred to as a "System Safety" investigation. Scenario has a toolkit approach to safety and other investigations called PRISM that focuses on large scale, multi-factor or high consequence events such as corporate failures or rail fatalities. This PRISM toolkit is a recognised best-practice approach aimed at providing *organisational learning*.

Our focus over the last decade has been directed at various large scale mishaps and close-calls in mining, transport and legal/contractual losses, and has resulted in a set of tools which guide investigation in a systematic way.

The PRISM toolkit approach includes:

- Capturing (not hiding) losses through "no fault, no blame" recognition & reporting.
- Losses are treated as results of deficiencies in management systems, and so leadership and culture are prime candidates for enquiry.
- Human error is expanded from traditional concepts of slips, mistakes and (forced) violations, and is also examined at supervisor, management and executive levels, instead of just the operator level.
- A team of trained and competent investigators uses PRISM techniques to arrive at learnings. It is very common to train personnel during an investigation to allow in-house adoption of PRISM.
- Findings are organised to structure a leadership and culture effort aimed at improving systemic contributions to organisational resilience. PRISM highlights assumptions at various levels of an organisation to yield specific change steps.

What does PRISM deliver?

PRISM is a *systematic process of investigating mishaps* to discover, understand and **correct** the management systems deficiencies that have led (or could lead) to significant organisation losses.

Organisational learning is promoted through a structured approach of:

- Identifying *system* deficiencies, by working successively "upstream" from individual errors towards a wider basis for error-provocative systems. Human error is therefore re-examined at different *decision-levels*, and for different *time-scales*, yielding unique insights for change.
- Understanding *all* contributions to organisation risk (and not unduly highlighting the role of operators who have inherited system deficiencies).
- Developing change initiatives known as *Judgements of Need* (not recommendations). Although recommendations *are* made, they are separated from the investigation findings, so that managers and executives can devise recommendations that suit their responsibilities (which yield much more effective recommendations).