

Check Yourself!

A guide to avoiding bias in
incident investigations



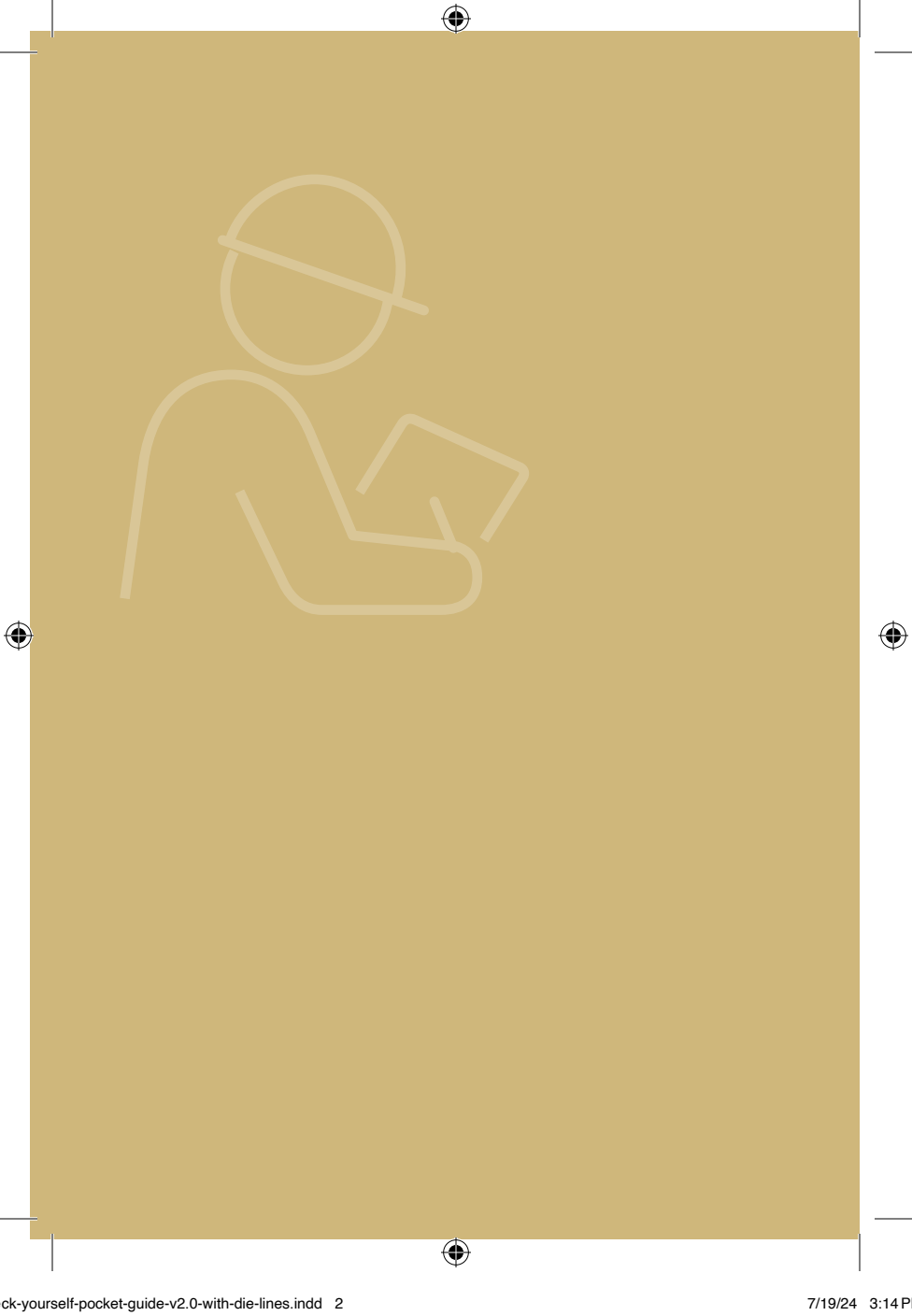


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Introduction

This guide gives you a shortcut to the Check Yourself tool from the CSRA Website. Check Yourself aims to help reduce cognitive biases in interviews. It can help you realize where and how you might be being led astray by bias, enable you to refocus on facts, and improve the quality of the information secured.

We've distilled the essential Check Yourself information down into this handy pocket guide for quick reference when you're undertaking incident investigation interviews.



How to Use this Guide

This guide supports the online Check Yourself tool.

You can find the full tool, and all the associated videos, academic research papers, and other content here:



This guide provides highlights from Check Yourself in an easy-reference format for when you're out in the field.

It reminds you of the key potential issues and biases to be mindful of when you're undertaking incident investigation interviews.

The guide is split into things to consider BEFORE, DURING, and AFTER the interview, and has a summary of the most common biases at the end.

Remember:

- Everyone is biased!
- You *can't* be "de-biased" – it just doesn't work!
- You *can* educate yourself and stay mindful of your biases.
- This will help ensure you collect the highest quality information from any incident investigation interview.

Check Yourself BEFORE the Interview

Ask yourself:

1. Am I tired?
2. Am I feeling emotional?
3. Do I like or not like this person for some reason?
4. Am I actively trying to blame or not blame?

1. Am I tired?

Being tired makes us much more vulnerable to any biases.

Our brains start to take mental shortcuts that bring bias into the mix.

If you're tired, acknowledge that, and take the interview slowly and methodically.

Checklists can help you make sure you ask all the necessary questions.

Take a colleague with you if you can, to take notes and to discuss the outcome. They can help you check yourself further.

AM I TIRED?

Suggested Actions

- Acknowledge that you are tired, be mindful that it matters and makes you vulnerable to bias.
- If possible:
 - Ask a colleague to take over the interview for you.
 - Run your plan past a colleague before you start to check if you've missed anything.
 - Have a note-taker present to ensure everything is captured.
- If not, be mindful that you are tired, and go slowly and methodically.
- Have a checklist of questions available to back up your memory and keep the interview on course.

Check Yourself BEFORE the Interview

2. Am I feeling emotional?

It's normal to feel emotional whenever an incident has happened – these are traumatic events.

Being emotional, for example being sad or angry, can make us more vulnerable to biases.

If you are emotional, acknowledge that, and take the interview slowly and methodically.

Checklists can help you make sure you ask all the necessary questions.

Take a colleague with you if you can, to take notes and to discuss the outcome with after to check yourself further.

If this incident has affected you deeply, see if a colleague can take over the interview.

Take regular breaks as needed to decompress – even taking a walk can help you refocus.

AM I FEELING EMOTIONAL?

Suggested Actions

- Acknowledge that you are emotional, be mindful that it matters and makes you vulnerable to bias.
- If possible:
 - Ask a colleague to take over the interview for you.
 - Run your plan past a colleague before you start to check if you've missed anything.
 - Have a note-taker present to ensure everything is captured.
- If not, be mindful that you are emotional, and go slowly and methodically.
- Go for a walk outside to clear your head and decompress if you have time – exercise can help soothe high emotions.
- If you feel it's the right thing to do, step away from the interview completely.
- Have a checklist of questions available to back up your memory and keep the interview on course.
- Take regular breaks throughout the process.

Check Yourself BEFORE the Interview

3. Do I like or not like this person for some reason?

We like some people more than others – that’s just life.

Fundamental Attribution Error makes us put more emphasis on personality.

If we like someone, we tend to value their information more highly than information collected from someone we don’t like.

When we don’t like someone we can consider them untrustworthy and devalue their information.

The “likeability factor” does influence interviews so avoid being too hostile or too kind, both can lead to poor information collection.

But also be careful you don’t become aware of this, and over-correct in either direction! Always try to keep things neutral.

DO I LIKE OR NOT LIKE THIS PERSON FOR SOME REASON?

Suggested Actions

- Acknowledge whether you like or don't like this person and be mindful that it matters.
- Acknowledge that you are vulnerable to ***Fundamental Attribution Error***.
- If you need to, take a short break to regroup and refocus on delivering an impartial and professional interview.
- Invite a colleague into the interview with you to get a third-party perspective or capture as much detail as you can so a colleague can provide a second opinion later on.
- Write down and record your situation, noting any existing relationships as part of professional due diligence.

Check Yourself BEFORE the Interview

4. Am I actively trying to blame or not blame?

An interview is not the place for blame, it should be a fact finding process.

Blame can be an easy solution to an incident – but looking to blame in an interview can make us vulnerable to biases.

The opposite is also true as actively trying to avoid apportioning *any* blame in an interview is a bias itself.

“No Blame” approaches can mean we avoid certain questions about people and processes, but that’s where the learning often lies.

Actively trying to blame or not blame are both problematic – and both can lead to biases:

Confirmation Bias makes us ask questions and look for information that backs up our ideas and ignore information that doesn’t align.

Anchoring Bias gets us hooked up on something which we struggle to let go of and can direct questions to that line of inquiry at the expense of everything else.

AM I ACTIVELY TRYING TO BLAME OR NOT BLAME?

Suggested Actions

- Be clear that the goal of the investigation is to find out what happened, not to actively apportion blame.
- Be mindful of your own opinions on whether someone should face any consequences because of the incident.
- Acknowledge blame is like a bias and can influence your questioning.
- Don't forget that at the interview stage the investigation is ongoing – blame or punishment are not a goal *during* the process.
- The outcome of the analysis may lead to appropriate consequences, but blame should not be considered during the interview.
- Reflect on whether your ambition to avoid blame is leading you to avoid some questions or explore only certain aspects of the incident, particularly where people are involved.
- *All* the relevant information should be collected at this stage.

Check Yourself DURING the Interview

Ask yourself:

5. Am I biasing the person being interviewed?
6. Have I stereotyped the person I am talking to?
7. Am I relying on informal information in my thinking?
8. Am I hearing the same story?
9. Am I not letting go of something?

5. Am I biasing the person being interviewed?

An incident is a stressful situation.

Interviews can add to that stress for the person being interviewed.

Putting someone under stress makes them more susceptible to biases.

Courtesy Bias makes people say what they think you want to hear, rather than what actually happened.

Fundamental Attribution Error makes us blame people rather than situations (like scheduling conflicts).

A calm, open, and trusting space should be established to mitigate against the potential for the interviewer to bias the interviewee.

AM I BIASING THE PERSON BEING INTERVIEWED?

Suggested Actions

- Avoid accusations either in the words you use or the tone of your questioning.
- Don't ask "what did *you* do wrong?"
- Avoid directly asking *why* things happened, this is often seen as confrontational, and the interviewee may not know the answer.
- Be careful how you explore errors or why procedures weren't followed – this can raise concerns of blame and punishment.
- Ask open ended questions.
- Embrace silence, and let people answer in their own time – they may be thinking carefully or trying to recall something.
- Be open in your body language – don't fold your arms or point fingers, for example.
- If possible, a follow up interview by a colleague may be needed if you feel you didn't develop a good rapport and there was more to find out.

Check Yourself DURING the Interview

6. Have I stereotyped the person I am talking to?

We all use stereotypes in our thinking, it's just human nature.

Avoid making assumptions simply because we know someone “just like them”, or we think we do based on general stereotypes.

Stereotypes happen due to **Representativeness Bias**, which makes us match things, including people, to previous experiences.

Remember that we can match things incorrectly.

A person in a suit with glasses is not necessarily more knowledgeable than someone in a hard hat and overalls.

Avoid giving unwarranted credibility and trust to people due to stereotypes.

Remember that on jobsites, it's often the workers that know most about the situation!

HAVE I STEREOTYPED THE PERSON I AM TALKING TO?

Suggested Actions

- Be mindful of stereotyping – it's very hard to overcome.
- You will need to check yourself frequently to manage this bias.
- Pay attention and actively listen to precisely *what* someone is saying and how they are saying it – the information is the important thing.
- Avoid presumptions about how or why someone is saying something – just focus on the content.
- If possible, have a colleague in the interview with you – we all have different stereotypes and so are affected by this bias in different ways.
- Comparing notes afterwards allows you to check each other.

Check Yourself DURING the Interview

7. Am I relying on informal information in my thinking?

Informal information can come into an investigation in a number of ways – from casual conversations by the food truck to gossip in the smoking areas.

But such informal information should be treated with caution.

Information from primary sources who witnessed something can be valuable.

But information from secondary sources or those only tangentially involved is hearsay (when someone heard something from someone who heard something...) and should be handled very carefully.

Hearsay can add context but should not be allowed to bias your questioning. Things like jobsite politics, poor memories, or exaggeration can add bias to the situation.

For example, someone saying that the injured worker “always breaks the rules” could be **Stereotyping** them – and it certainly doesn’t mean that they “broke the rules” this time.

AM I RELYING ON INFORMAL INFORMATION IN MY THINKING?

Suggested Actions

- Go to primary sources where you can.
- Formally seek out corroborating information to support informal information that appears relevant.
- Be mindful that informal information can influence your thinking and even direct your questioning.
- Informal information and hearsay can provide context, but should be carefully evaluated like all other information and confirmed by primary sources where possible.

Check Yourself DURING the Interview

8. Am I hearing the same story?

When we hear information that broadly fits with our previous ideas, we quickly take it on board and add it to our prior convictions.

This can be a consequence of **Confirmation Bias**.

Confirmation Bias makes us seek out information that supports our existing ideas and reject information that doesn't fit quite so easily.

We value information that fits with our preconceptions of what happened.

We neglect or ignore information that doesn't support our thinking.

This subconscious value/neglect situation can make us think we are hearing the "same story" when in fact we're not.

We are simply filtering out information that doesn't fit with our previous ideas.

AM I HEARING THE SAME STORY?

Suggested Actions

- Pay attention to the details in what people are saying and actively listen to their stories.
- Pay attention to where information doesn't match up.
- The most insightful information can emerge from differences in what interviewees are saying.
- Repeat back what you think you heard to the interviewee.
- Check back in with the interviewee that you haven't missed something because it didn't fit with the wider narrative.
- Run your thoughts or notes past another person to check you haven't missed anything.

Check Yourself DURING the Interview

9. Am I not letting go of something?

We can become fixed on certain pieces of information if they fit our ideas about what happened, or we have become anchored to them.

This fixation is the result of a bias called ***Conservatism in Belief Revision***.

This bias can make us stick to ideas even in the face of contradictory evidence.

It can result in us not letting go of things.

This can mean we stick to the same lines of questioning, place lower value on new information as it comes to light, and even refuse to believe those telling us something new.

AM I NOT LETTING GO OF SOMETHING?

Suggested Actions

- Revisit the information collected and check you didn't get hung up on something and didn't let it go.
- If you think you did get stuck, follow up with further questions to explore other options.
- Check that you've explored each avenue fully and without prejudice.
- A checklist of interview question topics can help ensure nothing obvious is missed.
- Check that you didn't try to link each new piece of information back to whatever you didn't let go of.
- Ask yourself if things really did all follow on – or did you just *make* them follow on?

Check Yourself AFTER the Interview

Ask yourself:

10. Am I trying to rush to an answer?
11. Did I take the first solution I heard?
12. Do I think I know what happened?
13. Am I considering prior incidents as evidence?
14. Have I considered unlikely outcomes?
15. Have I evaluated all outcomes equally?

10. Am I trying to rush to an answer?

Getting to a quick resolution can be an unwritten (or even written) goal of an investigative process.

But this adds time pressures which can lead to mistakes and poor data collection.

Working under pressure and to strict deadlines can enhance biases in the process.

Biases are the natural result of needing to think quickly in certain situations, but incident investigations should not be one of them!

AM I TRYING TO RUSH TO AN ANSWER?

Suggested Actions

- Be mindful of any time pressures on the process.
- Be mindful that pressures can result in biases.
- Include information in the investigation report that notes any avenues of inquiry that could not be followed up on due to time pressures or other constraints.
- Be aware that the investigation will take as long as it needs to.

Check Yourself AFTER the Interview

11. Did I take the first solution I heard?

The timing of when we receive information matters.

Anchoring Bias often fixes us on the first piece of information we received about an incident – perhaps in the notification phone call.

We can also anchor to the very last thing we hear – this means we ignore everything that has gone before and just prioritize this newest piece of information.

Anchors direct us to ask certain questions, create a skewed frame of reference for the evaluation of new information, and make us over-value or de-value new insights.

Anchoring Bias can be very tricky, and anchoring to either the first or the last piece of information received can result in poor information collection.

DID I TAKE THE FIRST SOLUTION I HEARD?

Suggested Actions

- Acknowledge that you're vulnerable to *Anchoring Bias* and be mindful that it matters.
- Listen actively to *all* pieces of information.
- Evaluate each new piece of information equitably.
- Try considering the opposite, what if that *wasn't* the case, then what?
- Try not to latch onto anything specifically, and systematically explore each avenue of inquiry that opens up.
- Supplement with a checklist of interview question topics to ensure nothing obvious is missed.
- Revisit the information collected and check you followed up on all points mentioned.
- Check you did not allow one thing to dominate your thinking just because of timing.

Check Yourself AFTER the Interview

12. Do I think I know what happened?

Biases can make us over-confident – so that we think we know what happened.

For example, if the last three incidents investigated were falls from height due to poor ladder maintenance, **Representativeness Bias** may lead us to presume poor maintenance is also the cause of the fourth incident involving a fall and a ladder when it happens.

Availability Bias can result in our over-valuing of information simply because we can easily remember it – but ease of remembering does not equal value or importance.

Confirmation Bias can lead us to ask questions that generate information to support the “root cause” of a lack of ladder maintenance, rather than ask questions that seek new information. In this case it might have been poor access management for the workers, not maintenance, that was the problem.

Overconfidence can also make us vulnerable to **Conservatism in Belief Revision** which makes us struggle to change our thinking, even in the face of new contradictory information.

Conclusions can and should only be drawn once all the information has been collected and analyzed.

DO I THINK I KNOW WHAT HAPPENED?

Suggested Actions

- Be mindful not to make any judgments or reach any conclusions until the information collection process and its analysis have been completed.
- Actively listen to what the interviewees are saying.
- Let interviewees talk freely, don't interrupt or finish their sentences for them – keep quiet and let them explain what they think actually happened.
- Prior knowledge of a process or system of work can help, but be careful you are not assuming things happened in the same way in this particular instance.
- Reflect on your lines of questioning – are you trying to find evidence to support a preconceived idea?
- Be sure to explore all avenues of inquiry, not just those that back up your ideas.
- Use a checklist of interview question topics to ensure nothing obvious is missed.
- Have a non-professional member in the team bring a neutral starting perspective or run your thoughts past a colleague to get a fresh perspective.

Check Yourself AFTER the Interview

13. Am I considering prior incidents as evidence?

Incident investigation is one area where experience can hinder as much as help.

In some cases, experience can limit bias – for example **Anchoring Bias** can be reduced through experience – but in other cases it can enhance them.

Representativeness Bias brings the tendency to match what we're hearing to previous experiences.

Availability Bias can mean we draw on our most recent experiences to create these relationships.

If something “springs to mind” we value it highly, even if it's a false comparison.

Avoid thinking that this “always happens” or, worse, this “always happens *like this*” or “*because of this*” – every incident is unique.

Treat any patterns with caution and avoid making any conclusions until all the information has been collected and analyzed.

AM I CONSIDERING PRIOR INCIDENTS AS EVIDENCE?

Suggested Actions

- Prior knowledge of a process or system of work can help – but be careful!
- Don't assume things were done the same way and for the same reasons in this particular instance.
- Let the interviewees talk freely, don't interrupt, or finish their sentences for them – keep quiet and let them explain what they think actually happened.
- Actively listen to the details of this incident and be mindful to avoid jumping to conclusions.
- When patterns do appear, or your experience reminds you of past incidents that could be relevant here, acknowledge them – but be mindful of the biases that can result.

Check Yourself AFTER the Interview

14. Have I considered unlikely outcomes?

There's a phrase: when you hear hoofbeats, think horses not zebras.

But in incident investigations it is often a zebra (or more likely, a herd of zebras) that led to the incident occurring.

Don't rule out the unlikely or unexpected.

"Consider the opposite" is often used as a strategy to minimize bias, to rethink ideas and explore whether the alternative could be true.

This provides a direct counter to **Confirmation Bias**, and can reduce the impact of **Anchoring**, **Availability**, and **Representativeness Biases**.

If used as a matter of course in the investigative process considering unlikely events can be a useful tool to reduce bias.

HAVE I CONSIDERED UNLIKELY OUTCOMES?

Suggested Actions

- Be sure you're not just asking questions that follow the "usual" routes of why incidents occur.
- Be sure to listen to the information actually being shared, not what you think is being shared.
- Don't be afraid to ask for clarifications and details about what happened if things aren't clear – don't leave assumptions unconfirmed.
- Actively consider the opposite – frequently ask yourself "what if the opposite were true?"

Check Yourself AFTER the Interview

15. Have I evaluated all outcomes equally?

We need to be equitable in investigations.

Be mindful of ***Stereotyping***, which can have considerable influence and is hard to overcome, even when you are aware of it.

Stereotyping can bias our thoughts about the people who gave us information:

Whether we like someone better than someone else

Whether we're not sure about someone

Whether we're confident that someone knows what they're talking about

ALL evidence and information should be evaluated with equal care and attention.

We might disregard some in due course or find conflicts (to be expected) between accounts, but don't rush this process.

HAVE I EVALUATED ALL OUTCOMES EQUALLY?

Suggested Actions

- Don't dismiss any information too quickly.
- Carefully consider *all* contributions before making judgments about accuracy and relevance.
- Remember this is the information collection phase and conclusions come *after* analysis.
- Be mindful of your biases – and take steps to avoid letting them sway how much you value one piece of information over another.

Common Biases in Incident Investigations

This section covers some of the most common biases our research found in incident investigation interviews in the construction industry.

Biases become magnified when we are under pressure, in stressful situations and need to make decisions quickly – and all of these can happen when we are undertaking incident investigation interviews.

Biases often work together, increasing their influence and the problems they can cause.

Educating yourself about biases is the best way to deal with them, keeping us mindful of biases, what they are, and how they work.

We can't eliminate biases but we *can* reduce them.

Minimizing bias will help ensure we get the highest quality information from any interviews.

Getting high quality information optimizes learning – and so helps us work towards our goal of the elimination of SIFs from the construction industry.

Anchoring Bias

Anchoring Bias is the tendency to over-rely on or fixate on one piece of information over all others.

It's so-called because this bias makes people “anchor” to certain things and then compare all other information back to that anchor.

The anchor can be:

The first thing you heard about within a situation – this then influences subsequent lines of questioning and inquiry.

The last thing you heard about within a situation – which can result in the neglect of all the information that has come before.

Something very familiar or very unique – these anchors are then used as the comparison point for all other evaluations.

The first and last things we see are typically easier to remember, and “easy to remember” stuff gets muddled in our minds with the value of the information.

But easy to remember stuff can have no value for our investigation.

Anchoring Bias can be very difficult to overcome, even when you are aware of it.

Experience can reduce its effect, but everyone is susceptible.

Systematic approaches help, like having checklists to follow or a list of topics to explore in turn, and can ensure you give each new piece of information equal attention.

Actively considering the opposite in any situation can also help, as this pivots your thinking away from the anchor which may direct you to asking very different questions and thus reveal new insights on the situation.



Availability Bias

Availability Bias leads us to overestimate how common things are if they have greater “availability” within our own experiences, no matter their actual likelihood or significance.

We tend to value information we can recall more easily.

The easier it is to recall information the more we value it and inflate its importance.

This is why when you hear about a plane crash that happened yesterday, you worry more about getting on a plane for a trip today – even though, statistically, flying on a plane is still much safer than driving.

In interviews, this can mean we jump to the wrong conclusions about why something happened.

If we can easily recall something, we tend to think that it must be important *because* we suddenly remembered it, whether it has much to do with the current investigation or not.

Availability Bias can also mean we judge certain information as equally if not more important than other information or possibilities that can't be recalled as easily.

To overcome *Availability Bias*, we should treat any information we can easily recall with the same careful consideration and evaluation as if it came from someone else.

Working with a diverse team can help, as everyone has different stores of information and thus their *Availability Bias* will



generate different results. It can also help you check each other and ensure information is being incorporated appropriately.

Confirmation Bias

Confirmation Bias makes us look for and focus on information that supports our existing ideas.

This bias also enables us to ignore or dismiss information that conflicts with our thinking.

Confirmation Bias can lead us to seek out information that supports our beliefs about an incident – but these might have come from other biases (such as *Representativeness Bias* or *Anchoring Bias*).

In an interview, *Confirmation Bias* can lead us to ask questions that generate information we know will add to the evidence that supports the conclusions we have already made.

But this means we might neglect other lines of questioning that may be highly relevant.

Confirmation Bias adds value and credibility to our pre-existing beliefs and thinking by encouraging a self-supporting loop of information – but in incident investigations this can really limit the investigation.

To overcome *Confirmation Bias*, actively challenge yourself to seek out information that contradicts your thinking. Be open to different ideas and information.

Even if you were right all along, at least you have been thorough



in your investigation and explored all avenues of enquiry.

Confirmation Bias can be enhanced by needing to be right about a situation.

Get comfortable with being wrong and don't listen to your ego. The goal is to collect all the information surrounding an incident to enable robust analysis and organizational learning, not being able to say "I told you so"!

Conservatism in Belief Revision

Conservatism in Belief Revision means we don't always revise or change our thinking when faced with new evidence or information.

This bias essentially stops us from changing our minds.

It can also limit how we value new information that challenges our currently held thoughts.

It's linked to *Anchoring Bias* – which fixes us to one piece of information – then *Conservatism in Belief Revision* takes over and cements that anchor in place.

We can stick to redundant lines of questioning or fail to explore other avenues during the interview.

To overcome *Conservatism in Belief Revision*, we need to be aware that it can be a problem.

Evaluate any new information thoughtfully, don't just reject it outright.



Remember that you can change your mind – it’s not about being right or being able to say, “I told you so.”

Courtesy Bias

Courtesy Bias results in people telling us what they think we want to hear.

In incident interviews this is an important bias to be aware of, as the interviewee may well be upset or nervous, which enhances its influence.

Courtesy Bias can prevent people from saying what they actually think because they don’t want to be negative or offend someone.

Interviewees might not want to say anything negative, or be in fear of repercussions or blame, and so might limit the information they share honestly – they also might not want to get anyone into trouble.

Courtesy Bias limits information collection, as it sugar-coats the truth and moves questioning away from sensitive topics.

Interviewers can enhance *Courtesy Bias* by asking leading questions or really pushing a point. Due to bias, the interviewee might simply agree with everything or say what they think is the “right” answer the interviewer wants to hear.

To overcome *Courtesy Bias*, interviewers should first be aware of their own biases and consider *how* they are asking their questions.



Any fear or anxiety on the part of the interviewee can easily result in *Courtesy Bias*.

A neutral and open discussion is essential.

Building rapport can help encourage the interviewee to be honest and truthful about the situation.

Fundamental Attribution Error

Fundamental Attribution Error (sometimes called FAE) makes us place more emphasis and value on personality than on situational or environmental factors when evaluating people's behavior or what they say.

Basically, FAE means we tend to think people are behaving in a certain way because of their personality traits alone.

In interviews, this can lead us to make assumptions about why people behaved as they did.

We could assume a worker took a shortcut because they're lazy or simply lack attention to detail as a personality trait, when in fact they were rushing due to an upcoming deadline on the jobsite.

Being aware of FAE can help us overcome it.

Try to consider why someone might be doing what they're doing from all perspectives and actively include potential situational and environmental reasons in that thinking.

People do things for a wide variety of reasons, and although it's



often easier to blame them for inherent failings of personality, reality is often much more complicated.

Representativeness Bias

Representativeness Bias is the tendency to look for patterns in situations, people, or objects to help us make decisions.

We try to eliminate uncertainty by finding similarities between now and our past experiences to inform the present.

Stereotyping is a key consequence of *Representativeness Bias*.



Stereotypes make us expect someone will behave in a certain way, or that a situation will unfold in a certain manner based on our own past experiences – when in reality we don't even know that specific person or situation.

We should not assume workers, managers, or even leaders share traits or characteristics because of their trade, background, age, or levels of experience in the industry:

Not all older workers are “stuck in their ways” or resistant to changing their work methods as a result of new safety protocols or interventions.

A robust technique to challenge *Representativeness Bias* is to actively look for evidence that goes against your initial assumption or mental image. The investigation will reveal whether you were accurate or not.

Avoid generalizing – if you generalize about someone or something, you are likely leaning into this bias.



Mathematical probability dictates that each incident is a *new* event, and although there can be patterns in the data, each incident is unique and should be examined from an objective starting point.

You may end up with the same conclusions as your initial thoughts, but you will have arrived there honestly and not missed any contributory aspects or further information that could help the organization learn as much as it can from the incident.





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Safety Through Science.