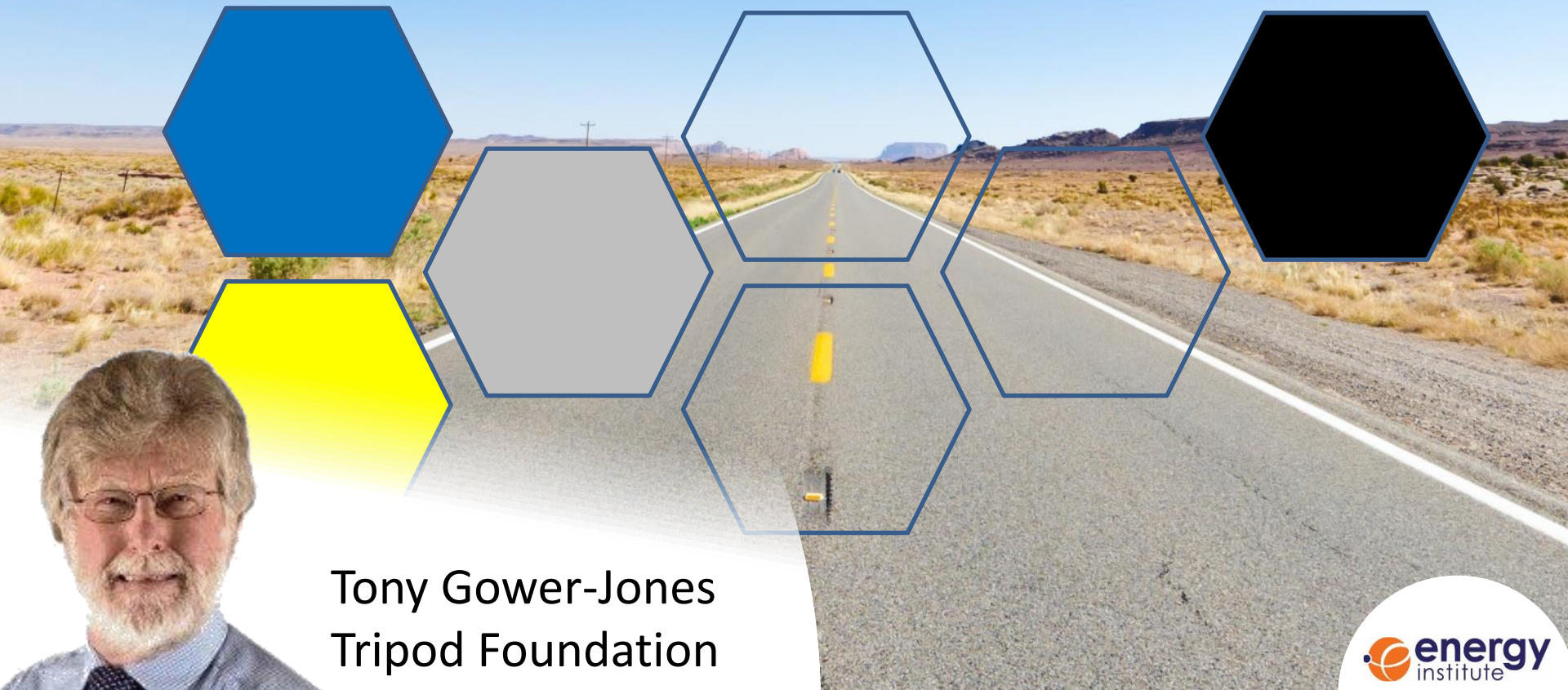


Lessons have been learnt

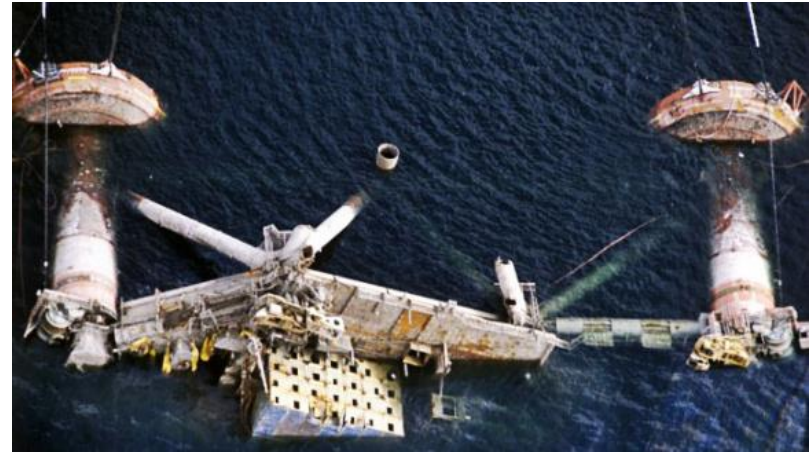
or have they?



Tony Gower-Jones
Tripod Foundation

Norway's defining moment

18:30 hrs. 27th March 1980



UK defining moment

22:00 hrs. 6th July 1988



The oil and gas industry has learnt

Some things we have learnt

- Platform design and explosion venting
- Fire and explosion modelling
- Certified Management Systems
- Structured Safety Cases
- Swiss Cheese model
- Bow Tie Analysis
- Tripod Accident Causation model
- Human factors
- Hearts and Minds toolkit
- Life Saving Rules

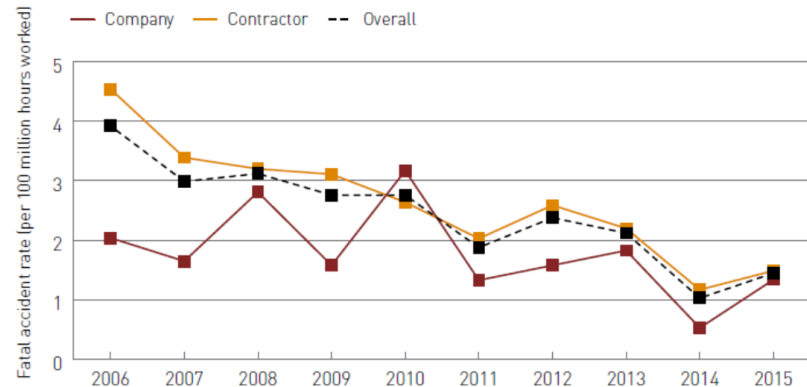
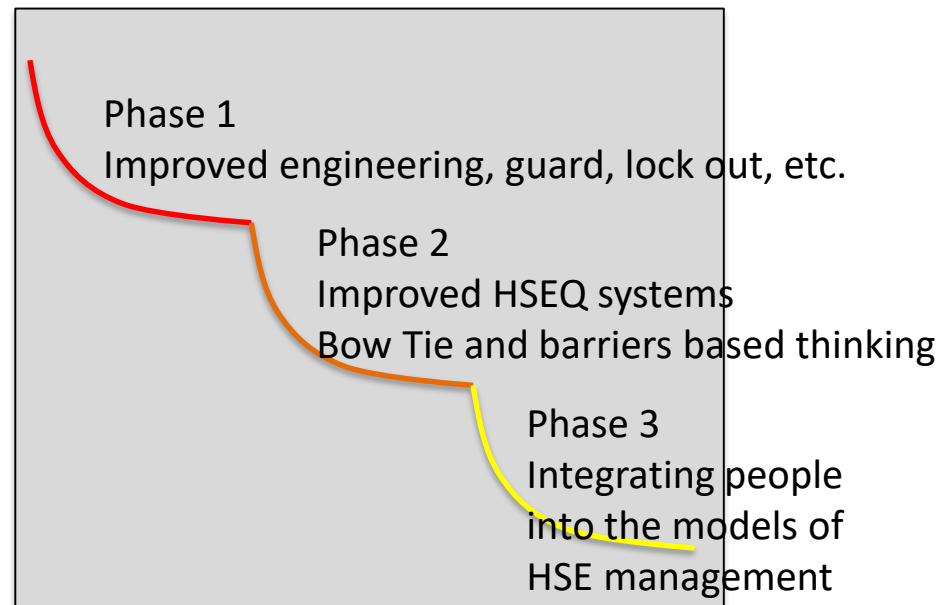


Figure 13: Fatal accident rate by company & contractor (2006–2015)



What do we mean by Learning from incidents?



Alert telling people
'what happened?'

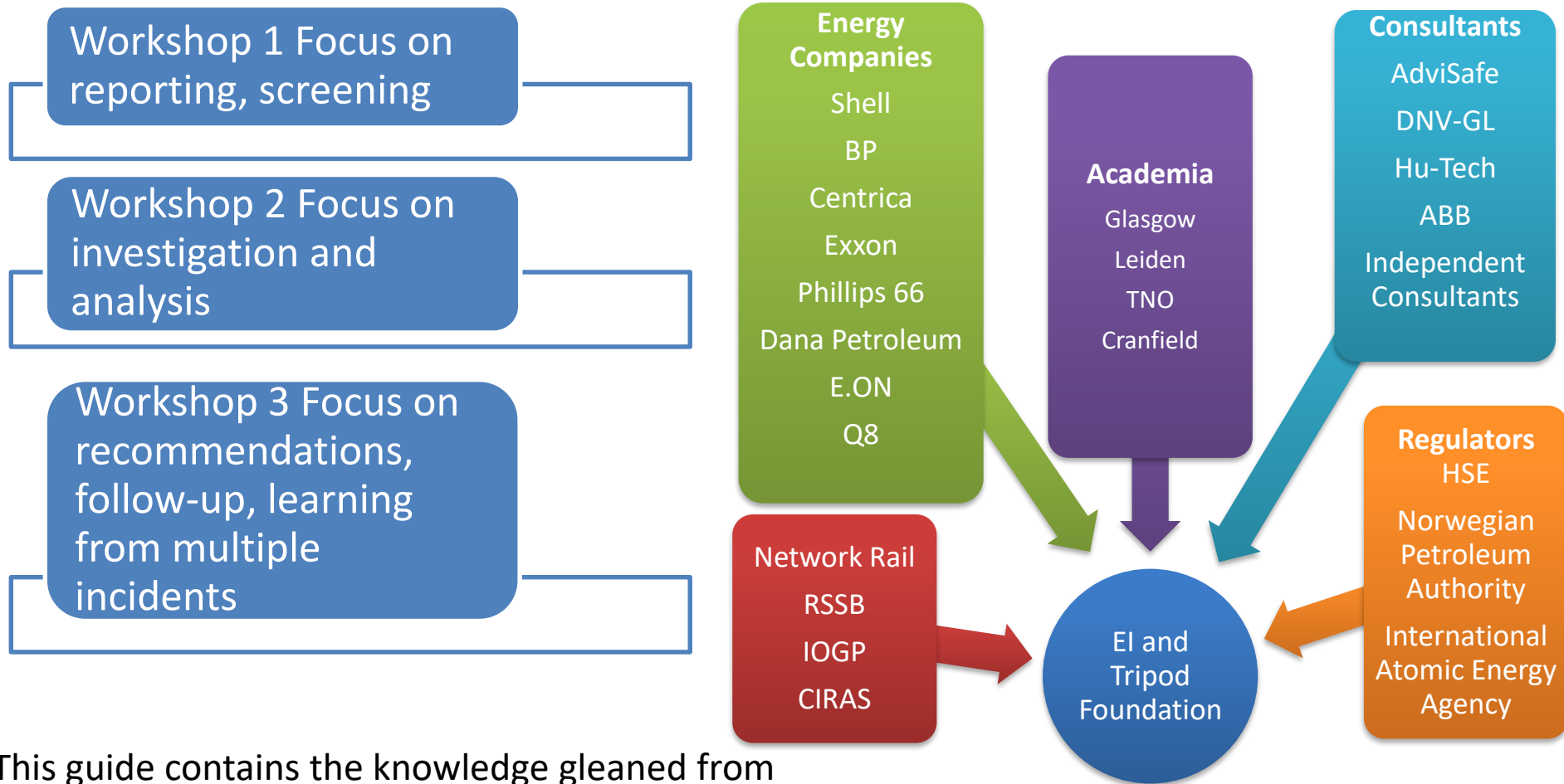
Sharing findings
in a technical
group across
business?

Ensuring that the
recommendations
are completed in
that business unit

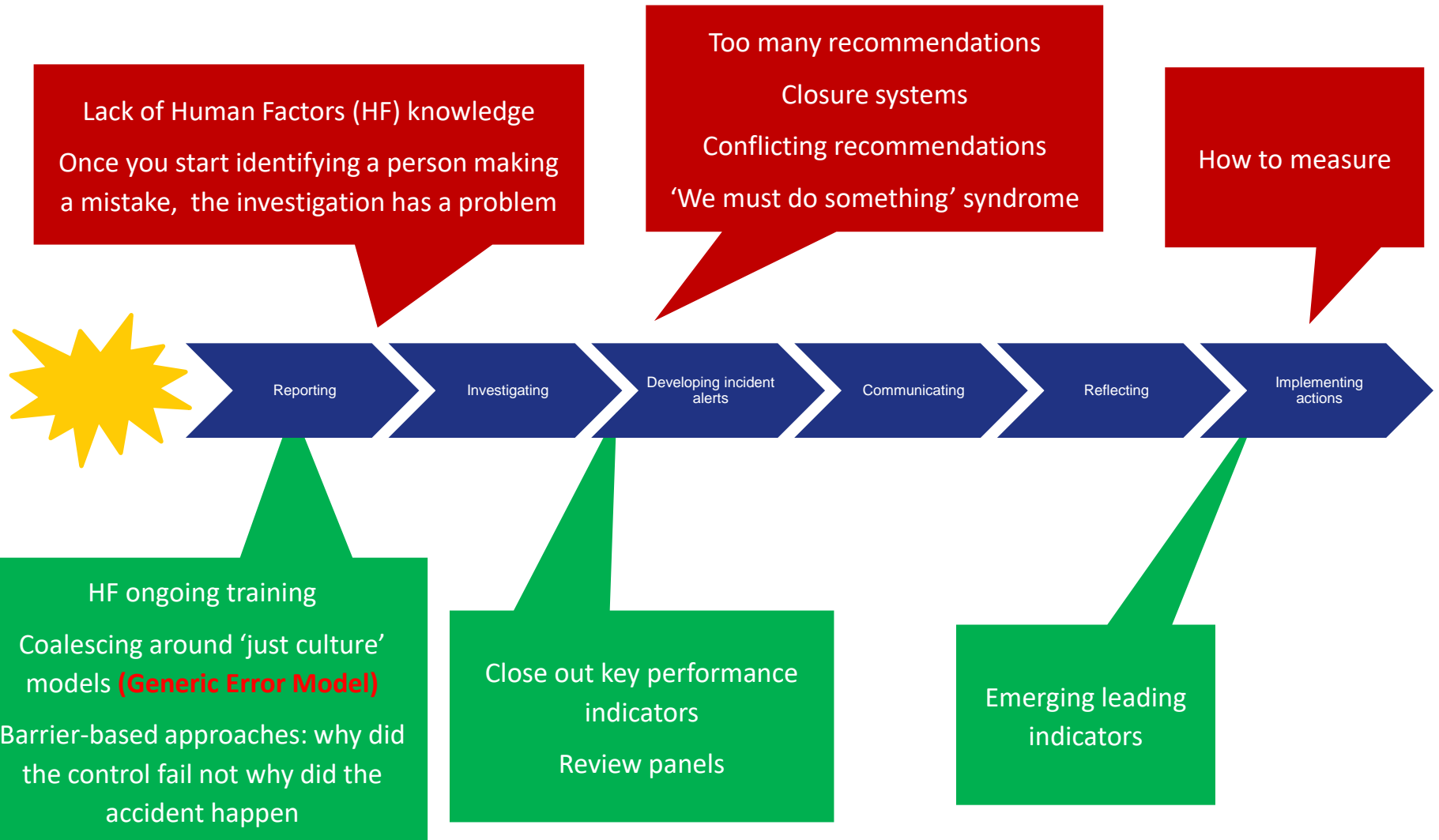
Analysing groups of
incidents to look for
common causes

Driving fundamental
change across industry

Systemic analysis of the
LFI process and
evaluating the NPV to
demonstrate added
value to the business

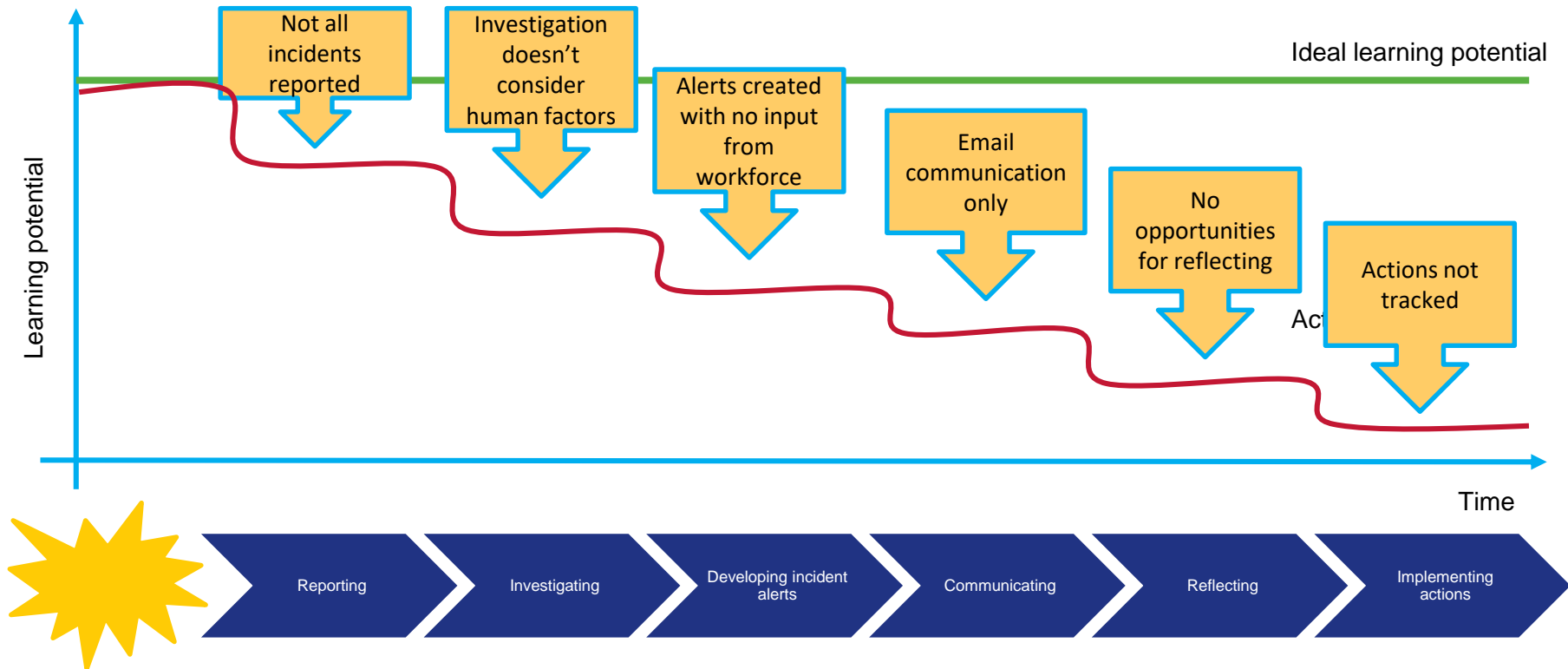


This guide contains the knowledge gleaned from
50+ experts in their field
 With on average about **20** years of experience across
 high reliability industries
1,000 years for knowledge and experience combined in
 one guide



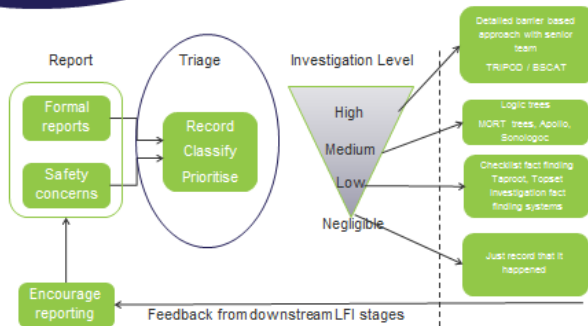
Insight 1: Learning potential is being lost

Blockers and enablers

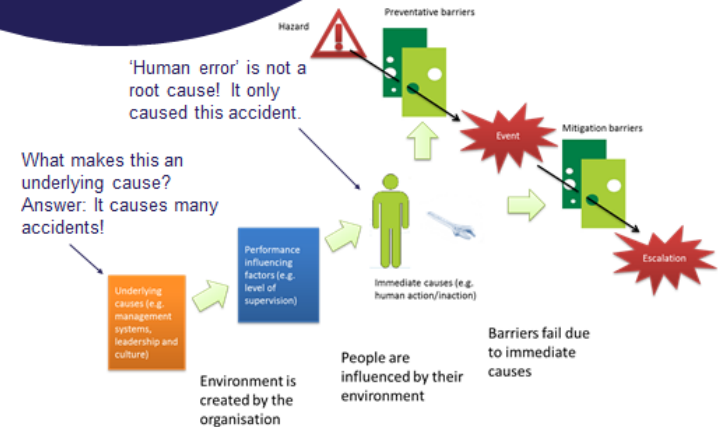


Four known issues with learning

Reporting: take a triage approach



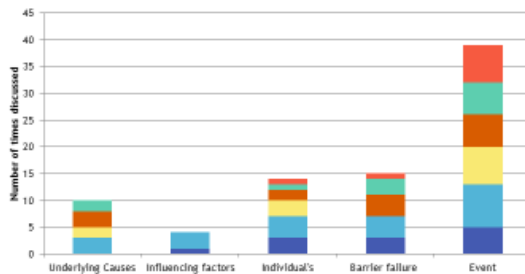
Why do incidents happen?



Stichting Tripod Foundation



Conversations about safety in leadership meetings



Who should make recommendations



The Theory

Incident investigation is about creating Light bulb moments with great ideas to improve business by preventing the reoccurrence of losses



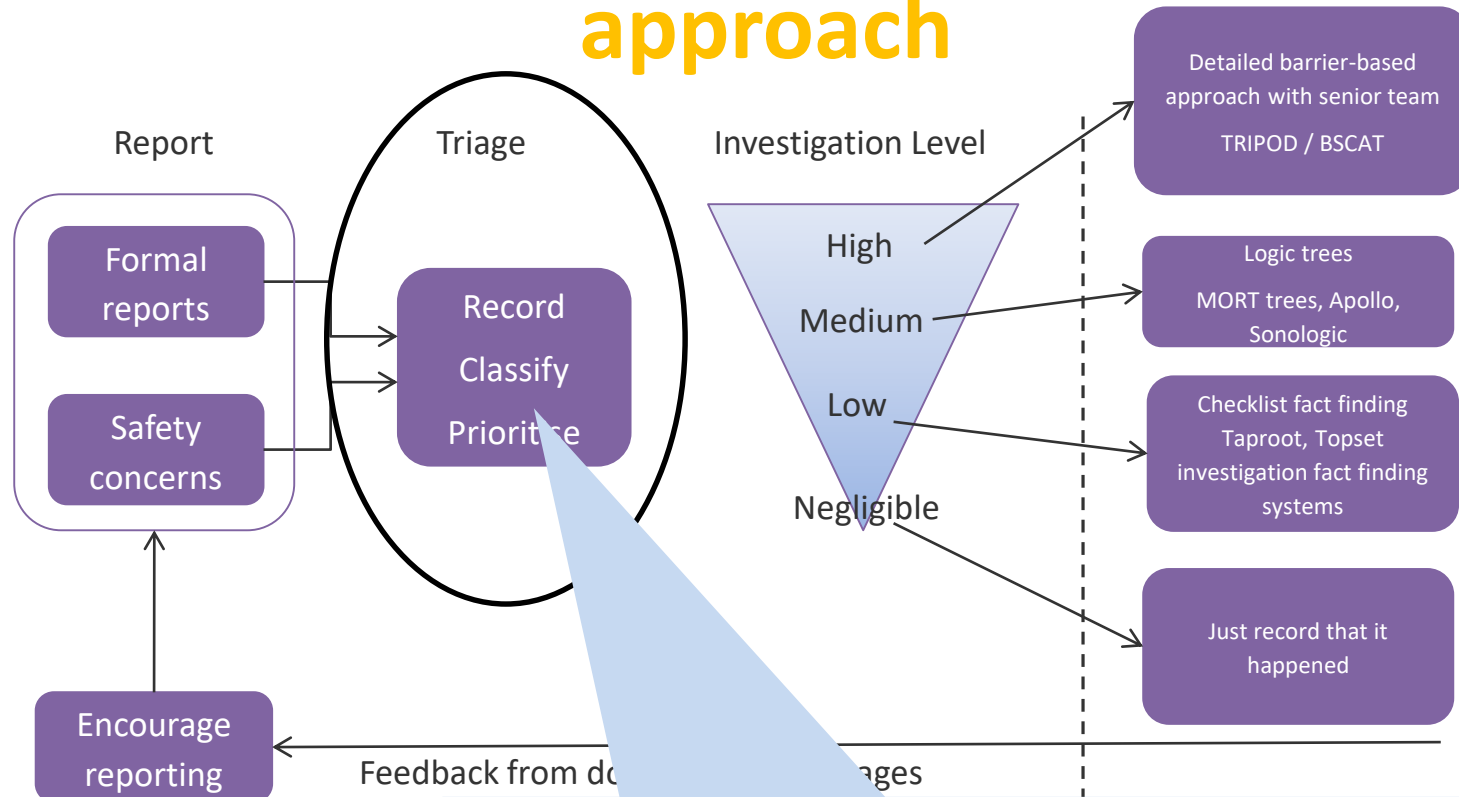
The Reality

Organisations are swamped with recommendations often of low quality addressing the symptoms rather than the underlying causes and frequently conflicting

The guide gives great examples of:

- Recommendation review panels
- How Incident panels rather than investigation team generate recommendations
- How to encourage that it is all right not to make recommendations
- Combining multiple incidents into work streams

Insight 2: Reporting: take a triage approach

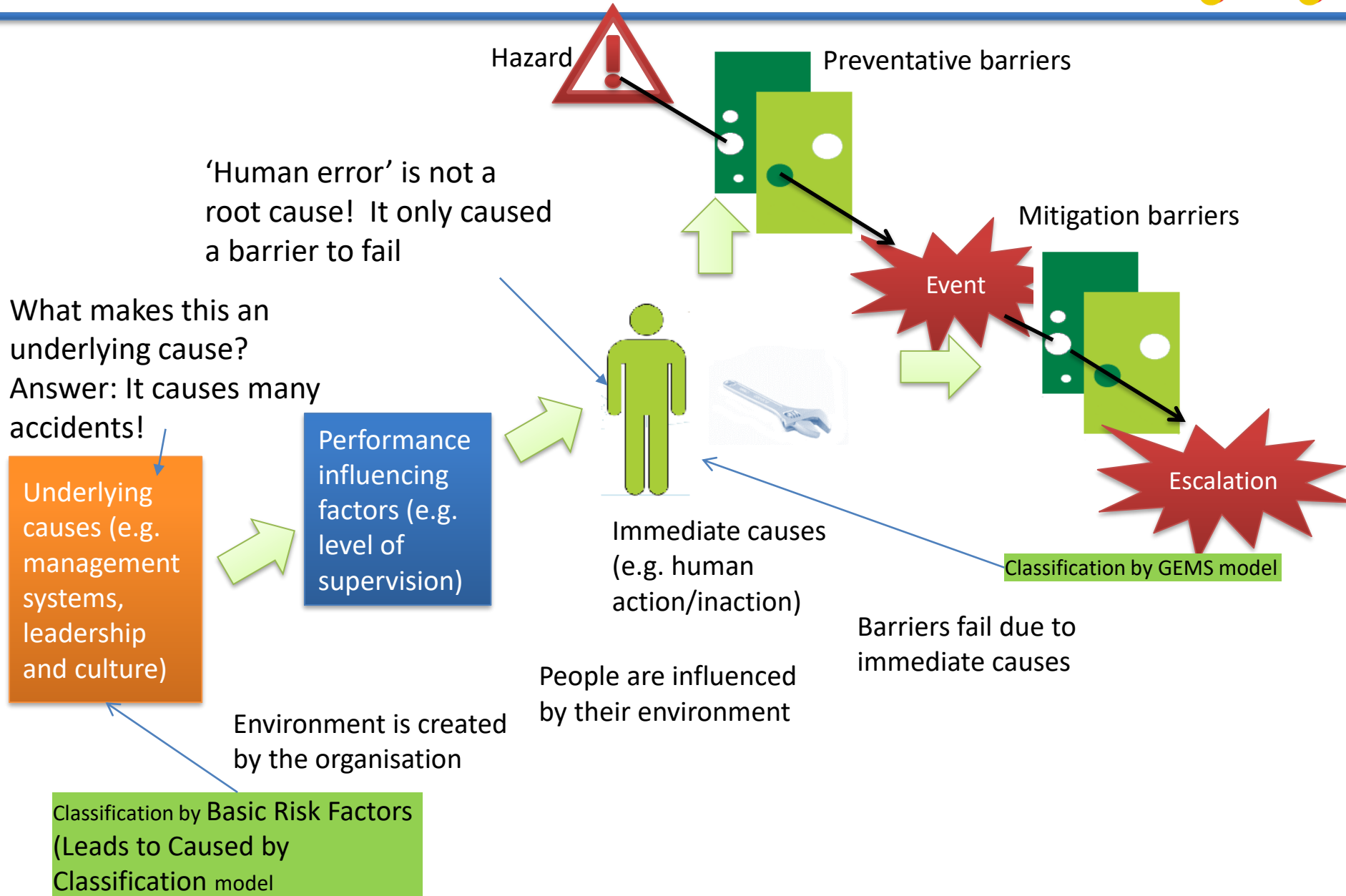


3 main criteria

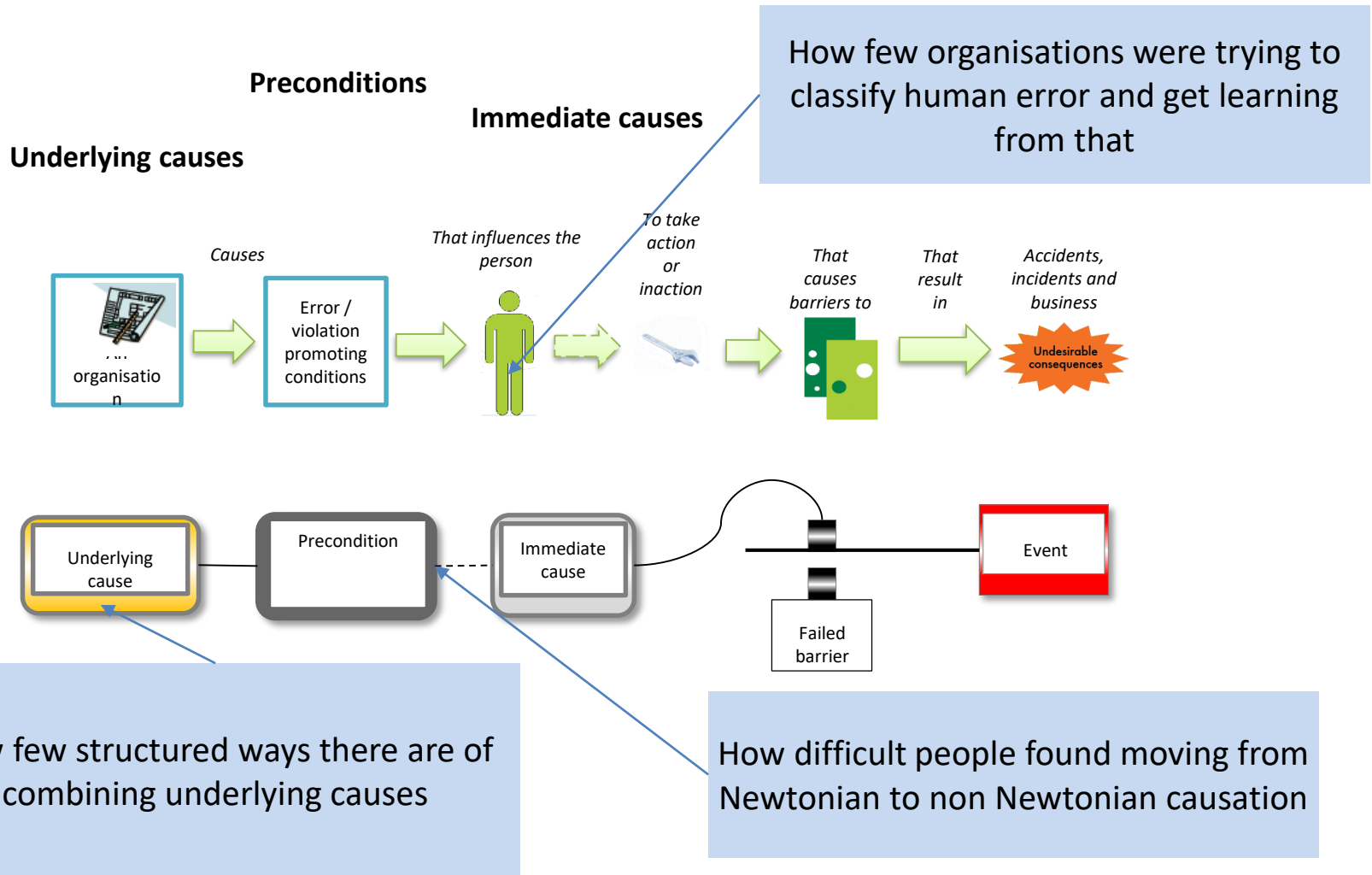
Actual outcome

Potential outcome

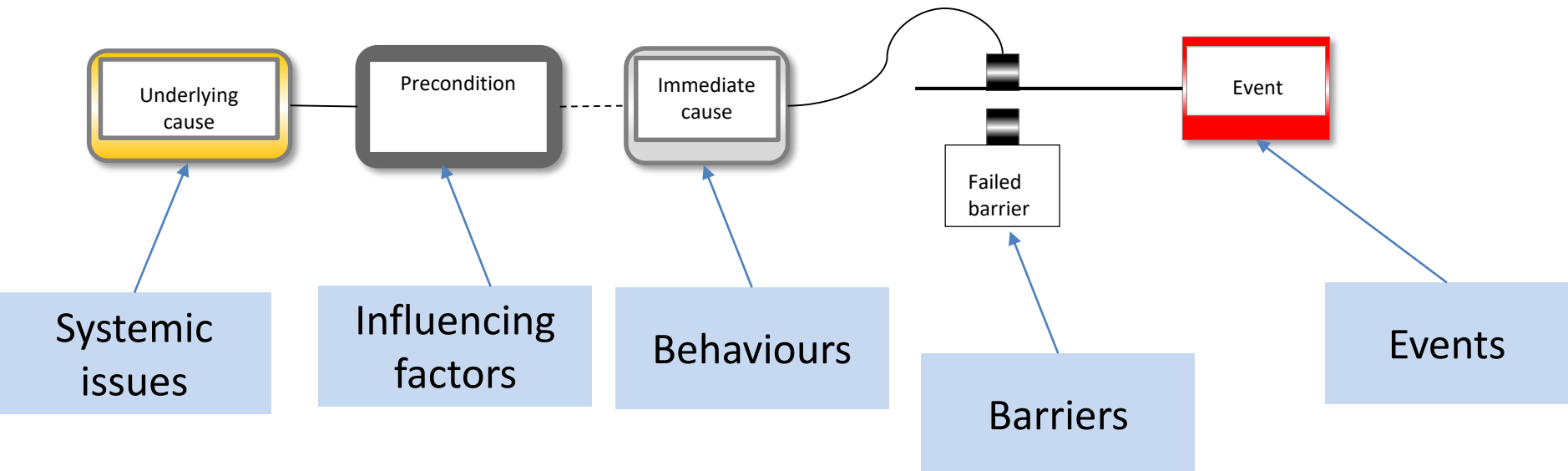
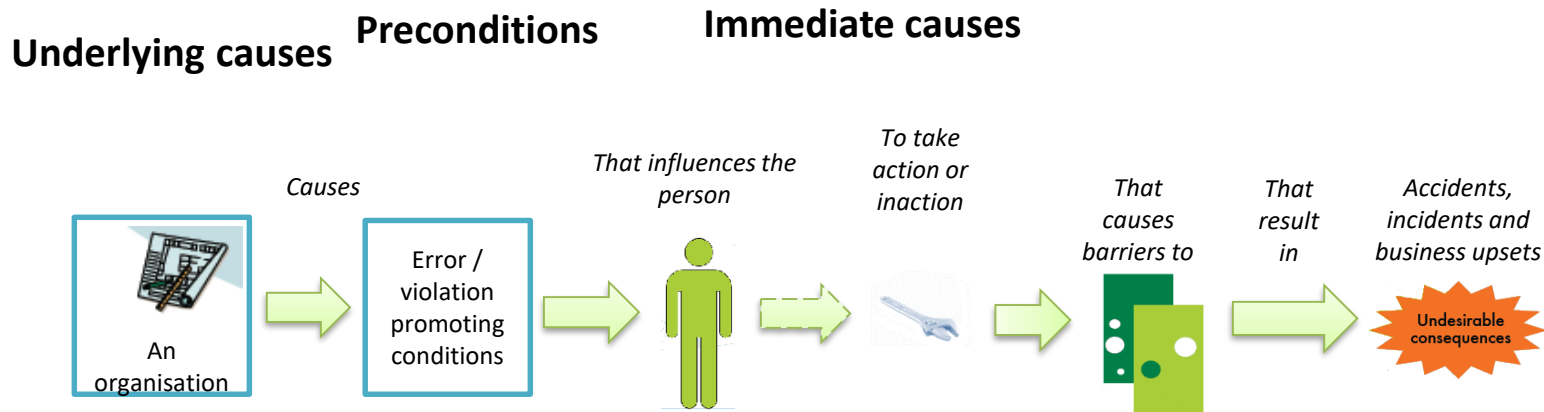
Learning potential



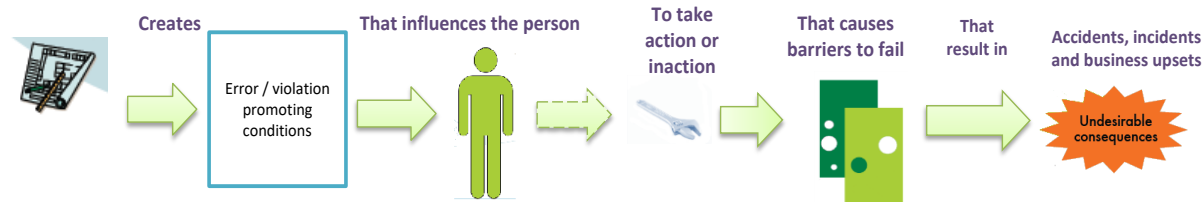
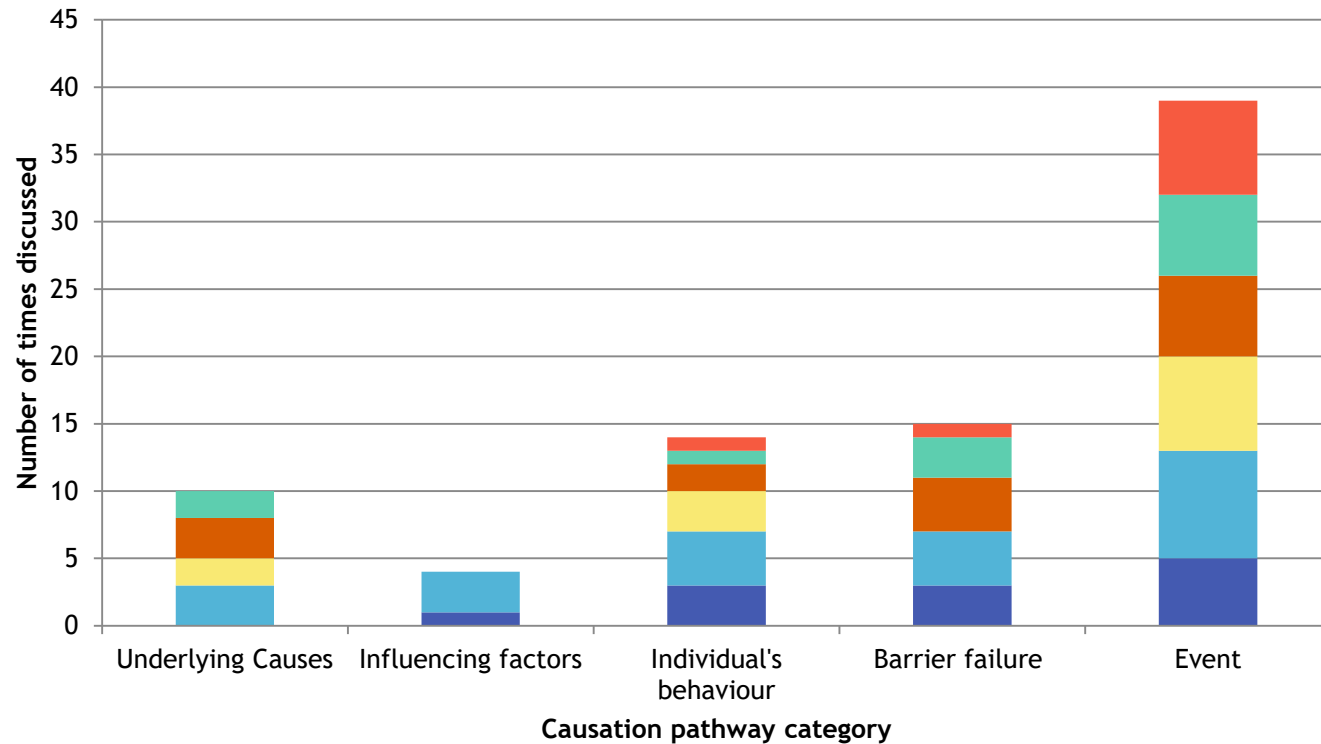
Tripod Incident Causation Model

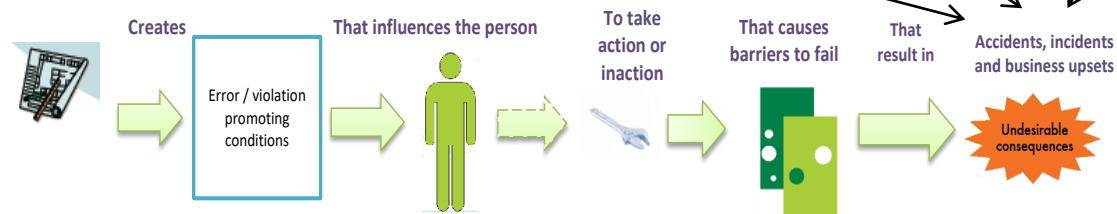


Insight 3: Leadership Conversations



Conversations about safety in leadership meetings





Insight 4: Who should make recommendations?



The Theory

Incident investigation is about creating 'Light bulb moments' with great ideas to improve business by preventing the reoccurrence of losses



The Reality

Organisations are swamped with recommendations, often of low quality, addressing the symptoms rather than the underlying causes, and frequently conflicting

The guide gives great examples of:

- Review panels for both incidents and recommendations
- How to involve the right people rather than investigation teams to generate effective recommendations
- How to encourage that it is all right not to make recommendations
- Combining multiple incidents into work streams

Insight 5: Effective Learning

- Case study: Hearts and Minds *Learning from incidents* tool
- Piloted at Centrica, RWE, EDF, and NHS Grampian
- Workshop-based toolkit to engage people in various parts of the LFI process.
- Contains tools to help managers and supervisors engage their teams on an incident



- Tell me and I forget
- Teach me and I may Remember
- Involve me and I learn



This toolkit helps you understand the importance of contextualising learning to be effective

Conclusion



- The guide helps you structure your thinking
- Where is my organisation stronger or weaker
- Which area do I wish to improve
- What is the best practice in that area

A fantastic, free resource is available from the EI, and applicable to any industry.

- *Learning from incidents, accidents and events* (2016), published by the EI

Freely available from:

<http://publishing.energyinst.org/>

Bargain Price of
£0

Acknowledgements

- Fellow board members and co-authors
 - Professor Jop Groeneweg
 - Willem Peuscher
 - Mark Taylor
 - Stuart King

Further Information

- *Learning from incidents, accidents and events* (2016), published by the EI
ISBN 9780852939277
- Tripod Beta: Guidance on using Tripod Beta in the investigation and analysis of incidents, accidents and events using Tripod beta,
ISBN: 9780852937280
 - ANNEX I: CAUSED BY... LEADS TO... A method for identifying and classifying the underlying causes of incidents, accidents and business losses
<http://publishing.energyinst.org/tripod/resources>
- Hearts and Minds Learning from Incidents
<http://heartsandminds.energyinst.org/toolkit/learning-from-incidents>
- Managing the Risks of Organisational Accidents, Author: James Reason Published: 1997
ISBN: 1 84014 105 0

Questions?

