

A regulatory perspective on learning from incidents

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Management Regulation §20

§20 – Registration, review and investigation of hazard and accident situations

“The responsible party shall ensure that hazard and accident situations that have occurred and that may lead to or have led to acute pollution or other harm, are recorded and examined in order to prevent recurrence”

Extract from the guidelines to MR §20

“The investigation as mentioned in the second subsection, should e.g. clarify

..

human, technical and organisational causes of the hazard and accident situation”



Safety Forum (Sikkerhetsforum)

The Safety Forum is the central arena for tripartite collaboration and debate between companies, unions and government on important HSE challenges in the petroleum sector

2018: SF established a tripartite working group

- review experience transfer
- learning from incidents
- identify investigation methods and practices enhancing better learning

2019: Report issued

<https://www.ptil.no/en/tripartite-cooperation/safety-forum/rappporter/rapport-fra-sikkerhetsforum-laring-etter-hendelser/>



From the report:

Recommendations to the companies and authorities

The companies and the government should improve their methods for investigating and learning by implementing the following recommendations:

1. The investigation team should have expertise on human factors (HF), organisational conditions and enterprise management which is on a par with technical expertise.
2. The companies and the government should also utilise investigatory methods where the question to be answered by the investigation is “why did it make sense to act as they did?” rather than “what did they do wrong?”.
3. The companies should make greater use of learning sessions in order to choose measures after an incident, and thereby avoid a larger learning potential being dissipated in many small and local measures.
4. The companies should formulate measures which make provision for follow-up and evaluation of the measures. For example in line with the Smart principle.
5. The companies should draw up a plan for how and when the effect of the measures are to be evaluated.
6. The companies and the government should conduct more thematic analyses.

The recommendations in Norwegian

Selskapene og myndighetene bør forbedre sine fremgangsmåter for gransking og læring ved å gjennomføre følgende anbefalinger:

- Anbefaling 1: Granskingsteamet bør ha kompetanse om human factors (HF), organisatoriske forhold og virksomhetsstyring på lik linje med teknisk kompetanse.
- Anbefaling 2: Selskapene og myndighetene bør også bruke granskingsmetoder der spørsmålet for granskingen er 'hvorfor ga det mening å handle som de gjorde?' i stedet for 'hva gjorde de feil?'
- Anbefaling 3: Selskapene bør i større grad gjennomføre lærings sesjoner for å velge tiltak etter en hendelse, og på den måten unngå at et større læringspotensial forsvinner i mange små og lokale tiltak.
- Anbefaling 4: Selskapene bør formulere tiltak slik at de legger til rette for oppfølging og evaluering av tiltakene, for eksempel i henhold til 'SMART'-prinsippet.
- Anbefaling 5: Selskapene bør lage en plan for hvordan og når effekten av tiltak skal evalueres.
- Anbefaling 6: Selskapene og myndighetene bør gjennomføre flere tematiske analyser.

What is learning and why is it important to learn from incidents?

- Sharing of information and experience are important elements in learning, but are not learning in themselves.
- Learning involves change. For instance when work practices are performed in a new way.



Individuals, groups and organisations can all learn, but they «learn» in different ways.



Information and knowledge often exist in the organisation, but do not always reach the right decision makers.



Learning is a corner stone in preventing incidents and accidents.

Learning

Sound identification of organisational, operational and technical causes gives

- Foundation for solid risk reducing measures within the organisation/company
- Foundation for experience transfer between companies
 - Sharing of experiences – O&G industry forums
 - Research and studies
- Foundation for experience transfer to personell
 - Design & Layout
 - Construction
 - Operational planning
 - Operation & Maintenance
 - Barrier Management



Do investigations of incidents capture changes?

Increased automatization and learning from incidents

How do our learning from incidents reflect the increased development and use of automated processes?

