



Tragedies and opportunities

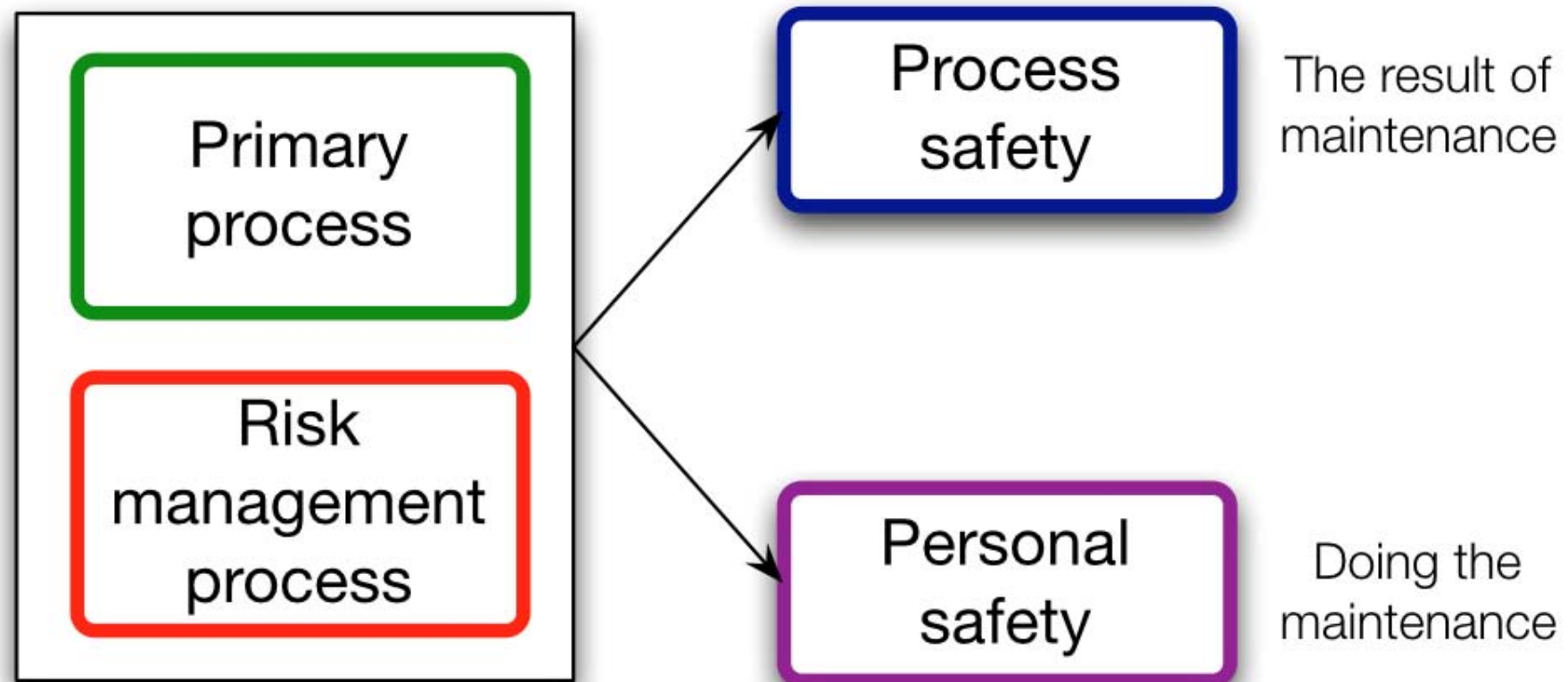
Jop Groeneweg

Leiden University

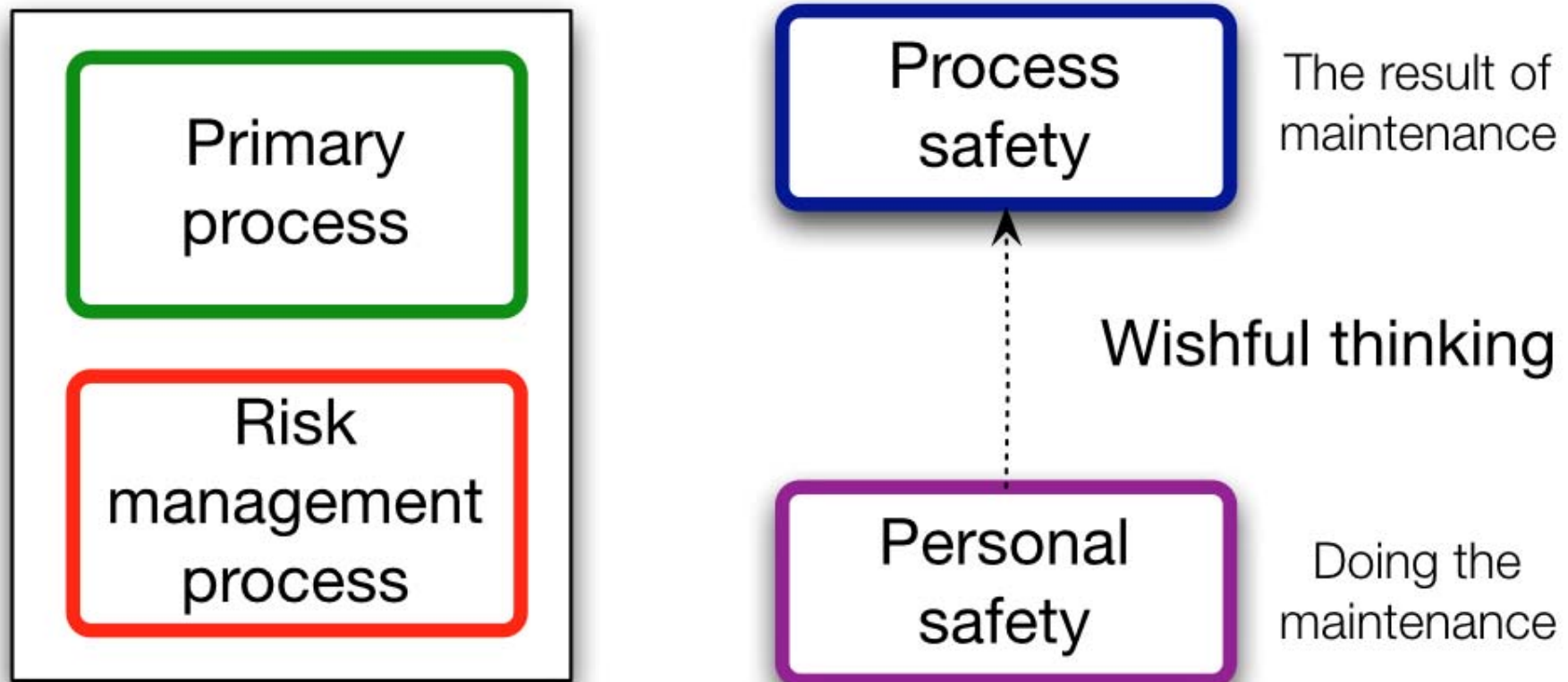
Imperial College Safety Seminar: Tragedies and opportunities: Safety failures in Universities
Baden Powell Conference Centre. London, 21 February 2017



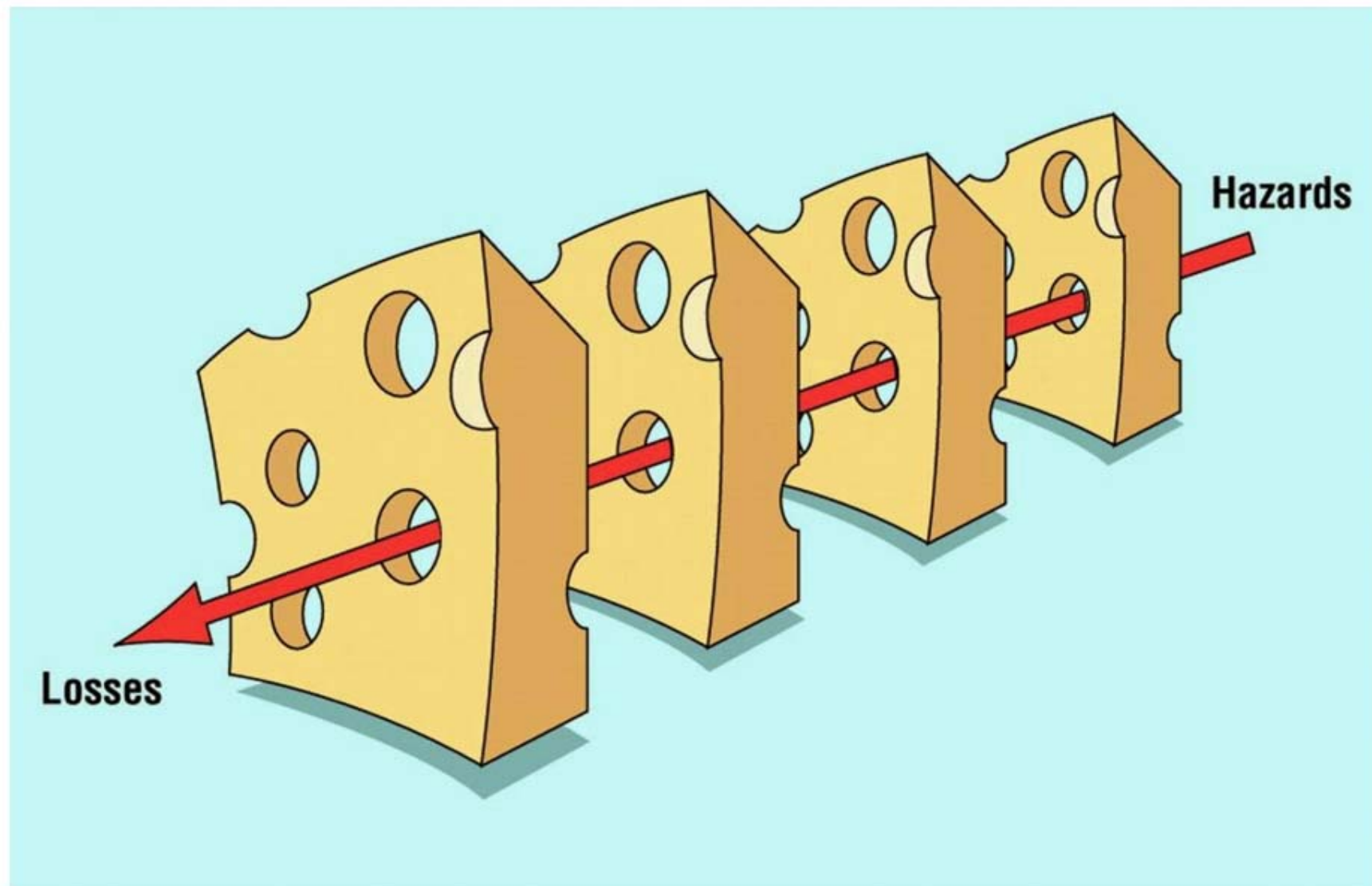
The main point: the management of safety



Unfortunately, this appears to be the trend

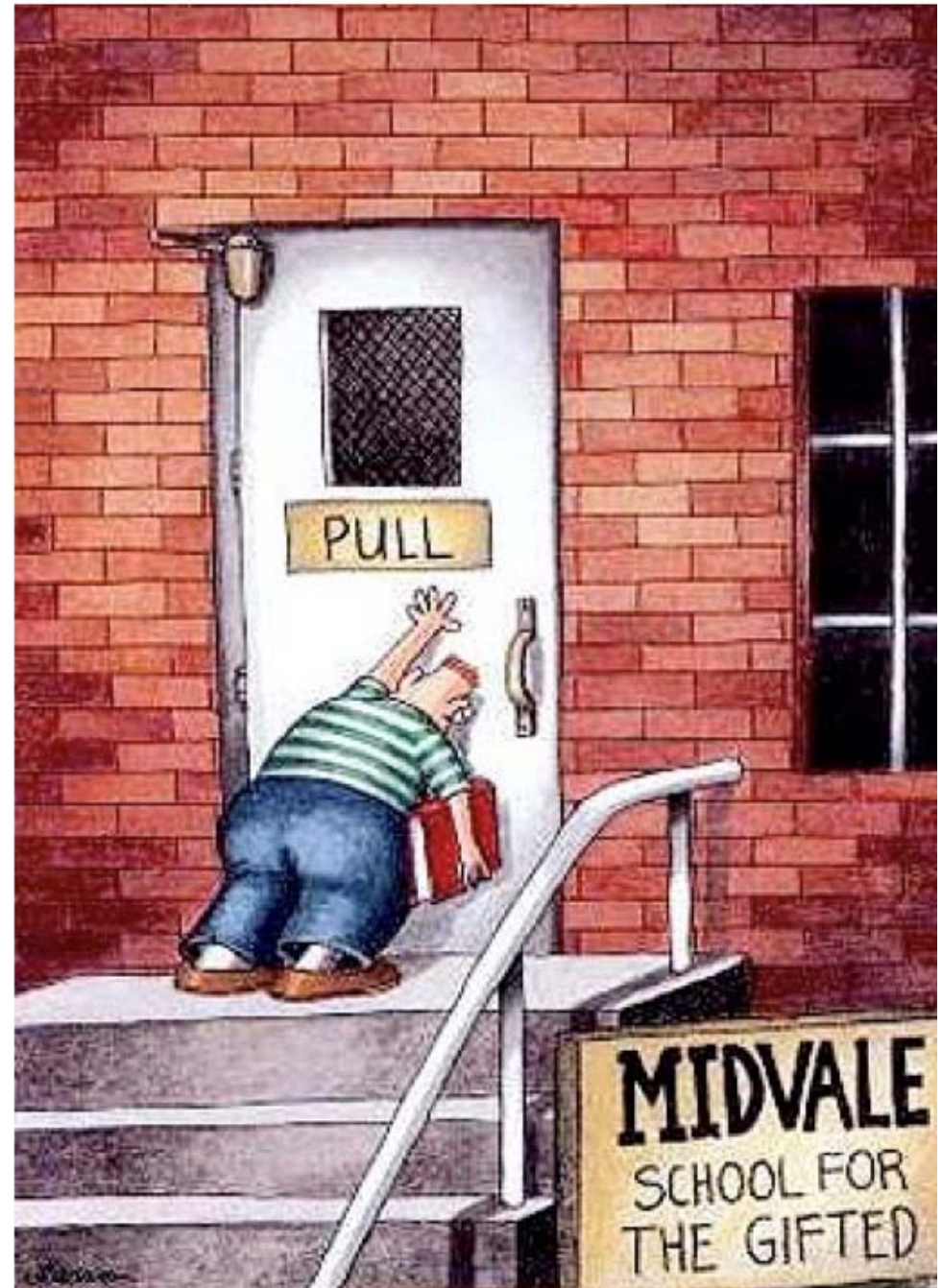


The Swiss Cheese model



Human error: 99%

- Stupid?
- Lack of attention?
- Negligent?
- Poorly motivated?
- Lacking safety awareness?

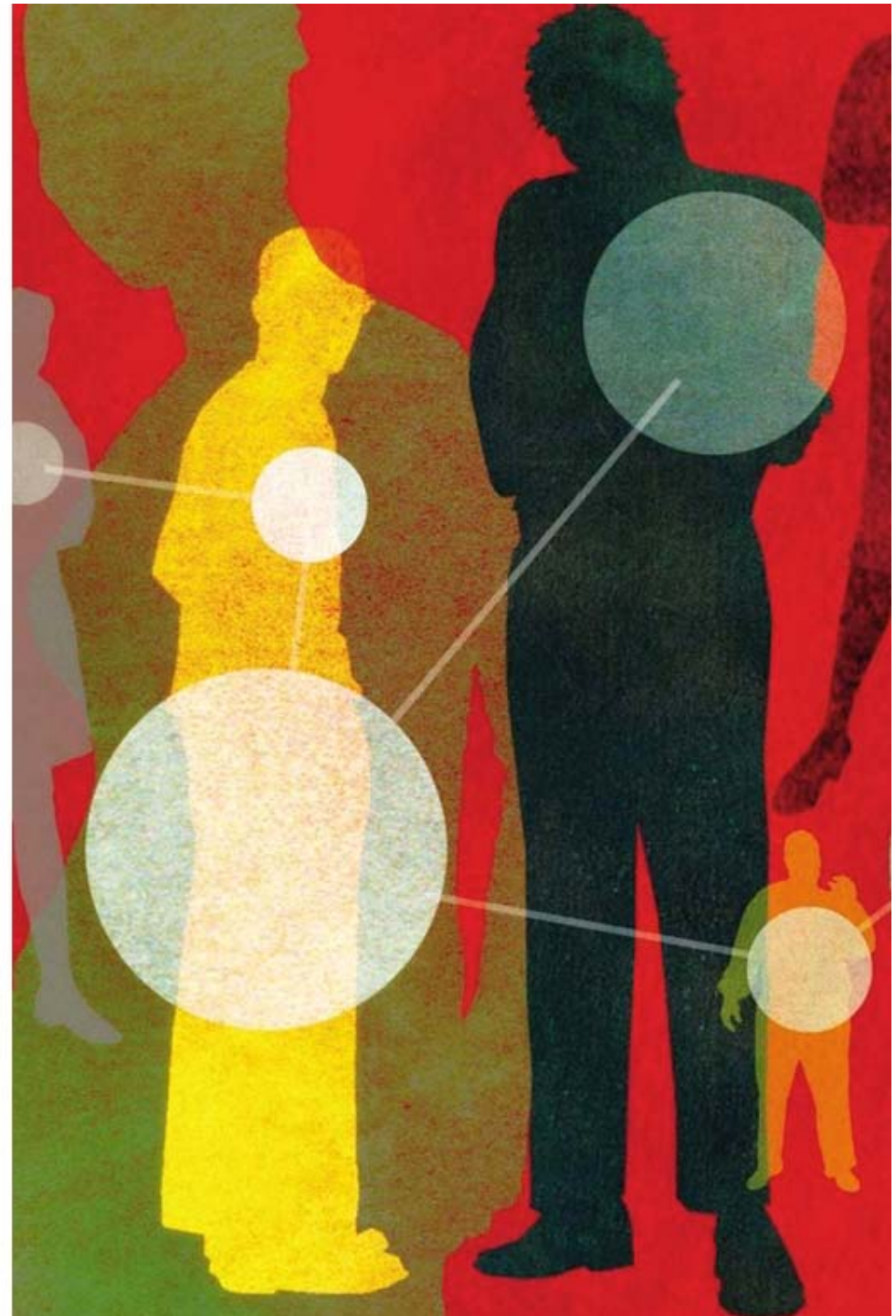


Ineffective



Human error

- Unintentional behaviour
 - Slips <-- 'Commission' (17%)
 - Lapses <-- 'Omissions' (48%)
- Intentional behaviour
 - Mistakes <-- Strong but wrong (20%)
 - Violations <-- Mainly the supervisors (15%)



Compliant, but difficult to navigate



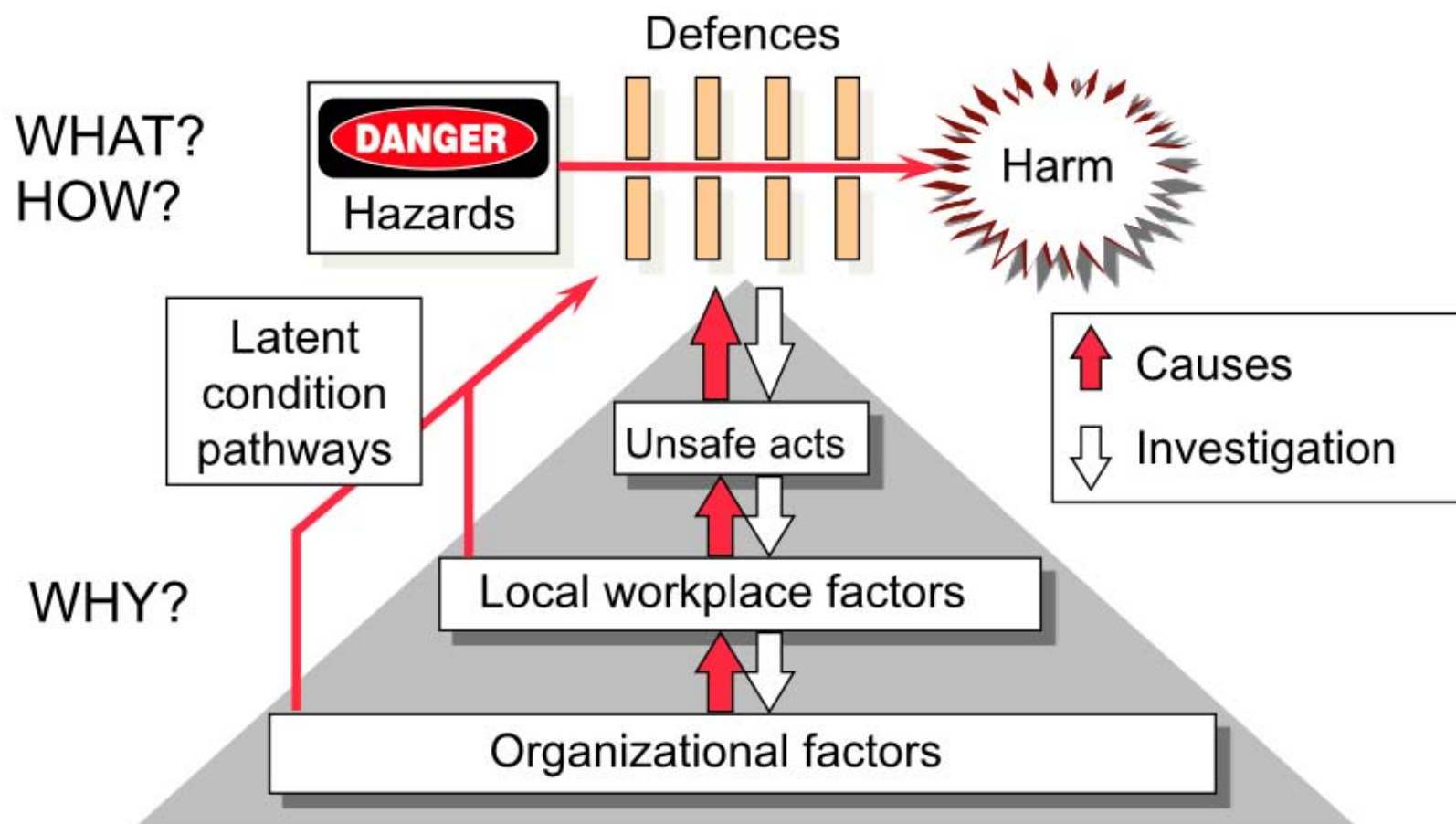
Fatigue: Hours worked



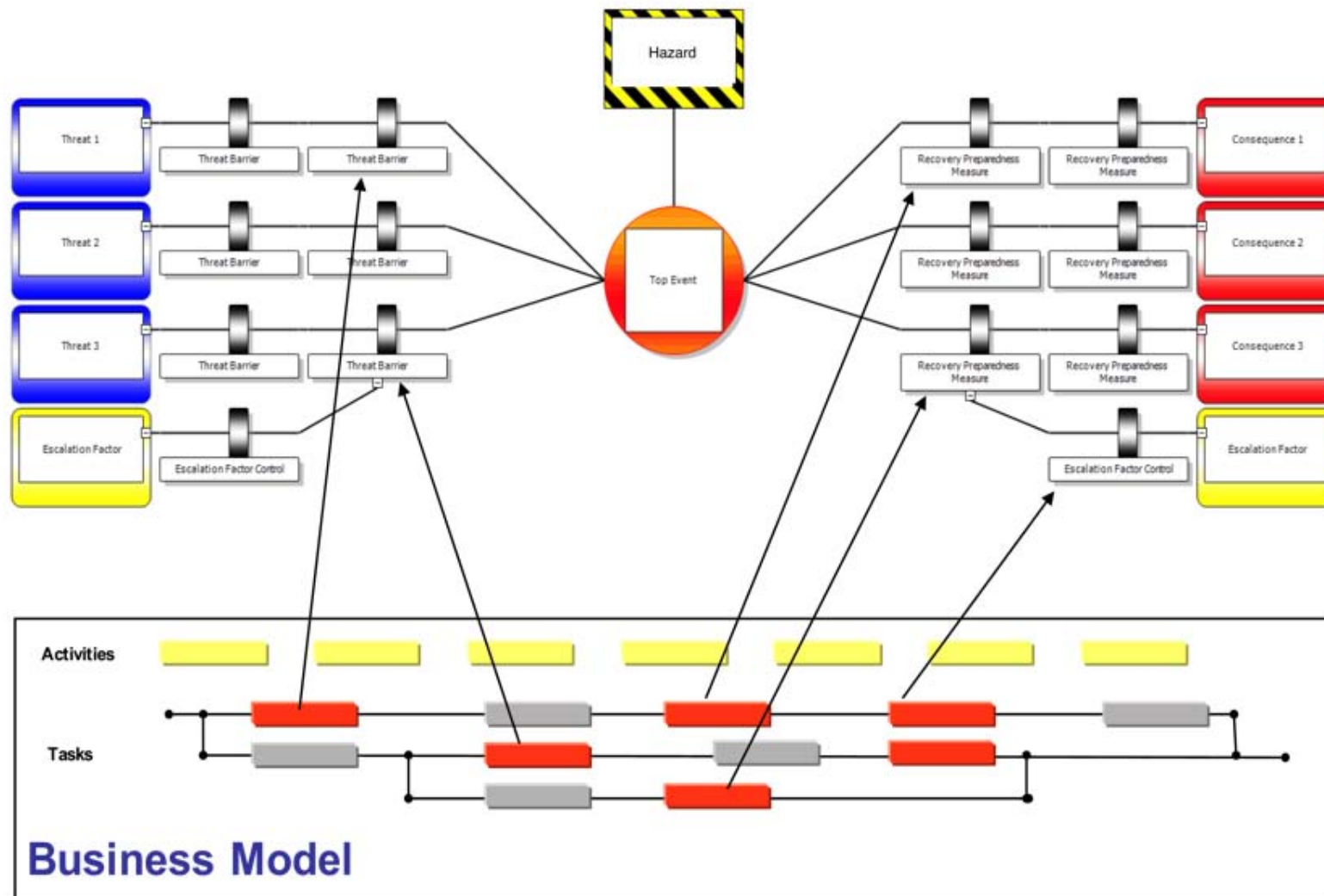
Procedures, many, many procedures....



Human error, organisations and accidents



Controlling safety: The 'bowtie' model



Successful application in Shell UK



Wells Operations Update

from Olav M Skår, General Manager Wells Operations



Reflecting back, Wells UK/Ireland have come a long way since 2013/14 when the reality was operational mishaps, incidents, cost overruns and lack of delivery.

Many will recall the path we charted through the generation of a roadmap designed to take us to “recognised as leading” by 2017. A key insight was the conviction that if we could simply master our “primary process” of every day deliverables excellently, both operational and safety outcomes would improve.

In 2016, Wells UK/Ireland has delivered beyond plans and targets in all areas. Our safety performance to date is –I understand- the best on record with some margin, and we are in a place where we truly harvest the learning and improvement opportunities a Near Miss gives us.

We now know what good looks like, and I believe you are hungry and ready for Great!

Achieving effective, efficient and safe operations

- Accept that there are almost no '100% safety' incidents: Most are 'operational issues' with a safety outcome
- Getting everybody on board is in fact the key to success. We all take decisions that may lead to potential problems in the future
- Universities should not limit themselves to do it 'safe or not'. We should focus on 'good or not' (Frank and I will discuss this in more depth this afternoon)
- Be prepared to seriously commit yourself to support fixing the real issues and accept the world is complex and solutions sometimes 'long term'
- It will be hard work, but success can and must be achieved

Questions?

