Organizational Learning

Andrew Dingee - Dirtman

- *AV-8B Fighter Pilot*
- *FAA Airbus 320 Instructor*
- *Airshow Pilot*
- *Human Factors United Airlines*
- *Standardization Officer, USMC*
- *Chairman HF, SPE*
- *Reviews Investigation for CSB*
- *Oil and Gas Consultant 8 yrs.*
- *Author*

AIRBUS

What is Organizational Learning?

… is the process of **creating, retaining, and transferring** knowledge within an organization and **modifying the behavior** of the workforce to reflect new knowledge and insights.

- Harvard Business Review

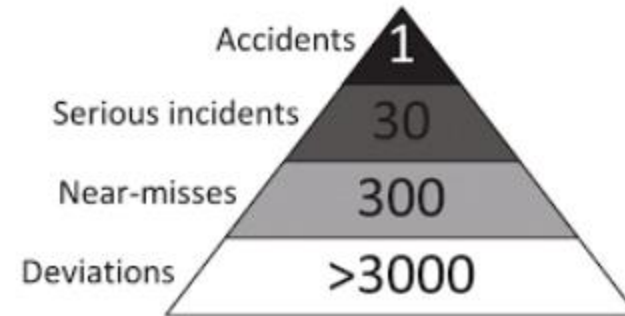
How do we create learning?

Accidents / BBS / Reporting

Herbert Heinrich

TRAVELERS

- 12% Hazard Recognition



The Heinrich 300-29-1 Model

It's about discovering the pre-accident

The Debrief

But a debrief is not

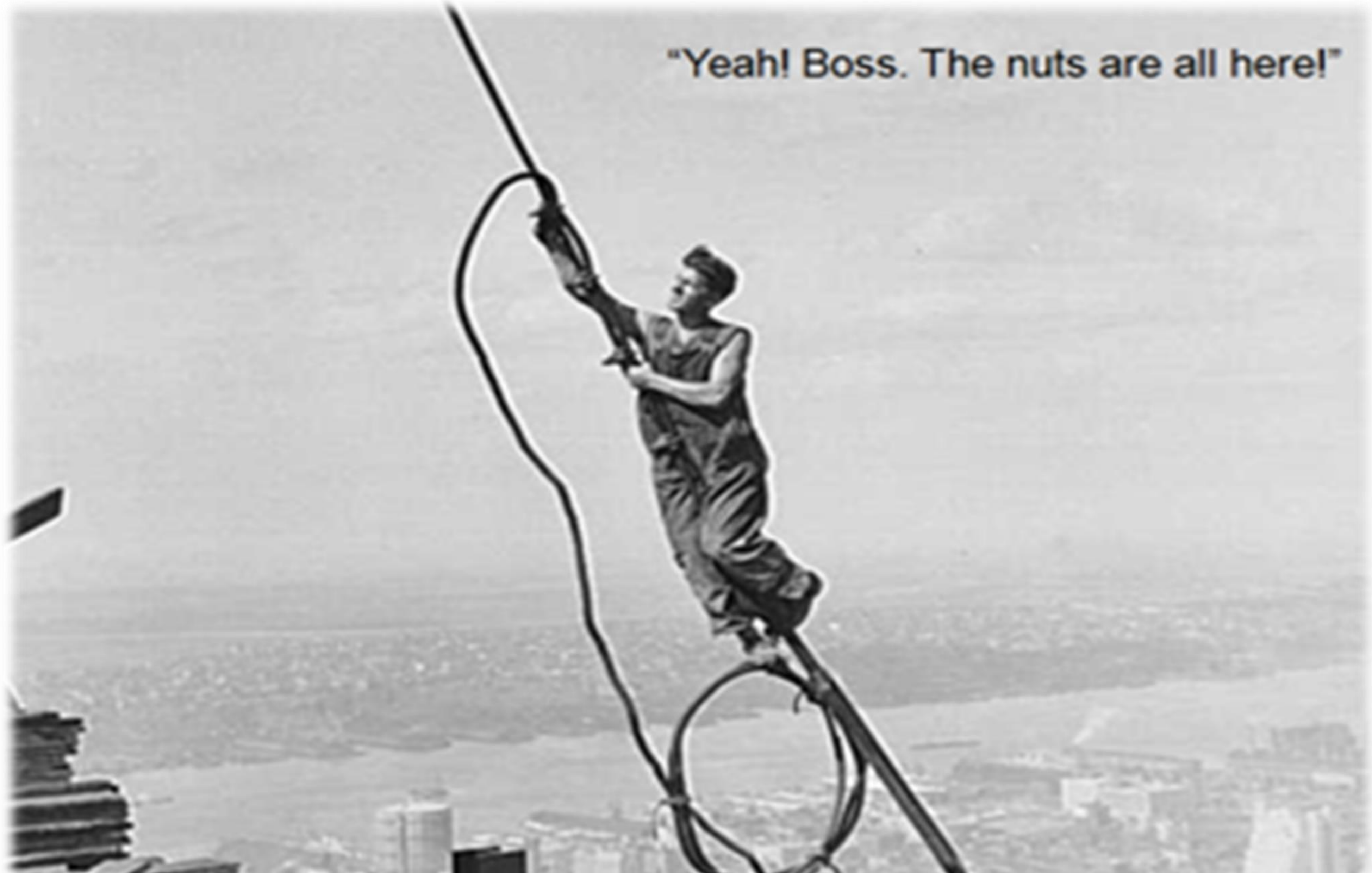
- An investigation
- A meeting (short)

What is the product of a Debrief?

Lesson Learned

How do you conduct a debrief?

Start - Stop - Continue



How – open communication

- Set the tone by being critical of self
- Use “I” not “We”
- Deliver evaluation versus personal criticism (using standards as the baseline)
- Nameless / Rankless – regardless of title
- Exchange of ideas
- Short (1 or 2 lessons learned)

“It’s not who’s right, It’s what’s right”

Debrief creates the learning for the missing 88%

How do we retain learning?

Safety Alert No. 231
31 May 2005

Contact: GlennWoltman
(504) 736-2438

Human Engineering Factors Result in Increasing Number of Riser Disconnects

A significant number of accidental riser disconnects have been experienced in deepwater operations during the last five years. Each event had the potential for causing serious well-control issues.

After the first incident in 2000, MMS issued a Notice to Lessees and Operators (NTL), No. 2000-G07, which clarified 30 CFR 250.107 (a) and 250.400 (July 2002) and prescribed measures to prevent the accidental disconnect of the lower marine drilling risers from floating drilling rigs. The

Or on line LL databases…

FILE HOME INSERT PAGE LAYOUT FORMULAS DATA REVIEW VIEW

D3 Non-Recordable

	Date Occurred	Site or Unit (Level 6)	Injury/Illness Recordabili	Injury/Illness Description	Injury/Illness Classification	Incident Description
3	1/4/2017	Houston Campus-GREF			First Aid	at 1:50PM Contractor emplo restroom, struck against the hand causing some redness ibuprofen. Care Mangemer immediately, and at 4pm be contacted at home and stat
5	1/12/2017	Houston Campus-GREF	Non-Recordable	The contractor caught left ring finger between chair arm and desk partition.	No Treatment	At approximately 7:58am at properly align herself with t ring finger between the cha
6	1/16/2017	Houston Campus-GREF	Non-Recordable	Sprain to right knee, - A contractor knee jarred driving pallet jack.	First Aid	At 9:35 a.m. on January 16, rider, see photo, to transpo traversed across the expans wood, the IP to experience the incident to his supervis IP returned back to his norn
7	1/16/2017	Mexico City - Vallejo LOBP	Non-Recordable	Scratch to index finger on right hand. Washed the área with hydrogen peroxide and applied a bandaid.	First Aid	While changing out a 5 gallo plastic cap when it became felt a scractch on the index
8	1/17/2017	Nanticoke Refinery	Non-Recordable	Worker packed their vehicle as they exited the vehicle, worker slipped and fell to the ground. Worker's radio was positioned on left side of their body, and worker said this hurt hip, left arm and wrist when worker fell. worker was given ice pack to apply and told to rest a little bit before going back to perform duties by Paramedic in the health centre	First Aid	At 8:00 am a worker drove they exited the vehicle, wor positioned on left side of th wrist when worker fell. Wor task as required, worker th and later reported the incid

Inadequate search

JSAs?

PROJECT DESCRIPTION: **UNHOOKING SUCTION LINES**

TASK DESCRIPTION	POTENTIAL ACCIDENT OR HAZARD	HOW WILL YOU CONTROL THE HAZARD
1. Pre job planning	Not understanding the job	Ensure understanding by all involved
2. Assign tasks	Not understanding job tasks	Make sure that all job tasks are understood
3. Gather and inspect all tools, equip, and work area	Broken tools, improper tools, unsafe equip & work area	Do proper pre job inspection
4. Removing dresser sleeve	Pinch points, Slips, trips, falls	Properly tied lines, good communication
5. Unhook lines	Falling, pinch points, wrong equip	100% tie off, proper hand placement, right tool for the job
6.Removing rubber boot on suction lines	Broken equip, pinch points, caught between	Pre job inspection, proper hand placement, good awareness
7. Clean up work area	Slips, trips, falls	Good Housekeeping & awareness

It didn’t work April 20, 2010

Characteristics of organizational learning

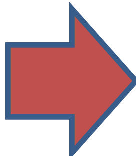
- Learnings stored in a useable corporate memory
- Individual must be able to retrieve it and use it when the time is right

Operating Procedures

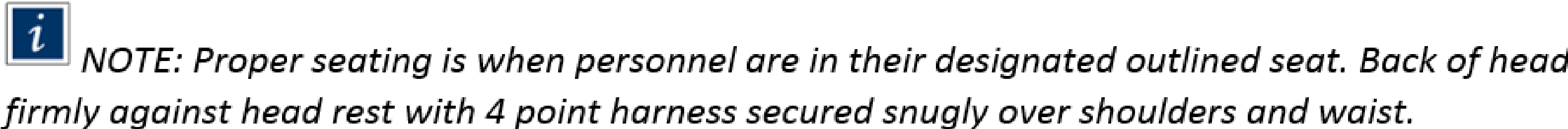
[Cox]..Assign seats

⚠CAUTION: *Weight distribution of personnel must be done or boat will not hang evenly.*

[Cox]........................Check personnel for proper seating and harnessing



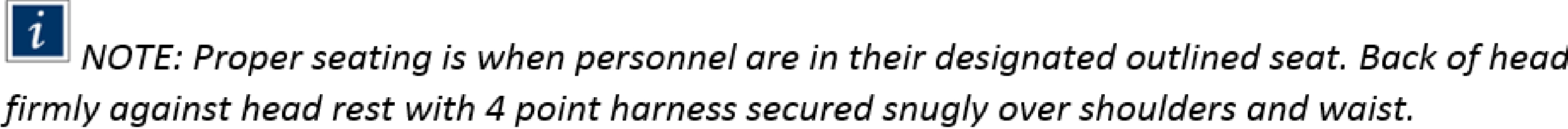
WARNING: *Do not lower boat until all personnel are strapped in and secured. Accidental lowering and launching of lifeboats with personnel not strapped in has caused injury and death to lifeboat crew. Incident M/V Coral Princess Nov. 2014 crew member injured and killed when boat was released 2 meters above water. Crew member became projectile in lifeboat suffering severe head trauma leading to death.*



NOTE: Proper seating is when personnel are in their designated outlined seat. Back of head firmly against head rest with 4 point harness secured snugly over shoulders and waist.

[Cox]..Complete Before Lowering boat checklist

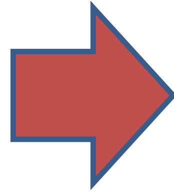
[AB/MOW]...Inspect all lifeboat crew for proper seating and securing



NOTE: Proper seating is when personnel are in their designated outlined seat. Back of head firmly against head rest with 4 point harness secured snugly over shoulders and waist.

...Notes

[AB/MOW]..............................Lower brake handle to stop boat



***NOTE**: The brake test is accomplished after the boat has been lowered at least 10 feet and has come to a complete stop (Brake Test IAW SOLAS MSC.1/Circ 1206 and RMS-MAR-033).*

[AB/MOW]....................................Insert pin on brake handle

CAUTION: *Once safety pin is removed brake handle must be manned at all times to prevent accidental operation by others.*

[AB/MOW]............................Engage winch motor to raise boat

[AB/MOW]..............................Raise boat to just prior to limit switches

: *Do not use limit switches to stop lifeboat motion. If limit switches fail lifeboat may run up davit to the stops this could cause fall wires to part and boat to fall from davit injuring personnel in davit area. Incident Ref. M/V Cape Kestrel Oct. 2001 Lifeboat ran past limit switches two blocking and causing fall wire to part, lifeboat fell to water and killing crewmembers.*

[AB]..Insert hand crank into receiver

Why do we fail at debriefing?

How do we transfer?

Retain = Transfer

- Safety Alerts
- JSAs
- Database

How should we transfer?

Summary: Organizational Learning

- **Create** – The debrief (88%) & accident investigations (12%)
- **Retain** – Procedures / Checklists (Standardization)
- **Transfer** – Procedures / Safety Alerts / Corporate Communication

- **Modify Behavior** – Job Training

Questions

“Learning needs to be centered around operational efficiency.”