



Bringing the  
Practical Touch  
to Business  
Improvement

Incident Investigation

# Incident Investigation

## Success Story

### 1. Why are we doing it?

Our client experienced several repeat process, containment and personal safety incidents. An investigation of the incidents identified that the quality of incident investigation was poor, with investigations being led by untrained people and the root cause of the incidents not being reached which led to possible recurrence, mitigations and corrections not being put in place.

The client identified that investigations needed to be fully reviewed and improved, process, people, ownership and responsibilities, to ensure the safety of its people and plant.



## 2. What was happening before?

- 50% of 5-why investigations were allowed to be led by untrained people
- 70% of incidents without consequence are thought to be misclassified
- Self-verification of investigations identified that human factors analysis has rarely been applied in investigation.
- There was internal confusion on when & how to apply Health, Safety & Environment (HSE) & Repair & Maintenance (R&M) 5-why methodologies.

A Value Stream Mapping session took place and over 157 issues were raised and addressed in the improvement event.

## 3. How is it now?

### Streamlined

- Self verification protocol defined
- 5-why report template simplified
- Review of Circumstances form replaced with simple after action review

### Standardised

- Refresh understanding of classification options in a safety management system; unsafe condition/act vs incident without consequence
- Changing our leadership behaviours for when to investigate
- Human Factors training delivered to all investigators
- 5-why competency framework developed

### Sustainable

- KPIs to track/review all improvement areas

## 4. What have we achieved?

- A “fit for purpose” incident investigation process
- Clarification of differences between HSE and reliability & maintenance (R&M) methodologies
- Improved quality and efficiency of incident investigations

## 5. What benefits have we realised?

- Correct classification of incidents
- Agreement, that only trained personnel, can carry out investigations
- Leadership support - release of investigators
- Human Factors training to for R&M and HSE

Moved from KPI driven interventions to Improved mindset and trust

Correct classification of incidents- giving 1281 hrs back to HSSE team

From 20% to 100% trained people carrying out investigations

## 6. What was the value of the deliverables?

- Reduction of wrong classification of “ incidents without consequence “ unsafe classed as near miss-from 80% to 32%.
- Improved the % of investigation carried out by competent and trained investigators from 20% to 100%.
- 1281 hours back to HSE team annually
- Moved from KPI driven , interventions by Management to allowing trained individuals to carry out their role creating trust