

An Introduction to the Environment, Health & Safety Standards



the **BIG**
PICTURE
You make the difference!

Learning from Incidents

MOA-ES-009

This series of introductory brochures provides an overview and summary of Mobil's EHS Standards.

You should read the Standard in full, and any associated documents, to gain a complete understanding of the requirements of the Standard.

Why do we have this Standard?

Our aim is to have all Mobil workplaces incident and accident free.

Accidents and incidents only occur because there has been a gap in the way we are managing EHS. We must close this gap and make sure that the incident is never repeated anywhere in Mobil.

That is the sole purpose of this Standard - to find out what went wrong and to fix it so that it never happens again, anywhere.

Principles behind Learning from Incidents

Every incident we report must be investigated. Near misses need to be reported and investigated in the same manner as incidents. The difference between an incident and a near miss is usually just luck.

Investigations are about finding the cause of an incident - they are not about finding someone to blame. We conduct investigations so we can find the root cause and a way of fixing the problem. Finding what went wrong in our EHS Management Process should prevent the incident from ever happening again.

Incidents are opportunities to learn. When we investigate incidents we sometimes discover knowledge that we didn't have before. Often we find knowledge that we need to be reminded of, or apply in a new situation.

The lessons that we learn need to be integrated into our work and shared with the whole organisation. That way we avoid repeating our mistakes and improve by building on the experience of others.

This is the first step to becoming a learning organisation.



How do we deal with Incidents?

Report the incident

Serious incidents need to be reported immediately or within one working day (depending on the type of incident). They are reported through normal line management channels verbally and then followed up on special forms available on the Offis system.

Prompt reporting allows us to take appropriate action to minimise damage to our people, equipment or reputation. We can also start investigating the incident quickly.

Incidents that result in injury are summarised in monthly injury statistics. These statistics are an important measure of our EHS performance.

Investigate the incident

A small team is put together to investigate each incident. Ideally the team members will be chosen from different work areas. Investigations are best started within 48 hours of the incident so that information is fresh in people's minds.

The team interviews the people who were involved in or saw the incident. They develop an accurate and detailed description of the sequence of events that led up to the incident. They then work backwards to find the factors that caused each event. The key question they ask is "Why?" - and they ask it over and over again.

The team continue to probe until they have found where the EHS systems or procedures broke down. Once the root causes are known the team recommend actions to prevent the incident happening again.

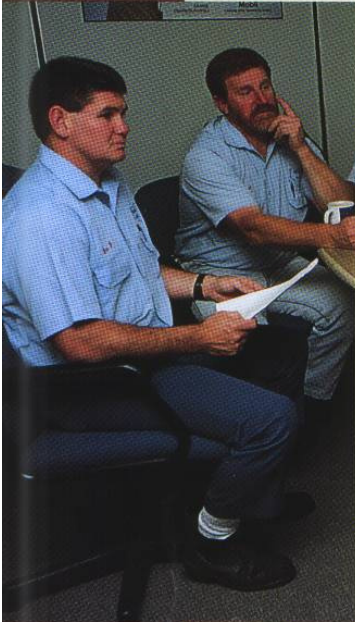
Learn from the incident

The 'Lessons Learned Report Form' helps us capture our learning. On it we clearly describe what happened, and what we learnt.

'Lessons Learned Bulletins' are distributed to people who are likely to benefit from them. We can integrate learning into the way we work by changing procedures or training people differently.

Lessons learned are recorded in a central database so that the whole organisation can have access to them. The database becomes our 'corporate memory' and can be accessed by all employees.

Learning from Incidents



What does this mean for Mobil employees?

For all employees

Report all incidents and near misses to your supervisor promptly. Try to remember accurately what happened, perhaps by writing it down.

Cooperate in incident investigations, give the investigating team as much information as you are able. Remember, they are looking for problems in the EHS system, not someone to blame.

If you have learnt something valuable, share it with the rest of Mobil. Don't wait for an incident to happen. Contact your Lessons Learned Coordinator and put it on the database.

Check the 'Lessons Learned' database regularly to see if someone in another part of the organisation has learnt something that you could use in your workplace.