

TOP-SET NEWS

Global Operations

USA

David Ramsay, Managing Director of Kelvin TOP-SET has been primarily based in the USA since May 2010 working from the Kelvin TOP-SET Inc. offices in Houston. He has been working on a major investigation, developing new products and building strong links with investigation professionals in the US.

Photographed below are Anadarko personnel who recently attended a Kelvin TOP-SET Incident Investigation course at Anadarko's headquarters in The Woodlands, Houston. The course was led by David Ramsay and an introduction to Investigator 3 and Blackbox software was provided by TOP-SET Governor's Managing Director Serge Diekstra.



Demand for courses in the USA continues to grow with Kelvin TOP-SET providing both in-house and open courses on a regular basis. A 3-Day Senior Investigator course followed by an optional Tutor Development Day will take place in **Houston** on the 8th-11th November 2011. [BOOK A PLACE ON THE COURSE](#)



Canada

Kelvin TOP-SET welcomed Canadian delegates on a 3-Day Senior Investigator course in Toronto at the beginning of May. A lively session was led by Kelvin TOP-SET tutor Judith Cunningham and course feedback metrics showed that all participants thoroughly enjoyed the experience and will now go on to share their new knowledge within their respective organisations.

To all TOP-SET enthusiasts in Canada, please note that places are still available on our 3-Day Senior Investigator course in **Calgary** from 26th-28th July 2011. [BOOK A PLACE ON THE COURSE](#)

**Brazil**

Alberto and Marcia Oliveira (this month's featured TOP-SET tutors) will be running a 3-Day Senior Investigator "open" course this month in **Rio de Janeiro**, this course is already fully booked with over 15 representatives from 7 companies already signed up to attend.

**Oman**

Kelvin TOP-SET recently held a successful 3-Day Senior Investigator Course at the PDO Training Centre in **Muscat** Oman. The delegates photographed below comprised mainly senior HSE Advisers working for Al Turki Enterprises LLC. Kelvin TOP-SET tutors, David Porter and Chris Evans, thoroughly enjoyed the course and their short visit to Oman.

**Abu Dhabi**

September 19th-21st 2011 sees Kelvin TOP-SET running a 3-Day Senior Investigator course in **Abu Dhabi**. We would like to encourage all those of you in the UAE interested in improving your incident investigation skills to attend.

[BOOK A PLACE ON THE COURSE](#)

**Malaysia**

Director of Operations, Lorna Ramsay, has been strengthening Kelvin TOP-SET's business relationships in Asia with multiple trips to Malaysia and Singapore meeting with client companies. Lorna Ramsay and Senior TOP-SET tutor, Andrew Morton, also ran a fully subscribed 3-Day Investigator course followed by a Tutor Development Day in Kuala Lumpur in April and wish to welcome all newly certified delegates to the TOP-SET family of alumni.

The Kelvin TOP-SET course offering in Malaysia continues to expand with 3-Day Senior Investigator courses and corresponding optional Tutor Development days scheduled in **Kuala Lumpur** for 7th-10th June 2011 and 25th-28th October 2011.

[BOOK A PLACE ON THE COURSE](#)





Singapore



KBA Training Centre Pte Ltd
A member of IMCA

Kelvin TOP-SET has signed an agreement with KBA Training whose directors have a collective working experience well in excess of 50 years dealing in operations and management of Subsea, Industrial, Marine and Inspective projects. KBA Training will be working with Kelvin TOP-SET to provide Kelvin TOP-SET courses in the Asia Pacific region.

"Kelvin TOP-SET has worked extensively in Asia over many years and is now delighted to partner with KBA Training in order to gain an important local presence. We look forward to a productive association," said Lorna Ramsay, Director of Operations at Kelvin TOP-SET.

Kelvin TOP-SET Courses in association with KBA Training

Course Dates:

Date	Course Type	Location
10th-12th August 2011	3 Day Senior Investigator Course	Singapore
29th August 2011	1 Day Investigator Course	Kuala Lumpur
31st August 2011	1 Day Investigator Course	Kuala Lumpur
29th September 2011	1 Day Investigator Course	Jakarta
30th September 2011	1 Day Investigator Course	Jakarta
20th October 2011	1 Day Investigator Course	Kuala Lumpur
8th -10th November 2011	3 Day Senior Investigator Course	Singapore
2nd December 2011	1 Day Investigator Course	Singapore
19th -21st December 2011	3 Day Senior Investigator Course	Singapore

[BOOK A PLACE ON A KBA TRAINING KELVIN TOP-SET COURSE](#)

Exhibitions 2011 – Dates for your diary

- **2011 Offshore Europe Exhibition**

6th-8th September 2011 - Aberdeen

[Click for further information](#)

- **IADC Drilling HSE Europe 2011 Conference & Exhibition**

28-29 September 2011 - Amsterdam

[Click for further information](#)

10% Discount on BowTie XP risk assessment software for Kelvin TOP-SET clients*The logo for BowTieXP, featuring a blue bowtie icon to the left of the text 'BowTieXP' in a bold, sans-serif font.

Kelvin TOP-SET partner company CGE Risk is offering all Kelvin TOP-SET clients a 10% discount on BowTieXP risk assessment software.

What is a BowTie? The next logical step in incident analysis

A BowTie is a diagram that visualises the risk you are dealing with in just one, easy to understand picture. The diagram is shaped like a bow-tie, creating a clear differentiation between proactive and reactive risk management. The power of a BowTieXP diagram is that it gives you an overview of multiple plausible scenarios, in a single picture.

In short, it provides a simple, visual explanation of a risk that would be much more difficult to explain otherwise.

Analyse & assess, Structure knowledge and Visualise your Safety Management System on a BowTie

With a BowTie diagram you can analyse and distill weak points in how you manage risk and create barrier-based improvement plans.

BowTieXP focuses on helping you to identify what needs to be done to deal effectively with the risk. Barriers can be assessed (qualitative and quantitative), allocated to the responsible person, linked to procedures and tasks and signed off etcetera. This provides you with an effective way to link the BowTie risk analysis to the Safety Management System.

Risk Communication

BowTieXP helps to increase risk awareness by visualising risk.

The visual representation of risk is easy to understand yet also provides an overview and insight that is not obtained by any other method of risk analysis & assessment.

Risk communication will be easier and more efficient.

BowTieXP diagrams have been designed to effectively communicate the risk context of the work environment, targeting the single-greatest cause of mistake-based incidents.

BowTieXP provides the ideal visualisation for thinking through what happens when faced by multiple risk scenarios. This makes BowTieXP particularly useful for major accident prevention.

Kelvin TOP-SET clients will enjoy a 10% discount on BowTieXP license purchases.

If you are interested in attending an online expert session on BowTieXP please send an email to support@cgerisk.com

*Please note: 10% discount offer expires on 31/12/11

THE TEAM

This month Kelvin TOP-SET is pleased to profile two more members of the TOP-SET tutor team.

Marcia Oliveira



Marcia Oliveira is a highly qualified MBA tutor who presently delivers Kelvin TOP-SET courses in Brazil. She is able to conduct courses in Portuguese and English and is currently preparing herself to deliver the courses in French also.

Marcia graduated in Architecture and has a strong background in technology gained through many years spent working as an IT specialist. She holds an M.Sc in Business Administration and is currently in the final stages of completing a QHSE Post-graduate diploma.

Working with her husband, Alberto, she has delivered more than 40 courses for around 450 delegates since TOP-SET started its operations in Brazil, in 2009.

Marcia is a total perfectionist and has high personal standards. In her spare time she loves travelling to new places and experiencing new cultures. She also enjoys spending time with her son.

Alberto Oliveira



Alberto Oliveira brings over 25 years of experience as a Captain and Helicopter Aeronautical Accident Investigator in the Brazilian Naval Airforce to the Kelvin TOP-SET team.

Since retiring from the Brazilian Naval Airforce in 2002, Alberto has been working as Industrial Incident lead investigator in many diverse industries and as flight safety consultant for Offshore Helicopter operations. He is also a Mechanical Engineer and registered Safety Engineer, holding an M.Sc. degree from the Brazilian Naval War College.

Along with his wife Marcia, Alberto has translated and adapted all of the Kelvin TOP-SET materials for the Brazilian market by ensuring efficient translation into the Brazilian Portuguese language and the addition of local features.

Alberto is a quick thinking person, with leadership skills, but easily distracted by "world inputs", so his personality is well complemented by Marcia's style.

In his free time, Alberto also loves to travel and also enjoys practicing hypnosis as a hobby. Alberto and Marcia will celebrate 30 years of marriage next year!

Other Team News:

- TOP-SET tutors Chris Evans and Judith Cunningham recently completed a 3-Day Sea Survival course in Aberdeen and now join the pool of TOP-SET tutors who are equipped to go offshore at a moment's notice as and when required.

INVESTIGATOR'S OBSERVATIONS

This month's article written by Kelvin TOP-SET Associate Tutor Judith Cunningham focuses on the importance of understanding the difference between Behaviour and Attitude when conducting an incident investigation. Judith draws on her personal experience of working in the health and safety arena coupled with her expertise as a TOP-SET tutor to make some interesting observations and to provide a series of recommendations to consider when investigating.

Indicators - Behaviour and Attitude; the Power of Language

By Judith Cunningham, Kelvin TOP-SET Associate Tutor

When I started working in health and safety management and behaviour change in 1990 in the chemical and explosives industry, I experienced a very steep learning curve. Because my background was in physiotherapy and occupational health I felt I needed to learn all the basic 'stuff' that everyone else seemed very well versed in, particularly in the terms used and their meanings. It quickly became apparent to me that not everyone understood or used terms accurately. This was particularly true with the terms hazard and risk. These terms were used as if they had the same meaning and could be interchanged without any loss in understanding. I disagreed with this then and still do. However, as industry has become more learned, and understanding is better, hazard and risk are, in the main, understood and used correctly in context. E.g. "A busy road is a hazard; interacting with the road is the risk."

However, I now find that the same confusion has emerged with 'attitude and behaviour'.

These terms are often used by delegates on the TOP-SET courses, when developing a storyboard, as indicators that need further investigation. So far so good. As the investigation emerges it quickly becomes apparent that understanding of these terms is incomplete or patchy. They are used as a 'couple' to describe a feature of a person's thinking at the time, or leading up to the time, being investigated. My experience indicates that nothing could be further from the truth. In broad terms what people DO is their behaviour, what people THINK or believe is their attitude. Loss or harm is related, at the time of the incident, to what people DO. Their attitude may influence their behaviour, but at the instant of the harm or loss, it is what they DO or have not done, that shows whether behaviour is an indicator and whether it was a positive or a negative energy in the incident being investigated. Indeed many people have a very positive attitude to safety. However their behaviour may not match that attitude.

A simple example of this I often use is in our road safety habits. When driving in a town what is our attitude towards pedestrians who cut in and out and across the road in front of us? Quite! But do you always cross at the crossing or find a safe place to cross when you have to cross a busy road?

So where does this pedantry get us? Well I believe that identifying this clear difference in an investigation will lead to more accurate analysis. In turn, identifying a 'behaviour' or 'attitude' as an underlying cause or indeed as a root cause can then be addressed in the resultant SMART actions, focussed and apposite for the loss or harm identified. This allows proactive prevention of further loss or harm. This is what drives me and makes me tick..... and why I believe that TOP-SET, used well, is such an exceptional process.

I believe people behave in a way that makes sense to them at the time and their intention is to do the 'right' thing and get the work/job done. In addition we all have values and beliefs which have been laid down over many years and are very strong. What underpins these is the environment that is the workplace. TOP-SET has an indicator for that too: Culture and Morale. My mentor told me that culture simply means 'how we do things around here'. I've stuck with that meaning over the years.



Essentially the organisation's culture has its roots in whether that organisation (the CEO and their Board) values safety and whether that value translated into an atmosphere at work characterised by the working population feeling they have a sphere of influence in the work they do that gives them 'permission' to be competent and to work in a safe manner that prioritises their safety and the safety of those influenced by what they do or do not do. And crucially, does the worker feel they are 'safe' to make mistakes, errors or have lapses in their behaviours? We all make them. Achieving that openness and transparency allows good root cause analysis and then good SMART action activity.

So where does that leave the investigation team?

I understand that what I am about to describe will be revolutionary to some readers but I believe avoiding this strategy is the reason so many organisations' safety performance plateaus. It can't get any better using the usual methods so the stats get 'massaged' under reporting starts. And what you don't know about you can't sort.

There is a DuPont viewpoint that states 'you get the safety performance you deserve'. This is harsh but true.

I would therefore suggest considering the following when conducting an investigation:-

1. Have one of the investigation team look specifically at behaviour and attitude of the organisation. Many organisations now have people who 'deal' with human factors. Can they be co-opted onto the team or at least used as specialist help in all parts of the KTS process? They should be given as much kudos as the technical specialist.
2. During communication of the different stages of progress of the investigation, indicate how valuable the positive safe behaviours identified were to the outcome. It can be as simple as 'It could have been worse if it hadn't been for'. You may well need to describe a catalogue of mistakes, errors and lapses. However always leave the Board Room having given a positive message. What is said last is retained most I've found. The Board need 'permission' to feel good about safe behaviours too.
3. SMART actions are the pro-active part of this re-active process. So make them count. At least one should address the human factors identified in the root cause analysis. It should be the first SMART action in the list. (First in the list? Most important!) To achieve transformational change in the safety culture of an organisation the change must take place at the top. Coaching and mentoring senior managers to the point where they understand how their influence can transform the culture and morale of their organisation is the most cost effective action that can be recommended by the investigation team. And it can ensure that people at work finish their shift in the same condition as they started it.



CLIENT EXPERIENCE

TOP-SET FORUM: TOP-SET experts answer your questions.

Q: I'm having trouble formulating a robust incident statement for each investigation that I have to carry out in my role as HSE Manager. Do you have any hints and tips on how best to do this?

A: An interesting question, we hope the following explanation from David Ramsay, Managing Director, will help you in future:

The **incident statement** is the essential starting point for any and all investigations. The purpose is to define what happened and what the actual and potential causes were. It may seem strange that this step is necessary before all of the facts are available but without this it is too easy to head off in the wrong direction. Some examples:

Major oil platform disasters, could be, 'Loss of Well Control and consequent loss of life and environmental damage.'

Explosives plant disaster, could be, 'Uncontrolled ignition of energetic materials with consequent loss of life and destruction of plant.'

Cost over-runs, could be, 'Loss of project control with consequent financial loss.'

Rail crashes, could be, 'Train derailment with consequent damage, financial loss and loss of public confidence.'

Essentially there are three components:

1. Stating the problem at its simplest and most obvious level, e.g. Ship sank,
2. All of the consequences of the incident e.g. Injury, damage, financial loss, etc,
3. Potential consequences e.g. Fatalities, prosecution, regulatory changes, loss of reputation

Often when notification of an incident occurs there is little detailed information available but the investigator has to find a starting point and this is the incident statement defining what is known on the basis of the information available.

In one real example of poor definition of the problem it was stated that a worker had removed safety barriers. There was no real evidence to support this at the start of the investigation and it went totally wrong at some cost both financially and in labour relations terms. The reinvestigation focused on what was actually known: there were no safety barriers present at the specific time identified and the only causes could be that they had never been there or that they had been taken away. This simplified the investigation and gave clear lines of enquiry.

What is needed is a statement of the known facts at the simplest level.

Q: I'd like to purchase Investigator 3 software but am unable to download the trial version from your website as I am not connected to the internet. Is the software available in another format?

A: If you cannot download the software please contact Kelvin TOP-SET and we will send you a hard copy of the trial version of the software to a location of your choice. If you then decide to purchase the software we will provide an activation code to unlock the full version of the software.

Do you have a pressing question concerning safety issues or incident investigation practices or a specific question about the TOP-SET methodology? If so, please contact us enquiries@kelvintopset.com with your question and we will endeavour to answer in the next TOP-SET forum.



BOOK REVIEW

This month, TOP-SET tutor Ian Neale recommends:

THE INVISIBLE GORILLA AND OTHER WAYS OUR INTUITION DECEIVES US

By Christopher Chabris & Daniel Simons

ISBN 978-0-00-731731-8

Ian says “This is a very interesting and informative book that expands awareness of how easily our expectations and perceptions can be deceived. This is a highly recommended read.”

KELVIN TOP-SET COURSE DATES - 2011

3-Day Senior Investigator Courses – UK

Date	Location	Venue
14-16 June, 2011	Seamill, Ayrshire, UK	Seamill Hydro Hotel
5-7 July, 2011	Seamill, Ayrshire, UK	Seamill Hydro Hotel
9-11 August, 2011	Seamill, Ayrshire, UK	Seamill Hydro Hotel
13-15 September, 2011	Seamill, Ayrshire, UK	Seamill Hydro Hotel
4-6 October, 2011	Seamill, Ayrshire, UK	Seamill Hydro Hotel
1-3 November, 2011	Seamill, Ayrshire, UK	Seamill Hydro Hotel
15-17 November, 2011	London, UK	Devonport House, Greenwich
6-8 December, 2011	Seamill, Ayrshire, UK	Seamill Hydro Hotel

3-Day Senior Investigator Courses - International

Date	Location	Venue
30 May-1 June, 2011	 Rio de Janeiro, Brazil	Royal Rio Palace Hotel
7-9 June, 2011	 Kuala Lumpur, Malaysia	Mandarin Oriental
26-28 July, 2011	 Calgary, Canada	Hyatt Regency
19-21 September, 2011	 Abu Dhabi	Abu Dhabi Millennium Hotel
25-27 October, 2011	 Kuala Lumpur, Malaysia	Mandarin Oriental
8-10 November, 2011	 Houston, USA	Renaissance Houston Greenway Plaza Hotel

For further information on scheduled Kelvin TOP-SET course dates and tutor development please see www.kelvintopset.com/courses