

Submarine Safety Symposium

9 -10 October 2013 - Dock Museum, Barrow-in-Furness



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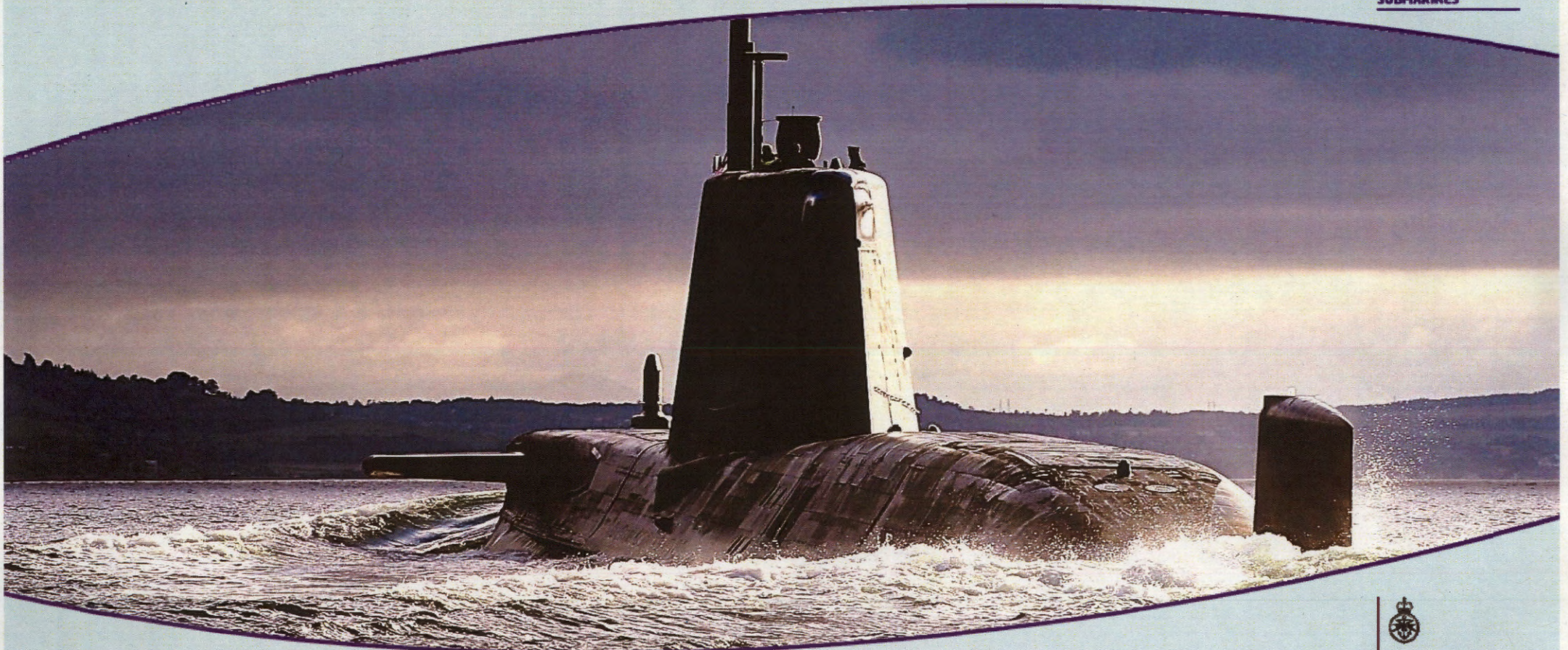


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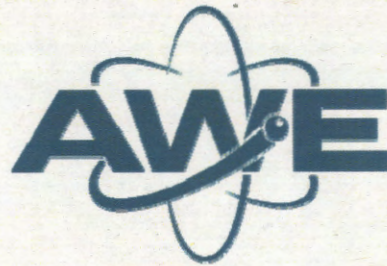
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Rolls-Royce



trusted to deliver™



**Ministry
of Defence**

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Closing Address

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Reflections

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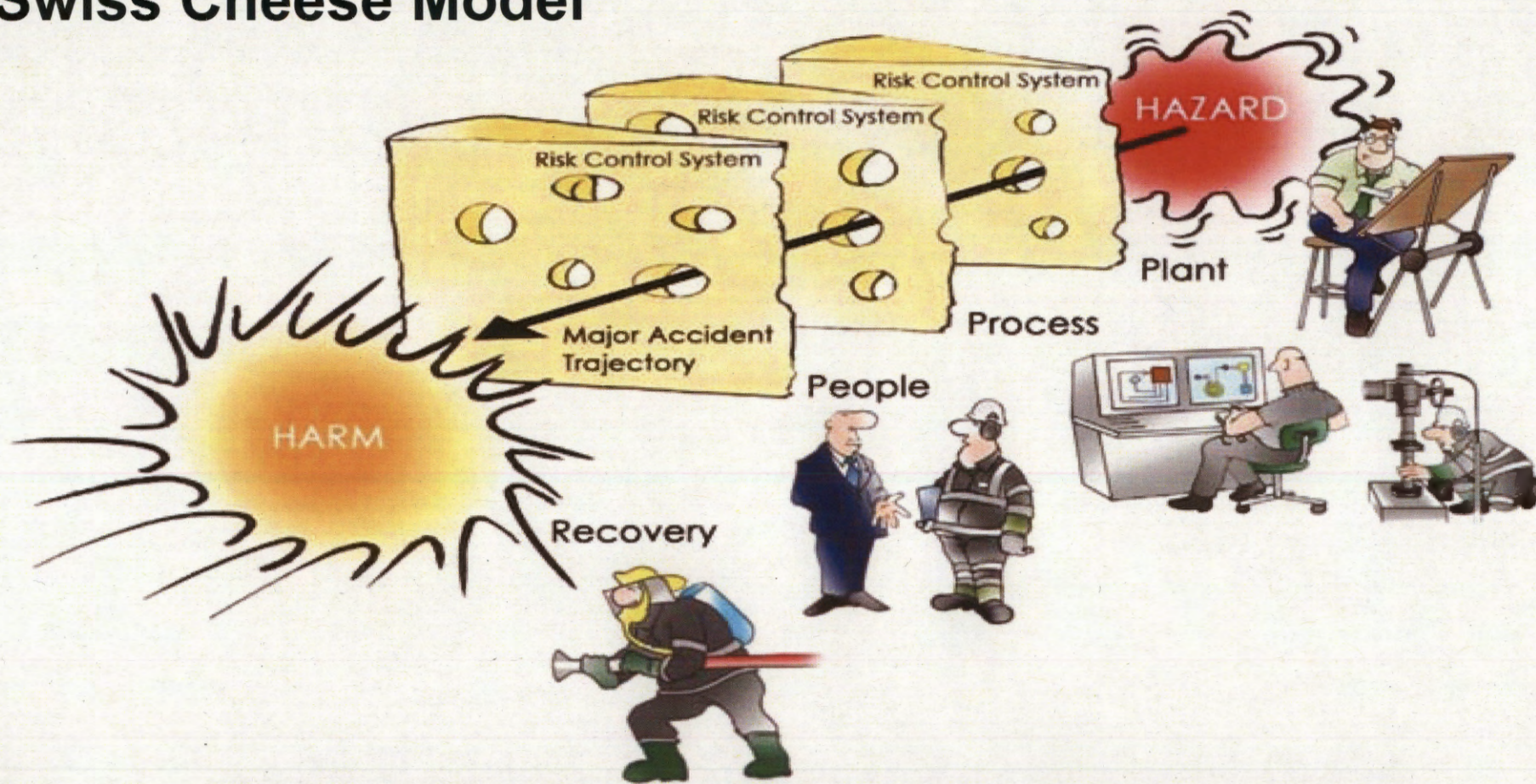
Outcomes

What single thing am I going to do differently following this symposium?

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Swiss Cheese Model



Modern Definitions of complacency

- a feeling of calm satisfaction with your own abilities or situation that *prevents you from trying harder*
- a feeling of quiet pleasure or security, often *while unaware of some potential danger, defect, or the like*

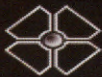
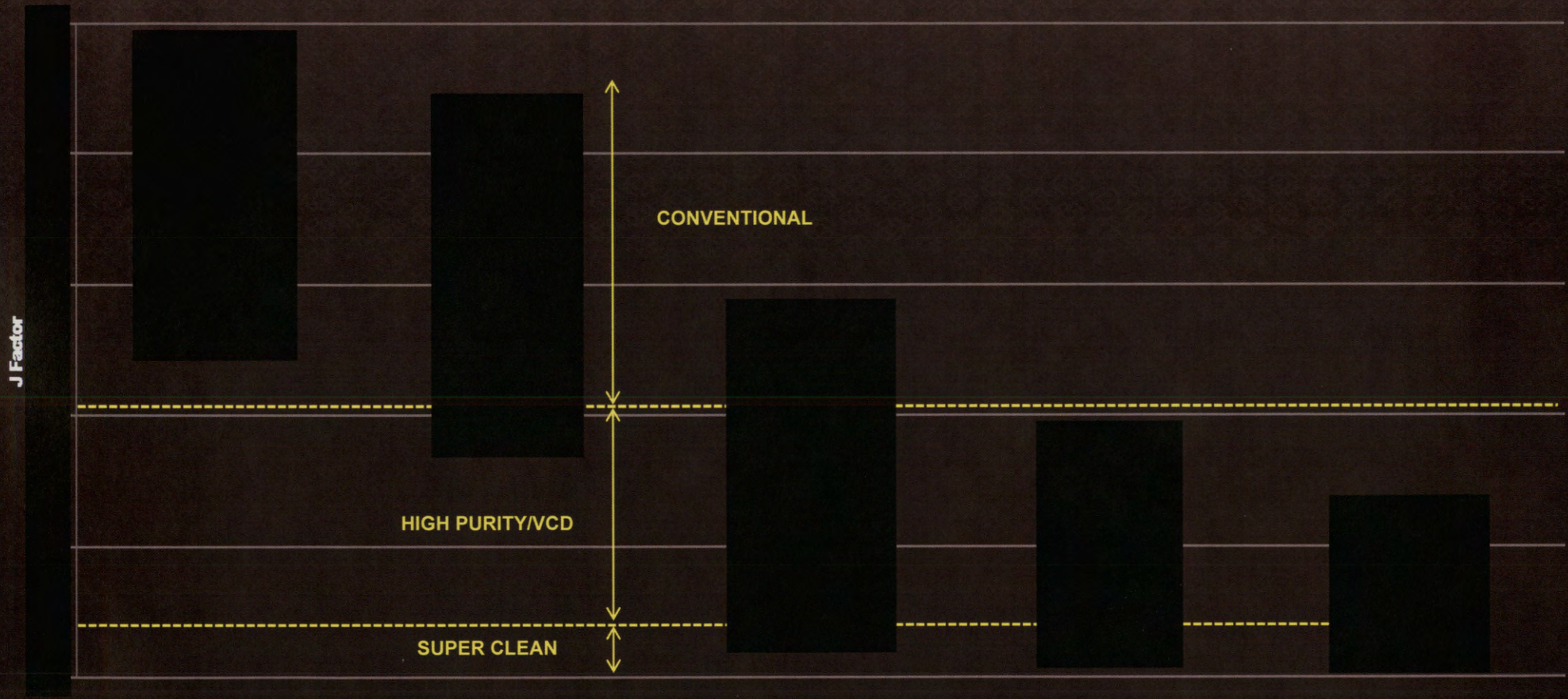
Behavioural Aspects

“What people do”

- Introduction of AREA Health Safety and Environment Managers
- Appointment of a Health and Safety Director
- IOSH training for all employees at all levels 2009
- Introduction of Behavioural Safety programme 2011
- Introduction of mini risk assessment 2011



Steelmaking Practice for High Integrity Components



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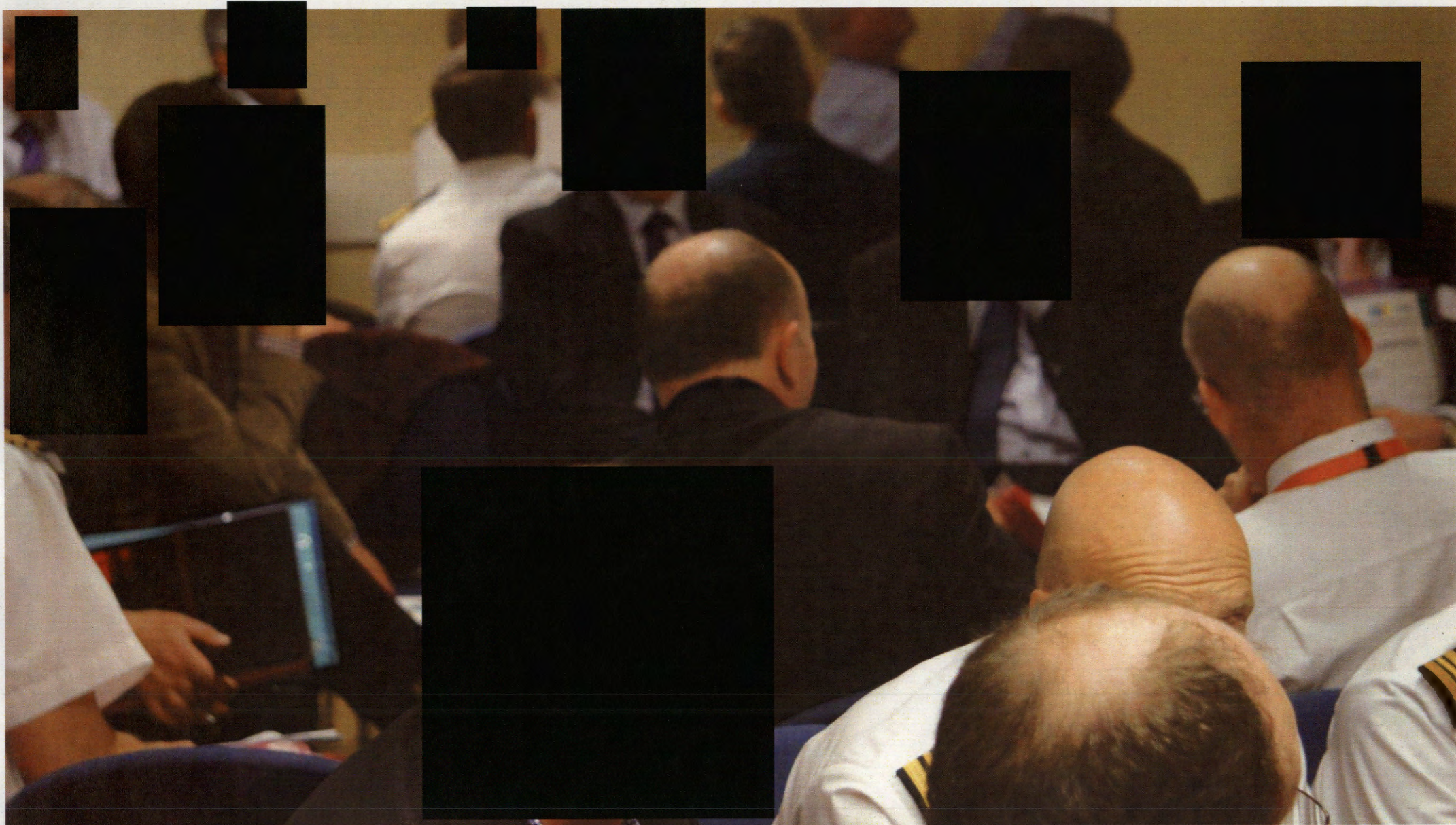
**Felix qui potuit rerum
cognoscere causus**

Happy is he who is able to
understand the causes of things

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Learning from Experience OR Teaching from Experience?

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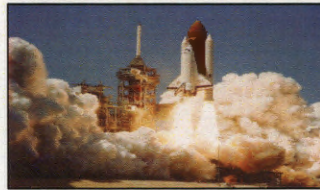




Weaknesses Looking Up

Human Element Weaknesses

- Concealment of dissension
- Sticking to past program decisions
- Reluctance to question authority
- Reflexive obedience



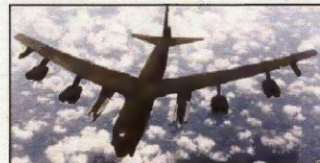
→ Transparent decision support



→ Considered review of past decisions



→ Forceful backup



→ Questioning attitude



Weaknesses Looking Down

Human Element Weaknesses

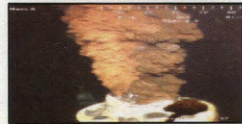
Corresponding Strengths

- Tribal knowledge



→ Integrated technical understanding

- Culture of production



→ Culture of risk evaluation

- Insularity



→ Encouragement of ideas and criticisms

- Technical arrogance



→ Openness to scrutiny and education

- Passive oversight



→ Vertical knowledge/engagement

- Not invented here



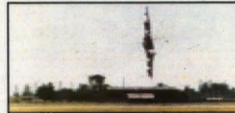
→ Invitation for outside ideas and concerns



Weaknesses Looking Across

Human Element Weaknesses

- Not my problem
- Absence of accountability
- Disregard of honest appraisal
- Informal or stove-piped treatment of risk
- Surrender to bureaucratic process
- Groupism
- Focus on inputs vice outputs



Corresponding Strengths

- Broad system ownership
- Unambiguous assignment of accountability
- Rigorous, open self-appraisal
- Formal, systematic risk acknowledgement
- Embrace of supportive, thoughtful process
- Transparency and technical rigor
- Output-based evaluation



Weaknesses Looking Within

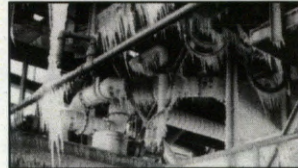
Human Element Weaknesses

- Misplaced loyalties
- Who am I to judge?
- Situational values
- I'm above the rules
- Others do it, must be OK

Corresponding Strengths



→ Loyalty to core values



→ Personal courage



→ Universal standards

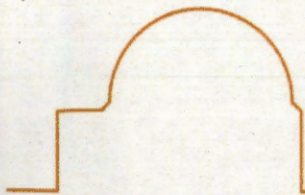
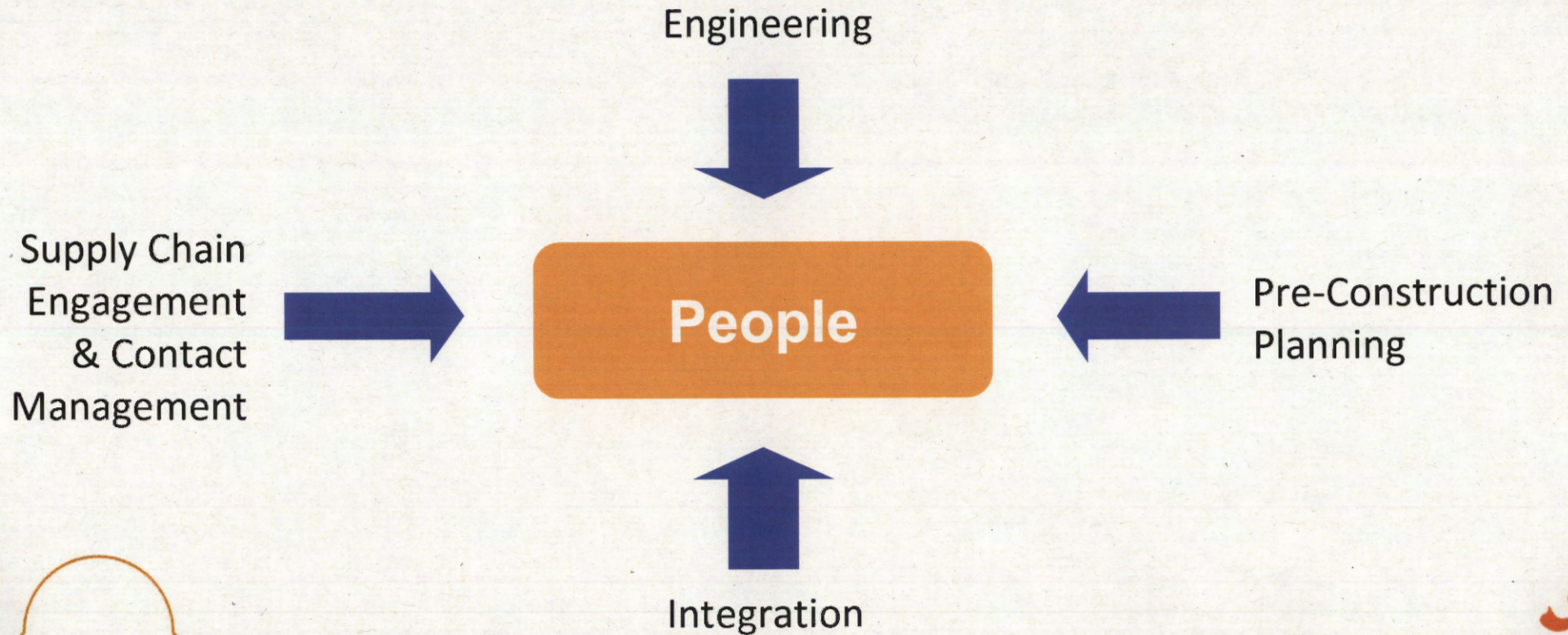


→ Humility and leadership by example




→ Public trust acceptance

Delivering HPC: *The 4 + 1 Rule*



The HPC Employment Brokerage



- Open for Business
- One-stop shop for Somerset people looking for jobs
- Where the supply chain advertises the jobs they have
- Also used to fill 'downstream jobs', 'displacement jobs' and for local firms 'gearing up'
- Providing information and support for supply chain firms and job seekers
- Providing employment outreach specifically targeted to support people into work
- Links directly to skills centres to deliver short courses and demand led training specifically for HPC jobs
- Providing essential Pre-training to create talent pool
- Employing and recruiting local apprentices



Interested in future opportunities at
Hinkley Point C?

Contact the EDF Energy
Employment Brokerage Unit to
register your interest and receive
updates on future vacancies.

01278 436132
brokerage@edfenergyconsultation.info



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