



PETROLEUM SAFETY AUTHORITY
NORWAY

Lessons learned from investigations of major incidents



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Risk management

- ✓ The risk management system and its application has not been thorough enough in order to:
 - Identify potential contributors to major accident risk
 - Handle management of change within the company (operator / contractor)
 - Creating sufficient focus on safety critical issues in the internal management and reporting system



Lessons learned from investigations of major incidents

- ❖ The activity/project planning process used, for example in planning of modification projects, suffers because (e.g.):
 - ✓ The evaluation of potential risk related to major accidents is carried out on a sub-standard level.
 - ✓ The contributors to major accident risk is not fully understood or catered for
 - ✓ There are diffuse accountability issues between operator and contractors/sub contractors. Including issues on who is responsible for executing evaluations
- ❖ Interfaces related to responsibility are unclear and results in areas not properly catered for



Lessons learned from investigations of major incidents

Operations and maintenance of safety critical systems

- ✓ Unclear definitions of safety critical systems
- ✓ Lack of competence in the organization
- ✓ Insufficient transfer of experience
 - Between shifts
 - Between offshore and onshore

Corporate knowledge/learning is missing/absent

