



## How To Avoid a Negative Decrease in Safety and Security Margins in Risk

What can we learn from their  
thoughts about safety and security  
margins?

... Pedersen

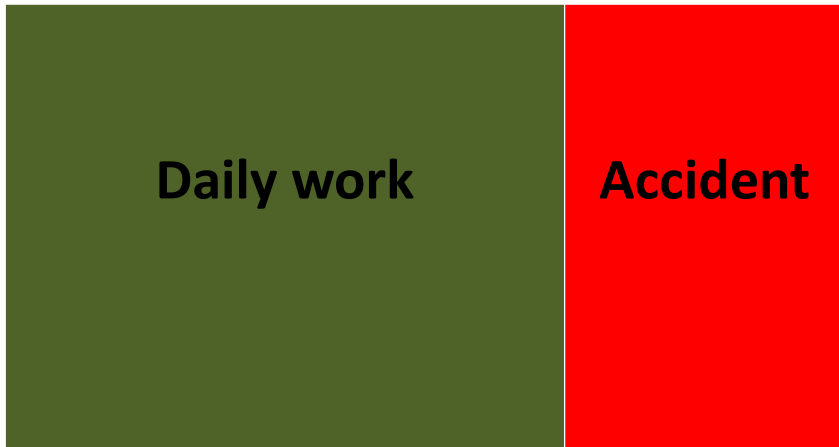
# FOCUS GROUP



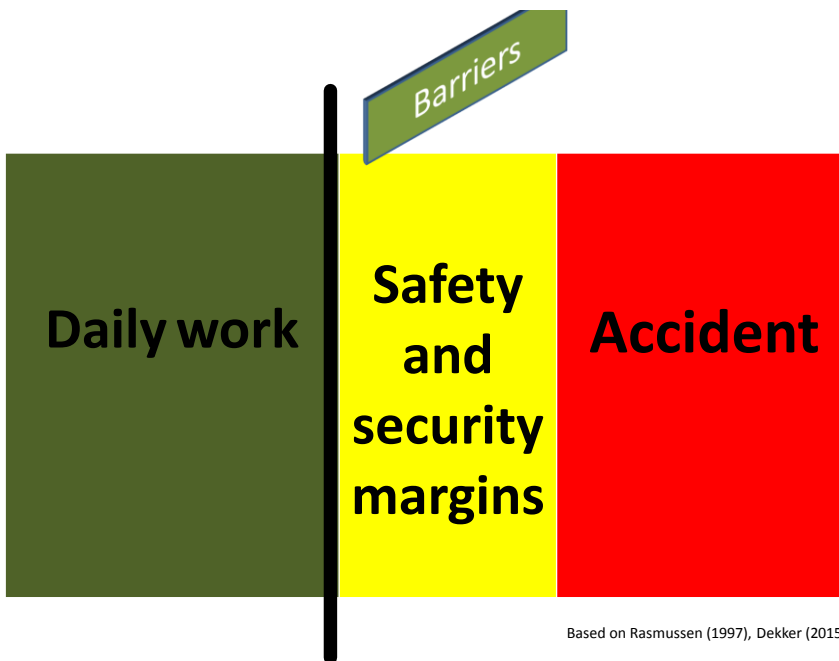
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Security	<b>Counter terrorism police unit</b>	<b>Sergeantmajor</b>
	<b>Firefighter</b> <b>Helicopter pilot</b> <b>Entrepreneur</b>	<b>Safety director public services</b>
Safety	Daily focus	Weekly focus

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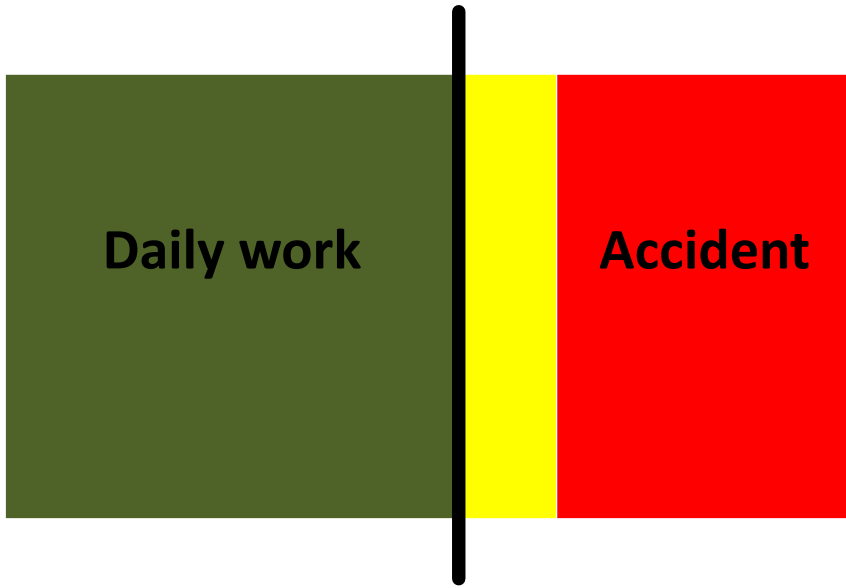


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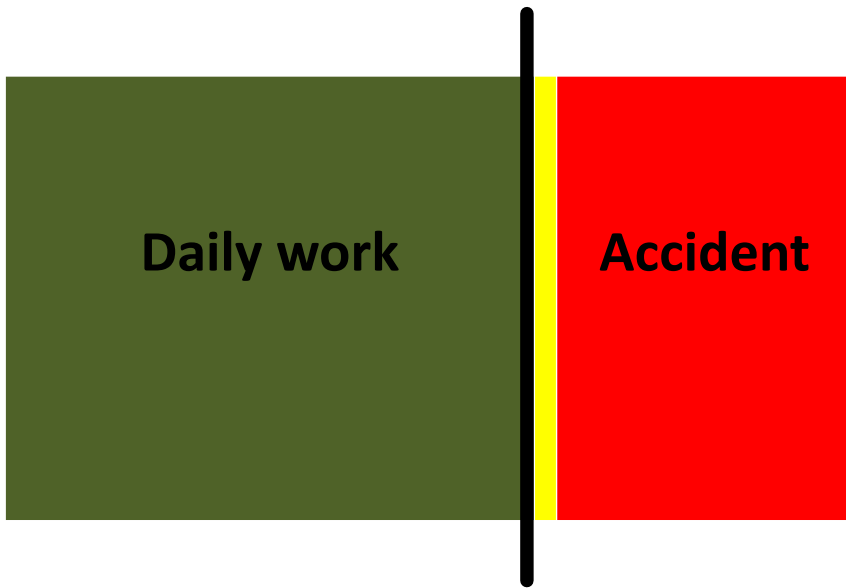


Based on Rasmussen (1997), Dekker (2015)

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**Death and major  
injuries  
Loss of reputation**

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**TRAGEDY IN THE  
NORTH SEA**

**167:** People killed in the disaster  
**61:** The number of survivors  
**£1.7bn:** Total insured loss  
**10pc:** North Sea oil came  
from Piper

# Main findings

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# End-state/goals

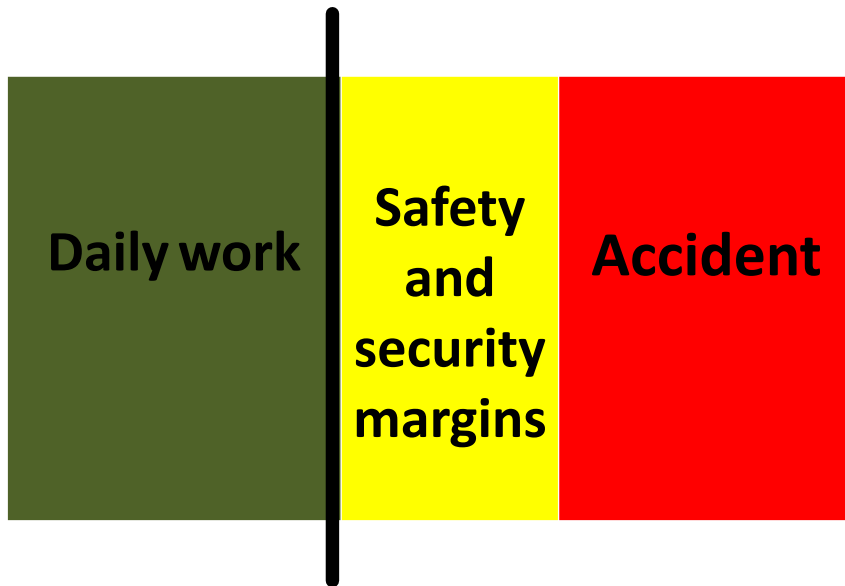
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# Procedures

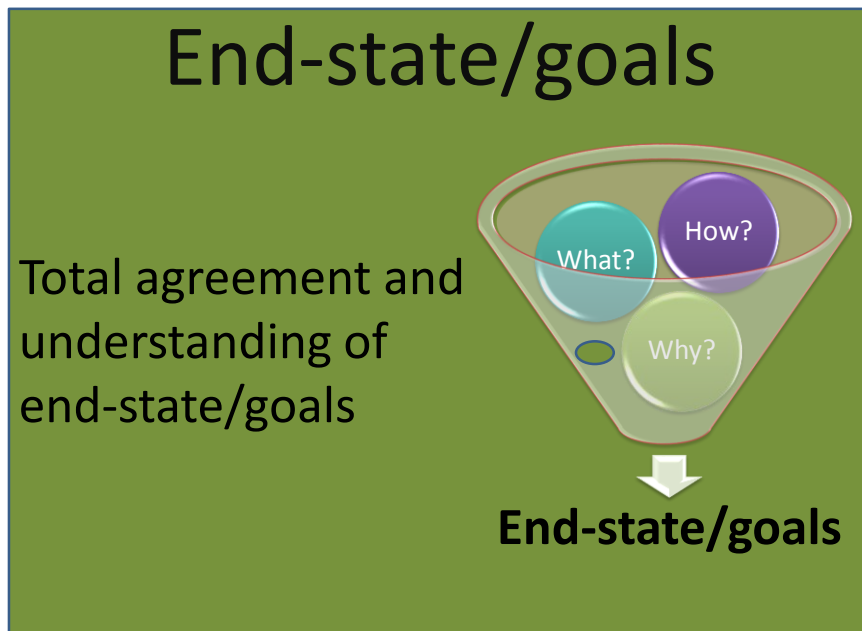
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# Experience transfer

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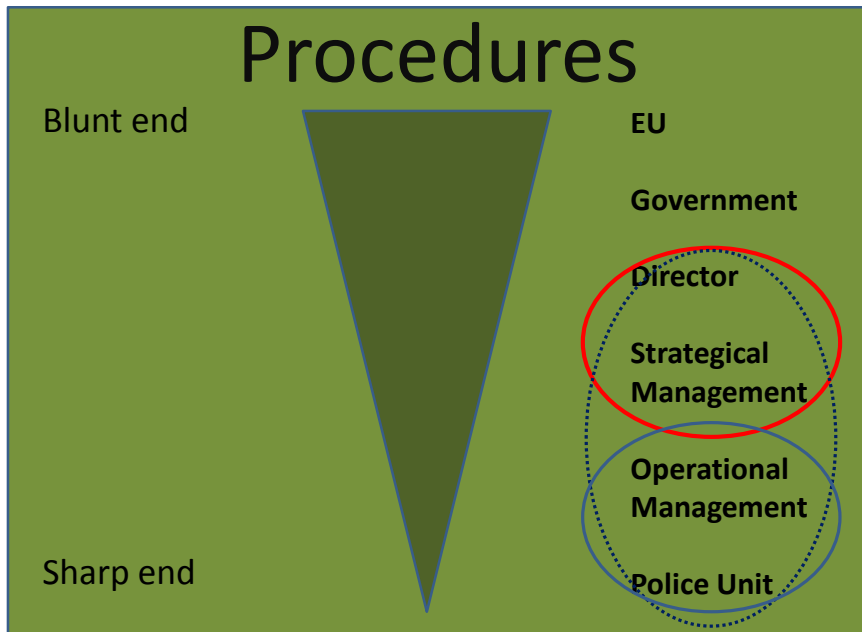


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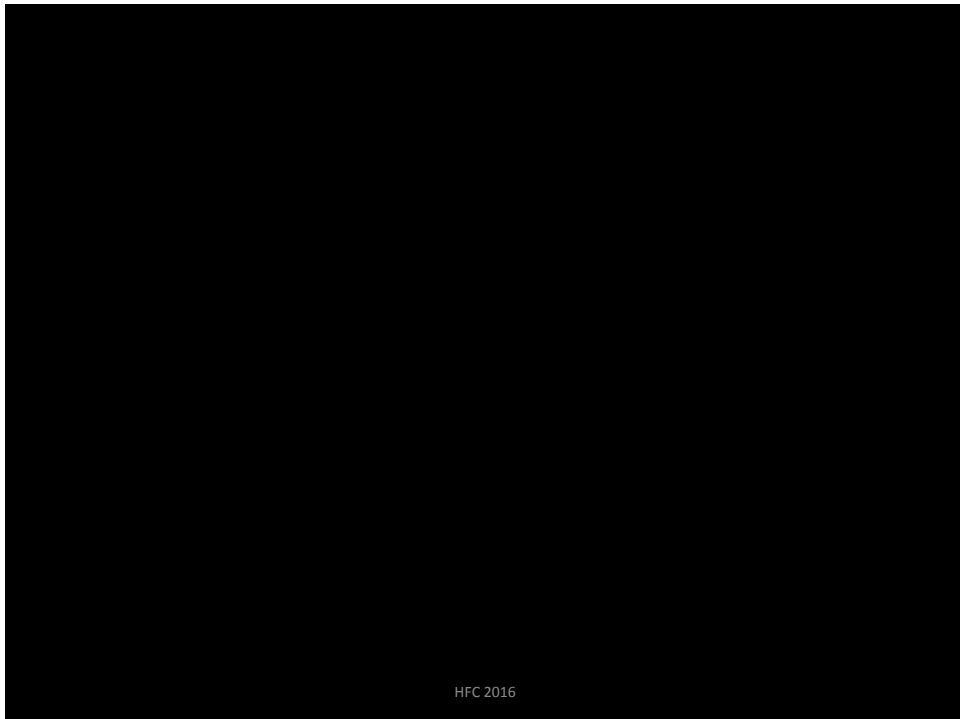
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Based on Rasmussen (1997)

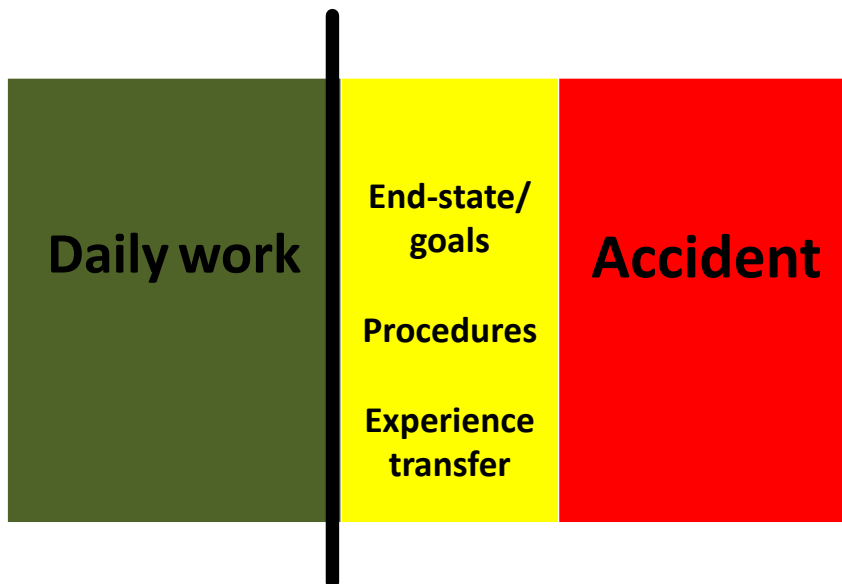


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Experience transfer				
Action	Experience	Evaluation	Improvement	Implementation
Involved	Unit	Unit (Management) (Other units)	Unit Management	Unit (Management) Units
Time exp				38

**Total time from experience to implementation = 61 min – 38 hours!!**

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# Theory

- High Reliability Organizations (HROs) (Weick & Sutcliffe, 2011)
- Resilience engineering (Hollnagel, 2015)
- Ooda- loop (Boyd)
- Safety differently (Dekker, 2015)
- Risk management in a dynamic society: a modelling problem (Rasmussen, 1997)

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# THANK YOU!

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