

# Index

- 1st Marine Division 232–3
  - withdrawal from Chosin Reservoir 149–60
- accident evolution and barrier model 93
- accident investigations
  - aviation 132–3, 133–6
  - changes in 131–3
  - conditions and causes 137–8
  - counterfactual fallacy 137–8
  - goals 136
  - individual responsibility 136
  - interpretation 129–31
  - Mahon Report 133–4, 218
  - Moshansky Report 134–5
  - nuclear power 132
- accidents *see also* accident investigations
  - accident evolution and barrier model 93
  - anatomy of an accident
    - framework 93
    - causes of 138–9
    - clusters 109
    - cultural drivers 126–7
    - and culture 133
    - domino theory 93
  - epidemiological accident models 94
  - investigations *see* accident investigations
  - meaning of 35–6
  - models 93–102
  - proneness 107–11
  - recurrent *see* recurrent accidents
  - sequential accident models 93–4
  - Swiss cheese model (SCM) 93, 94, 95–102
  - systemic accident models 94
- actions and classification of errors 31–2
- active failures *see* unsafe acts
- ADF (automatic direction finders) 214
- administrative controls 67–8
- AECB (Atomic Energy Control Board (Canada)) 81–2
- AECL (Atomic Energy of Canada Limited) 80–81, 82
- anaesthetists 255–6
- anatomy of an accident framework 93
- anticipation errors 33
- Apollo 13* 66, 169–77, 231, 233
- arterial switch operation (ASO) 184–90
- Atomic Energy Control Board (Canada) 81–2
- Atomic Energy of Canada Limited (AECL) 80–81, 82
- attention 13–14, 18, 20–22, 42
- Auftragssystem* 67
- Australia, aviation 135–6
- automatic direction finders (ADF) 214

- aviation
  - accident investigations 132–3, 133–6
  - BAC 1-11 incident 180–83, 234
  - British Airways flight 09 177–80, 233–4
  - error(s) 91
  - Gimli Glider 195–200, 234
  - Mount Erebus crash 217–18
  - recurrent accident patterns 115
  - rescue of Jay Prochnow 213–18
  - United Airlines flight number 232 200–207, 234
- BAC 1-11 incident 180–83, 234
- behavioural cause model 59–60
- blame 74–7
- blob-and-the-board model 20–22
- Bomber Command 231–2
- bounded rationality 46
- breast cancer 90
- British Airways flight 09 177–80, 233–4
- British Rail 53–4
- Canada, nuclear power 80–83
- CANDU reactors 80–82, 84
- Carpathia* (RMS) 162–9
- category generation 22–3
- CFIT (controlled flight into terrain) 115
- Chernobyl disaster 49–51, 77–8, 84
- chickens 241
- Chosin Reservoir, withdrawal of the 1st Marine Division 149–60
- close calls 35
- collective mindfulness 240–43
- compliance
  - correct and rewarding 61–2
  - correct but unrewarding 62–3, 65
  - incorrect but rewarding 63–4
  - malicious 65
  - mistaken 64
- concurrent processing 18–20
- conditions and causes 137–8
- conscious mind 10–12
- consistency and reliability 239–40
- context and classification of errors 32–3
- controlled flight into terrain (CFIT) 115
- controls 67–8
- counterfactual fallacy 137–8
- culture and accidents 133
- decision-making styles 227–9
- denial 77–87
- distractions 33
- domino theory 93
- epidemiological accident models 94
- episodic memory 11
- error traps 111–13
- error wisdom 254
- error(s) *see also* error traps; unsafe acts
  - aviation 91
  - by best people 37
  - classification
    - by action 31–2
    - by context 32–3
    - by intention 29–30

- definition 29
- detection 30–31
- health care 253
- incompetence 34
  - as intrinsically bad 36–7, 70–71
- learning 71
- in medicine 91
- myths 36–8
- outcome categories 34–6
- randomness of occurrence 37–8
- exceedances 35
- excellence
  - surgery 191–3
  - wrong kind of 87–90
- false positives 39
- fault tree diagrams 94
- Feynman, Richard 80
- 1st Marine Division 232–3
  - withdrawal from Chosin Reservoir 149–60
- foresight training 250–51
- free lessons 35
- free will, illusion of 74–5
- French, John 212
- frequency bias 46
- frequency gambling 16, 22–3
- frequency of encounter 16, 23–4
- Fuentes de Onoro, battle of 146–9, 159–60
- fundamental attribution error 74
- Gallieni, Joseph-Simon 210–11, 212, 231, 234–5
- Gimli Glider 195–200, 234
- guessing 25
- habit 14, 42–3
- Haynes, Al 200–207, 224–5, 226–7, 228, 230
- hazards 221–9
- health care *see also* surgery
  - errors 91, 253
  - foresight training 250–51
  - individual mindfulness 243–6
  - medical infallibility 256
  - patient safety 253–61
  - recurrent accident patterns 118–24
  - resilience 249
  - variability reduction 261
- Herald of Free Enterprise* 50–51, 88
- heroic recovery
  - 1st Marine Division 232–3
  - Apollo 13* 233
  - BAC 1-11 incident 234
  - Bomber Command 231–2
  - decision-making styles 227–9
  - expected hazards 221–3
  - Gallieni, Joseph-Simon 234–5
  - generic qualities 229–36
  - Gimli Glider 234
  - irreplaceable people 224–6
  - Jakarta incident 233–4
  - Light Division 222–3, 232
  - management styles 228–9
  - realistic optimism 230–32
  - Rostron, Arthur 233
  - surgery, excellence 234
  - United Airlines flight number 232 234
  - unlikely hazards 223–9
  - Vette, Gordon 235
- heuristics 16–17, 122
- high reliability organisations (HROs) 240

- hindsight bias 75
- Hinkley Point inquiry 78–9
- HROs (high reliability organisations) 240
- human cognition of systems 89
- human error *see* error
  
- improvisation 65–6, 209–19
- incident reporting 76
- incidents 35
- incompetence 34
- individual mindfulness 243–8
- input failures 39–40
- Institute for Safe Medication 91, 92
- intentions 17–18
  - and classification of errors 29–30
- interference errors 43–4
- interruptions 33
- irrationality 46
  
- Jakarta incident 177–80, 233–4
- James, William 17–18
- Joffe, Joseph 210
- just world hypothesis 37, 75
  
- Kanizsa Triangle 122
- King's Cross Underground fire 88
- Kluck, Alexander von 209–10, 211–12
- knotted rubber band model 265, 280–84
- knowledge-based mistakes 45–6
- knowledge-based performance 13–14
- knowledge retrieval 17–20, 22, 24–5
  
- law of unintended consequences 89–90
- Lee, General Robert E. 64
- legal model of unsafe acts 90–92
- Light Division
  - heroic recovery 222–3, 232
  - retreat at Fuentes de Onoro 143–9, 159–60
- London Ambulance Service 89–90
- long-term memory 11–12, 15–17, 24–5
- lost time frequency rates 88
  
- Mahon Report 133–4, 218
- malicious circumvention of rules 63
- malicious compliance with rules 65
- malpliance 65
- malvention 63
- management styles 228–9
- 1st Marine Division 232–3
  - withdrawal from Chosin Reservoir 149–60
- marine transport, recurrent
  - accident patterns 118
- Marne, battle of 211–13
- Marne Taxis 212–13
- Marshall, Walter, Baron Marshall of Goring 78–9
- medicine *see* health care; surgery
- memory 11–12
  - attention 20–22
  - failures 39
  - lapses 38–45
- mind
  - concurrent processing 18–20
  - conscious 10–12
  - intentions 17–18

- unconscious 9
- mindfulness 239–63
  - collective 240–43
  - foresight training 250–51
  - individual 243–8
  - organisational support 252–3
  - resilience 248–9, 262–3
  - variability reduction 261
  - Western Mining Corporation (WMC) 252
- misidentification 38–9
- mispliance 64
- misvention 63
- Moshansky Report 134–5
- Mount Erebus air crash 217–18
- National Transportation Safety Board (USA) 133
- near misses 35
- necessary violations 53–4
- negative transfer 111
- Nelson, Admiral Horatio 64
- non-detections 39
- Norway, alcohol consumption 89
- nuclear power 77–86
  - accident investigations 132
  - recurrent accident patterns 115–18
- omissions 32
- Ontario Hydro 83
- optimising violations 52
- optimism, realistic 230–32
- output control 67
- Paris taxis 212–13
- patient safety
  - developments 253–61
  - movement 72
- performance, levels of 13–15
- perseverations 33
- person model 71–90
  - blame 74–7
  - denial 77–87
  - excellence, wrong kind of 87–90
  - human-as-hazard view 253–7, 260–61
  - human-as-hero view 254, 258–9
  - incident reporting 76
  - lost time frequency rates 88
  - sanctions 77
  - system models 102–3, 253–4, 257–8
  - systemic problems 255–6
  - vulnerable system syndrome (VSS) 73–4
- Piper Alpha disaster 64
- plague model 70–71
- priming 33
  - and error traps 112–13
- principle of administrative convenience 75–6
- principle of least effort 75
- procedures 58–9
- process control 67
- Prochnow, Jay 214–18
- professionalism
  - meaning 161
  - sheer unadulterated (SUP) 161
- railways, recurrent accident patterns 113–15
- RBMK reactors 78, 80–81, 84
- realistic optimism 230–32
- recognition failures 38–9

- recurrent accidents
  - aviation 115
  - drivers 125
  - elements of 124–6
  - health care 119–24
  - local traps 125–7
  - marine transport 118
  - meaning 107
  - nuclear power 115–18
  - patterns 113–24
  - railways 113–15
  - universals 124–5
- reliability and consistency 239–40
- reluctant rationality 46
- residual heat removal (RHR) 116
- resilience 248–9
  - and mindfulness 262–3
  - and safety 268–9, 276–9
- retrieval failures 41–2
- retrieval of knowledge 17–20, 22, 24–5
- RHR (residual heat removal) 116
- risk and profitability 126–7
- root cause analysis 94
- Rostron, Arthur 162–9, 226–7, 229, 230, 233
- Royal Navy 87–8
- rubber band model 265, 280–84
- rule-based mistakes 45
- rule-based performance 14–15
- rule-related behaviour 60–65
- safety 265–88
  - controls 67–8
  - incident reporting 76
  - knotted rubber band model 265, 280–84
  - meaning 265–7
  - negative 267
  - organisational pathologies 259
  - positive 267, 284–7
  - resilience 268–9, 276–9
  - safety space model 265, 268–75, 284–7
  - vulnerability 268–9
- safety culture 86–7
- safety rules, violations 55–7
- safety space model 265, 268–75, 284–7
- sanctions 77
- schemas 11, 19
- Schlieffen Plan 209
- SCM *see* Swiss cheese model
- semantic memory 11
- sequential accident models 93–4
- sheer unadulterated
  - professionalism (SUP) 161
- signals passed at danger (SPADs) 35, 114–15
- similarity bias 46
- similarity matching 15–16, 22–3
- situational violations 53–4
- Sizewell B Inquiry 78–9
- skill-based performance 14
- slips 38–45
- SPADs 35, 114–15
- square searches 214
- storage failures 40–41
- stress 20, 33
- strong habit intrusions 42–3
- supervision and punishment model 60
- surgery *see also* health care
  - arterial switch operation (ASO) 184–90
  - excellence 191–3, 234
  - heroic recovery 230
  - organisational factors 193

- realistic optimism 230
- resilience 249
- team factors 193
- Swiss cheese model (SCM) 93, 94
  - arterial switch operation (ASO) 188–90
  - development stages 95–102
  - system models 92–103, 253–4, 257–8
- systemic accident models 94
- systemic controls 67–8
- Tennessee Valley Authority
  - nuclear plants 78–9
- three-bucket model 246–8
- Three Mile Island nuclear plant 132
- tip-of-the-tongue (TOT) state 9–10
- Titanic* (RMS) 88, 162–9
- TOT (tip-of-the-tongue state) 9–10
- trouble-shooters 66
- unconscious mind 9
- under-specification 46–7
- United Airlines flight number 232 200–207, 234
- United States, nuclear power 85
- unsafe acts *see also* errors; violations
  - causes of 72
  - legal model 90–92
  - meaning of 69
  - patient safety movement 72
  - person model 71–90, 102–3
  - plague model 70–71
  - system models 92–103
- variability and consistency 239
- variability reduction 261
- Vette, Gordon 213–18, 235
- violations *see also* unsafe acts
  - bad procedures 58
  - behavioural cause model 59–60
  - benefits of compliance 57–8
  - characteristics of violators 55
  - correct 64
  - incorrect but rewarding 63
  - knowledge-based 54–5
  - necessary 53–4
  - optimising 52
  - rule-based 52–4
  - of safety rules 55–7
  - situational 53–4
  - skill-based 51–2
  - supervision and punishment model 60
  - as unsafe acts 51–5
- vulnerable system syndrome (VSS) 73–4
- Wellington, Arthur Wellesley, 1st Duke of 143, 146, 149, 159–60
- Western Mining Corporation (WMC) 252
- Zeebrugge disaster 50–51, 88