

SERVICE BROCHURE

Barrier-based Risk and Incident Management Solutions

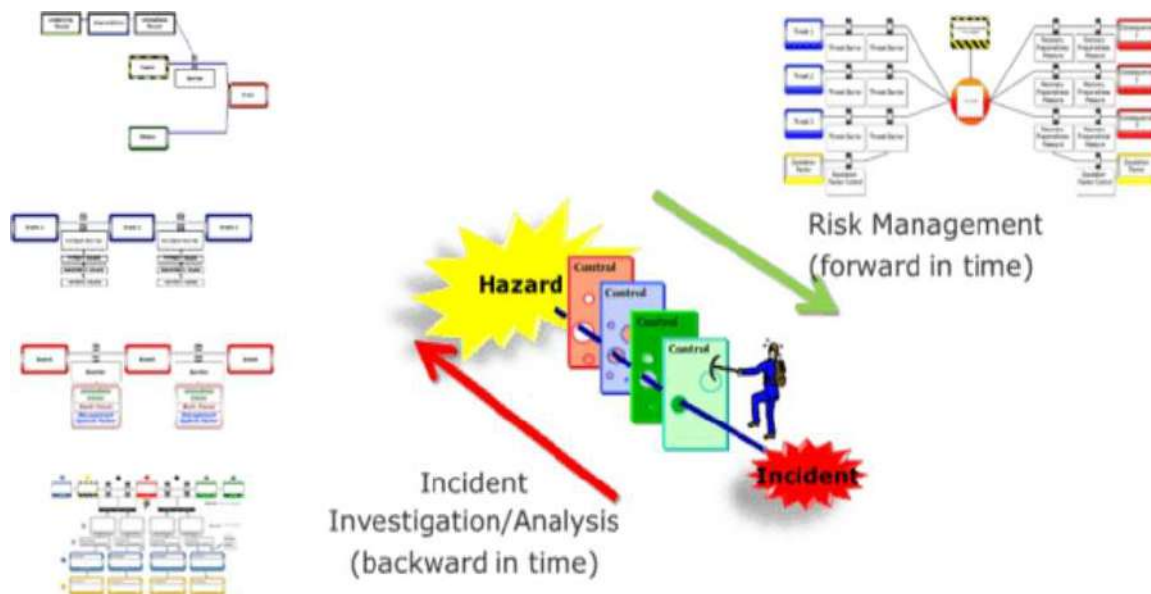


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BARRIER-BASED RISK AND INCIDENT MANAGEMENT (BBRIM)

Technical Overview

Barrier-based Risk and Incident Management relates to the application of the principles of modern incident / loss causation theory, predicated on the widely accepted and oft-cited Swiss Cheese Model. In essence, the model explains away incidents as being attributed to the failure of barriers (a collective term used to describe controls, safeguards and defenses) in performing their intended functions. Based on this modern understanding, risk management and incident root cause analysis are antithetical or polar opposites in time:

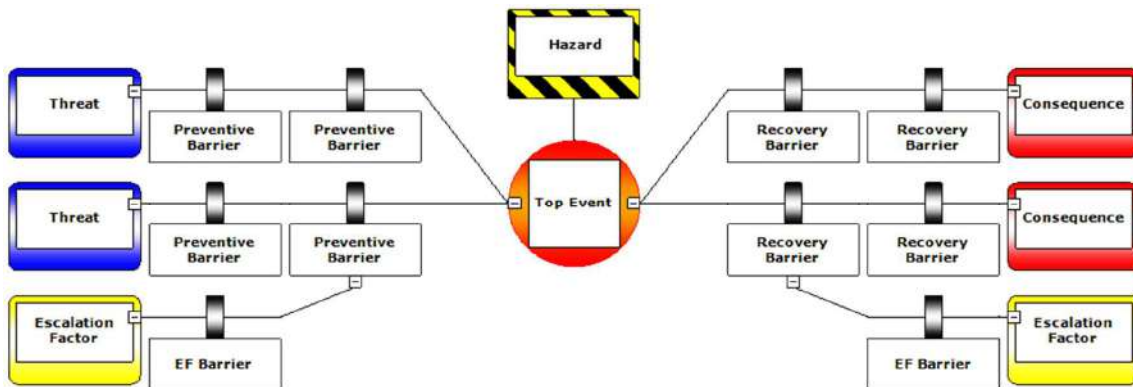


Barrier-Based Risk Management

Barrier-based Risk Management involves applying the Bowtie tool, which faithfully captures the essence of the Swiss Cheese Model, to manage our organizational risks. The Bowtie captures all plausible elements of a risk scenario (hazard, top event, threats and consequences) and, unlike traditional approaches to risk management, establishes their inter-relationships and subsequently maps out the risk trajectories. Visual risk management in one simple, easy-to-understand diagram.

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The Bowtie technique offers a structured approach in distinguishing between proactive (left-hand side of the diagram) and reactive risk management. Controlling unwanted scenarios is achieved by placing barriers on both sides of the diagram; barriers on the left-hand side for preventing top events and those on the right-hand side for recovering from consequences.

As with the Swiss Cheese Model, controls are never perfect. Their efficacy can be impaired by “escalation factors” which are meant to represent the holes in the slices of Swiss Cheese in the model. The Bowtie has a mechanism for “plugging” these holes or escalation factors by placing escalation factor controls or barriers.

Apart from enabling us to visualize our risks, the Bowtie technique enables us to manage our barriers so that they do not fail and subsequently cause incidents. Barrier management involves linking the barriers on the Bowties to specific elements of the management system (HSEQ + Asset Integrity) such as HSE-critical activities/tasks and their accountabilities/responsibilities, standards, policies and remedial actions to address any shortfalls.

The Bowtie technique enables risk-based decision making and efficient resource application, and; is a powerful tool for risk communication, awareness and organizational learning.

Globally, Bowtie risk analysis is widely used in high-risk industries where major incidents can cause serious harm to people, environment, asset and reputation, not to mention giving rise to liability issues. Key sectors include:

- **Oil, Gas, and Petrochemicals:** Used for process safety, well control, pipeline integrity, and facilities hazard management.

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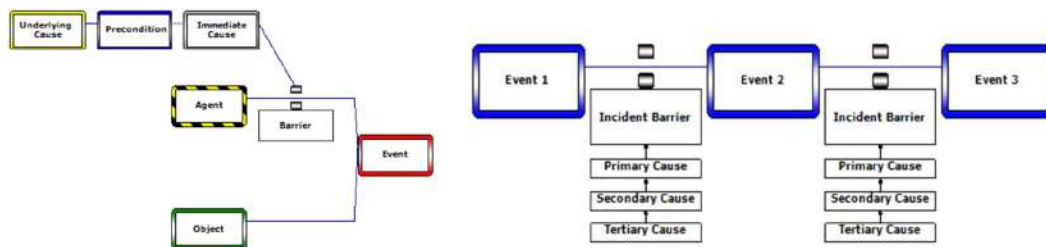
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- **Aviation:** Applied in flight safety tracking, ground operations, and maintenance risk evaluation.
- **Mining:** Used for ground stability control, vehicle interactions, and tailings dam management.
- **Maritime and Rail:** Utilized for collision prevention, port safety, derailment prevention, and level-crossing security.
- **Chemical Processing:** Deployed to manage major toxic or reactive chemical hazards and prove risk reduction (ALARP).
- **Healthcare:** Applied to map patient safety risks, clinical errors, and procedural safeguards.
- **Cybersecurity and IT:** Used to evaluate data breach pathways, network vulnerabilities, and system access controls.
- **Utilities and Power:** Applied across electrical safety, water treatment facilities, and gas distribution networks.

Perhaps endemic to certain regions of the world, there is also emerging uptake in sectors such as edible oils, road highway management, manufacturing (such as E&E and ferrometals) and even construction and property development.

Barrier-based Incident Management

Where incidents do occur, the root causes of barrier failures need to be determined and, in this, there are available numbers of state-of-the-art tools (Tripod Beta and BFA, among others) which can assist us in achieving this objective.



The use of barrier-based incident root-cause methodologies allow us to:

1. **Understand WHAT happened:** *Incidents do not happen instantaneously. An incident occurs because of a causal sequence of events, with each preceding event causing the*

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occurrence of a subsequent event. Barrier-based RCA tools requires us to establish the incident event chain, from normal operations right up to the moment of the incident, as a first step to help us understand WHAT happened in the incident process.

2. **Determine HOW the incident happened:** *Where the events cascaded from one to another leading to the incident, barriers (i.e. controls, defenses or safeguards) placed in between the events to stop the event progression have not performed their intended functions. Identifying these incident barriers and determining their states (failed, missing, inadequate, unreliable or even effective) at the time of the incident enables us to determine HOW the incident happened.*
3. **Analyze WHY the incident happened:** *For each barrier that failed or did not perform its intended function, a causation analysis is performed on the barrier to understand WHY. These are the root or underlying causes which are linked to defects or imperfections in an organization's management system or culture that impaired the efficacy of the barrier. Recommendations are then generated to restore the barriers before resuming operations – the short-term fix - and, to improve the system – the longer-term remedy.*

Barrier-based RCA tools make clear distinction between events, barriers/controls and causation paths. Their “What”, “How” and “Why” structures set them apart from classical RCA methodologies.

Quality management tools such as 5 Whys, SCAT, fishbone diagrams, RCA, etc. are commonly used for incident root cause analysis. These are not barrier-based and are therefore not aligned to modern understanding of incident/loss causation. Analysis of root causes using these classical tools tend to be performed on an incident in its entirety. Taking such a broad-based approach can lead to failed barriers being overlooked, thus resulting in missed opportunities to fix the barriers that are implemented for the purpose of stopping the incident.

Barrier-based RCA tools are widely used across oil and gas, petrochemical and chemical process, mining, aviation, energy and utilities, healthcare, heavy manufacturing, edible oils, maritime and construction/fabrication sectors worldwide.

Beyond Silo Thinking

Barrier-based risk and incident management is not confined to just performing risk management, per se, or undertaking incident investigation/analysis in isolation. Integrating risk and incident management enables learning from incidents and offers a holistic, proactive safety framework that focuses on the critical controls (barriers) preventing or mitigating hazards. Instead of measuring past incidents, it actively monitors the health, effectiveness, and reliability of these barriers—such as physical hardware, technology, or human procedures. Incident and barrier audit data are fed directly back into risk assessment models,

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assigning barrier effectiveness ratings and strengthening weaknesses over time in true continual improvement fashion.

OUR BBRIM SERVICES

BBRIM Training Courses

OSH ProCare Consultant & Services offers Barrier-based Risk and Incident Management training across all sectors of industry. Clients are often conferred with to gain a full understanding of their training expectations. This initial engagement ensures the entire range of OSH ProCare Consultant & Services' specialist capabilities are bespoke to each client's training needs and business interests. The training courses emphasize common sense approaches, based on team workshops, case studies, and oftentimes novel methods. When a training program is completed, the "New Owners", or Client, are encouraged to improve continuously, keeping training 'evergreen' and up to date.

Clients often informally request for ad-hoc assistance for further development and support, whether it be for "refreshers", on designing, developing, and delivering tailored training solutions, or even on consultancy/advisory support. OSH ProCare Consultant & Services offers a total solution to ensure the success of their programs.

Barrier-based Risk and Incident Management

Course Code	Course Title	Course Duration	Short Synopsis
BR&I-01	Barrier-based Risk and Incident Management (Advanced-level)	5 days	This 5-day practitioner-level course is intended to provide participants with a complete and thorough grounding of Barrier-based Risk and Incident Management in one fell swoop. Other than learning the concepts, participants will be taught how to apply the barrier-based methodologies (Bowtie, Tripod Beta and BFA) and how linking these tools can contribute to organizational improvements. Participants will be required to use the industry-leading BowTieXP and IncidentXP software which will be provided on a free trial basis.

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Barrier-based Risk Management

Course Code	Course Title	Course Duration	Short Synopsis
BT-01	Bowtie Barrier-based Risk Management for Practitioners (including Barrier Auditing module)	3 days	This course is intended to impart the appropriate knowledge to participants on how to perform detailed Bowtie risk analysis, incorporating facets of barrier management which are designed to ensure barriers perform their intended functions. Participants will also learn how to audit barriers to gauge the efficacy of the barriers which are being managed within their organizations. Participants will be required to use the industry-leading BowTieXP software which will be provided on a free trial basis.
BT-02	Bowtie Barrier-based Risk Management for the Aviation Sector (Practitioner Level)	2 days	This course is dedicated to Safety and Risk Management practitioners in the Aviation sector. In accordance with ICAO guidelines and dictates, adopted by many national aviation authorities around the world, participants will learn how to perform detailed Bowtie analysis on aviation hazard scenarios. Participants will be required to use the industry-leading BowTieXP software which will be provided on a free trial basis. The BowTieXP is widely used by aviation authorities and companies around the world.
BT-03	Developing Enterprise Risk Bowties Using a Digital Platform (Practitioner Level)	1 day	This is a dedicated course for ERM practitioners and is intended to show participants how to assimilate (and subsequently apply) the Bowtie into ERM frameworks such as, inter alia, ISO31000, COSO, EFQM. Participants will be required to use the industry-leading BowTieXP software which will be provided on a free trial basis.

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Barrier-based Incident Root Cause Analysis

Course Code	Course Title	Course Duration	Short Synopsis
IA-01	Tripod Beta Incident Root Cause Analysis (Practitioner Level)	3 days	The Tripod Beta methodology is based on world-renowned research carried out by Manchester and Leiden Universities. It is a technique that enables the incident investigator to analyze the causes of incidents along with the investigation. The nature of Tripod Beta is such that it is very intricate and detailed, thus lending it suitable for investigating highly complex incidents. This practitioner-level course is focused on imparting knowledge and instructions to participants on how to perform detailed and thorough Tripod Beta incident root cause analysis using the IncidentXP software. In addition to the IncidentXP, participants will be required to use the industry-leading BowTieXP software which will be provided on a free trial basis.
IA-02	Incident Root Cause Analysis Using BFA (Practitioner Level)	2 days	Barrier Failure Analysis (BFA) is a pragmatic, powerful, general-purpose barrier-based incident analysis technique suitable for all types of incident. This 2-day course is designed for participants to learn how to build a timeline of events leading to an incident, then use the BFA technique to determine the root causes of why barriers failed to stop the incident. The course is highly interactive, switching regularly between input sessions using a presentation style and group work where participants will be involved in a variety of different activities (discussing, analyzing, applying, comparing, categorizing, etc.). In addition to the IncidentXP, participants will be required to use the industry-leading BowTieXP software which will be provided on a free trial basis.
IA-03	Barrier-based Incident Root Cause Analysis (Advanced-level)	4 days	Look no further! This practitioner-level course incorporates three established barrier-based tools for incident root cause analyses, namely Tripod Beta, BFA and Tripod lite. By learning how to use these tools, participants will not only be able to compare and decide the tools based on their individual merits, but also be allowed the flexibility in switching from one technique to another, depending on the gravity of particular incidents. In addition to the IncidentXP, participants will be required to use the industry-leading BowTieXP software which will be provided on a free trial basis.

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Barrier-based Incident Root Cause Analysis (continued...)

Course Code	Course Title	Course Duration	Short Synopsis
IA-04	Tripod Beta, BFA and TOP SET RCA Incident Root Cause Analyses (Advanced-level)	4 days	In addition to the two barrier-based tools (Tripod Beta and BFA), this practitioner-level course incorporates TOP SET RCA, a widely used incident analysis tool which is non-barrier-based and therefore classified as a traditional or classical RCA tool. Not only will participants be able to compare the individual merits of these tools but also assess their applicability in the light of modern understanding of incident causation. In addition to the IncidentXP, participants will be required to use the industry-leading BowTieXP software which will be provided on a free trial basis.
IA-05	Tripod lite Incident Root Cause Analysis (Practitioner Level)	1 day	Tripod lite is a simplified version of the Tripod Beta incident analysis tool. It is a simple to use and robust incident analysis tool that can easily be applied by supervisors, local managers and others to investigate small to medium, 'everyday' incidents or near misses. These are often investigated by supervisors and local managers and are typically completed in 1-2 hours. Participants will be learn how to perform Tripod lite incident analyses through step-by-step instructions. A pre-built Microsoft Excel spreadsheet tool has been developed by The Stichting Tripod Foundation in collaboration with the Energy Institute that contains a barrier-based visual representation of the incident (a Swiss cheese model), which the user can populate. This tool will be circulated to participants to be used during the training.

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Overview of RCA

Course Code	Course Title	Course Duration	Short Synopsis
IA-06	Overview of Incident Root Cause Analysis Techniques (Awareness Level)	3 days	This awareness-level course provides a broad overview of the established and more widely-accepted, commonly-used techniques for incident root cause analysis. Starting with an outline of the principles of incident analysis and the models/theories of incident causation, the course then takes participants through two categories of incident root cause analysis techniques: 1) barrier-based techniques founded on modern understanding of incident causation, and 2) traditional, non-barrier based approaches to root cause determination largely adapted from quality management tools. Although not a Practitioner-level course, participants will still be required to perform short exercises to get a feel for the use of the tools

**All courses are delivered by an HRDC-accredited trainer and are therefore legible for training grant reimbursements.*

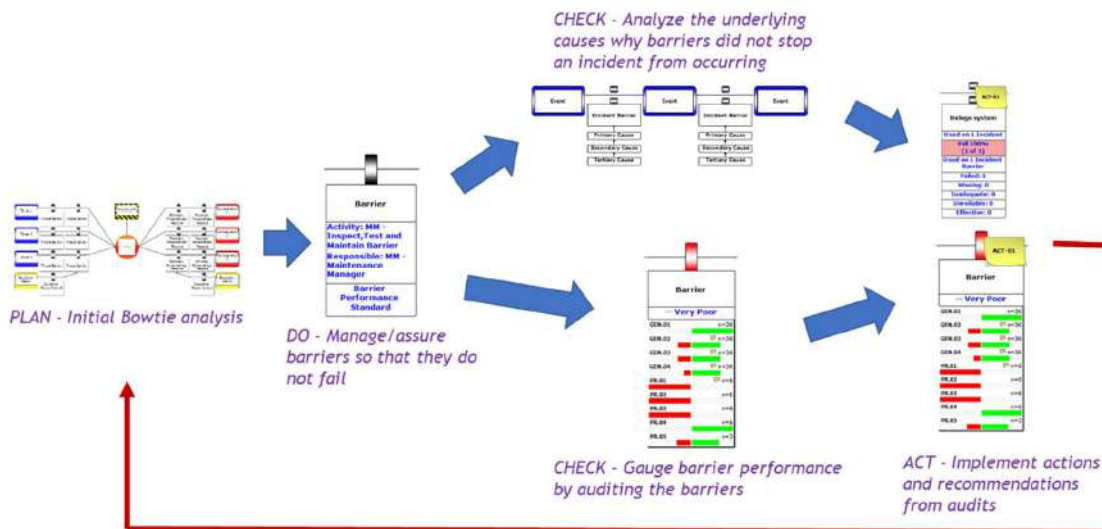
BBRIM Consultancy and Advisory Support

OSH ProCare Consultant & Services offers consultancy, facilitation, mentoring and/or advisory services to complement the courses, with the aim of supporting clients in developing adequate capacity and competence in performing Barrier-based Risk Management and Incident Analysis. The services may be used in an integrated mode, or selectively, to provide solutions to specific client needs. Consultancy is offered based on our consultants' extensive experience of working with blue chip clients in high-risk sectors such as oil and gas, petrochemical, chemical processes, utilities, mass transportation (land, sea and air), infrastructure, construction / fabrication, manufacturing and logistics.

Effective barrier management is founded on the application of the PDCA continual improvement cycle to the barriers themselves. Realization of the barrier PDCA cycle is contingent upon the extensive usage of the industry-leading software tools BowTieXP, IncidentXP and BowTieXP Enterprise, enabling not only the development of Bowtie risk models, but also barriers audits, barrier-based incident root cause analyses and the availability of an appropriate web-based repository for large accumulations of data.

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Consultancy support on the implementation of the barrier PDCA cycle cover the following phases:

☐ **Development Phase – “Plan” & “Do”**

- Advice on software selection and acquisition, if required;
- Bowtie and Incident Analysis training for Practitioners, covering methodologies and software functionalities in equal measure;
- Peer review and/or development of enhanced Bowtie models with emphasis on the management /assurance of critical barriers;
- Communicate barrier management/assurance requirements to barrier-accountable and barrier-responsible persons, as well as to the general workforce;
- Manage/assure critical barriers;

☐ **Growth Phase – “Check” & “Act”**

- Barrier performance audits against various compliance frameworks to assess and improve the effectiveness of barriers in the client’s organization;
- Barrier-based incident root cause analysis using Tripod Beta, or BFA, or a combination thereof;
- Learning from Incidents – link incident barriers to barriers on the Bowtie, thus closing the PDCA loop;
- Remedial/corrective actions and recommendations from both audits and incident analysis to improve the initial risk analyses (Bowties);
- REPEAT cycle!!

❑ Mature Phase – The BowTieXP Enterprise

- Centralized repository to manage large accumulations of data (Bowtie files, incident analysis reports, audit reports, etc.);
- Allows peer collaboration between multiple users and the need to generate multiple reports;
- Users not responsible for developing Bowtie models and performing incident analysis, such as senior management, may nonetheless want to view the reports;
- Necessity for proper user management – multiple users working on the same Bowtie or incident analysis may generate inconsistencies.

Client Experience

Clients our specialist consultant has supported on Barrier-based Risk and Incident Management, or elements thereof, include:

1. **The Department of Occupational Safety & Health (Malaysia)** – Bowtie methodology & BowTieXP training, supply of BowTieXP software
2. **Petronas Carigali (Malaysia)** – Development of MAH Bowties for HSE Cases. supply of BowTieXP and Tripod Beta software, **Tripod Delta** organizational condition survey.
3. **Petronas Carigali Muriah (Indonesia)** - Bowtie methodology & BowTieXP training, supply of BowTieXP software
4. **SEA Hibiscus (Malaysia)** – Bowtie/BowTieXP training, Tripod Beta/IncidentXP training, supply of BowTieXP and IncidentXP software
5. **Icon Offshore (Malaysia)** – Review and updating of MAH Bowties for HSE Case
6. **Velesto Workover (Malaysia)** - Review and updating of MAH Bowties for HSE Case
7. **Petrofac (Malaysia)** – BSCAT/BFA methodologies and IncidentXP training, supply of IncidentXP software
8. **PTTEP (Thailand)** – Bowtie methodology and BowTieXP training
9. **PTTEP (Malaysia)** – IncidentXP-based Tripod Beta, BSCAT and TOP-SET RCA training
10. **El Nusa (Indonesia)** – BSCAT methodology training, supply of IncidentXP software
11. **Roc Oil (Malaysia)** - Bowtie/BowTieXP training, Tripod Beta/IncidentXP training, supply of BowTieXP and IncidentXP software
12. **MODEC Offshore Production Systems (Singapore)** - Bowtie methodology & BowTieXP training
13. **Petronas Gas (Malaysia)** – HEMP training
14. **Kertih Terminals (Malaysia)** – Tripod Beta methodology and IncidentXP training, supply of BowTieXP and IncidentXP software, incident analysis (Tripod Beta) advisory support -
15. **GES Klang Terminal (Malaysia)** - Bowtie methodology and BowTieXP training
16. **Vantage Energy (Malaysia)** - Bowtie methodology and BowTieXP training
17. **Regulus Offshore (Malaysia)** – BSCAT/BFA methodology and IncidentXP training
18. **Malaysia Marine & Heavy Engineering (Malaysia)** – Tripod Beta methodology training

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19. **SD Guthrie (Malaysia)** – Full Barrier-based Risk and Incident Management (Bowtie/Tripod Beta) and BowTieXP/IncidentXP training workshop
20. **Schneider Electric (Singapore)** - Bowtie methodology and BowTieXP training, supply of BowTieXP software
21. **OM Materials (Malaysia)** – Tripod Beta methodology and IncidentXP training
22. **Bintulu Port (Malaysia)** - Tripod Beta methodology and IncidentXP training
23. **Ruhm Marine (Malaysia)** - Bowtie methodology and BowTieXP training
24. **MISC (Malaysia)** – HEMP training
25. **Port of Tanjung Pelepas (Malaysia)** – Tripod Beta methodology training
26. **Keppel Infrastructure (Singapore)** - Bowtie methodology and BowTieXP training
27. **Gas Malaysia (Malaysia)** – Tripod Beta methodology and IncidentXP training, supply of BowTieXP and IncidentXP software
28. **The Centre for Risk Management and Sustainability Studies (Indonesia)** – Enterprise Risk-based Bowtie methodology and BowTieXP training
29. **PLUS (Malaysia)** - Bowtie methodology and BowTieXP training
30. **Changi Airport (Singapore)** – Aviation-based Bowtie methodology and BowTieXP training

SELECTED PHOTOS OF OUR SPECIALIST CONSULTANT IN TRAINING



5-day Barrier-based Risk & Incident Management (Bowtie and Tripod Beta back-to-back) Training Course, SD Guthrie, June 2024



2-day Tripod Beta Incident Root Cause Analysis Training, Kertih Terminals, December 2023



2-day BFA/BSCAT Incident Root Cause Analysis Training, Regulus Offshore, August 2023



2-day Tripod Beta Incident Root Cause Analysis Training, OM Materials, June 2023



2-day Tripod Beta Incident Root Cause Analysis public course, March



3-day Bowtie and Tripod Beta Training, Roc Oil, June and August 2022

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2-day BFA/BSCAT Incident Root Cause Analysis Training (two sessions), Petrofac, March 2022



*2-day Bowtie Public Training,
DNV Singapore, December
2019*



*2-day in-house online Bowtie Training,
Keppel Infrastructure, October 2020*



*4-day in-house IncidentXP
(Tripod Beta, BSCAT and TOP-SET
RCA) Training, PTTEP Sarawak
Oil, November 2024*



*2-day Tripod Beta Training, GES
Klang Terminal, December 2024*



*3-day in-house IncidentXP (Tripod Beta)
training, Bintulu Port Holdings,
December 2024*

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1-day in-house Tripod Beta awareness training, MMHE, November 2025



3-day in-house IncidentXP-based Tripod Beta training, Gas Malaysia, December 2025

OUR SPECIALIST BBRIM CONSULTANT



Faizal Farid Wajidi is an independent Senior Principal Consultant, with broad experience in HSE & Risk Management, Health Physics and nuclear applications, Petro-physics and Project Engineering/Management. He has more than 35 years of professional experience, mainly spent in the major hazard sector, with than 30 years in middle and senior management capacities in the companies where he has been employed.

In his 25 year sojourn in the HSE & Risk Management disciplines as a consultant, Faizal has flitted between HSE management, technical safety and risk management, in the process

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accumulating a vast and diverse volume of project experience in these areas. He has worked with companies and organizations in the oil and gas, nuclear, electronics, heavy manufacturing, automotive, aviation, infrastructure, oil and gas support services, and engineering and construction sectors to develop and implement their respective HSE Management Systems. He has conducted a number of environmental site assessments, either as part of corporate compliance or as an acquisition/divestiture due diligence. He has been engaged by Petronas to co-facilitate a workshop on Corporate Responsibility for Petronas group senior management and to perform organizational condition surveys on Petronas Carigali using the Tripod Delta tool, and was part of the team commissioned by Nippon Oil to undertake a supplementary environmental impact assessment of seismic activities in Block SK-333, the first onshore oil and gas exploration block in Malaysia since the late 1960's. Faizal has also worked on a number of formal safety assessments, participating in HSE case studies, leading project and operational risk assessment studies for MMHE and MISC, performing HEMP reviews and remedial actions, and conducting risk assessment and incident analysis training and facilitation.

Faizal is a subject matter expert in Barrier-based Risk and Incident Management. He is a qualified and experienced facilitator in the software-based Bowtie, Tripod Beta, BSCAT and BFA analyses, as well as the application of the Tripod lite tool for low- to medium-risk incidents. His area of focus is in the integration of risk analysis (Bowties) with incident analysis (Tripod Beta, BSCAT and BFA) and barrier audits with the objective of closing of the barrier PDCA loop. He has facilitated several HSE- and Enterprise Risk-related Bowtie and barrier-based incident analyses workshops for safety regulators and for major companies in the oil and gas, petrochemical, edible oils processing, highway management, infrastructure (co-generation, district cooling, biomass, piped gas, water treatment, desalination), engineering, oil-well services, maritime and aviation/aerospace sectors in Malaysia, Indonesia and Singapore. Specific clients include The Department of Occupational Safety & Health (Malaysia), Petronas Carigali Muriah (Indonesia), SEA Hibiscus (Malaysia), Icon Offshore (Malaysia), Velesto Workover (Malaysia) Petrofac (Malaysia), PTTEP (Thailand), PTTEP (Malaysia), El Nusa (Indonesia), Roc Oil (Malaysia), MODEC (Singapore), Petronas Gas (Malaysia), Kertih Terminals (Malaysia), GES Klang Terminal (Malaysia), Vantage Energy (Malaysia), Regulus Offshore (Malaysia), Malaysia Marine & Heavy Engineering (Malaysia), SD Guthrie (Malaysia), Schneider Electric (Singapore), OM Materials (Malaysia), Bintulu Port (Malaysia), Ruhm Marine (Malaysia), MISC (Malaysia), Port of Tanjung Pelepas (Malaysia), Keppel Infrastructure (Singapore), Gas Malaysia (Malaysia), The Centre for Risk Management and Sustainability Studies (Indonesia), PLUS (Malaysia), Changi Airport (Singapore) and others.

Faizal previously was in the employment of Shell, Schlumberger, ICI Physics and Radioisotope Services Group, Risktec and DNV. He graduated from the University of Reading, United Kingdom, with a BSc (Hon) degree in Mechanical Engineering and Mathematics.



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Accreditation and Certifications:



Faizal is a HRD Corp-Accredited Trainer (Trainer ID: 47483), valid from October 24th, 2025 to October 24th, 2028.



Faizal is a pioneer and legacy partner of the Netherlands-based Wolters Kluwer Enablon (nee, CGE Risk), a relationship which has lasted more than 20 years. He is the first Kluwer Enablon in South East Asia to be certified to "Advanced Practitioner" level for the BowTieXP software and its applications.



Faizal is certified by Wolters Kluwer Enablon to "Practitioner" level for the IncidentXP software and its applications (Tripod Beta, BSCAT, BFA, RCA and TOP-SET RCA).