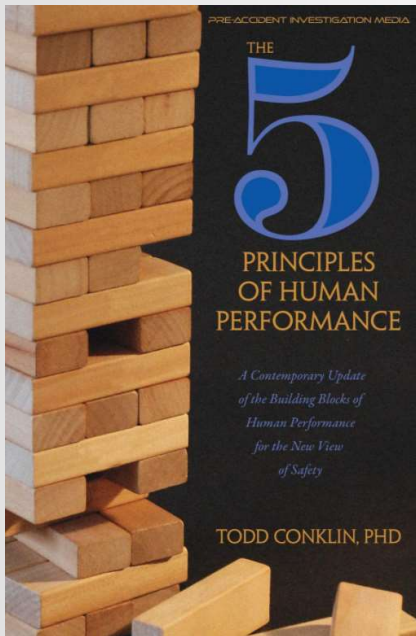




Human Performance – Theory to Practice

P&O
production & operations

The Theory - 5 Principles of Human & Organisational Performance



1. Human Error is Normal
2. Blame Fixes Nothing
3. Learning Is Vital
4. Context Drives Behaviour
5. How You Respond to Failure Matters

There are many sets of HOP principles of there – these are just an example for this presentation. We look at many different sources to underpin, guide and shape our approaches.

These are great principles but what can we do to put get them engrained in an organisation?

Key areas

1. Leaders need to understand and believe in it
2. Capability around the organisation
3. Being focused
4. Integration into what we already do

***Leaders** – Nobody spends money on things they don't understand and see the benefit in. Leaders also set the tone of the organisation, what they say, what they don't say and how they respond to situations.*

***HOP Capability** – We need various competencies in human performance around the business.*

*Start by **keeping it focused** – It can appear daunting to do this everywhere. Therefore it is very important to provide a clear direction for where we want to apply*

***Integration** to existing business processes as most businesses are set up to manage the workload they already have.*

Leaders



Incident investigation - telling a different story.....



- Introduced the *HP lens*.
- *Training of investigator community*
- *Content of the stories which emerged from our incidents changed*

Unintentional
For unintentional, we look to find out why the individual made the error... what factors reduced their performance

Intentional
For intentional, we look to find the reasons the individual chose to do or not do something

Incident Description Example: an operator using a new pipe cutting machine trapped and badly injured their hand whilst reaching in to retrieve the pipe.
Note, machinery guarding and interlocks were installed on the machine as part of site's initial response

ANALYSIS				
Level 1	Level 2	Level 3	Level 4	Level 5
Operator is to blame for reaching into the machine whilst still switched on.	Operator believed that lifting the guard would disable the machine.	Operator had already received training; the machine used in training was interlocked.	The machine was not tested before being put to use.	The machine was needed quickly; the procurement process did not identify that the machine purchased did not have a safety interlock.
✗	✓	✓	✓	✓
FOCUS OF RECOMMENDATIONS				
Discipline the operator.	Re-train the operator in all aspects of operating the machine.	Operator training should be completed on the machine they will be expected to use on site.	Amend the procedure for introducing new equipment into the workplace to include provision for pre-use testing and safety checks.	Amend the procurement procedure to include a thorough risk assessment process; equipment selected to purchase.
✗	✗	✓	✓	✓



Safety leadership principles

Safety leadership principles

Together, we...



- *Need an environment where the bad news is discussed openly to solve the issues and isn't hidden away under the carpet.*
- *Biggest drives of company culture comes from leaders, how they act, what they say*
- *SLPs are Highly visible, lots of conversation and attention from senior leaders in the business*
- *Built into leadership development programmes*

Capability

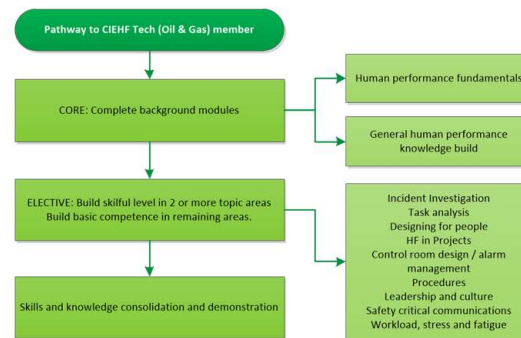
- HP e-learn – for all
- HP on the frontline
- HP Champions & the HP Pathway
- HP in Engineering

- *Every person in the organisation needs to grasp HOP principles*
- *HP e-learn which is built into our talent and learning system*
- *HP on the front line – sessions that are run with the front line to build the muscle and talk about work which is difficult and discuss why their role is so critical (as they are the experts)*



- *Human Performance pathway – developing a higher level of HOP capability to look at tasks, work out how to improve them, work with the engineers to design things better, when and how best to write procedures. We call them HP Champions.*
- *HP tools for the non HP person. TIP as an easy to use tool for human error analysis.*

Human Performance Capability Framework



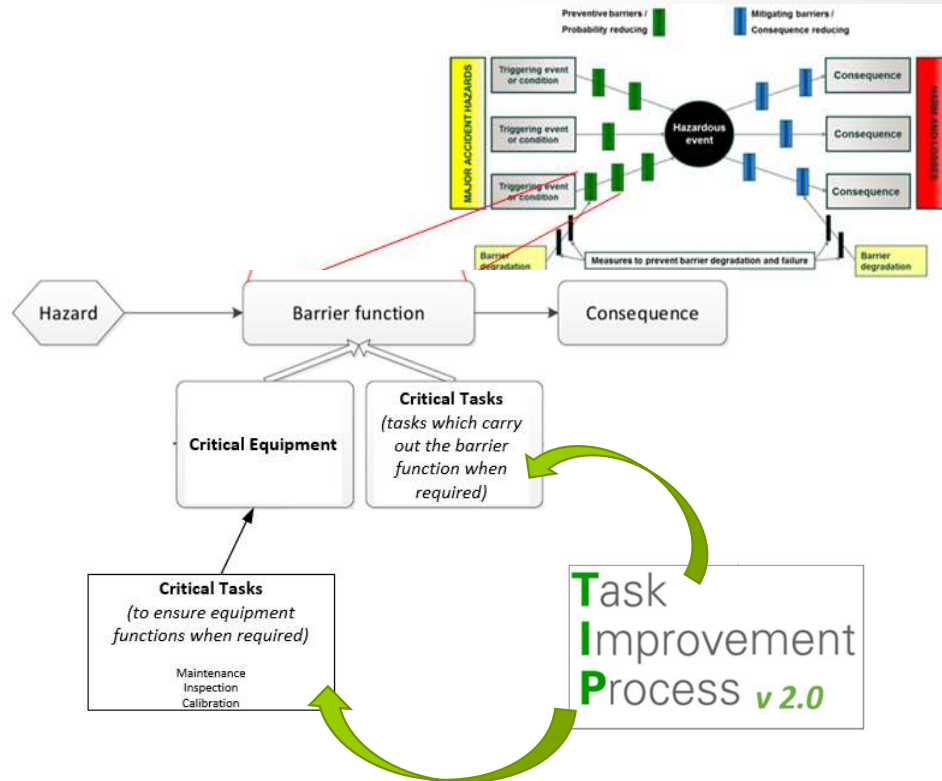
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Being focused



- *Gaining traction by applying HOP to our tasks which have the highest potential consequences.*
- *Partner with process safety and risk teams to identify tasks which have the ability to contribute to major accident scenarios.*
- *Historically these barrier dominated by focus on the equipment, but we have found that by treating each barrier as a functional system involving both people and equipment then we are able to not only identify these important tasks but understand context.*
- *Foundation for where we apply HP first whether it's engineering, procedures/job aide development, managing changes or any other element of the way we set the work up.*



Integrating to what we already do



Organisations are set up to manage the workload they already have.

Our approach is aims to integrate with existing things we do and injecting the Human Performance thinking into the processes.