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What is HOP?

- A foundation of methodology based on 5 key principles derived from INPO

- HOP is a mindset, a different perspective

- *"HOP is not just about safety, it's about* **performance.** *It reduces mission interruptions, damage and injuries while increasing discretionary effort"*

- It concentrates on looking at organisational influences rather than simply trying to 'fix the worker'
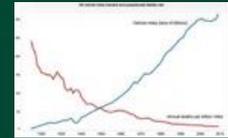
The Safe System – HOP Synergies?

ROADSAFE

'Safe System approach, which represents a fundamental shift in road safety policy, as its ultimate goal is to prevent any road user being subject to impacts sufficient to cause fatal or serious injury when inevitable errors of judgement result in crashes.'

'The safe system approach opens up new potential for improving performance by addressing all elements of the road transport system together and finding synergies for trauma reduction when safer road and vehicle design, speed limits and compliance with road rules, are pursued in concert.'

The Safe System approach recognises that humans as road users are fallible and will make mistakes.
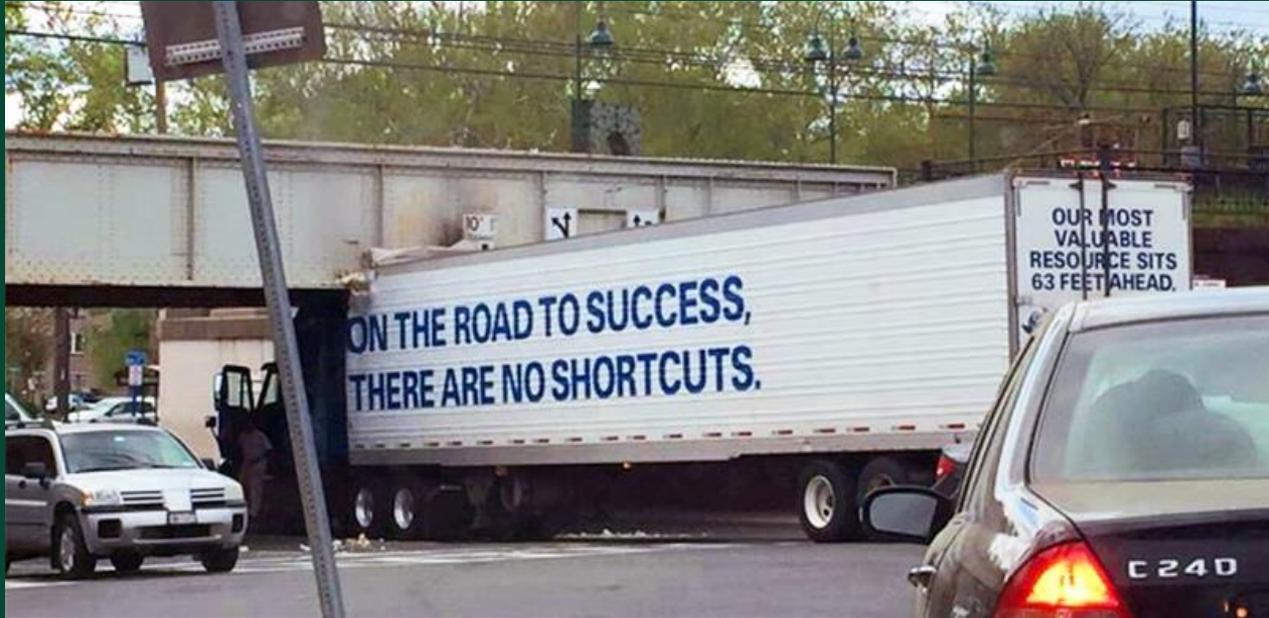
The 5 Principles of HOP

Growth mindset
Resilience
Integrity
Transformation

HOP Principle 1

1. **Humans are fallible and even the best people make mistakes**

"To err is human..."

Cicero 106 –43 BC

HOP Principle 1

1. **Humans are fallible and even the best people make mistakes**

Employing the Principles

1.   Humans are fallible and even the best people make mistakes

- Accept that human error cannot be eliminated – but it can be managed

- Put effort into activities that identify and address error traps

- Design tasks and activities to reduce the impact or 'catch' human errors

- Consider implementing the use of error-reduction tools

- Ask our people where the error-traps, and error-likely situations are - they know!

HOP Principle 2

2. **Error-likely situations are predictable, manageable and preventable**

Blame fixes nothing

Error Traps

Employing the Principles

2. **Error-likely situations are predictable, manageable and preventable**

- Recognise that blame for human error inhibits learning and leads to silence, reality stays hidden

- Create an environment where everyone feels free to raise concerns

- Ask open questions about daily challenges to discover their reality

- Know that the vast majority of our people are not deliberately negligent – this should never be our first assumption.

- Do not tolerate poor attitude or poor work, don't wait for something to go wrong before dealing with it – manage poor performance

HOP Principle 3

3. **Individual behaviour is influenced by organisational processes and values**

- Our environment, organisational culture, policies, and processes impact individual behaviour.

- We all need a supportive environment that promotes safe and effective practices.

Employing the Principles

3.   Individual behaviour is influenced by organisational processes and values

- Consider what behaviours the work environment is creating. Note that being 100% compliant does not guarantee safety!

- What factors (metrics) make drivers press on, break speed limits, and push on when tired?

- How is workers' performance measured? What do you reward?

- What part do <u>you</u> play in influencing errors?

Drivers can earn as little as £2 an hour (📷 Image: Alamy Stock Photo)

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Couriers delivering for Amazon 'earn as little a... hit target...

HOP Principle 3

"We cannot change the human condition, but we can change the conditions in which humans work"

Professor James Reason
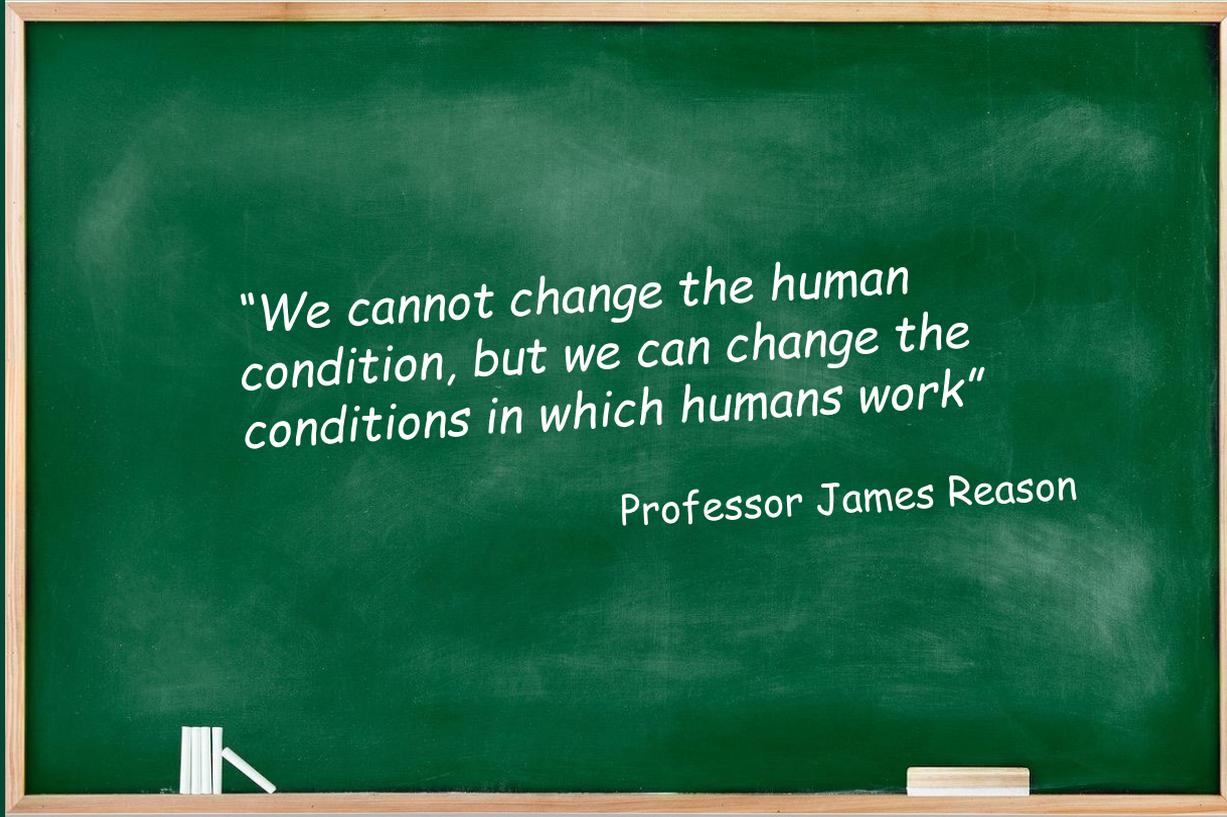
HOP Principle 4

4. **People achieve high levels of performance based largely on the encouragement and reinforcement received from leaders, peers and subordinates**

"How you respond matters"

Employing the Principles

4. **People achieve high levels of performance based largely on the encouragement and reinforcement received from leaders, peers and subordinates**

- As leaders, understand your influence - treat your people with respect and integrity – consider 'the shadow you cast'.

- Spend as much time as possible at the front line of our ops; observe, <u>listen</u>, and be curious to learn.

- Appreciate that what we measure, celebrate, reward, and punish, drive behaviours and outcomes.

- When things go wrong, consider "How did we create an environment, where this could happen?"

HOP Principle 5

5. **Events can be avoided by understanding the reasons mistakes occur and applying the lessons learned from the past events (or errors)**

Learning and improving is vital

Embodiment of Principles

5. **Events can be avoided by understanding the reasons mistakes occur and applying the lessons learned from the past events (or errors)**

- Being a Learning Organisation takes hard work and consistent application.

- Actively engage to capture and utilise learning opportunities.

- Value our human capital; provide opportunities and tools to unlock innovation.

- Value the intelligence gained from investigations.

HOP Characteristics

Growth mindset
Resilience
Integrity
Transformation

Characteristics of HOP

Fix the system not the worker

Characteristics of HOP

Measure success by the capacity for resilience and the presence of effective controls

Characteristics of HOP

VS

Success should <u>not</u> be measured by the absence of unwanted outcomes

Being 100% compliant does not guarantee safety

Focus on what can kill your people

Characteristics of HOP

Learning from *normal* work prevents incidents

Thank you!