



# Principles of Human & Organizational Performance (HOP)

An Overview of Key Concepts &  
SIRE 2.0 Primer

# Human & Organizational Performance (HOP)

- What is it
- HOP Principles
- How does it optimize organizational performance
- How does it fit into SIRE 2.0
  - OCIMF's Ship Inspection Report Programme



**How familiar are you with  
Human Factors or HOP ?  
I am . . .**



# What comes to mind when you think of HOP or Human Factors?

# Human & Organizational Performance (HOP): What is it?

- An operating “philosophy” based upon a set of basic principles . . .

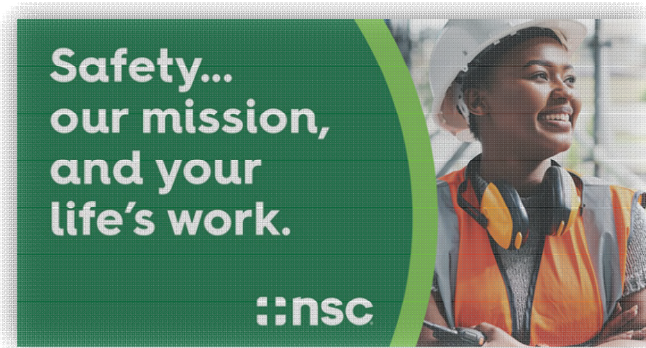
...(these vary depending on whom you ask)

- Humans are fallible
- Blame fixes nothing
- Goal is to learn and improve
- Context drives our actions
- Leadership and their actions matter to the organization

Workers are  
continuously  
problem solving

# HOP is not a program...

...it is an **OPERATING PHILOSOPHY**



HOP provides a new way of looking at work, people, and the systems in which people get work done

# HOP is NOT...

- The new flavor of the month
- An independent program
- A means to remove accountability for action, including errors and mistakes
- A panacea for all organizational problems
- A quick fix for dysfunctional individuals
- A means to compensate for the lack of technical knowledge, skills and experience
- BBS (Behavior Based Safety)

**HOP is NOT a PROGRAM**

**HOP it IS a PHILOSOPHY**

# HOP is more than Human Error Management

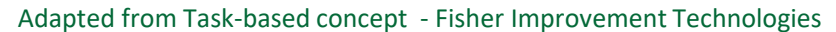
It is-

- Design of Physical Systems
- Organizational Systems
- Processes
- Culture

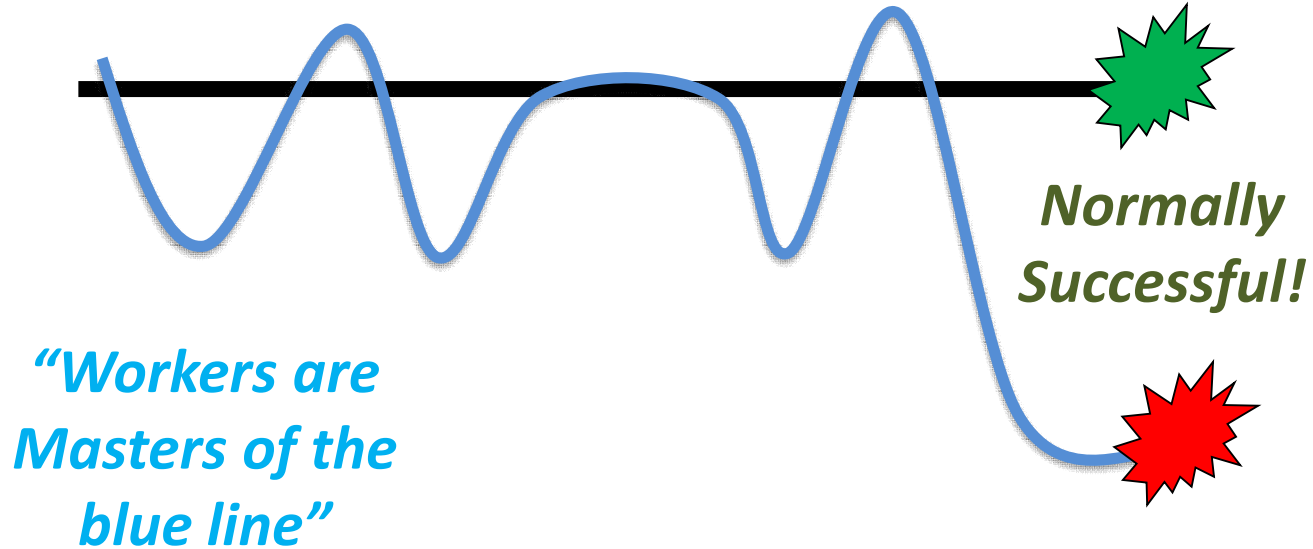
**Human Factors  
+  
Organizational  
Psychology**



- Worker is at the center of the “System”
- Many influencing factors
- Competing priorities



# Work as Planned (Imagined) vs Work as Performed



Adapted from material presented by Todd Conklin, 2012

# The Black-Line vs Blue-Line Model

## Workers are Master Problem Solvers

- Workers adapt to the system
- Multiple pressures from within the system cause change in decisions & actions
- Workers try to do what is expected
- Context is everything

## Impacts Vary Lead to Errors by the Worker

- Latent or Active
- Obvious after incident
- Catastrophe or No Impact

## Common Error Traps

- Stress
- High Work Loads
- Production Pressures
- Poor Instruction /Communications
- Lack of Knowledge
- Fatigue
- Distractions



# HOP Principles

# Principle 1: Error is Normal

- Human error is inevitable and should be expected.
- Errors are not the cause of failure but symptoms of deeper issues.
- Understanding errors helps improve systems and processes.

# Principle 2: Blame Fixes Nothing

- Blaming individuals does not solve underlying problems.
- Focus should be on learning and improving systems.
- A just culture encourages reporting and learning from mistakes.

# Principle 3: Learning is Vital

- Organizations must learn from failures and successes.
- Learning involves understanding context and system conditions.
- Continuous improvement is driven by shared learning.



# Principle 4: Context Drives Behavior

- Behavior is influenced by the environment and system design
- Understanding context helps explain why actions made sense at the time
- Improving context can lead to better outcomes.

# Principle 5: Response Matters

- The way leaders respond to failure shapes organizational culture.
- Constructive responses promote trust and learning.
- Effective responses focus on understanding and improvement

# Build Capacity for Errors

Errors will happen

- Build capacity for errors & events
- Systems should abate or mitigate outcomes
- Learn from success and unexpected outcomes (failures?)
- Context, culture and responses are everything!

# Goal: Learning and Improving

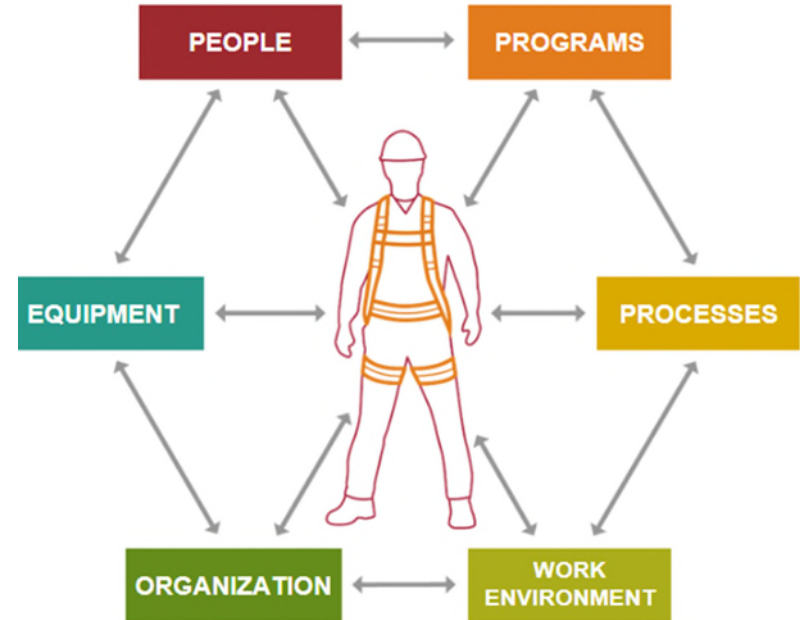
- Emphasize continuous learning at all levels
- Encourage system-wide improvements based on feedback
- Foster a culture that supports growth and development
- Use mistakes and successes as learning opportunities



# SIRE 2.0 – Human Factors

# Human Factors in SIRE 2.0 Framework

- Human-Centered Design
- System Risk Identification
- Behavioral Observations
- Crew Competence & Training
- Communication & Culture
- Inspector & Operator Training



# Human Centered Design

- SIRE 2.0 emphasizes designing systems and environments that support human capabilities and limitations
  - Human error reduction
    - Equipment and workspace design considerations
    - Leadership support for safe and efficient operations

# Systemic Risk Identification

- Uncover latent conditions that affect human performance
  - “Risk multipliers” - Fatigue, task complexity, and communication breakdowns.
  - Proactive identification and mitigation of systemic risks



# Behavioral Observations

- Observation of crew behaviors to assess “culture”
  - Critical behaviors - alertness, stress responses, and interaction quality
  - Identify areas for improvement in crew performance

# Crew Competence & Training

- Assess crew's ability to perform routine and emergency tasks
  - Review of training records for relevance and currency
  - Ensures crew members are well-prepared and competent

# Communication & Culture of Safety

- Assessment of internal and external communication effectiveness
  - Evaluation of adherence to safety protocols
  - Encourages a proactive safety mindset among crew members

# Inspector & Operator Training

- Training to inspectors for accurate human factor assessment
  - Vessel operators receive documentation and training to align with SIRE 2.0
  - Promotes consistency and understanding across stakeholders

# Key Similarities – HOP & SIRE 2.0

- Human Error Reduction
  - System improvements
  - Understanding error traps & latent conditions
  - Building in capacity and mitigators
- Understanding Cultural Influences
  - Context / behaviors
  - Communications
  - Leadership response



# Thank You!

Go forth and propagate learning and  
improvement as values!