

High Reliability Organisations

DrillSafe Sep 2004

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Defences
The Human Factor
The Safety Space

High Reliability Organisations

The conditions they operate in...

Operate hazardous and complex workplaces where incidents are rare

Have low rates of catastrophic incidents



High Reliability Organisations

The conditions they operate in...

Complex & internally dynamic

Perform exacting tasks under considerable time pressure



High Reliability Organisations

HRO Characteristics

Resistance to organisational and individual incidents

Recognise and deal with Organisational Risk as well as Individual Risk.

Understand safety as a dynamic non-event

Heightened state of unease

HRO culture

***Just
Reporting
Learning
Informed***

High Reliability Organisations

Organisational Defences

The issues:

- ***Recognition of Latent Conditions.***
- ***Ensuring defences don't compromise other defences.***
- ***Deterioration of defences over time.***
- ***Identification of "Normalised" risk.***
- ***Recognition of the Soft Defences.***

Defences can be

Hard:

- ***Engineered safety features,***
- ***Physical barriers,***
- ***Alarms / enunciators, Interlocks,***
- ***PPE.***

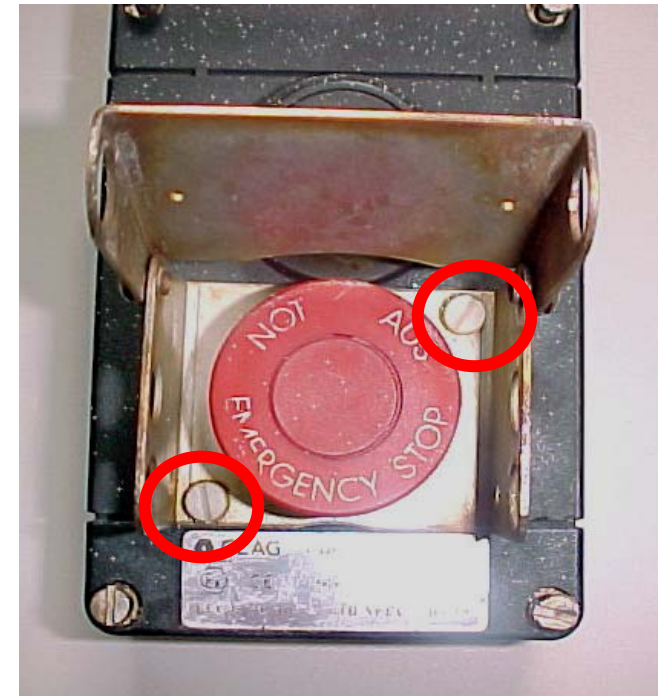
Soft:

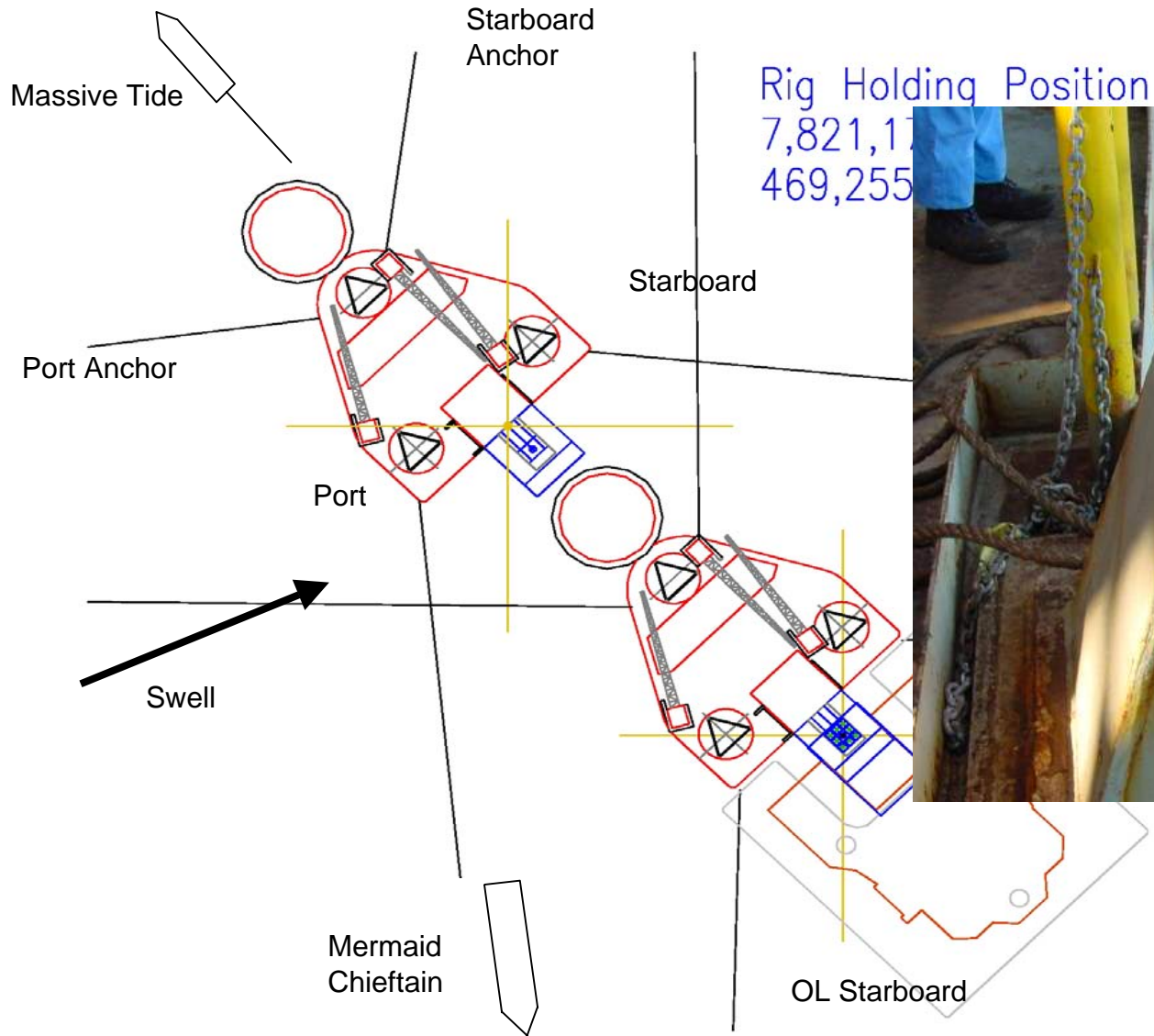
- ***Rules / Procedures, Legislation,***
- ***Permit to Work systems, Handovers,***
- ***Training,***
- ***Front line operators.***

Latent conditions

Focus on correcting the “Latent Conditions” & “Active Failures”

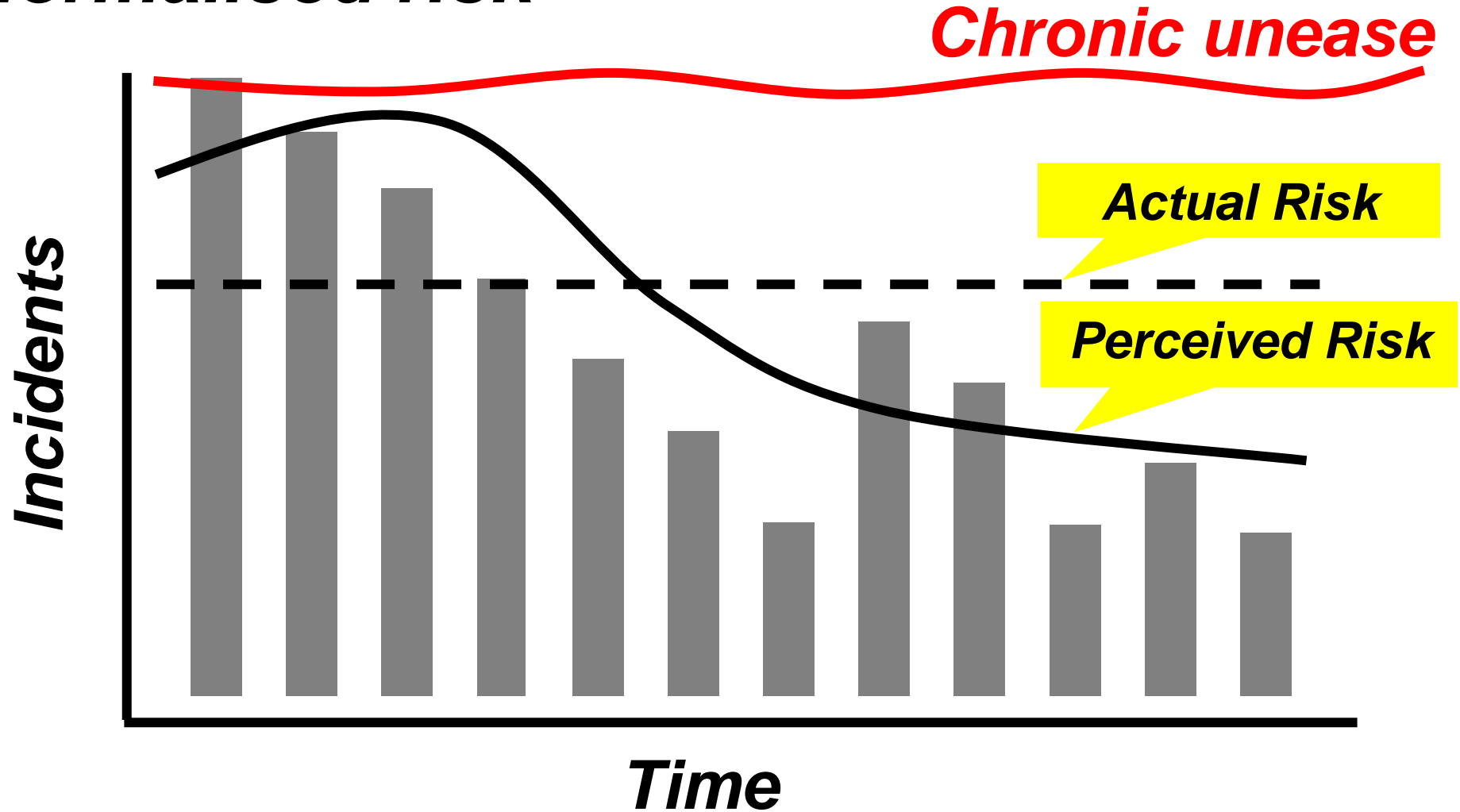
More defences does not always lead to greater safety





High Reliability Organisations

Normalised risk



High Reliability Organisations

Soft defences - focus on behaviours

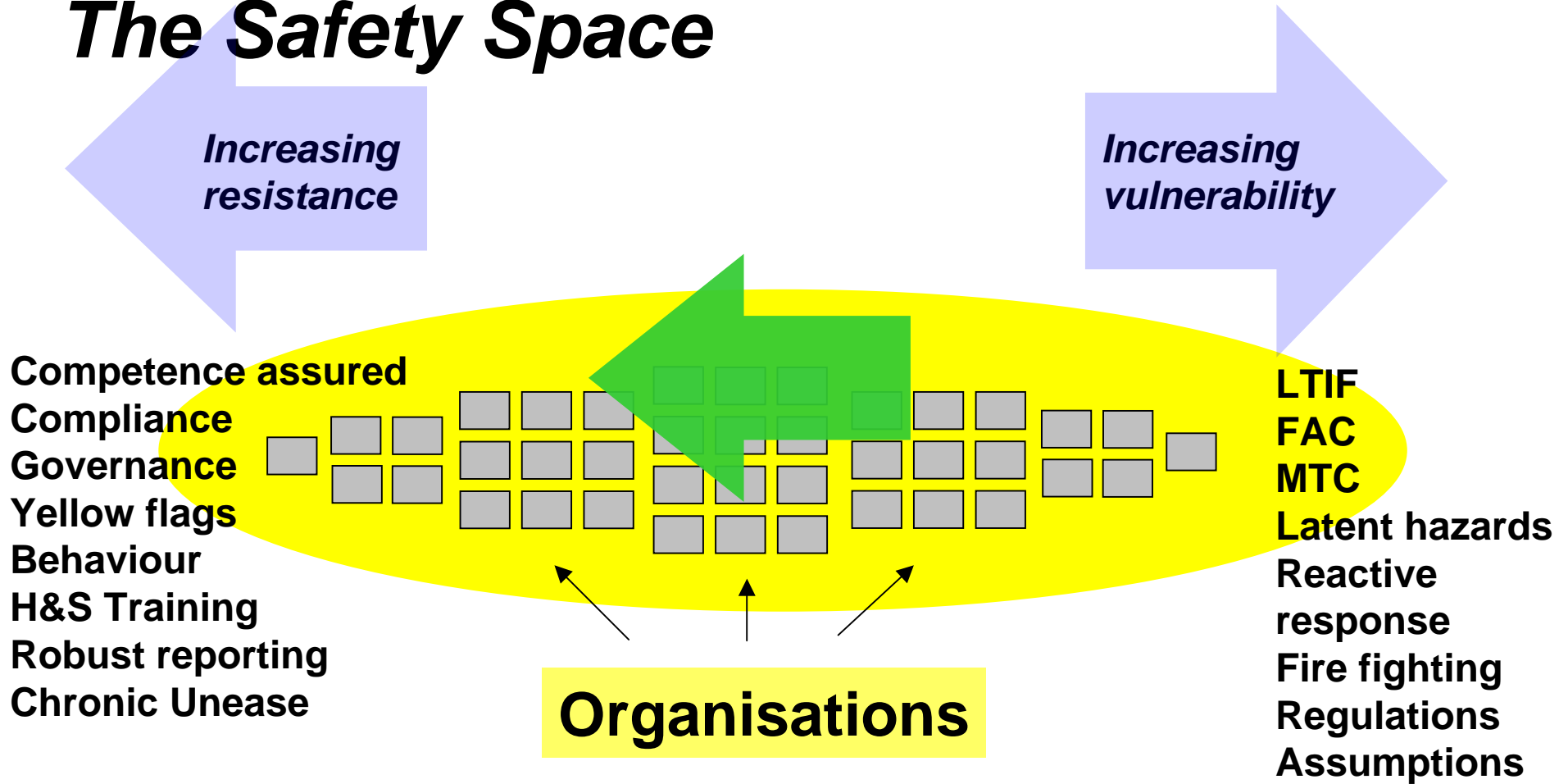
Leveraging from a focus on behaviours to reduce incidents.

Understanding how aspects of human behaviour contribute to incidents.

Identification of the organisational factors that influence behaviour.



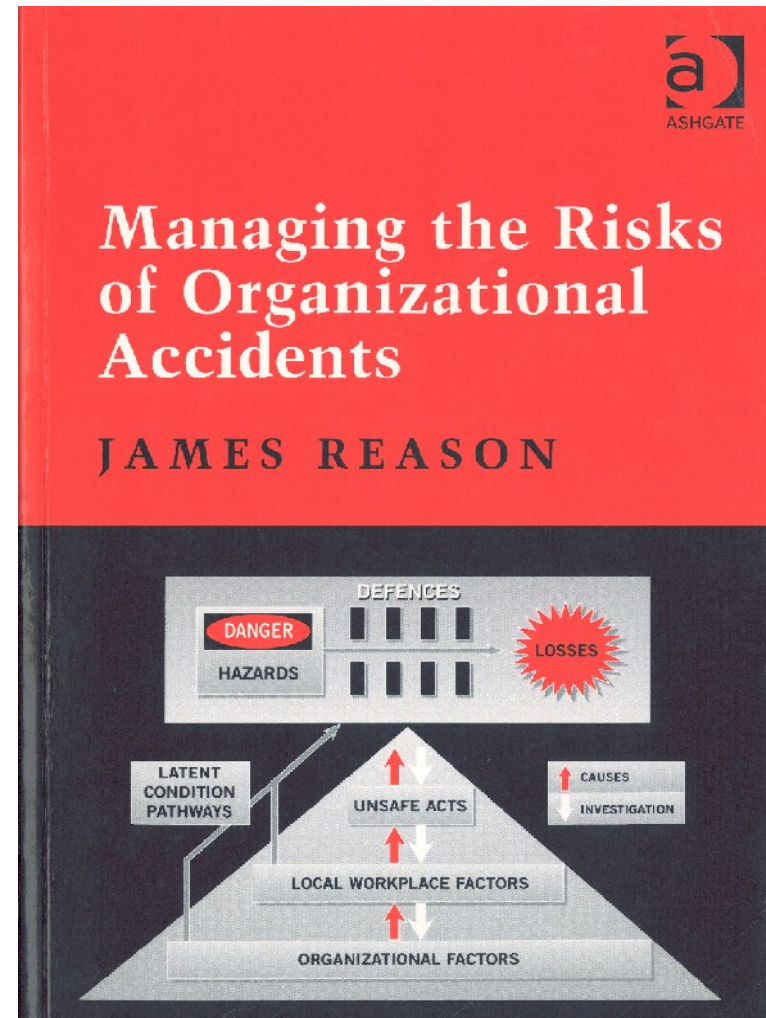
The Safety Space



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You want to find out more?

A suggestion



High Reliability Organisations