Integrating Human & Organizational Performance Into Your Management System

August 19, 2020

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Build	Build a network of peers whose experience can help you solve your challenges

Delivering Knowledge & Professional Wisdom

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Actionable strategies to empower
EHS&S leaders to make an impact

Today's Speakers

Kent Kelsch
Associate Vice President, Customer & Application Services
Gensuite

Walt Peters
Principal & CFO
Securus, LLC

Mark Strife
Principal & CEO
Securus, LLC

SESSION DESCRIPTION & OBJECTIVE

Imagine an approach to safety management that focuses on the human element of workplace health and safety. Human & Organizational Performance (H&OP) empowers organizations just like yours to **better understand, anticipate, and prevent risks** – and maintain a robust environmental, health, & safety program.

This approach empowers leaders in your organization to answer questions like:

- Why isn't our traditional Behavior-Based Safety program more effective?

- Do we really understand the **root cause of workplace incidents**?

- How can we better **anticipate and prevent workplace incidents**?

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Agenda

- Introductions

- Human & Organizational Performance (H&OP) Fundamentals & Tools

- H&OP Principals & Tools in Gensuite

- H&OP Case Study

- Open Q&A & Discussion

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Human & Organizational Performance (H&OP) ... Leaders & Evolution
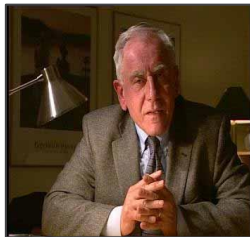
Dr. James Reason
"Human Error"
"Managing the Risks of Organizational Accidents"

Erik Hollnagel
"Human Reliability Analysis"
"Safety I and Safety II"

Sidney Dekker
"Drift Into Failure"
"The Safety Anarchist"

Todd Conklin
"Pre-Accident Investigations"
"5 Principles of Human Performance"

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# Behavior Based Safety (BBS) vs Human Performance vs H&OP

BBS

- Targets what people do (observations), and strives to change people behaviors based on what is learned from those observations. Focuses on individual.

Human Performance

- Behavior performed to accomplish a specific result; Hu=B+R. When referencing HP it's synonymous with H&OP but brings the overall organization to the forefront

Human & Organizational Performance (H&OP)

- Assumes that humans make errors, and evaluates the overall system (organizational factors, local factors) drivers that influence behaviors. Focuses on the system, calls out the difference between violation and error.
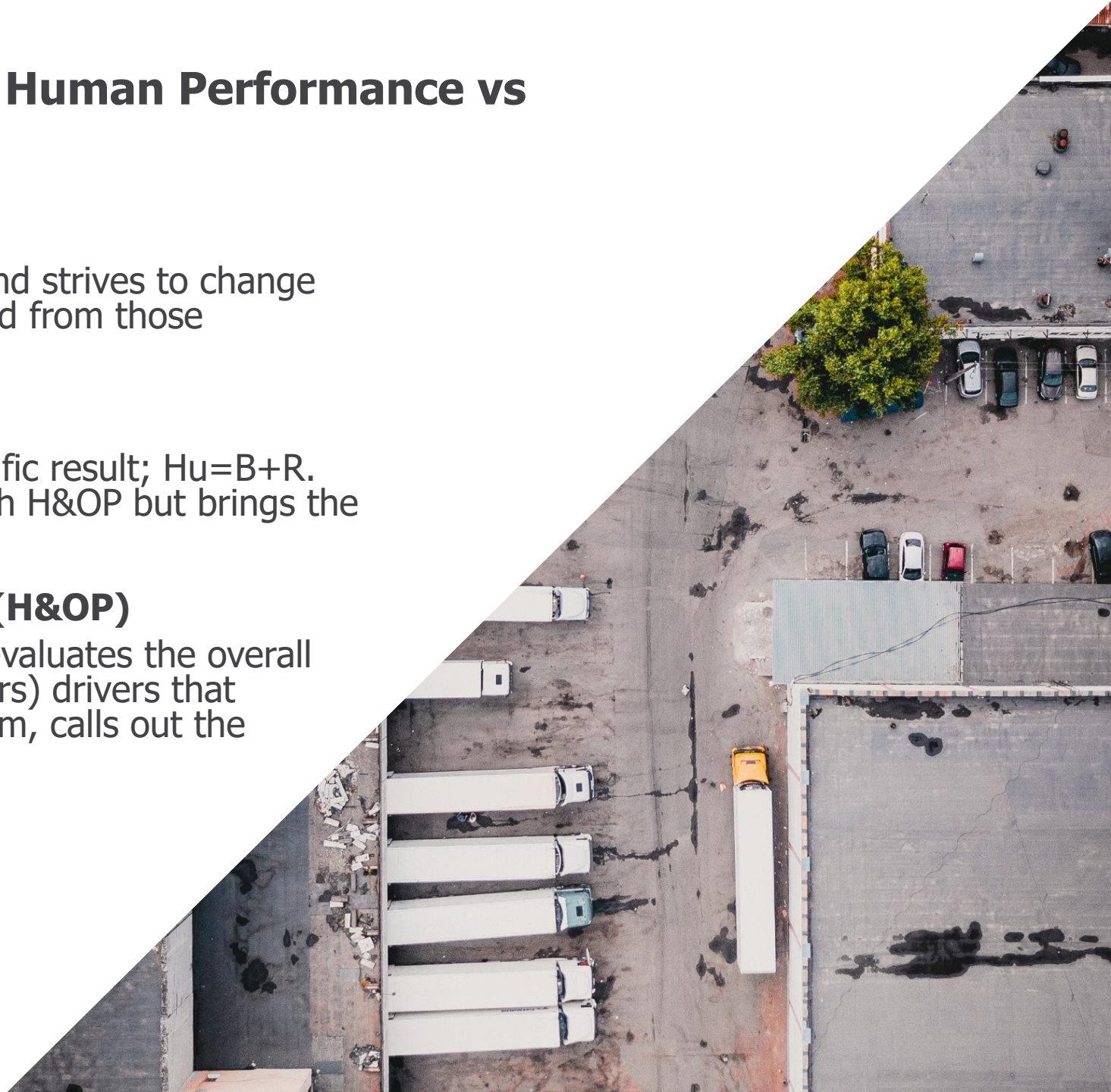
Human & Organizational Performance (H&OP)

- Human & Organizational Performance, or "H&OP" takes a risk-based approach to reducing events that are caused by human error.

- H&OP is not a program, it is a new way of thinking about risk and how we can reduce the frequency and severity of events involving employee injuries, environmental releases and product quality defects.

- When integrating the principles and tools of H&OP into existing management systems and focusing on system defenses, rather than the individual, we can better protect an organization's key assets such as their employees, products, services and brand image

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Organization:
Management Systems | Leader Practices
Personnel | Procedures | Hardware

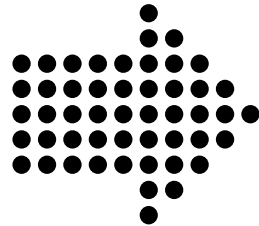**Local Factors:**
Conditions People
Work in

Behavior

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A Visual Example ...

Organizational Factors

- Communications
- Continuous Improvement
- Culture (Values/Beliefs/Norms)
- Design
- Expectations
- Goals
- Human Resources
- Mgmt Systems
- Leadership
- Procedures
- Training

Local Factors

Requirements, Expectations, & Feedback

Resources & Environment

Incentives & Disincentives

Knowledge & Skills

Capacity & Readiness

Personal Motives, Expectations, & Preferences

=BEHAVIOR

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Human & Organizational Performance (H&OP)

- People are fallible, and even the best people make mistakes;

- Error-likely situations are predictable, manageable, and preventable;

- Individual behavior is influenced by organizational processes and values;

- People achieve high levels of performance because of the encouragement and reinforcement received from leaders, peers, and subordinates; and

- Events can be avoided through an understanding of the reasons mistakes occur and application of the lessons learned from past events (or errors).

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H&OP Tools

- Pre-Job Briefing (RU-SAFE)

- Take a Minute

- Self-Checking (STAR)

- Peer-Checking

- Stop When Unsure

- Three-Part communication

- After Action Review | Reporting

- *Organizational Factor Analysis – *Analysis of the conditions and practices of management and leadership practices, management systems, processes, values, structures, technology, resources, and controls that create workplace conditions that influence people's behavior during work* **--- DIGITIZATION OPPORTUNITY!**

- *Local Factor Analysis - *Workplace conditions that influence the behaviors and choices of the individual performer or employee* **--- DIGITIZATION OPPORTUNITY**

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Incorporating H&OP Principals & Tools into Gensuite

Key Considerations for implementing H&OP into your Management Systems.....

- Have I sufficiently trained my team in the appropriate H&OP principals and terminology?

- Is my adoption rate of H&OP consist~~ent through~~out ~~my organiz~~ation?

- Is H&OP seamlessly incorporated int~~o my~~ ~~workfl~~ows?

- What results should I expect as a result of H&OP implementation?

- What reports will I use to measure successful adoption of H&OP?

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Gensuite App Modules with H&OP Features …

Incidents & Measurements

Concern Reporting

Safety Observations

Safety Risk Assessment

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Incidents & Measurements – H&OP

Report, follow-up, and investigate EHS-related incidents

- H&OP terminology incorporated throughout the incident reporting process, especially the case summary and root cause
  - Example: Replacing "Human Error" with "Unintentional Deviation"

- Focus on "telling the story" of the incident

- Expansion of Root Cause determination to allow a multitude of Root Causes

- Enhanced integrations with other Gensuite tools to accelerate actions based on lessons learned

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Concern Reporting – H&OP

Manage Employee Concerns/Near Misses

- Integration of H&OP terminology

- Focus on story-telling

- Simplifies the employee feedback loop and drives program engagement

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Safety Observations – H&OP

Observations for real-time safety improvements

- Facilitates the observations of work in real time

- Allows supervisors to measure deviations from expected work processes (drift)

- Incorporates H&OP terminology

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EHS Risk Assessment (EHSRA) – H&OP

View jobs or tasks that are performed in operations at the site

- Identification of critical steps in written work processes

- Flagging critical steps to users as they review work procedures

- Integration of the Strength of Defenses Matrix

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H&OP Case Study

Where did they start?

- Local steel fabrication company, struggling with injuries (both frequency and severity). Resulted in 6X increase in WC insurance cost and inspection by NYSDOL

H&OP Journey

- Built basic programs/expectations for execution around safety. This drove basic compliance & started to get the organization thinking about safety as a core value.

- Trained leadership and employees around the principles of H&OP, Critical Steps and use of H&OP Tools.

- Focused on the organizational drivers, took away mixed messages of production vs safety.

Results...

TCIR

WC

Year	TCIR	WC
2016	9.9	300K
2017	5.5	180k
2018	3.2	100k
2019	1.2	60k

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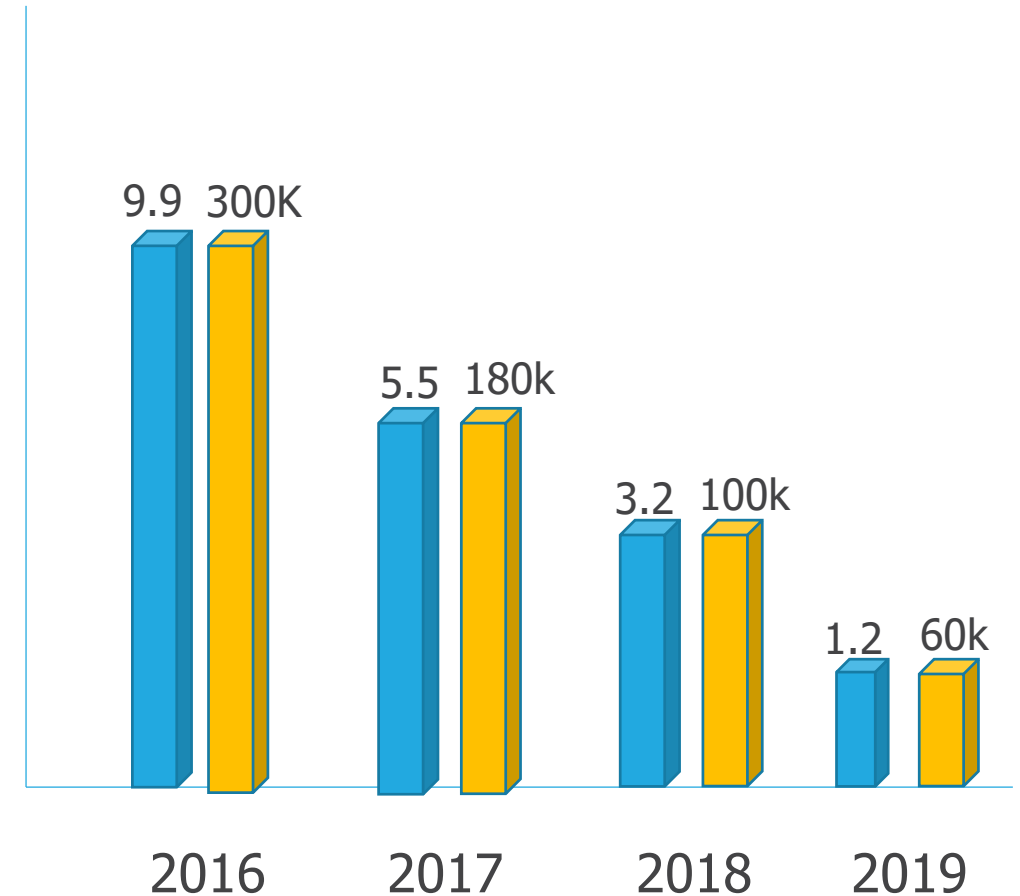
H&OP and Response to COVID-19

When integrating the risk-based principles and tools of H&OP into an organization's management system/s, we can:

- Assess the behavioral influencers (organizational/local factors)

- Manage the risk through defenses (CDC recommendations)

- Reduce drift (work as imagined or planned vs work as performed)

- Process review - AMRL (anticipate, monitor, respond, learn)

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Q&A and Next Steps

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- The Forum is virtual this year!
  - 3 days of content designed to meet the needs of a diverse audience
    - Tuesday October 20
    - Wednesday October 21
    - Thursday October 22
  - Shorter days, starting at 11am – 4pm

- Continued focus on the management challenges of leading EHS&S
  - Special emphasis on the challenges related to COVID-19
  - Variety of session formats with opportunities for engagement and discussion
  - Small group networking discussions to deliver meaningful connection

New Reports from NAEM

- Impact of COVID-19 on EHS

- Trends in Emerging Tech for EHS&S

- 2020 EHS & Sustainability Salaries

- 2020 Staffing, Structure & Budgets

- How COVID-19 is Impacting Corporate Sustainability Agendas

All available @ NAEM.org/research

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Great Webinars!

Sept 10

Why Ergonomics? Communicating the Value to Business Stakeholders

Sept 24

How COVID-19 is Impacting Corporate Sustainability Agendas

Nov 5

How to Build Corporate Social Responsibility in Your Supply Chain

More to be announced!
Visit our website for updates, more information & registration
www.naem.org

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Thank you for Attending!

A recording will be available in 3-4 days. You will receive an email once it's posted to our site.

Have a safe & healthy day!