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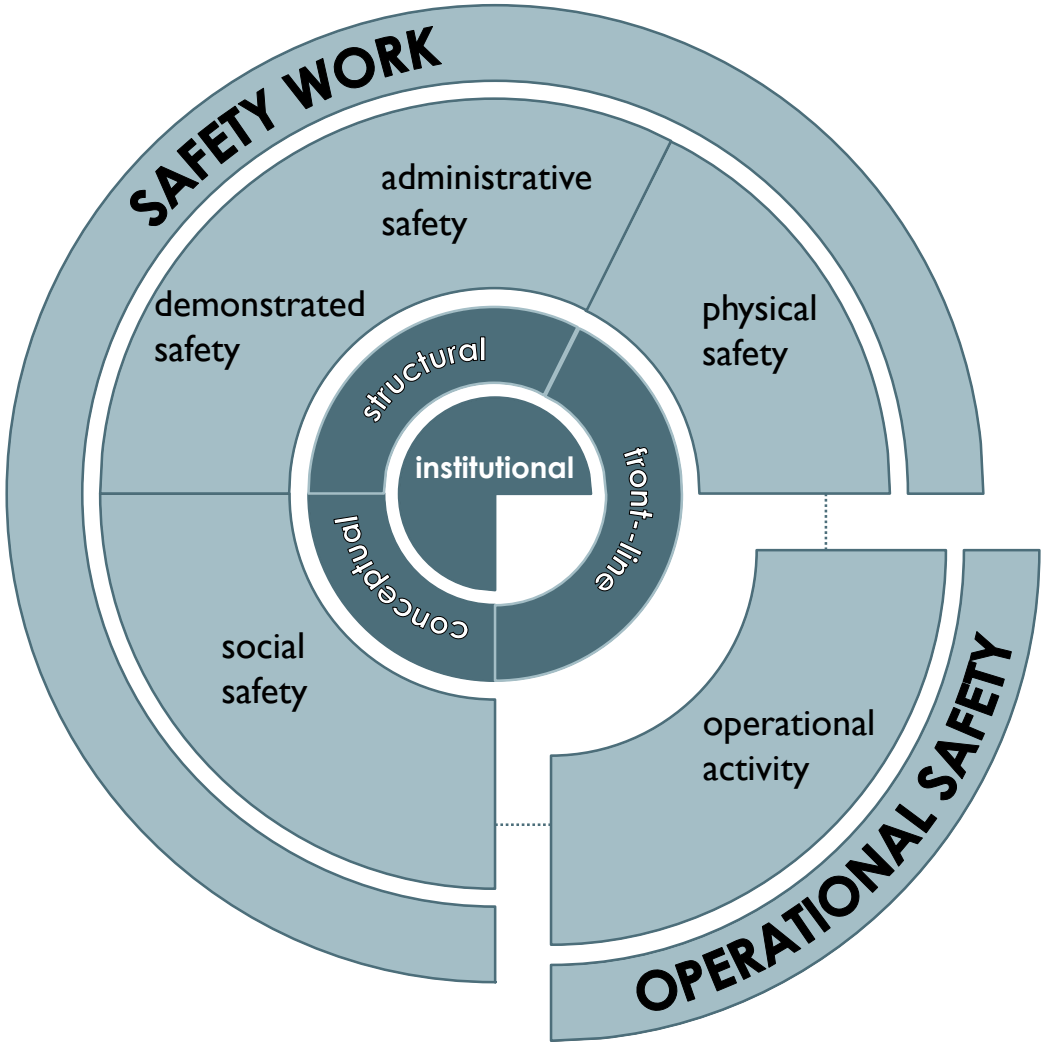
CONTEMPORARY SAFETY?

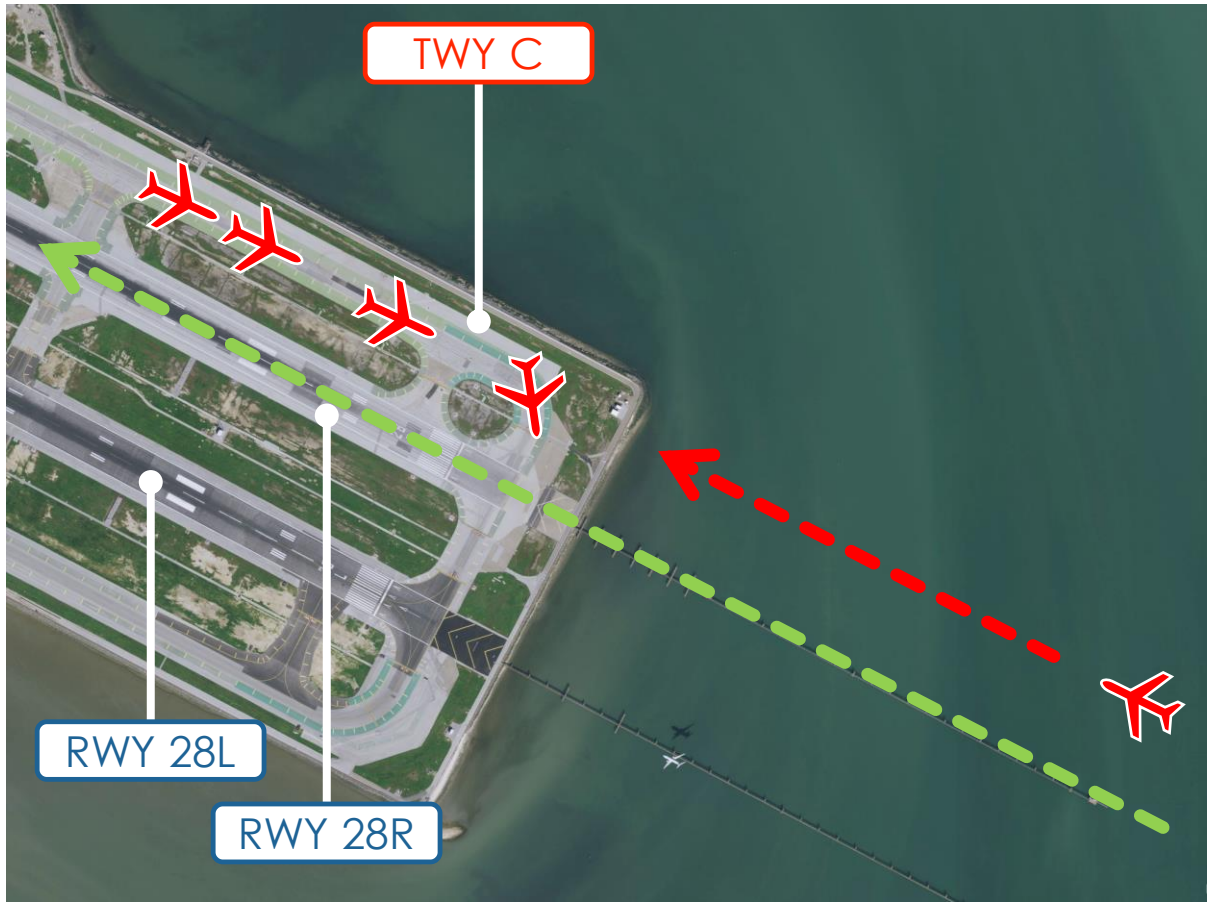
SAFETY WORK vs SAFETY OF WORK



Rae & Provan, 2018

OPERATIONAL SAFETY

AIR CANADA FLIGHT 759: 7TH JULY 2017, SAN FRANCISCO



HOP is not a programme…

…its an operating philosophy

THE HOP PRINCIPLES

- error is normal
- blame fixes nothing
- systems drive behaviour
- learning is vital
- response matters

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ERROR IS NORMAL

PRINCIPLE #1

Have you made an ERROR at work?

A CHOICE?

"worker's don't **cause** failures. Worker's **trigger** latent conditions that lie dormant in organisations waiting for this specific moment in time"

CONKLIN, 2018

LOOKING BEYOND HUMAN ERROR

"Underneath every simple, obvious story about 'human error', there is a deeper, more complex story about the organization"

Dekker, 2014

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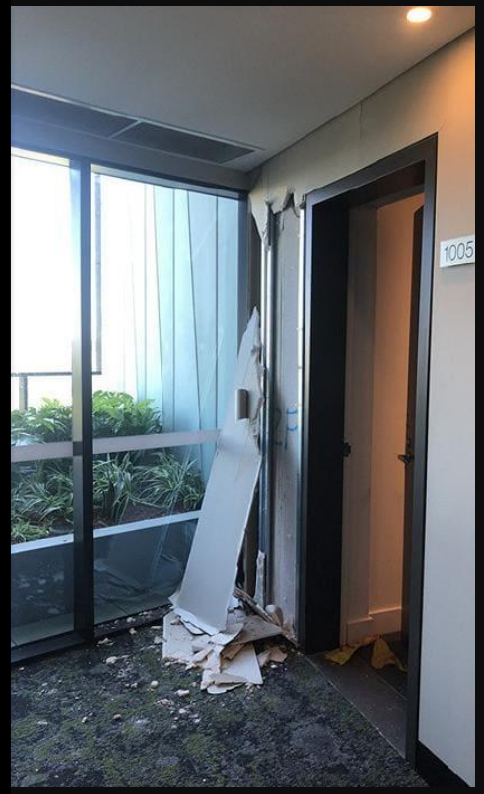
BLAME FIXES NOTHING

PRINCIPLE #2

EXPLANATION



"The unknown brings with it danger, disquiet, worry - one's first instinct is to get rid of these awkward conditions…

…the first idea which can explain the unknown as known feels so good that it is 'held to be true'."

Nietzsche, 1888

TO BLAME OR UNDERSTAND

“

When you plant lettuce, if it does not grow well, you don't blame the lettuce. You look for reasons it is not doing well. It may need fertilizer, or more water, or less sun. You never blame the lettuce. Yet if we have problems with our friends or family, we blame the other person.

But if we know how to take care of them, they will grow well, like the lettuce.

Thích Nhất Hạnh

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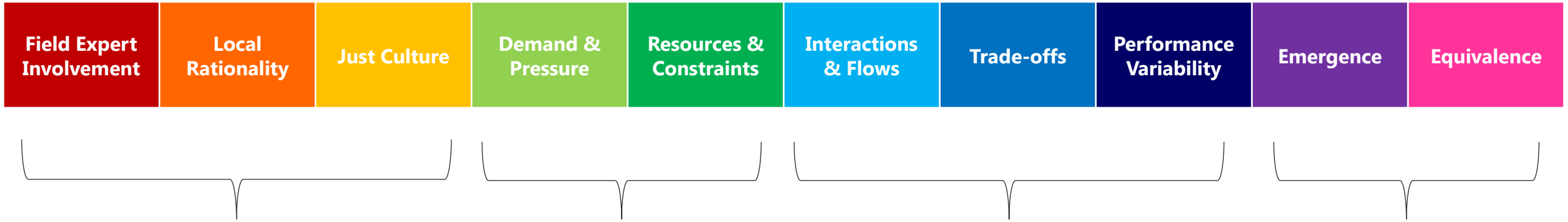
SYSTEMS DRIVE BEHAVIOUR

PRINCIPLE #3

SYSTEMS THINKING



“PILOT ERROR” 2ND OCTOBER 2015: JALALABAD AIRFIELD, AFGHANISTAN

SIGNIFIERS

“some sort of indicator, some signal in the physical or social world that can be interpreted meaningfully”

Norman, 2011

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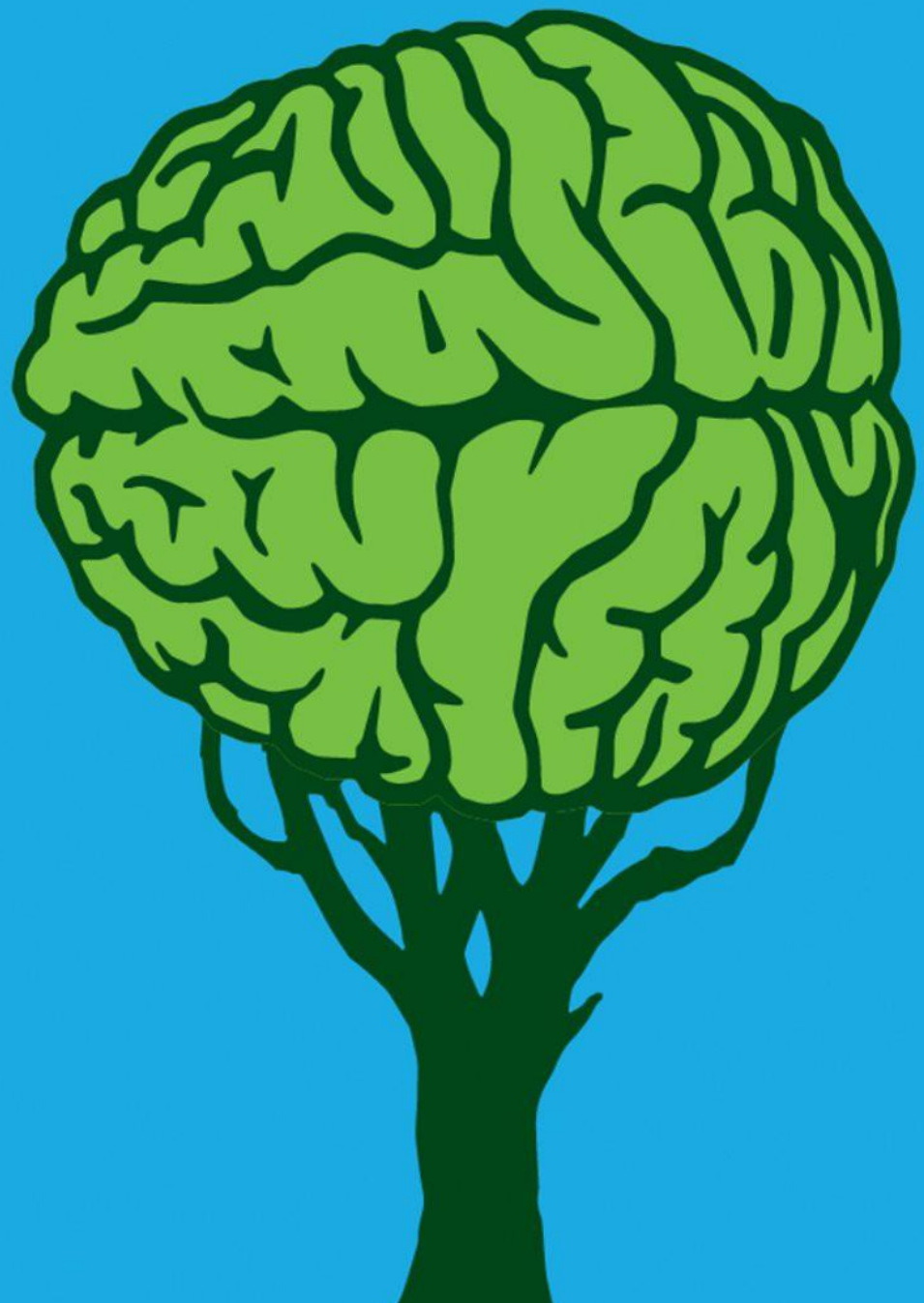
LEARNING IS VITAL

PRINCIPLE #4

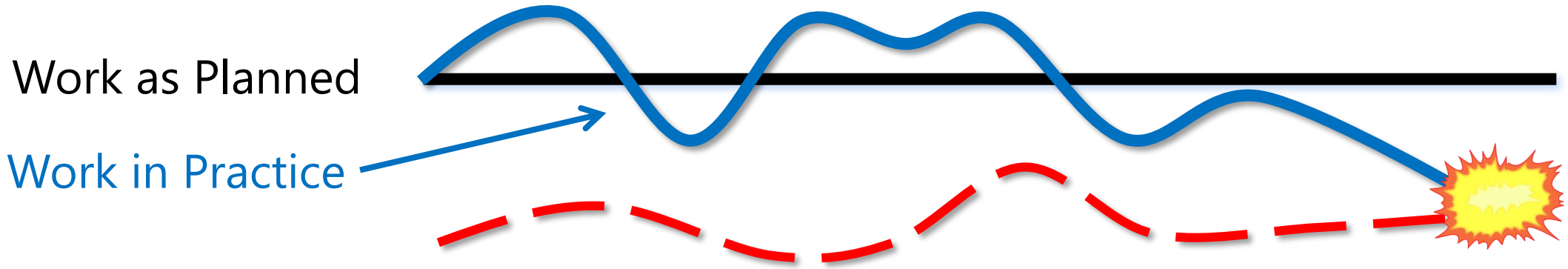
is failure bad?

WE NEED TO REMOVE THE WORD **FAILURE** FROM OUR VOCABULARY, REPLACING IT INSTEAD WITH **LEARNING EXPERIENCE**

NORMAN, 2013



WORK AS PLANNED vs WORK IN PRACTICE

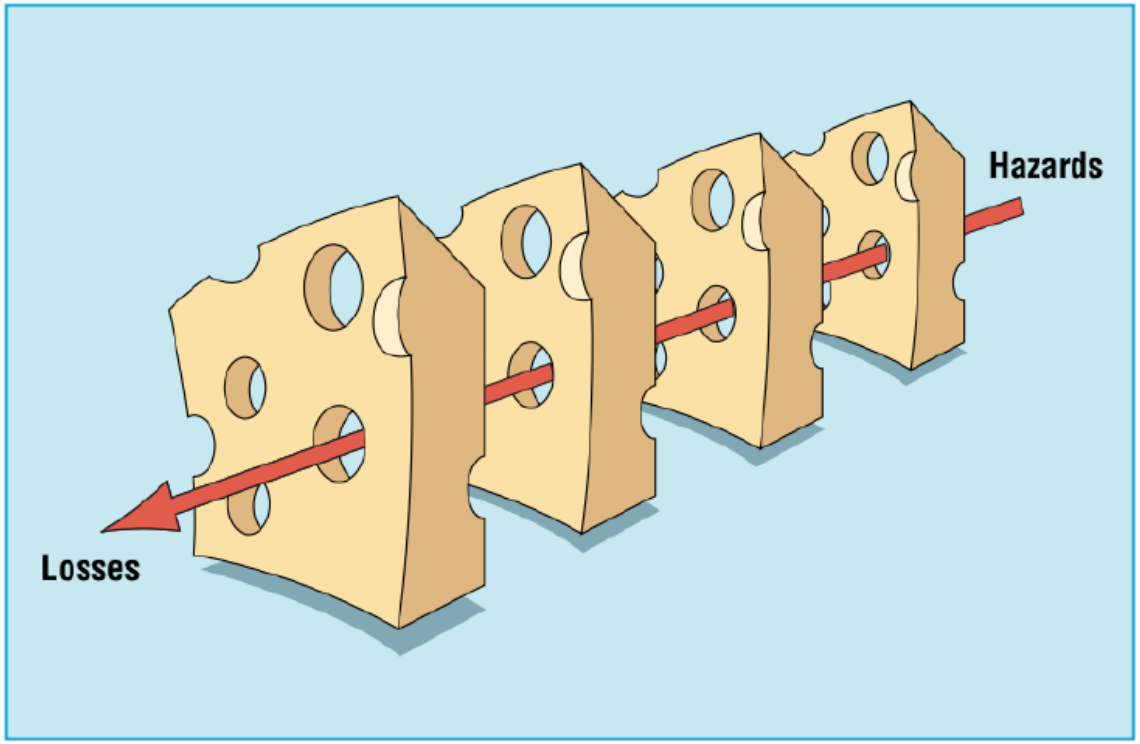


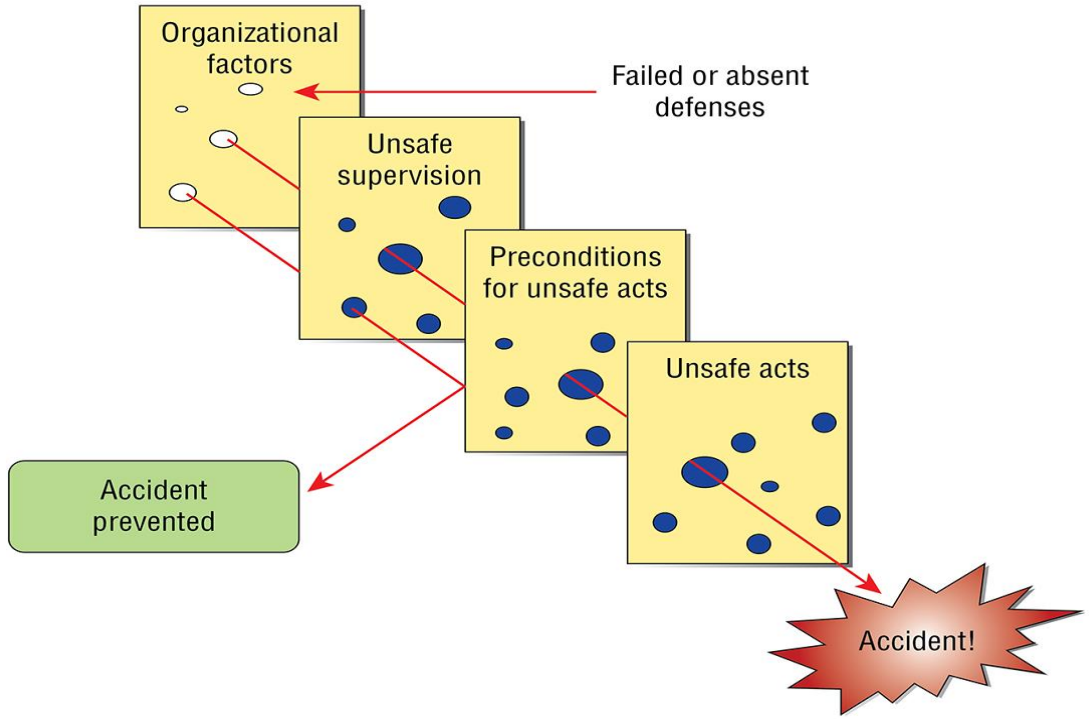
"Workers are Masters of Complex Adaptive Behaviour"

"masters of the blue line"

Conklin & Edwards, 2018

THE DOMINANT ACCIDENT MODEL





THE SWISS CHEESE FALLACY

The SCM **does not** provide a detailed accident model or a detailed theory of how the multitude of functions and entities in a complex socio-technical system interact and depend on each other.

REASON ET AL., 2006

THE SWISS CHEESE FALLACY

> the SCM has an indisputable value as a means of communication, as a heuristic **explanatory** device.

REASON ET AL., 2006

A ‘MESSY’ STORY

(Conklin, Edwards, Baker & Howe, 2017)

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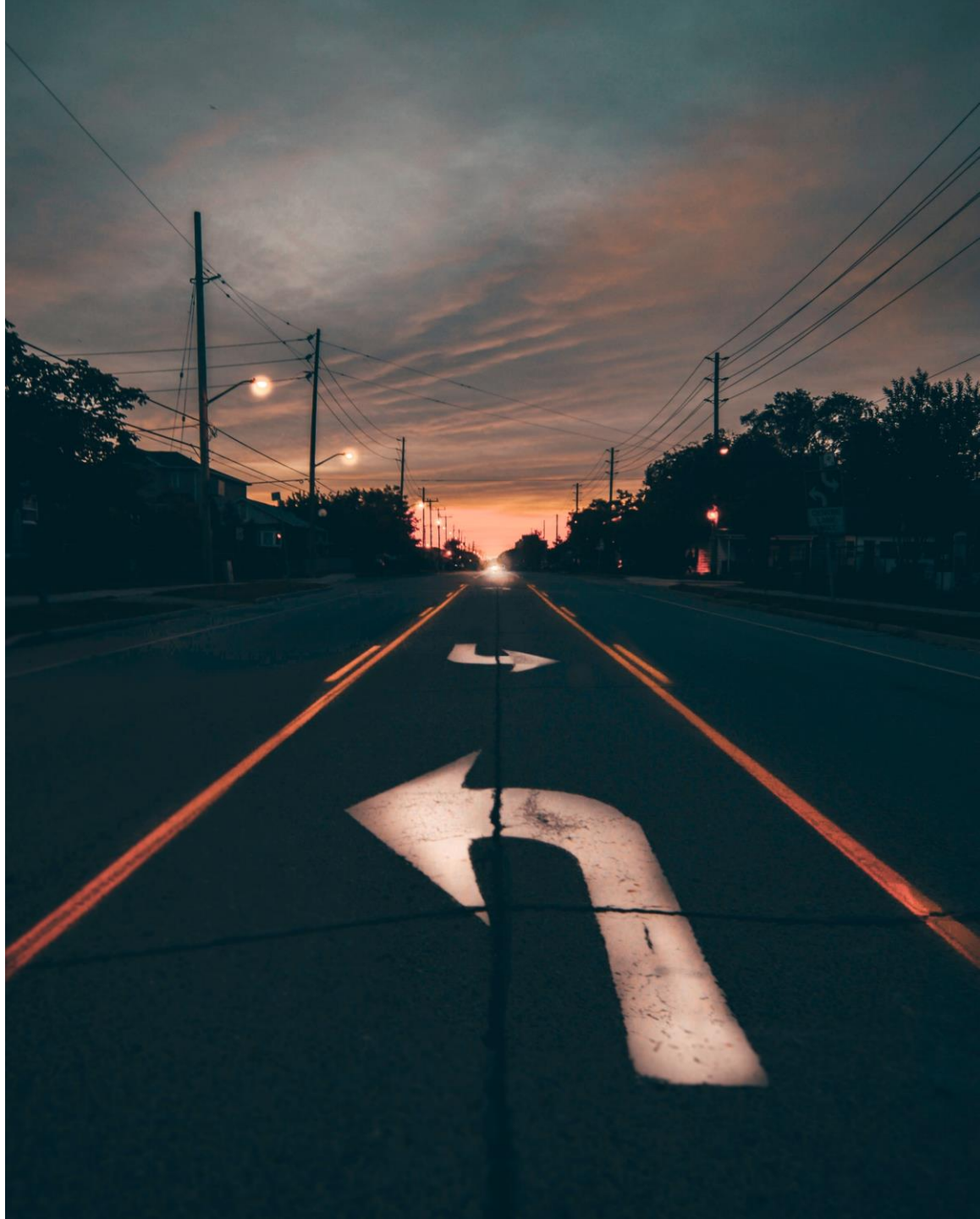
RESPONSE MATTERS

PRINCIPLE #5

OUR CHOICE…

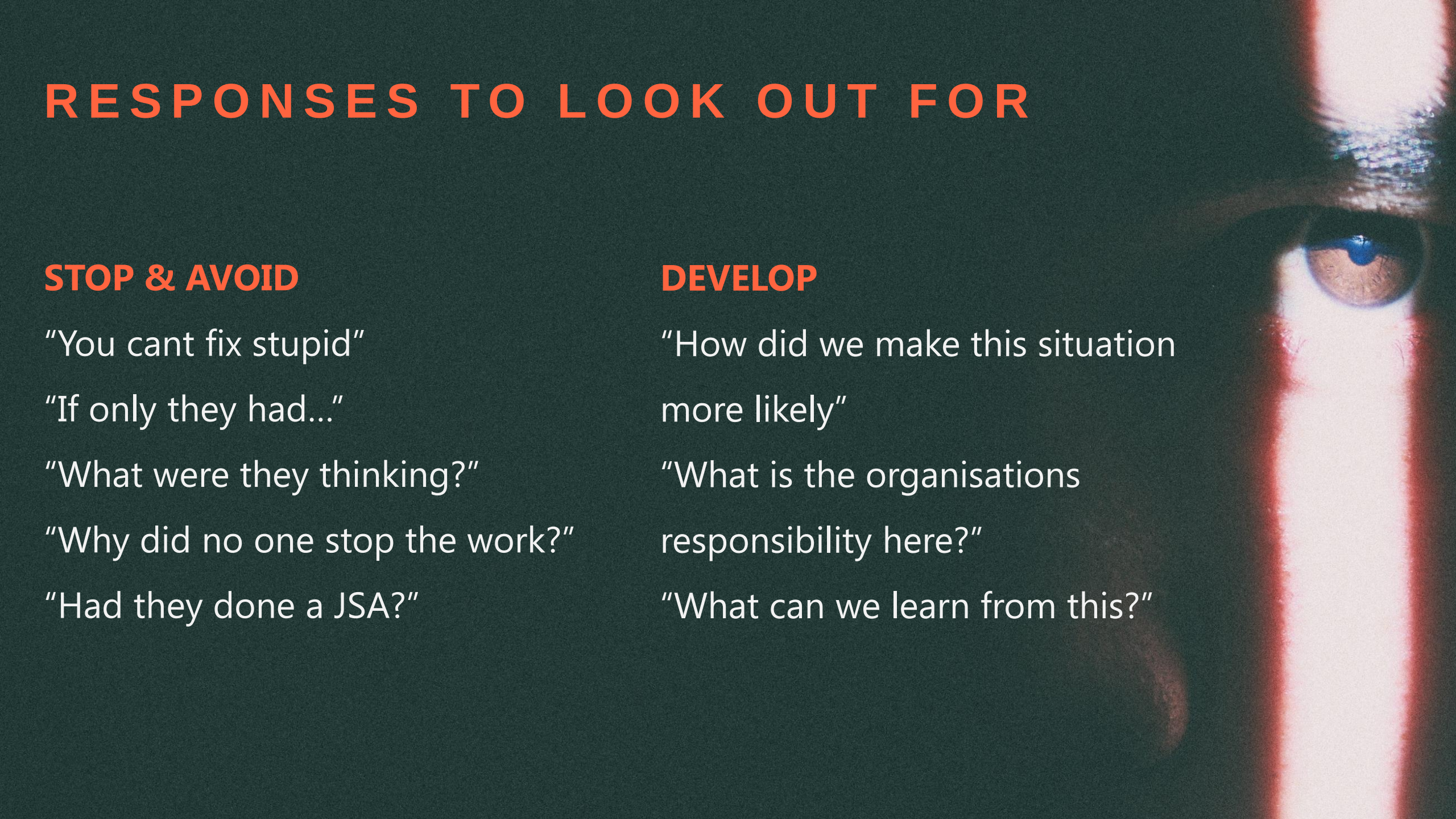
You can learn and improve or you can blame and punish. You cant do both.

CONKLIN




DANGER

RESPONSES TO LOOK OUT FOR



STOP & AVOID

"You cant fix stupid"

"If only they had..."

"What were they thinking?"

"Why did no one stop the work?"

"Had they done a JSA?"

DEVELOP

"How did we make this situation more likely"

"What is the organisations responsibility here?"

"What can we learn from this?"

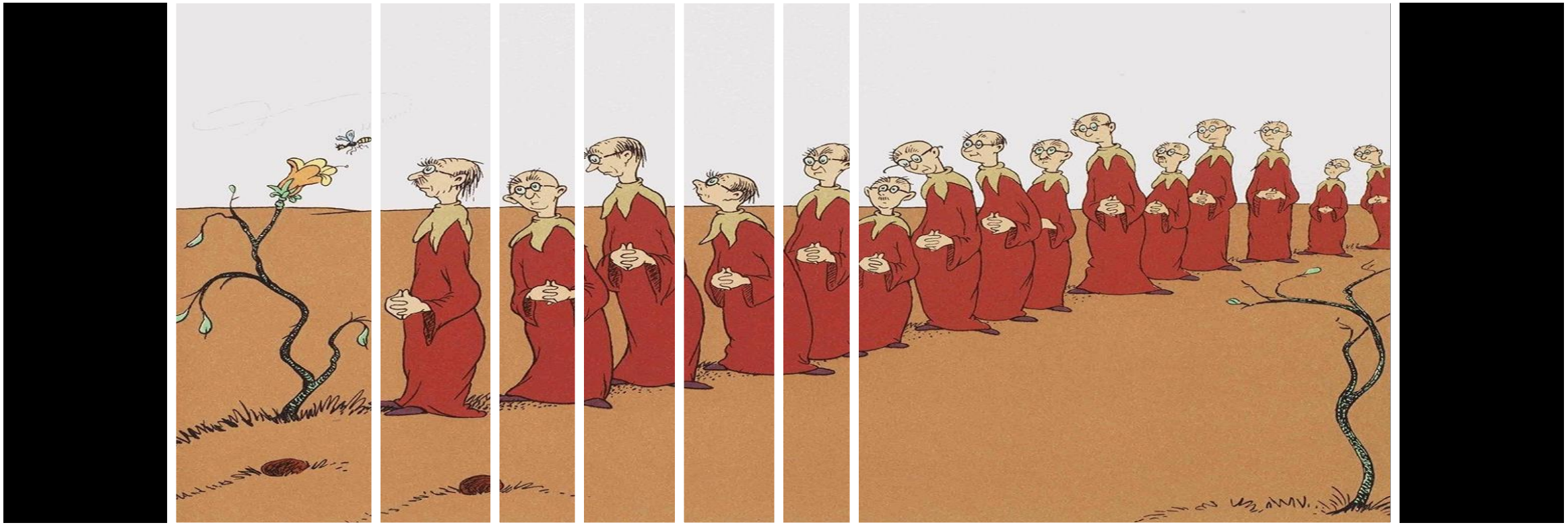
RESTORATIVE JUST CULTURE

"An incident is something you've already invested in, what you need is to get a return on that investment.

A **restorative just culture** allows you to get that return, to learn from it, to not send people away who were involved in it, because they're actually the embodiment of the really expensive lesson that you're not learning."

"Just Culture | The Movie", 2018

COMPLIANCE MONITORING



DISCOVERING SAFETY

feels **overly cautious**

clearly **safe** to do work

"THE GREY AREA"

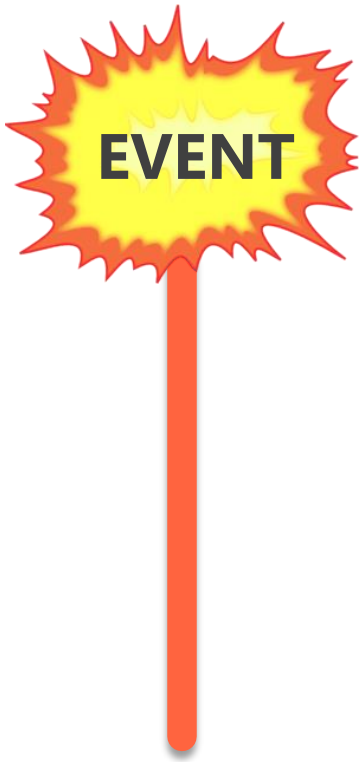
uncertain interpretation of safe work

feels **too risky**

clearly **not safe** to do work

Conklin, 2012

AFTER AN EVENT



safe to do work

clearly **‘the right way’**

not safe to do work

clearly **‘the wrong way’**

“after the event, **Safety is clear**”

Conklin, 2012

CAPTAIN HINDSIGHT

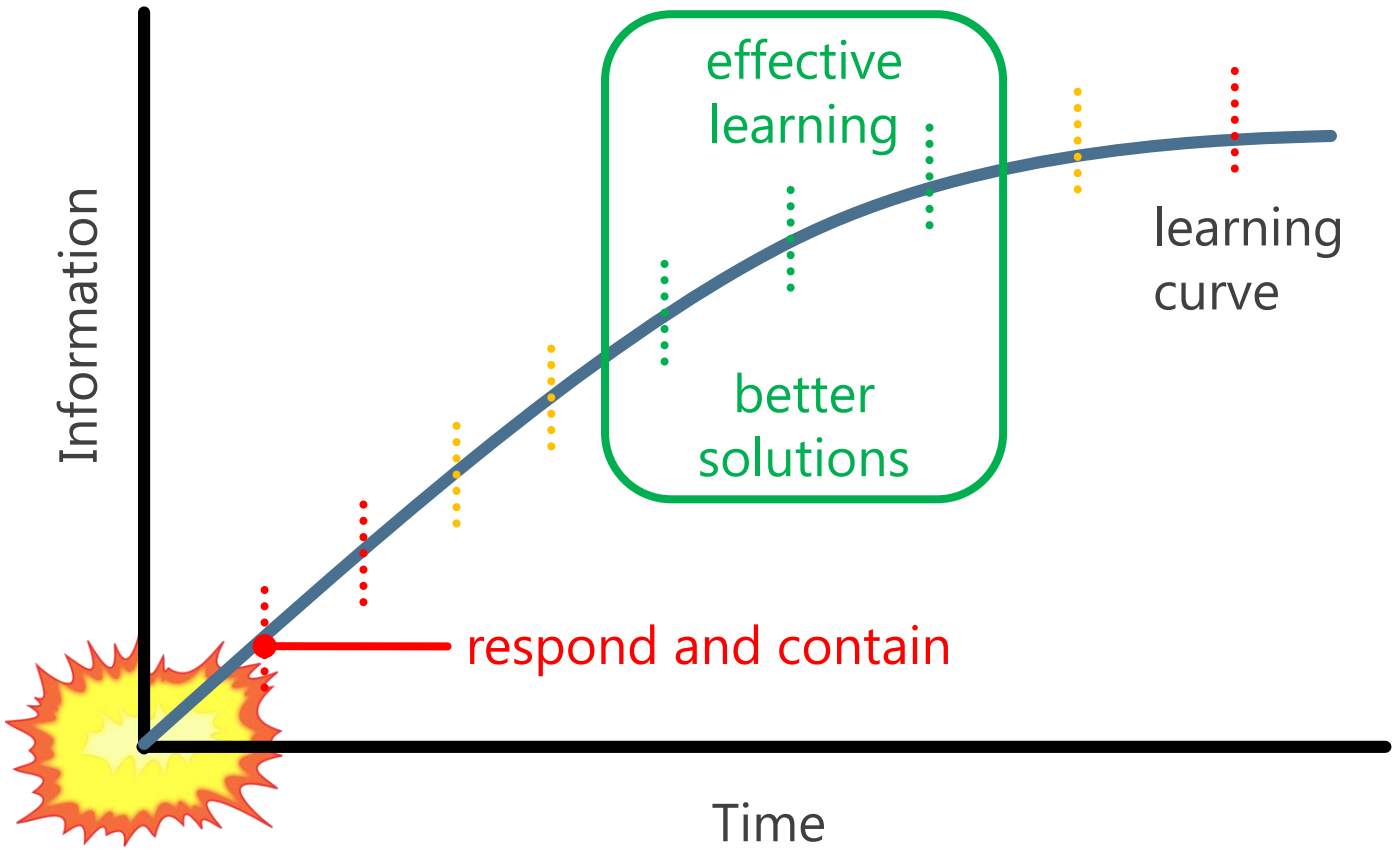
PRESSURE TO FIX

"the **pressure to fix**…

outweighs the desire to

learn"

Edwards, 2018



SLOW DOWN & LEARN

THE HOP PRINCIPLES

- error is normal
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- systems drive behaviour
- learning is vital
- response matters

SOUTHPAC aerospace

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THANKYOU!