

# Three Components of Creating A Safe And Productive Unit

## 3 HRO Principles:

1. Track small failures
2. Resist oversimplification
3. Sensitive to operations
4. Maintain capabilities for resilience
5. Take advantage of shifting locations of expertise



Photo by Tom Iraci

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### Supporting Cultures

Fair or Just

Reporting

Learning

Flexible

Respect feedback



Be a student



Be willing to share concerns



Rules don't and can't cover every situation



## 1

Respectful Interaction – Trust, Honesty, And Self respect

# Cultures And Principles Of A Safe And Productive Unit

## Just or Fair Culture

An atmosphere of trust in which people are encouraged, even rewarded for providing essential safety related information – But, in which they are clear about where the line must be drawn between acceptable and unacceptable behavior.

## Reporting Culture

- ✓ Are things happening that I did not plan/expect?
- ✓ Have I let someone know?
- ✓ Did I learn something that others should know about?

## Learning Culture

- ✓ Learning is continuous; are we students?
- ✓ Do we challenged our assumptions and expectations?
- ✓ Were we lucky or were we good?

## Flexible Culture

Rules don't and can't cover every situation. This is not the same thing as a "good rule" misapplied or ignored because it is not convenient or you don't agree.

## Tracking Small Failures.

HROs are preoccupied with all failures, especially small ones. Small things that go wrong are often early warning signals of deepening trouble and give insight into the health of the whole system.

## A Reluctance to Simplify.

HROs restrain their temptation to simplify through diverse checks and balances, adversarial reviews, and the cultivation of multiple perspectives.

## A Sensitivity to Operations.

HROs make strong responses to weak signals (indications that something might be amiss). Everyone values organizing to maintain situational awareness.

## A Commitment to Resilience.

HROs pay close attention to their capability to improvise and act—without knowing in advance what will happen.

## A Deference to Expertise.

HROs shift decisions away from formal authority toward expertise and experience. Decision making migrates to experts at all levels of the hierarchy during high tempo times.