

# nsc Safety

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# Principles of Human & Organizational Performance: An Overview of Key Concepts



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Principles of HOP  
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# Human & Organizational Performance (HOP)

- What is it?
- How can an organization use the framework?
- Who is using it?
- How is NSC engaged in the use of HOP?



## What is HOP



# 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!



# Principle 1: To 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



# What can impact error rate?



## What can impact error rate?



## 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



**When an incident occurs where should the focus be?**



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## 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



# What can after action reviews from incidents help us understand?



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# Principle 4: Context Drives Behavior

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



# What drives everything?



# Principle 5: Leadership Response Matters

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

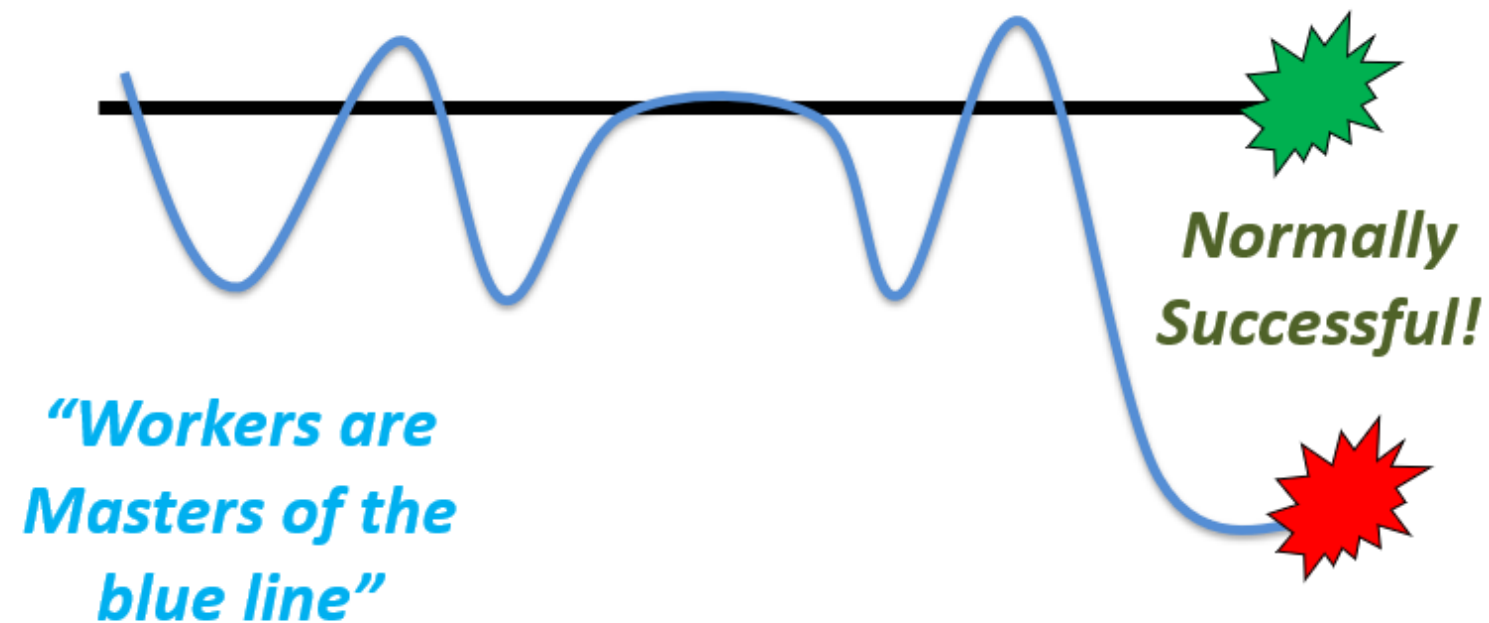


**Who are the leaders within your organization?**



# Work: How do we accomplish our goals?

## Work as Planned (Imagined) vs Work as Performed



Adapted from material presented by Todd Conklin, 2012



## Workers are Masters at Problem Solving!

- 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



# What does this all mean?



# HOP 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



Understand how work  
is performed

Gemba walks

What is the worst thing we ask  
you to do

Where is the next serious  
incident going to occur

Are the procedures accurate

- Critical steps are identified
- Means to “Fail Safely”
- Incident understandings (incident reviews) are performed to understand context
- Necessary resources are available to perform work safely



## Good Practices

- Always improve
- Understand system shortcomings
- Engage everyone
- Do not rely on past success
- Ask questions
- Understand errors occur
- Realize pressures can impact behaviors
- Drive just accountability



Focus on:

- Where do you need improvement
- Where do you want to improve
- Work into daily rhythm
- Utilize existing systems
- Leadership commitment to change
- Anticipate “bumps” along the way
- Promote learnings & actions
- Find partners, e.g. Quality, Production, Executive Champion



# Key Takeaways!

- HOP is not a program
- No perfect way to implement
- Customize to your organization
- Good places to start:
  - ...incident reviews
  - ...understanding how work is done
- Ask others who have integrated HOP into their organizations



# Thank you!

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