



WHITE PAPER

Working with Precision and Purpose: DEKRA's HOP Approach



The Science of Human and Organizational Performance

Most organizations don't approach safety and performance the same way they approach other aspects of their business. The outcomes leaders are seeking haven't been analyzed, reverse-engineered, or otherwise designed from a process and component perspective so that they are understood, optimized, and able to be reproduced consistently.

Human and Organizational Performance (HOP) represents a "new view" or "Safety II" approach available to progressing organizations seeking the highest levels of safe and efficient operational performance. It requires reexamining current thinking and practices and moving beyond outdated, dinosaur notions that may be holding the organization back from optimal performance.

Positive Outcomes from Purposeful Commitment

Changing the way a task gets done is easy on paper. But aligning mindsets to match today's science and realizing what real engagement and participation in safety looks like takes true commitment. With that commitment, though, results can be achieved quickly and performance sustained in the long term.

New results simply require new thinking, but without discarding effective components of the safety management system. Uniting the organization around an updated mindset about how to get work done successfully and safely renews engagement and yields significant performance results that span safety, quality, and efficiencies. More than any other approach, HOP brings ferocious efficacy but should only be pursued by those who are serious about putting the work in to achieving industry-leading results.

An Enhanced HOP Approach

HOP is a science-based approach to work and workplace design. It regards team members as helpful and integral and supports safe and efficient work using motivational science. DEKRA embraces HOP principles and has defined our own, but we go even further. We integrate relevant human neuroscience that underpins perception and decision-making and allows organizations and teams to drive additional precision within critical work tasks.

Our large-scale international HOP deployments with clients are based in core HOP thinking influenced by academic thought leaders such as Sidney Dekker and Todd Conklin, among others. DEKRA takes a practical approach by going further through neuroscience-informed integrations delivered by our qualified consulting teams made up of cognitive behavioral and Industrial Organizational psychologists, behavioral analysts, and industry experts.

Human Performance Reliability (HPR) coined by DEKRA, refers to accomplishing job tasks in accordance with agreed-upon standards of accuracy, safety, completeness, and efficiency. HPR is a new view in safety that effectively addresses core Serious Incident and Fatality (SIF) risk and catastrophic risk, reduces overall safety and operational risk, protects assets and brand reputation, and prevents costly operational errors impacting business continuity and the bottom line.



DEKRA's 5 Human & Organizational Performance Principles

At DEKRA we believe in a few core principles about getting work done safely and correctly.

1. People are good and usually get things right, yet we are all prone to make errors by default.

2. Some actions are consciously executed, and some are not.

3. To aid in safe and reliable work, a focus on system effectiveness is required, rather than fixing or blaming people.

4. Every person working within the system has a role to play in safety, quality, and keeping operations in control. Knowing and practicing what each of us should be doing is key within a system that values people.

5. Enhancing work tasks and workplaces that foster performance requires an aligned team mindset, effective planning, and consistent system monitoring and adjustment.

Partnership-Based Deployment

Our collaborative work with clients is all about enabling and optimizing precise work, and this takes both effective systems and highly skilled teams ready to participate in making work better and safer. Our HOP approach partners with clients across **three key areas** to drive significant performance reliability improvements that keep people safe, protect assets, and save millions related to error prevention.

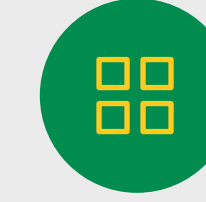
Aligning on HOP Mindsets



Doing safety differently for improved results requires everyone to understand what change is needed and what that looks like within their role going forward. Leaders at all levels absolutely must be engaged in order for teams to truly engage in new ways of thinking about how the safest work on earth can be accomplished. Learning Teams at the front-line help to guide new ways of working as subject matter experts offer their problem-solving skills in a targeted way.



Safety by Design



Designing for safety involves updating tasks, processes, and work environments to drive precision and set people up for success, which reduces performance errors and plans in fail-safely mechanisms. It also addresses the factors that allow for error traps (error-prone conditions) to lie latent and increase risk of harm and operational upset.

Focused on the top half of the Hierarchy of Controls, this component lowers risk at a core level, asking, "Is this the safest way for people to do this work?" Front-line team members have the answers here, and partner with leadership to identify and implement ways to "build a better mousetrap"—a safer one.



Dynamic Risk Assessment Skills



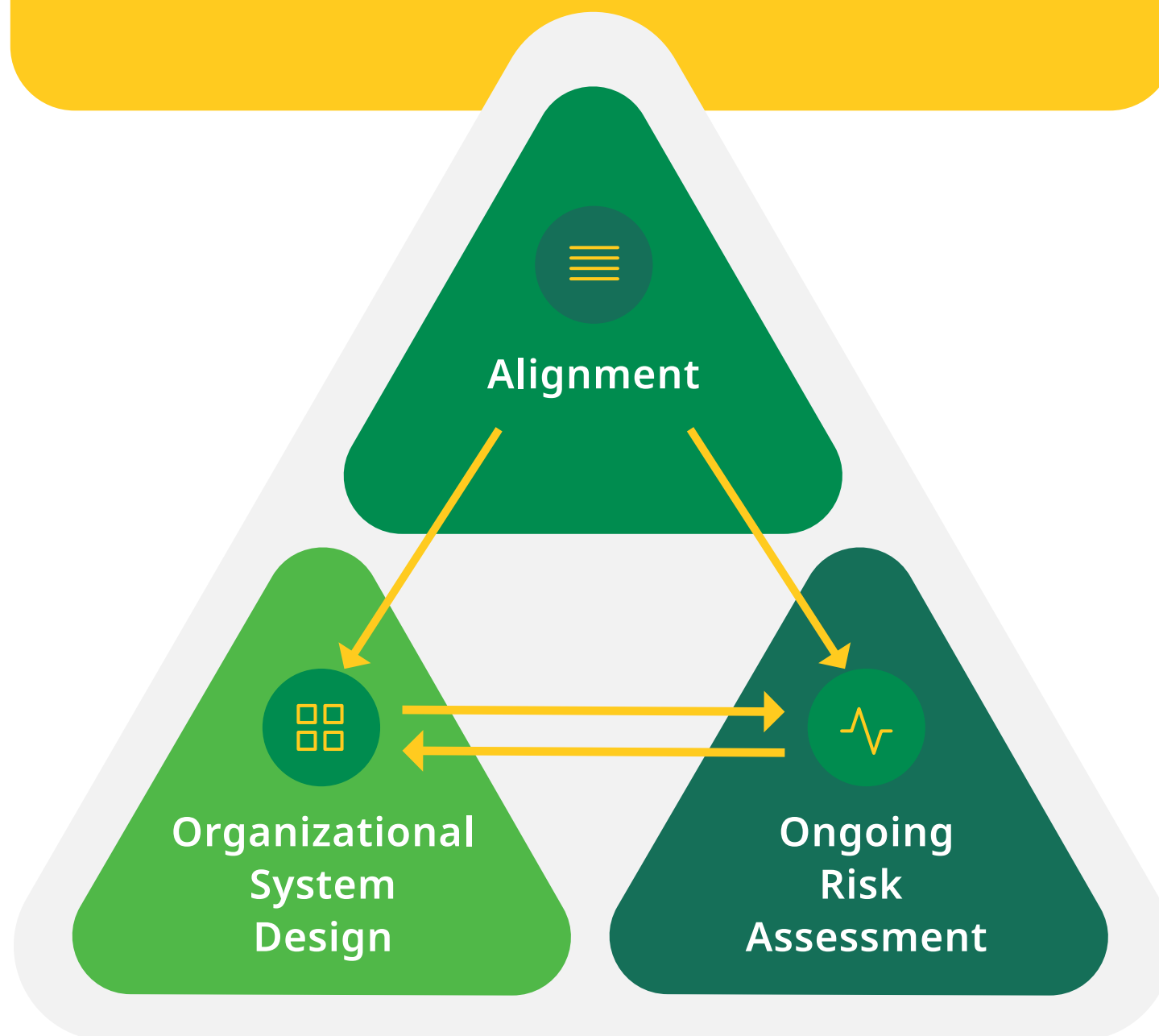
Teams and individuals with the safest outcomes have two things in common: (1) They work for organizations that design safe work with the person in mind and (2) they themselves have advanced skills in understanding potential for risk, noticing as risk potential changes, and taking swift action to reduce it.

This area of HOP improvement involves equipping the team to detect drift from safe work, and knowing what to do in the moment. Improvement requires embracing what psychology, neuroscience, and the motivational sciences teach us about how all of us make risk-based decisions and what each of us can do differently. Rather than blaming people for errors, it helps them notice elevation in risk.





This three-pronged approach—alignment + organizational system design + ongoing risk assessment—has enabled DEKRA to support massive change within many multinational and local organizations as they update their approach with a more practical, science-based HOP integration that gets traction with teams.



Every improvement project that DEKRA engages in is collaboratively created and highly customized with our solution architecture team to ensure strong buy-in and long-term sustainability vs. a flavor-of-the-month solution. We use science to support optimal change and have efficacy statistics from our clients to show how every intervention has brought value. DEKRA works in the background to help organizations further cement and extract value from what is already working, and to adjust any areas that are not functioning optimally. High levels of engagement are standard with such work, as are reductions in regrettable attrition and presenteeism (working when sick, overly tired, or otherwise impaired), costly performance errors leading to safety incidents or damaged equipment, and adverse impact to brand reputation.

DEKRA uses a variety of methodologies to create change, including live and remote skills training, executive sessions, e-learning, and supervisor-led daily conversations focused on fostering precision.

Bottom Line: Achieve stronger HOP while saving costs

What makes DEKRA's HOP methodology stand out, given many others are claiming this capability? Quite simply, our people are tenured in HOP deployment and making wide-scale change.

Notably, 50% of our engagements are HOP relaunches after home-grown, philosophy-based, or uninformed attempts have failed.

In contrast, DEKRA's expert team works with yours to avoid false starts and pitfalls and ensure your HOP initiative takes root and creates value. Together we can create best-in-industry results and achieve cost savings at the same time.



Learn More

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