



Human and Organisational factor [HOF] essentials

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1

You shall consistently
integrate HOF in
your safety leadership



- integrate HOF in your safety vision
- ensure top management commitment for safety and develop a HOF mindset for all staff
- develop a systemic view looking at HOF in the whole system
- develop and communicate a strategy to integrate HOF
- lead by example
- provide the necessary resources for HOF integration
- promote means to receive feedback from staff
- ensure that HOF are systematically considered in your decision-making processes

[HOF] essentials



1

2

You shall integrate HOF
in your **risk assessment**
and **change management**
processes



- systematically consider HOF when defining your system
- identify and assess all risks, including those arising from HOF (e.g. stress, fatigue, communication, teamwork)
- address all risks, including those associated with HOF
- find the most adapted risk control measures considering HOF
- monitor all of the HOF residual risks left in operational activities
- regularly review your risks – including those arising from HOF – and the safety measures implemented
- adopt a HOF approach to your change, from needs definition to implementation
- use specific HOF methods to identify potential safety risks related to the change
- define the roles, responsibilities and competencies of people involved in change management

[HOF] essentials



2

3

You shall integrate HOF
in your **organisational design**
and **systems**



- ensure that HOF is reflected in the organisational structure (linked to your risk assessment)
- ensure that HOF is reflected in all of your processes (linked to your risk assessment)
- ensure an end-user approach to design and change processes, tools and documentation
- ensure staff consultation and staff awareness on HOF

[HOF] essentials



3

4

You shall integrate HOF
when **defining objectives**
and **planning activities**



- define objectives considering HOF consistent with your strategy and most serious risks
- consider your HOF performance when reviewing your objectives
- ensure that your objectives are SMART (specific, measurable, achievable / agreed, realistic and time-bound)
- ensure that your safety objectives are cascaded down to all staff
- ensure that operational planning considers HOF risks

[HOF] essentials



4

5

You shall ensure that you have
competent staff at all levels



- link your competence management system to your risk assessment
- ensure that all staff (e.g. procurement, human resources, designers, maintenance) understand the importance of HOF
- include HOF expertise in your human resources processes, such as task analysis and design, selection, appraisal and training

[HOF] essentials



5

6

You shall integrate HOF requirements in **all phases of the life cycle** of your assets



- integrate HOF requirements in your design and maintenance specifications
- ensure that your assets fulfil all the basic HOF requirements, following a user-centred approach (from design to tests at all stages)
- mandate all of your contractors, partners and suppliers to integrate HOF requirements
- adapt all of your maintenance activities to human capabilities

[HOF] essentials



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7

Your communication

shall rely on HOF principles
and methods



- ensure that your communication strategy includes HOF, risk assessment and performance
- ensure that both external and internal communication rely on HOF principles
- continuously monitor the efficiency of your safety communications
- ensure that HOF are considered in degraded/emergency communications

[HOF] essentials



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8

You shall integrate HOF in your **performance evaluation** and **improvement processes**



- define your performance evaluation and improvement processes based on your risk assessment integrating HOF
- integrate all of the residual risks left in your performance evaluation processes
- analyse all routine and abnormal deviations reported by staff and implement improvement actions
- define procedures to analyse incidents considering as many HOF as possible and review them continuously

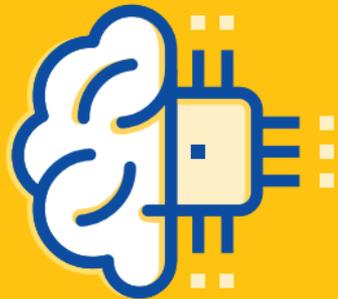
[HOF] essentials



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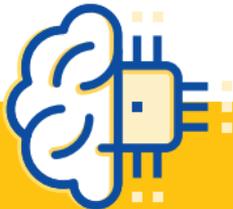
9

You shall integrate HOF
throughout
automation deployment



- ensure that you consider all of the above-mentioned principles in automation deployment
- manage the risks due to automation effects on individuals and the organisation, including the teams and their tasks
- manage the risks due to new failure modes resulting from human–automation interactions

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