Towards a Harmonized Framework for High Reliability Organisation

A Ph.D Thesis

Interview Questions

SECTION 1: Demographics
1. Gender:
2. Industry:
3. Organisation:
4. Primary Responsibility:
5. Years of Experience:

SECTION 2: Assessing Preoccupation with Failure
1. How does your organisation manage near misses
2. How does your organisation manage incidents
   a. Follow up to confirm reporting, and perceptions about near misses and incidents
   b. Follow up with questions about incident database management
3. What processes do you have in place to prevent recurrences
   a. Follow up questions analysis
   b. Follow up questions on learning from incident processes
   c. Follow up questions on using worst case scenarios during planning and analyses
   d. Follow up questions on actively seeking out potential hot spots
4. Where do you focus more: successes or failures, and why?
5. How does the organisation manage people that make mistakes?
6. What form of communication exists between management and staff?
7. What has been your personal experience with regards failure

SECTION 3: Assessing Reluctance to Simplify
1. Do you have sceptics in your organisation? How are they perceived?
2. What is the perception and behaviour towards people that challenge the process?
3. What would your organisation typically do to someone that disrupts operations?
   Why?
4. What is the organisation’s attitude towards learning?
   a. Follow up with deepening understanding to better challenge the process
5. What is your impression about the level of trust between one another?
6. To what extent are everyone’s viewpoints heard and taken into consideration?
7. Have you taken something for granted that turned out to lead to failure? Have you seen it within your organisation? What happened? What was the effect?
SECTION 4: Assessing Sensitivity to Operations

1. What is the nature of our team meetings?
   a. Frequency, usefulness, participation, terms of reference
2. To what level do superiors and managers intervene in daily activities? How is this perceived by the employees?
3. What is the nature of your feedback process?
4. What about field supervision? How much of this is readily available? How much can field leadership take decisions without deferring to management?
5. If someone interrupts the process to forestall a catastrophic failure, what would happen? What if it turns out to be a false alarm?
6. What form of communication is available between frontline and management, and among staff

SECTION 5: Assessing Commitment to Resilience

1. What emergency response and contingency processes are available?
2. How do people respond to these processes?
3. How much skills are available within my organisation?
4. How are these skills assessed?
5. What type of emergencies have you had in your organisation?
6. How were the emergencies managed?
7. What were the effects? Lessons learned?

SECTION 6: Assessing Deference to Expertise

1. Have you experienced emergencies within your organisation? Who took the lead?
2. In that emergency, what was the relationship between the experienced people and the management staff? Who was in charge? How did they resolve issues after the emergency?
3. What level of expertise is available in your team? How do you spot who has the expertise at each time?