

HOP READINESS ASSESSMENT

A PPC Insight Diagnostic for CEOs, Boards, HSE Directors & Operational Leaders

INTRODUCTION

In high-risk environments, incidents rarely occur because people are careless — they occur because **systems, context, and organisational pressures** set people up to fail. Human & Organisational Performance (HOP) provides leaders with a modern, evidence-based way to understand how work actually happens, why failure occurs, and how to build systems that are resilient under pressure.

The **HOP Readiness Assessment** evaluates whether your organisation is prepared to operate using HOP principles — not as a slogan, but as a **leadership mindset, operational discipline, and learning system**.

It integrates:

- HOP Principles & Leadership Understanding
- Systems Thinking & Drift Detection
- Learning Culture & Event Response
- Worker-Centred Operational Insight
- Predictive HOP Indicators (weak signals, latent conditions, system fragility)

This makes it one of the few assessments that measures both **current HOP maturity** and **future operational risk exposure**.

WHY THIS ASSESSMENT MATTERS

Executives and Boards are increasingly accountable for:

- operational resilience
- worker welfare
- system design
- learning from events
- ethical leadership
- governance failures

Yet most organisations still rely on outdated assumptions:

- “Human error is the cause.”
- “If people followed the rules, incidents wouldn’t happen.”
- “Discipline will fix behaviour.”

These beliefs create **punitive cultures**, suppress reporting, and hide weak signals.

This assessment reveals:

- where systems are fragile
- where drift is occurring
- where learning is weak
- where leadership behaviour contradicts HOP
- where future incidents are predictable
- where workers are operating in unsafe conditions that leaders cannot see

It is not a compliance exercise.

It is a **strategic operational-risk intelligence tool**.

WHO SHOULD COMPLETE THE ASSESSMENT

Primary Respondents

- HSE Managers / Directors
- Operational Managers
- Site Managers
- Senior Supervisors
- Engineering & Maintenance Leaders
- HR / People & Culture Leaders
- Risk & Compliance Leaders

Optional Additional Respondents

- Worker committees
- Union representatives
- Selected frontline teams or Learning & Development teams

These groups understand how work is actually done — not how procedures imagine it.

WHO SHOULD *NOT* COMPLETE IT

CEOs and Board Members should **not** complete the assessment.
Their role is to **interpret the results**, not generate them.

HOP requires truth from the field — not executive assumptions.

HOW OFTEN SHOULD IT BE DONE?

Recommended Frequency: Every 6 months

To track:

- drift
- system fragility
- learning effectiveness
- leadership behaviour
- operational pressures
- weak signals

High-Risk Industries:

Mining, Energy, Construction, Petrochemical, Healthcare → **Quarterly**

After a major incident or leadership change:

Repeat within **60 days**.

HOP maturity changes quickly when pressure increases — regular assessment prevents drift from becoming failure.

THE TOP 5 INDICATORS CEOs & BOARDS MUST LOOK AT FIRST

Executives do not need to read all 30 items.

They must focus on the **five predictive HOP indicators** that reveal the organisation's true operational risk trajectory.

1. Quality of Learning From Events

If investigations focus on blame instead of systems, learning collapses.

Why it matters:

Poor learning = repeated incidents.

2. Drift Detection & Latent Condition Awareness

If leaders cannot see drift, the organisation is already in danger.

Why it matters:

Drift is the earliest sign of system failure.

3. Leadership Understanding of HOP Principles

If leaders misunderstand HOP, they unintentionally create punitive cultures.

Why it matters:

Leadership behaviour determines whether HOP succeeds or fails.

4. Worker-Centred Operational Insight

If leaders do not understand how work is actually done, risk is invisible.

Why it matters:

Frontline reality is the truth — procedures are theory.

5. System Design & Resilience Strength

If systems rely on perfect human behaviour, they will fail.

Why it matters:

Resilient systems assume variability — and absorb it.

FULL 30-ITEM HOP READINESS ASSESSMENT (150 Points)

SECTION 1 — HOP PRINCIPLES & LEADERSHIP MINDSET

No.	Assessment Item	Rating (1–5)	Explanation
1	Leaders understand the 5 HOP principles.	1–5	1 = Not at all, 5 = Fully
2	Leaders recognise that human error is normal.	1–5	1 = Rejects idea, 5 = Fully accepts
3	Leaders avoid blame and focus on systems.	1–5	1 = Blame-focused, 5 = System-focused
4	Leaders understand that context drives behaviour.	1–5	1 = Never, 5 = Always
5	Leaders demonstrate HOP principles in daily decisions.	1–5	1 = Rarely, 5 = Consistently

SECTION 2 — SYSTEMS THINKING & DRIFT DETECTION

No.	Assessment Item	Rating (1–5)	Explanation
6	Leaders actively look for drift.	1–5	1 = Never, 5 = Always
7	Weak signals are escalated early.	1–5	1 = Ignored, 5 = Escalated
8	Leaders understand system interactions and constraints.	1–5	1 = Poorly, 5 = Deeply
9	Workers are involved in identifying system weaknesses.	1–5	1 = Never, 5 = Always
10	Latent conditions are tracked and addressed.	1–5	1 = Not tracked, 5 = Actively managed

SECTION 3 — LEARNING CULTURE & EVENT RESPONSE

No.	Assessment Item	Rating (1–5)	Explanation
11	Investigations focus on learning, not blame.	1–5	1 = Punitive, 5 = Learning-focused
12	Learning teams are used effectively.	1–5	1 = Never, 5 = Consistently
13	Lessons learned are shared across the organisation.	1–5	1 = Rarely, 5 = Consistently
14	Leaders ask “How did the system set people up?”	1–5	1 = Never, 5 = Always
15	The organisation learns from weak signals before incidents.	1–5	1 = Rarely, 5 = Consistently

SECTION 4 — WORK AS IMAGINED VS WORK AS DONE

No.	Assessment Item	Rating (1–5)	Explanation
16	Leaders regularly observe real work.	1–5	1 = Never, 5 = Frequently
17	Workers feel safe describing real work conditions.	1–5	1 = Never, 5 = Always
18	Procedures reflect actual work practices.	1–5	1 = Not at all, 5 = Strongly
19	Operational pressures are understood and managed.	1–5	1 = Ignored, 5 = Actively managed
20	Workers are involved in system and procedure design.	1–5	1 = Never, 5 = Always

SECTION 5 — SYSTEM RESILIENCE & CAPACITY

No.	Assessment Item	Rating (1–5)	Explanation
21	Systems are designed to absorb variability.	1–5	1 = Not at all, 5 = Strongly
22	Controls are robust and not reliant on perfect behaviour.	1–5	1 = Weak, 5 = Strong
23	Recovery capacity exists when things go wrong.	1–5	1 = Low, 5 = High
24	Leaders understand the limits of human performance.	1–5	1 = Poorly, 5 = Deeply
25	The organisation adapts quickly to emerging risks.	1–5	1 = Slowly, 5 = Rapidly

SECTION 6 — PREDICTIVE HOP INDICATORS

No.	Predictive Indicator	Rating (1–5)	Explanation
26	Drift indicators are monitored.	1–5	1 = Not monitored, 5 = Actively
27	System fragility is identified early.	1–5	1 = Never, 5 = Always
28	Workers raise weak signals without fear.	1–5	1 = Never, 5 = Always
29	Leaders take accountability for system weaknesses.	1–5	1 = Avoid, 5 = Own
30	The organisation learns before incidents occur.	1–5	1 = Rarely, 5 = Consistently

TOTAL SCORING (150 Points)

GREEN — High HOP Readiness (120–150)

Strong systems, strong learning, strong resilience.

Future operational risk is low.

AMBER — Developing HOP Readiness (80–119)

Strengths exist, but drift and system fragility are emerging.

Future incidents are possible.

RED — High Predictive Risk (0–79)

System fragility, weak learning, and drift are present.

Future incidents are predictable.

Immediate leadership intervention required.

EXECUTIVE INTERPRETATION

If GREEN:

- Strengthen learning loops
- Prevent drift
- Deepen HOP integration

If AMBER:

- Align leadership behaviour
- Strengthen learning teams
- Improve drift detection
- Address system fragility

If RED:

- Leadership reset
- System redesign
- HOP implementation plan
- Rebuild trust & learning culture

CEO SUMMARY PAGE (HOP Readiness)

1. Executive Overview

This assessment provides a consolidated view of the organisation's **HOP maturity**, **system resilience**, and **predictive operational risk exposure**.

It integrates 30 indicators across:

- HOP Principles & Leadership Mindset
- Systems Thinking & Drift Detection
- Learning Culture & Event Response
- Work as Imagined vs Work as Done
- System Resilience & Capacity
- Predictive HOP Indicators

It gives executives a rapid understanding of:

- where systems are fragile
- where drift is occurring
- where learning is weak
- where leadership behaviour creates risk
- where future incidents are most likely

2. Overall Scores

Category	Score	Rating	Interpretation
HOP Maturity Score	___ / 100	 /  / 	Current HOP strength
Predictive HOP Risk Score	___ / 50	 /  / 	Future operational risk
Total Score	___ / 150	 /  / 	Combined maturity + predictive risk

3. Top 5 Priority Indicators for Executive Attention

Priority Area	Indicator	Score	RAG	Why It Matters
1. Learning From Events	Items 11, 12, 13	—	 /  / 	Poor learning = repeated incidents
2. Drift Detection	Items 7, 15, 24	—	 /  / 	Drift predicts failure
3. Leadership HOP Understanding	Items 1, 5, 8	—	 /  / 	Leadership behaviour drives culture
4. Work as Done Insight	Items 16, 17, 18	—	 /  / 	Reality > procedures
5. System Resilience	Items 21, 22, 23	—	 /  / 	Fragile systems fail under pressure

4. Key Strengths

- _____
- _____
- _____

5. Key Vulnerabilities

- _____
- _____
- _____

6. Predictive Risk Outlook (12–24 Months)

-  Low Risk
-  Moderate Risk
-  High Risk

7. Recommended Executive Actions (Next 90 Days)

- Leadership HOP alignment
- Strengthen learning teams
- Improve drift detection
- Redesign fragile systems
- Increase worker involvement
- Monitor weak signals

8. CEO Closing Insight

Operational excellence is not defined by the absence of incidents — it is defined by the **presence of resilient systems and learning**.

This assessment gives leaders the visibility needed to prevent predictable failures.