



UPPER COLORADO RIVER  
 INTERAGENCY FIRE MANAGEMENT  
 NPS Colorado National Monument  
 BLM Grand Junction and Colorado River Valley  
 USFS White River, Grand Mesa and Uncompahgre  
 National Forests National Forests



# Highly Reliable Organizing

## Three Components of a Safe and Productive Unit

### 3 HRO Principles:

1. Track small failures
2. Resist oversimplification
3. Sensitive to operations
4. Maintain capabilities for resilience
5. Utilize individual areas of expertise

### 2



### 1 Respectful Interaction – Trust, Honesty, And Self Respect

## Cultures and Principles

#### Just or Fair Cultures

- ✓ Have an atmosphere of trust.
- ✓ People are encouraged, even rewarded for providing essential safety related information.

#### Reporting Culture

- ✓ Are things happening that I did not plan or expect?
- ✓ Have I let someone know?
- ✓ Did I learn something that others should know about?

#### Learning Culture

- ✓ Learning is continuous; are we students?
- ✓ Do we challenge our assumptions and expectations?
- ✓ Were we lucky or were we good?

#### Flexible Culture

- ✓ Rules can't cover every situation.
- ✓ This is not the same as misapplying a rule because it is not convenient or you don't agree.

#### Tracking Small Failures.

- ✓ HROs are preoccupied with all-even small failures.
- ✓ Small things going wrong are early warnings.

#### A Reluctance to Simplify

- ✓ HROs restrain their temptation to simplify.
- ✓ Checks and balances, reviews, and the cultivation of multiple perspectives are encouraged.

#### A Sensitivity to Operations

- ✓ Everyone values organizing to maintain situational awareness.
- ✓ Weak signals are responded to strongly.

#### A Commitment to Resilience

- ✓ HROs have capability to improvise and act without knowing in advance what will happen.

#### A Deference to Expertise

- ✓ Decision making often migrates to experts at any level.