ABSTRACT

Assessing High Reliability Organizational Effectiveness

Anthony Ciavarelli, Ed.D

The MOVES Institute
Naval Postgraduate School, Monterey CA

Research conducted at the Navy Postgraduate School (NPS), over the past 10 years, has focused on organizational factors that influence the likelihood of an accident or organizational failure. The concept of high-reliability-organization, HRO's, was used as a point of departure for understanding how different organizations manage the risk of accidents or organizational failures. HRO's are very successful at reducing the risks of operational hazards that underlie accidents and organizational disasters, such as the Challenger and Columbia Shuttle accidents. Included in the concept of high-reliability organizations are factors related to the *safety culture* of the organization. The NPS-Berkeley research team has developed and validated a web-based survey and feedback system that addresses HRO attributes and safety climate-culture dimensions. The survey discussed here is widely used by Naval Aviation and US Marine Corps Ground Forces. Other versions of the survey have been developed for civilian industries, including aviation, aerospace, and medicine.