

# PERFORMANCE INFLUENCING FACTORS

**Performance Influencing Factors (PIFs)** are the characteristics of **People**, the **Work** and the **Organisation** that influence human performance. Optimising these factors will improve human reliability. (Note that this list is not exhaustive).

## PEOPLE factors

- Physical capability
- Fitness, physical health
- Competence, experience, familiarity
- Expectations, assumptions, mental models, habits
- Intelligence
- Drugs, alcohol and medication
- Emotional stress
- Confidence
- Domestic issues
- Job satisfaction, morale, motivation
- Age

## WORK factors

- Clarity of signs, signals, alarms
- Labelling and identification
- Displays and controls
- Difficulty or complexity of task
- Routine or unusual task
- Divided attention and competing tasks
- Distraction and interruptions
- Time pressure
- Procedures, job aids and other documentation
- Information quality and availability
- Preparation for task (e.g. permits, risk assessments)
- Tools, equipment & Personal Protective Equipment (PPE)
- Positioning and layout of plant and equipment
- Working environment (e.g. noise, lighting, temperature, ventilation, space, access)

## ORGANISATION factors

- Conflicting objectives/goals/priorities
- Work overload/underload
- Level and nature of supervision/leadership
- Staffing levels
- Clarity of goals, roles or responsibilities
- Communication lines/quality
- Rostering and shift arrangements
- Team working/coordination
- Safety culture
- Organisational structures
- Organisational learning/corporate memory

### REMEMBER!

Performance Influencing Factors are the context in which behaviour occurs.

### WHY MANAGE PERFORMANCE INFLUENCING FACTORS?

James Reason, a highly-regarded author on human error and accidents said that:

“Workplaces and organizations are easier to manage than the minds of individuals workers. You cannot change the human condition, but you can change the conditions under which people work” (1997, p.223).