

Resume
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B.A., Stanford University
Ph.D., Psychology, University of California, Berkeley
Docteur Honoris Causa, Universite Paul Cezanne – Aix-Marseille III

Professor, Haas School of Business, University of California, Berkeley

Recent Consulting

2001-2002	BP
2003	Columbia Accident Investigation Board
2004	University of California Office of the President (Livermore and Los Alamos National Laboratories)
2005	Risk Management Association, New York City
2005	Legacy Emanuel Health Center, Portland, OR
2005-2008	Oil and Gas Advisory Council, Maximo, a Division of IBM, Bedford, MA
2007-2009	Association of Space Explorers (the Professional Association of astronauts and cosmonauts) Near Earth Object Committee, Panel on Asteroid Threat Mitigation
2009	StatOil

Recent Publications

Roberts, K.H., P. Madsen, and V. Desai (2004) “Bridging Levels, Variables and Methodologies.” In F.J. Yammarino and A.E. Dansereau (Eds.) Research in Multi Level Issues: An Annual Series Oxford: Elsevier, 69-78. Also in Science Direct.

Roberts, K.H., K. Yu, and D. Van Stralen (2004) “Patient Safety as an Organizational Systems Issue: Lessons from a Variety of Industries.” In B. Youngberg and M. Hatlie (Eds.) Patient Safety Handbook. Sudbury. MA: Jones and Bartlett, 169-186.

- Roberts, K.H., V. Desai, and P. Madsen (2004) "Organization Reliability, Flexibility, and Security." In E. Kossek and S. Lambert (Eds.) Work and Life Integration. Mahwah: NJ: Erlbaum, 85-102.
- Roberts, K.H. (2004) Organizational Behavior. In N. Nicholson, P. Audia and M. Pillutla (Eds.) Blackwell Encyclopedic Dictionary of Management: Organizational Behavior Oxford, England: Blackwell (2nd edition), 157-158.
- Roberts, K.H. (2005) "An Interview with Karlene Roberts" The European Management Journal 23, 93-97.
- Roberts, K.H., P. Madsen, V. Desai, and D. Van Stralen (2005) "A Case of the Birth and Death of a High Reliability Healthcare Organization," Quality and Safety in Health Care, 14, 216-220.
- Roberts, K.H., Madsen, P., and Desai, V. (2005) "The Space Between in Space Transportation: A Relational Analysis of the Failure of STS 107," In M. Farjoun and W. Starbuck (Eds). Organization at the Limit: Lessons from the Columbia Disaster, Malden, MA: Blackwell, 81-98.
- Wong, D., Desai, V., Roberts, K.H. and Ciavarelli, A. (2005) "Measuring Organizational Safety and Effectiveness at NASA." Engineering Management Journal, 17, 18-26.
- Desai, V. Roberts, K. H. and Ciavarelli, A. (2006) "The Relationship between Safety Climate and Recent Accidents: Behavioral Learning and Cognitive Attributions." Human Factors, 48, 639-650.
- Madsen, P., Desai, V., and Roberts, K.H. and Wong, D.(2006) "Designing for High Reliability: The Birth and Evolution of a Pediatric Intensive Care Unit." Organization Science 17, 239-248. (Winner of the Emerald Management Citation of Excellence, 2006), Reprinted in Borkowsky, N.(2008) Organizational Behavior, Theory, and Design in Health Care. Boston: Jones and Bartlett.
- Roberts, K.H., V. Desai, and P. Madsen (2006) "Reliability Enhancement and Demise at Back Bay Medical Center's Children's Hospital." In P. Carayon (Ed) Handbook of Human Factors and Ergonomics in Health Care and Patient Safety Mahwah, NJ: Erlbaum., 249-258.
- Roberts, K.H., Madsen, P., and Desai, V. "Organizational Sense-Making during Crisis." (2007) In C. Pearson, C. Roux-Dufort, and J. Clair (Eds.) The International Handbook of Organizational Crisis Management London: Sage, 107-122.
- Grabowski, M., Ayalasmayajula, P., Merrick, J., and Harrald, J.R. (2007) "Leading Indicators of Safety in Virtual Organizations." Safety Science, 45, 1013-1043.

- Farber, D.S., Bea, R.G., Roberts, K.H., Wenk, E., and Inkabi, K. (2007) "Reinventing Flood control" Tulane Law Review, 81 , 1085-1127.
- Roberts, K.H. and Wong, Daniel (2007) "Outsourcing and Temporary Workers." In S. Rogelberg (Ed.) Encyclopedia of Industrial/Organizational Psychology London: Sage, 593-594.
- Van Stralen, D.W., Calderon, R.C., Lewis, J.F., and Roberts, K.H. (2008) "Changing a Pediatric Sub Acute Facility to Increase Safety and Reliability." In J.D. Blair, M.T. Fottler and G.T. Savage (Eds.) Patient Safety in Health Care Management: Advances in Health Care Management, West Yorkshire, England: Emerald 7, 251-274
- Roberts, K.H., Desai, V., and Yu, Kuo (2008) "Decision Making in High Reliability Organizations." In Starbuck, W., and Hodgkinson, G (Eds.) Oxford Handbook of Organizational Decision Making, London: Oxford., 194-210.
- Roberts, K.H. (2008) "Fair Winds and a Following Sea," Currents, a publication of the American Steamship Owners Mutual Protection and Indemnification Association, May, 17-18.
- Bea, R.G., Farber, D., Foster, H., Mitroff, I., and Roberts, K.H. (2009) "A New Approach to Risk: The Implications of E3." Risk Management,11, 30-43.
- Roberts, K.H. (2009) "Managing the Unexpected: Six Years of HRO Literature Reviewed," Journal of Contingencies and Crisis Management, 17, 50-54.
- Martelli, P. and Roberts, K.H. (in press) "A Primer for High Reliability Organizing for Radiology," In T. Pawlicki, B. Dunscombe, A.J. Mundt. And P Scalliet (Eds) Quality Assurance and Safety for Radiotherapy. Florence, KY: Routledge, Taylor, and Francis
- Hare, A.J., and Roberts, K.H. (in press) "Applying High Reliability Organization Theory to Crisis/Hostage Negotiation." In E. Rogan and F. Lanceley (Eds.) Contemporary Theory, Research, and Practice in Crisis/Hostage Negotiation. Cresskill, N.J: Hampton Press.
- Roberts, K.H. and M. Grabowski (in press) "Risk Mitigation in Healthcare Organizations and in Aggregations of those Organizations," In M.S. Bogner (Ed.) Human Error in Medicine (2nd edition), Hillsdale, NJ: Erlbaum

Recent Presentations

- Roberts, K.H. "High Reliability Organizations." Federal Aviation Administration, Washington, D.C. January 16, 2004
- Roberts, K.H. "Reliability Enhancement and Risk Mitigation in Organizations." University of California President's Council on the National Laboratories Environment, Safety, and Health Panel. Oakland, CA: January 28, 2004.

- Roberts, K.H. "Theory and Practice in the Study of High Reliability Organizations." Canadian Nuclear Safety Commission. Toronto, Canada, March 30, 2004.
- Roberts, K.H. "High Reliability Organizations Theory from a Societal Perspective." Workshop, Stavenger University, Stavenger, Norway, April 19-22, 2004
- Roberts, K.H. "Regulators and Regulatees: A Systems Perspective on High Reliability Organizational Performance." Universite de Technologie de Compeigne, Paris, France, April 28, 2004.
- Roberts, K.H. "High Reliability Organizations Research and its Practical Application." Shell Chemicals Health Safety and Environmental Leadership Group, Houston, TX: May 21, 2004.
- Roberts, K.H. "Organizational Design for Highly Reliable Performance." Workshop for Organizational Design, New York University, (Supported by NASA and NSF) New York City, June 4-6, 2004.
- Roberts, K.H. "Keynote Address" Swiss Re's 5th Conference for Global Accounting Firms, Zurich, Switzerland, October 14, 2004.
- Roberts, K.H. "Keynote Address." American Society for Healthcare Risk Management of the American Hospital Association annual conference. Orlando, FL: October, 19, 2004.
- Roberts, K.H. "High Reliability Organizations" Risk Management Association, New York City, January 14, 2005
- Roberts, K.H. "High Reliability Organizations Research at NASA" Semi Annual Principal Investigators and Fellows Meeting, Center for Program/Project Management Research, Universities Space Research Association, Columbia, MD, January 19, 2005
- Roberts, K.H. "Managing a High Reliability Organization." Legacy Emanuel Health Center, Portland, OR, February 11, 2005
- Roberts, K.H. "Managing in High Reliability Organizations." NASA Program/Project Manager Master's Forum, San Francisco, February 17, 2005
- Roberts, K.H. "High Reliability Organizations." Semi Annual Oil and Gas Advisory Council, MRO Software, Hampshire, U.K. March 31, 2005
- Roberts, K.H. "High Reliability Organizations" Risk Management Association, New York City, June 3, 2005
- Roberts, K.H., Desai, V., Madsen, P., and Wong, D. "Managing High Reliability in Healthcare Systems." Annual Meetings of the Academy of Management, Honolulu, August 8, 2005.

- Roberts, K.H. "High Reliability Processes in the National Laboratories." Department of Energy Workshop, Oak Ridge, TN, September 14-15, 2005
- Roberts, K.H. (chair) Symposium: "High and Low Reliability Organizations Come in Many Forms." (with Philippe Baumard, Robert Bea, Vinit Desai, David Gaba, and Peter Madsen) Annual meetings of the Decision Sciences Institute, San Francisco, CA, November 21, 2005
- Roberts, K.H. "A Conversation with Agency for Healthcare Research and Quality (AHRQ)" (networked with 19 hospitals and clinics), February 22, 2006
- Roberts, K.H. "So What's a High Reliability Organization?" Government/University/ Research/Roundtable, National Academy of Science, National Research Council, February, February 17, 2006
- Roberts, K.H. "High Reliability in Crisis Situations" "Risking House and Home," 7th Annual Berkeley Conference on Housing and Urban Policy, Haas School of Business, University of California, Berkeley, March 24, 2006.
- Roberts, K.H. "Implementation of High Reliability Practices in Organizations" First Annual Workshop on Implementing High Reliability Principles, Ontario, CA, April 3, 2006.
- Roberts, K.H. "Risk in non Healthcare Areas" Preventing Disasters and Minimizing their Consequences, Harvard Graduate School of Public Health, Cambridge, MA, April 27, 2006.
- Roberts, K.H. "Designing Research in High Reliability Organizations" Stat Oil Managers Meeting, Stavanger, Norway, June 8, 2006.
- Roberts, K.H. "The History of HRO Research with Emphasis on Government Organizations" Second Annual Conference on Public Sector Management, European Federation of Management Development, University Paul Cezanne Aix-Marseille III, June 16, 2006.
- Roberts, K.H., "Assessing and Implementing High Reliability at NASA" Center for Program/Project Management Research, National Aeronautical and Space Administration (NASA), Columbia, MD, June 26, 2006.
- Roberts, K.H. "Discussion of High and Low Reliability Organizations, San Mateo County, California Probation Officers, August 18, 2006.
- Roberts, K.H. "Words on How to Achieve High and Low Reliability Organizations." Prevention First, Biennial Symposium, California State Lands Commission, Long Beach, Ca. September 12, 2006)
- Roberts, K.H. "Human Factors and High Reliability Organizations Theory," Invited Symposium, Human Factors and Ergonomics Society Meeting, San Francisco, CA, October 18, 2006.

- Roberts, K.H. and Desai, V. "Overcoming Barriers to Adopting Telehealth Technology," Center for Health Policy, University of California, Berkeley, October 31, 2006.
- Roberts, K.H. "High Reliability Organizations: Update and Impact," Oil and Gas Advisory Board, Maximo, A Division of IBM. Houston, TX, November 29, 2006.
- Bea, R. and Roberts, K.H. "Lessons from Failure in Engineered Systems," U.S. Chemical Safety and Hazards Board, Washington D.C., December 6, 2006.
- Roberts, K.H. "High Reliability Organizations and Effective Warnings," Swiss Federal Institute of Technology, Second Strategic Foresight and Warning Seminar, Zurich, Switzerland, January 20, 2007.
- Ciavarelli, A. and Roberts, K.H. "Organizational Safety Effectiveness Survey (OSES) Quick Look Results, NASA, Goddard, December 5, 2006.
- Roberts, K.H. and Ciavarelli, A. "Enhancing Safety Culture at NASA" Galveston, TX, February 7, 2007.
- Roberts, K.H. and Ciavarelli, A. "Safety Culture at NASA." Second Annual Workshop on High Reliability Organizations Implementation Efforts. Normandy, France, May 28, 2007
- Roberts, K.H. "Managing High Reliability Organizations, School of Veterinary Medicine, University of California, Davis, December 7, 2007
- Roberts, K.H. "High Reliability Organizations: Elements of Successful Implementation of Disaster Prevention Policies" Prevention of Disasters and their Consequences in Greece: Building Partners to Mitigate the Effects of Forest Fires. Athens, Greece, April 2, 2008.
- Roberts, K.H. "Comments and Perspective." Resilience to Crises III: Building Resilient and Shared Knowledge Processes," French National Assembly, UK Defence Academy, the Prometheus Foundation, NATO Public Diplomacy Division, Paris, France April 6, 2008.
- Roberts, K.H. "Reliably Dealing with the Unexpected." Association of Chief Executive Officers, 19th Annual Congress, Athens, Greece, May 15, 2008.
- Roberts, K.H. "Research to Policy and Practice, Interdisciplinary Approaches to Assessing Risk." Hazards Workshop, National Hazards Center, University of Colorado, July 12 – 14, 2008.
- Roberts, K.H. "Organizational Culture and High Reliability Organizing." Board of Directors, Interstate Natural Gas Association of America (INGAA), Boston, MA, July 23, 2008.

Roberts, K.H. (chair, Professional Development Workshop) “Weak Signals? But I Thought They Were Noise,” Annual Meetings, Academy of Management, Anaheim, California, August 2008.

Roberts, K.H. (chair, Professional Development Workshop) “Confronting Risk: Examining its Acceptability, Short Sightedness, Blind Sightedness, and Prevention.” Annual Meetings, Academy of Management, Anaheim, California, 2008.

Yu, K., and Roberts, K.H. “Improving Team Effectiveness.” Annual Meetings, Academy of Management, Anaheim, California, August 2008.

Roberts, K.H., and Starbuck, W. (chair, symposium) “What Shapes the Effectiveness of Decision Making During Crises and Hazardous Situations,” Annual Meetings, Academy of Management, Anaheim, California, August 2008.

Roberts, K.H. “High Reliability Organizations,” Ocean Studies Board, Committee on Tsunami Warning and Preparedness, National Academies, Irvine, California, December 9, 2008.

Roberts, K.H. “Introduction to High Reliability Organizations,” StatOil Workshop, Berkeley, California, March 31, 2009.

Roberts, K.H. “A Two Day Educational Event with Sidney Dekker” National Transportation and Safety Board, Washington, D.C. April 8-9, 2009.

Roberts, K.H. “Companies Can Improve Performance through Reliability, Resiliency, and Sustainability” Expert Hearing on the Human Factor, Swiss Re Centre for Global Dialogue, Ruschlikon, Switzerland, April 19, 2009.

Roberts, K.H. “Mitigating the Effects of an Asteroid Attack on Earth,” Testimony to the National Research Council Space Studies Board: Committee on Near Earth Objects, Woods Hole Research Center, Falmouth, Massachusetts, June 24, 2009