

Failure to Follow Procedures Contributing Factors

Numerous factors contribute to FFP. The everyday pressure of the working environment is a major challenge. For example, schedule and production pressure or physical environmental conditions can contribute to an FFP event.

Other contributing factors relate to the written procedures themselves. Perhaps the procedure is difficult to comprehend and apply (which may be due to the procedure writers not being fully familiar with the operational maintenance working environment), or maybe there was inadequate validation of the procedure. There also may be an expectation that aviation maintainers will report problematic or missing procedures back to the procedure origin.

The primary cause of FFP is the will and the usual behavior of the organization and individual workers who are not committed fully to following written procedures all of the time.

This document contains some of the most common behaviors and attitudes that contribute to FFP risk. List 1, shown on the next page, provides example of FFP behaviors. Then, List 2 details the organizational or personal attitudes/(in)actions that likely cause the List 1 behaviors.

Example FFP Behaviors

- ◇ FFP policy enforcement is ineffective
- ◇ Tasks are performed from memory
- ◇ Interruptions and distractions are tolerated
- ◇ Management disregards non-compliance
- ◇ Resources for task performance are insufficient
- ◇ Management does not emphasize following procedures
- ◇ Procedure documentation is not carried to worksite
- ◇ Undocumented procedures (“norms”) are used
- ◇ Tasks are completed out of sequential order
- ◇ Final completion checklists are not used
- ◇ Procedure currency is not checked
- ◇ Problematic procedures are not reported
- ◇ There is insufficient feedback when problem procedures are reported
- ◇ Task steps are missed, skipped, or forgotten
- ◇ Violations are ignored when they interfere with production
- ◇ Personnel fatigue is not considered with respect to FFP
- ◇ Communication at hand-off or shift change is ineffective

Example Attitudes and (In)Actions that Affect FFP Behavior

- ◇ Lack of motivation/commitment to follow procedures
- ◇ End users do not understand the reason for a procedure
- ◇ Schedule adherence outweighs procedural compliance
- ◇ Negative organizational culture with respect to safety and reducing FFP risk
- ◇ Workers face little consequence for not following procedures unless something goes wrong
- ◇ Insufficient FFP guidance, coaching, or training
- ◇ Cutting corners is an acceptable practice
- ◇ “It has been done that way for years” mentality
- ◇ Personnel are inadequately supervised
- ◇ Organizations are not committed to alter problematic procedures in a timely manner
- ◇ Organizations believe that people will follow procedures without continuing encouragement
- ◇ Insufficient policy on disciplinary actions for FFP
- ◇ Limited policy on FFP discussion at task or shift turnover
- ◇ Minimal peer pressure regarding FFP