

Workshop 3 worksheet

Type of Violation	Description	Applicable to you? (Y/N)	Possible causes	Possible Solutions
Unintentional Understanding	<i>People do not know how to apply the procedures</i> Problems with Understanding may arise from the use of difficult language in procedures, many cross-references and a general failure to consider the level of users when designing and writing the procedures.			
Unintentional Awareness	<i>People act as if there is no procedure</i> If procedures are not available on site, or people are not sufficiently familiar with the procedures, people will operate as if the rules or procedures do not exist.			
Routine	<i>Rules are broken, because they are felt to be irrelevant or because people no longer appreciate the dangers</i> Violations often become routine when the effort of rule following is felt to be greater than the apparent benefits. Jobs may be perceived as having little risk, when done by a skilled person, or the procedures may be felt to be unnecessary, even by a well-intentioned and motivated workforce. Unless control is exercised, a culture that tolerates violations is created.			
Situational	<i>It is impossible to get the job done by following procedures strictly</i> Some violations occur when there is a gap between what the rules or procedures require and what is available or possible. Lack of local resources or failure to understand real working conditions may increase pressure to violate in order to get the job done and achieve targets.			
Optimising	<i>It is sometimes possible to get the job done faster, more conveniently or have a thrill by not adhering to the rules</i> Incentives, such as a bonus for meeting targets or achieving personal goals, may encourage optimising violations. It should be noted that such violations can serve as the basis for improvements in productivity and safety if brought out into the open, communicated, discussed and approved.			
Exceptional	<i>People have to solve problems for the first time and fail to follow good practice</i> In new, difficult or dangerous situations there may not be any procedural guidance or experience. This kind of violation may be more frequent in jobs that require a great deal of novel problem solving. It is competence, rather than procedures, that will help to reduce the occurrence of rare, yet dangerous violations.			