

**ORGANIZATIONAL INFLUENCES**  
***“Upper-Level Management, Command Level”***

**ORGANIZATION:** *An organization is the communications, actions, omissions or policies of upper-level management that directly or indirectly affect supervisory practices, conditions or actions of the operator(s).*

**RESOURCE PROBLEMS (OR000):** are factors when processes or policies influence system safety, resulting in inadequate error management or creating an unsafe situation.

Command and Control Resources are Deficient	OR001
Inadequate Infrastructure	OR003
Failure to Remove Inadequate/Worn-Out Equipment in a Timely Manner	OR005
Failure to Provide Adequate Operational Information Resources	OR008
Failure to Provide Adequate Funding	OR009

**OR001 Command and Control Resources are Deficient:** is a factor when installation resources are inadequate for safe operations. Examples include: command and control, airfield services, battlegroup management, etc.

**OR003 Inadequate Infrastructure:** is a factor when support facilities (dining, exercise, quarters, medical care, etc.) or opportunity for recreation or rest are not available or adequate. This includes situations where leave is not taken for reasons other than the individual’s choice.

**OR005 Failure to Remove Inadequate/Worn-Out Equipment in a Timely Manner:** is a factor when the process through which equipment is removed from service is inadequate.

**OR008 Failure to Provide Adequate Operational Information Resources:** is a factor when weather, intelligence, operational planning material or other information necessary for safe operations planning are not available.

**OR009 Failure to Provide Adequate Funding:** is a factor when an organization or operation does not receive the financial resources to complete its assigned task/mission.

**PERSONNEL SELECTION & STAFFING (OS000):** are factors if personnel management processes or policies, directly or indirectly, influence system safety and results in poor error management or creates an unsafe situation.

Personnel Recruiting and Selection Policies are Inadequate	OS001
Failure to Provide Adequate Manning/Staffing Resources	OS002

**OS001 Personnel Recruiting and Selection Policies are Inadequate:** is a factor when the process through which individuals are screened, brought into the service or placed into specialties is inadequate.

**OS002 Failure to Provide Adequate Manning/Staffing Resources:** is a factor when the process through which manning, staffing or personnel placement or manning resource allocations are inadequate for task/mission demands.

**POLICY AND PROCESS ISSUES (OP000):** are factors if these processes negatively influence performance and result in an unsafe situation.

Pace of Ops-tempo/Workload	OP001
Organizational Program/Policy Risks not Adequately Assessed	OP002
Provided Inadequate Procedural Guidance or Publications	OP003
Organizational (formal) Training is Inadequate or Unavailable	OP004
Flawed Doctrine/Philosophy	OP005
Inadequate Program Management	OP006
Purchasing or Providing Poorly Designed or Unsuitable Equipment	OP007

**OP001 Pace of Ops-tempo/Workload:** is a factor when the pace of deployments, workload, additional duties, off-duty education, PME or other workload-inducing conditions of an individual or unit creates an unsafe situation.

**OP002 Organizational Program/Policy Risks not Adequately Assessed:** is a factor when the potential risks of a large program, operation, acquisition or process are not adequately assessed.

**OP003 Provided Inadequate Procedural Guidance or Publications:** is a factor when written direction, checklists, graphic depictions, tables, charts or other published guidance is inadequate, misleading or inappropriate.

**OP004 Organizational (formal) Training is Inadequate or Unavailable:** is a factor when one-time or initial training programs, upgrade programs, transition programs or other training that is conducted outside the local unit is inadequate or unavailable.

**OP005 Flawed Doctrine/Philosophy:** is a factor when the doctrine, philosophy or concept of operations in an organization is flawed or accepts unnecessary risk which leads to an unsafe situation or unmitigated hazard.

**OP006 Inadequate Program Management:** is a factor when programs are implemented without sufficient support, oversight or planning.

**OP007 Purchasing or Providing Poorly Designed or Unsuitable Equipment:** is a factor when the processes through which aircraft, vehicle, equipment or logistical support are acquired allows inadequacies or when design deficiencies allow inadequacies in the acquisition.

**CLIMATE/CULTURE INFLUENCES (OC000):** are factors where the working atmosphere within the organization influences individual actions resulting in human error. (e.g. command structure, policies and working environment).

Organizational Culture (attitude/actions) Allows for Unsafe Task/Mission	OC001
Organizational Over-confidence or Under-confidence in Equipment	OC003
Unit Mission/Aircraft/Vehicle/Equipment Change or Unit Deactivation	OC004
Organizational Structure is Unclear or Inadequate	OC005

**OC001 Organizational Culture (attitude/actions) Allows for Unsafe Task/Mission:** a factor when explicit/implicit actions, statements or attitudes of unit leadership set unit/organizational values (culture) that allow an environment where unsafe task/mission demands or pressures exist.

**OC003 Organizational Over-confidence or Under-confidence in Equipment:** is a factor when there is organizational over- or under-confidence in an aircraft, vehicle, device, system or any other equipment.

**OC004 Unit Mission/Aircraft/Vehicle/Equipment Change or Unit Deactivation:** is a factor when the process of changing missions, aircraft/vehicle/equipment or an impending unit deactivation creates an unsafe situation.

**OC005 Organizational Structure is Unclear or Inadequate:** is a factor when the chain of command of an individual or structure of an organization is confusing, non-standard or inadequate and this creates an unsafe situation.