

List questionable item(s) or NLI/LI equivalent of questionable item(s) Non-compliance scaffold materials

TM

**Factors, Root Causes, Solutions (FRCS)**

**NO**

To determine root cause(s) of losses, near losses and questionable items & develop solutions to prevent recurrence, answer ALL of the following questions.

Is there adequate  
documentation explaining how to do   
this task? — if conscious decision not to have   
documentation, verify decision   
and continue to   
Factor 2.

**YES**

**Factor 1**

**NO**

If tools are needed  
for task, are they available,   
operable, safely maintained &   
is there proper workplace   
design?

**Factor 2**

Why doesn’t adequate documentation exist for   
this task?   
Identify root cause(s).

Verify there is a procedure, JLA & any pertinent SWP for this task.

Why aren’t tools available, operable, safely maintained and/or why isn’t there proper workplace design?   
Identify root cause(s).

Have person explain specifically what tools/equipment are needed and how they are accessed.

**NO**

Have person give an example of how this face-to-face communication occurred/occurs consistently.

**YES**

**NO**

Have person verbalize how to do task according to documentation or acceptable practices.

Why doesn’t person know how to do task according to documentation or acceptable practices?   
Identify root cause(s).

Why didn’t this face-to-face communication occur consistently?   
Identify root cause(s).

**YES**

**YES**

Has your supervisor   
consistently told you to do this   
task, as well as ALL tasks, according  
to procedures or acceptable   
practices?

**Factor 3**

Are you familiar with   
task documentation & do you   
know how to do task according to  
documentation or acceptable practices?

**Factor 4**

Solution(s): Explain specifically how tools will be made available, operable, safely maintained for task (who makes available, due date, etc.) and/or how workplace design will be made proper (who is responsible, due date, etc.).

**Continue to Factor 5 on next page.**

**Continue to Factor 4.**

**Continue to Factor 2.**

**Continue to Factor 3.**

Solution(s): Explain how person will be shown how to do task according to documentation or acceptable practices (who will show person, due date, etc.).

Solution(s): Explain how FLS will consistently communicate face-to-face with person to do this task, as well as ALL tasks, according to procedures or acceptable practices.

Solution(s): Explain who will develop procedure, JLA, or SWP for this task (who writes, reviews, & approves, due date, etc.).



Ensure to use compliance materials for scaffolding erection

Using non-compliance scaffolding materials for scaffolding erection as the only materials available on location.

Root cause is: FLS, Manager or peer observed person not following procedures or acceptable practices for this task & tolerated it.

Solution(s): Describe how SLM will show FLS how to build right workplace culture & send right message via effective — LPSA stewardship, V&V solutions, LPO feedback sessions & monthly LPS stewardship sessions.

Root cause is: Person did not follow procedures or acceptable practices for this task because he/she has easier, faster or “better” way of doing task.

Solution(s): Write down what person said would happen (what consequences would be) if he/she continues to perform task this way just because he/she did it in past & no incident occurred.

Solution(s): Write down what person said would happen (what consequences would be) if he/she continues to perform task this way just because he/she has an easier, faster, or “better” way to do task.

What part of the procedure or acceptable practice was not followed?

What part of the procedure or acceptable practice was not followed?

**Continue to Factor 6.**

**Continue to Factor 7.**

Root cause is: Person did not follow procedures or acceptable practices for this task on other occasions & there were no negative consequences.

What part of the procedure or acceptable practice was not followed?

Root cause is: Person did not follow procedures or acceptable practices for this task on other occasions.

What part of the procedure or acceptable practice was not followed?

Solution(s): Write down what person said would happen (what consequences would be) if he/she continues to perform task this way.

**Continue to Factor 6.**

**YES**

**YES**

**YES**

**NO**

**YES**

**NO**

**NO**

Did you not  
follow procedures or   
acceptable practices because you have an easier, faster, or   
“better” way of doing  
this task?

**Factor 6**

Has your FLS,   
Manager or peer observed  
you not following procedures or acceptable practices for this   
task & not said anything   
to you?

**Factor 7**

Did anything go wrong?

Have you ever   
done this task before & not followed procedures or acceptable practices?

**Factor 5**

**NO**

TM

**Factors, Root Causes, Solutions (FRCS)**