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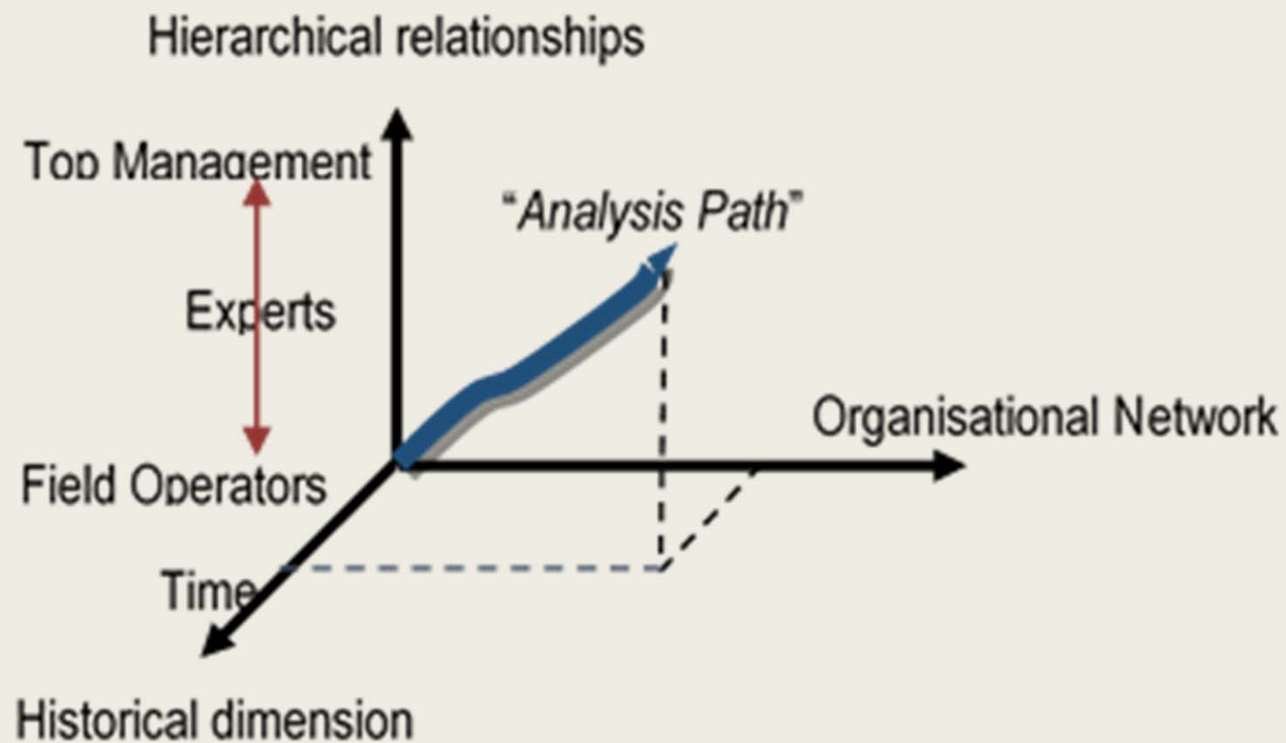
Assumption and "Definition"

- Any *event* is generated by *direct or immediate* causes (technical failure and/or “human error”), NEVERTHELESS its occurrence and/or its developing is considered to be induced, facilitated or accelerated by underlying organinsational conditions (complex factors)
- Organisational analysis intends to understand and to explain, to put in obvious place some processes and phenomena within organisation which led to the occurrence of the event

Dimensions of Organisational Analysis

- Method is based on analysis of 3 **dimensions**
  - *Historical dimension: To go back in time ("upstream") for comprehending and analysing processes and trends*
  - *Organisational network: Analysis of interactions between different instances involved. (it is* **not** *organisation chart or contractual relations between organisations*
  - *Hierarchical relationships: Analysis of interactions between hierarchical levels: modes of co-operation; mode of communications; information flows, ….*
- Other concepts
  - *Trickle down effect, Dark side of organization, Incubation period, whistle-blower*

Space of Analysis



Results

Method	Self-supporting		Graphical Output		Accessibility			Learning easiness			Scope of investigation	Duration of the investigation			Replication		
	Yes	No	Yes	No	Yes	To some extent	No	Yes	To some extent	No	1 - the work and technological system; 2 - the staff level; 3 - the management level; 4 - the company level; 5 - the regulators and associations; 6 - the Government level	days	weeks	months	Yes	To some extent	No
Φ1	X			X	X				X		NA		X			X	
Φ2	X			X	X				X		1 -> 2/3		X			X	
Φ3	X			X	X				X		3 -> 6		X			X	

SWOT

- Strengths
  - *Easy to use*
  - *Goes beyond the “human” error paradigm*
  - *Provides with a global vision of the situation*
- Weaknesses
  - *Time (and therefore money) consuming method.*
  - *Definition of efficient improvement can call for questioning*
  - *It’s easier to find out orga. pathological factors rather than resilient factors*
  - *Organisational paradigm is not yet fully stabilized*
  - *Lack of ability to "reflexivity" for the managers*
- Opportunities
  - *Possibility to make fundamental improvements in safety*
- Threats
  - *Results of analysis not acknowledged not to say denied or refused*