	Send to the wrong person	There can be multiple causes such as distractions or high workload, lack of competence/uncertainty – see general issues below the table.
Receive, understand and act upon feedback	Fail to receive	The sent message must make clear that an acknowledgement, feedback or action is required in response
	Fail to understand	Develop good habits and a culture of 'dialogue' among the crew members such that requests to repeat, resend or clarify any message – including feedback - are accepted practices
	Fail to act	Where action is required in response to feedback, the sender of the feedback should check that the action has been carried out
Store the message	Fail to store the message (when required)	Train all crew members in the required practices for recording and storing/archiving sent messages for possible later review and analysis.
Receiver		
Anticipate messages	Fail to receive message through lack of preparation – example, failing to take pager on site	Train all crew members to understand when message are likely to be sent to them, as well as their purpose and significance.
Attend to messages received	Fail to read or hear message	Provide the appropriate facilities needed to receive messages in all conditions. (e.g. cell phones with vibrate function or flashing light when in noisy working environments, high quality radios)
	Partially read/hear message	Establish, train, and encourage good practices for acquiring messages and addressing the entire content. Identify and eliminate possible incentives for crew members to ignore messages.
Interpret content of message	Fail to understand message	As above – seek clarification of messages that are not clear for any reason including language and accent problems. Select and train crews in communication and language skills.
	Misinterpret message	Consider the competence requirements of the receiver – ability to interpret and act on information received.
Respond to message	Fail to respond to message or respond too late	As above – the sender must make clear the requirements for feedback and prompt for acknowledgement.
Store message	Fail to store the message (when required)	Train all crew members in the required practices for recording and storing/archiving received messages for possible later review and analysis.

Common Causes of Communication Problems

The following causes apply to most of the problems above and care should be taken to eliminate these features in safety critical work:

- Lack of competence due to inadequate training or limited experience of crew
- Rules, procedures, and good practices are not always practical or easy to follow
- Excessive workload leading to stress, inattention or 'cutting corners'
- Fatigue/low level of alertness
- Complexity of the communication task