



Sustainable Issue Resolution

Presented by: Rita Henins

SMEs: Gary Thompson and Vanessa De La Cruz

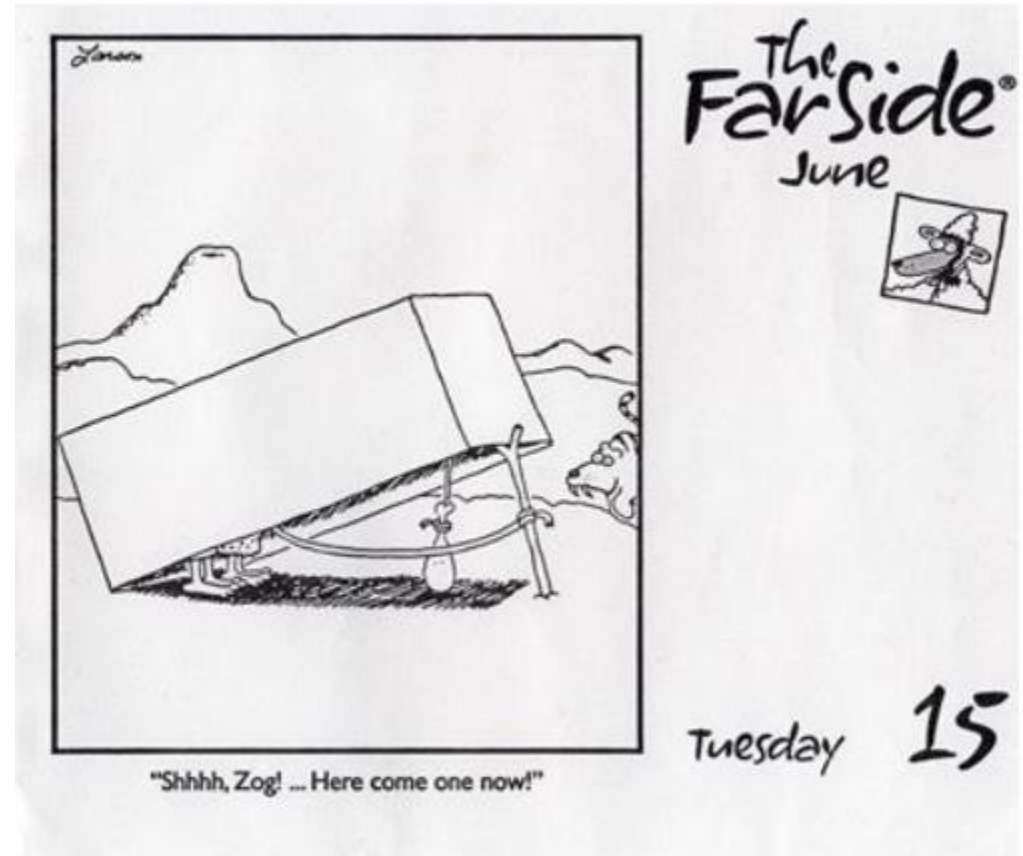
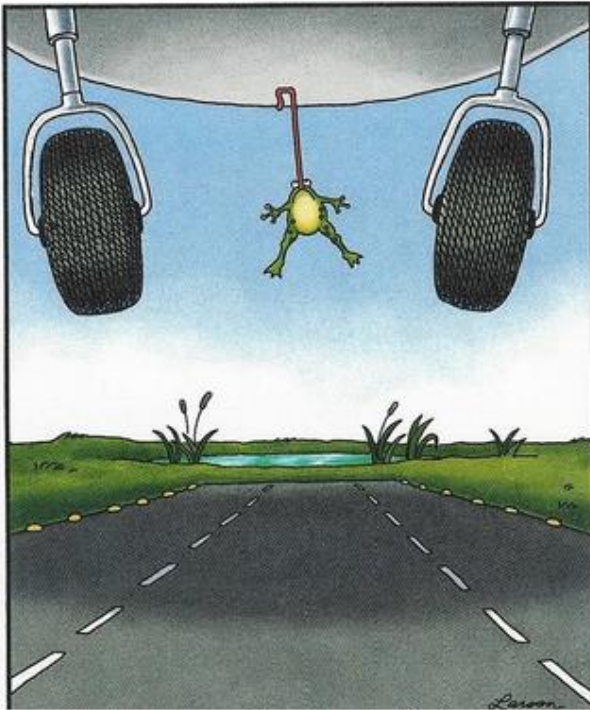
Quality and Performance Assurance Group

EFCOG CAWG Spring Meeting

March 19, 2014

UNCLASSIFIED

Solving Problems: Trickier than expected



The Far Side
June



Tuesday 15

UNCLASSIFIED

Slide 2

What makes corrective actions effective?

- Sydney Dekker:
 - Focus on work environment, tools, resources
- International Atomic Energy Agency and other:
 - Build on existing
 - Account for costs
 - Consider both interim and sustainable action
 - Account for ability to execute proposed change/correction
 - Unintended consequences/ corrective action failure modes

UNCLASSIFIED

Slide 3

Why corrective actions fall short

- Often, the focus is on quick, easy, less costly
- Conversely, an action plan becomes too complex, cumbersome, or costly to complete
- Actions may address awareness or information-sharing, but not underlying process
- Actions often get applied only locally- don't address common failure mode or extent of condition
- Actions may simply not be sustainable
- Actions are developed at a fixed point in time

UNCLASSIFIED

Slide 4

LANL Occurrence Reports

- “Trainer” event
 - Contact with 3570 volts DC
 - Resulted in burns and exit wound on abdomen
 - High degree of scrutiny
 - 19 corrective actions

UNCLASSIFIED

Slide 5

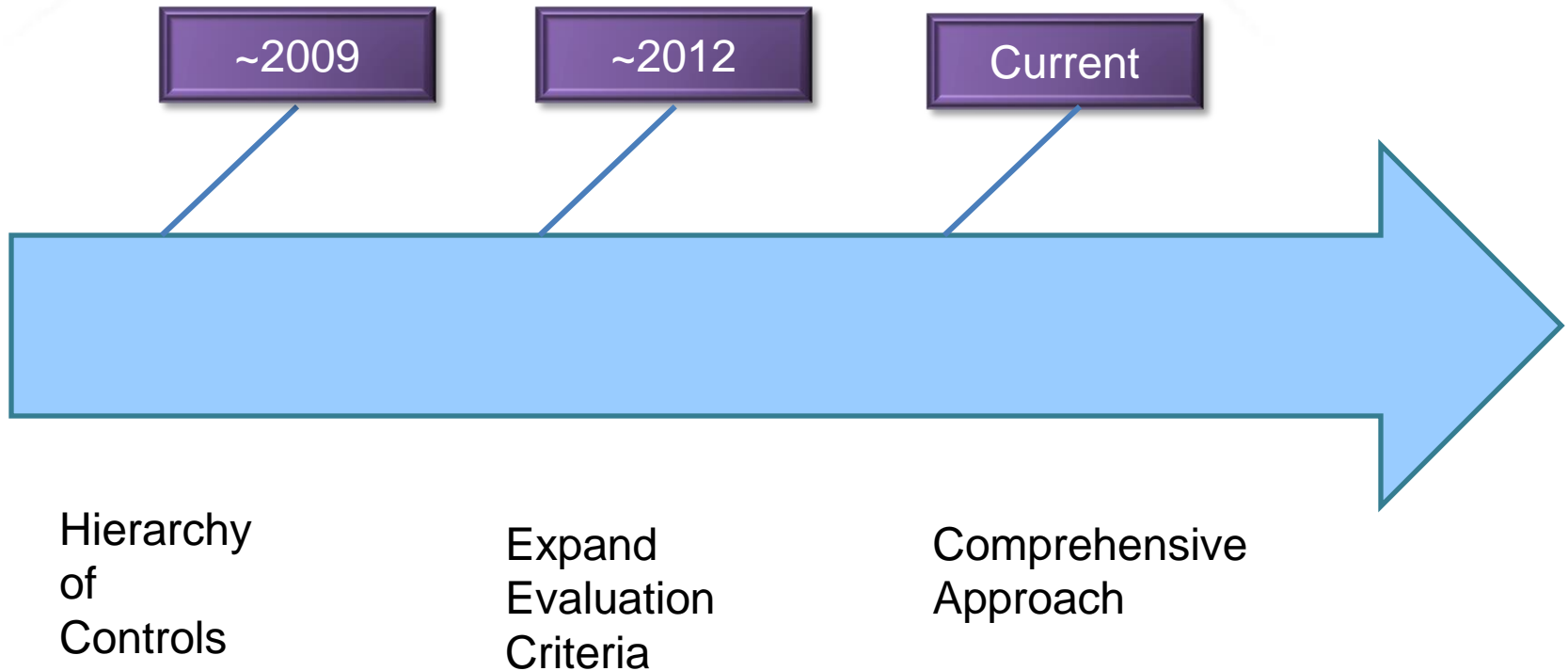
LANL Occurrence Reports

- Fissile Material Handler Issue
 - Fissile Material Handlers (FMH)
 - Training and qualification system inaccurate
 - Unable to discern whether FMHs qualified to be handling nuclear material
 - 2 corrective actions

UNCLASSIFIED

Slide 6

Los Alamos learning-issue evaluation:



UNCLASSIFIED

Operated by Los Alamos National Security, LLC for the U.S. Department of Energy's NNSA

Results- reviews reveal improvement opportunities

- Target areas:
 - Problem statement clarity
 - Action does not address problem
 - Objective evidence may not support action closure

UNCLASSIFIED

Slide 8

Results indicate need to increase employee engagement

- Enhance corrective action discussion:
 - Will action reduce likelihood of error?
 - Will improvements address underlying process/performance problems?
 - Will action reduce consequence if a similar occurrence?
 - Are costs of correction commensurate or exceed costs of continued problem?
 - Will investment in correction create sustainable improvement?
 - What is reasonable, given current constraints?

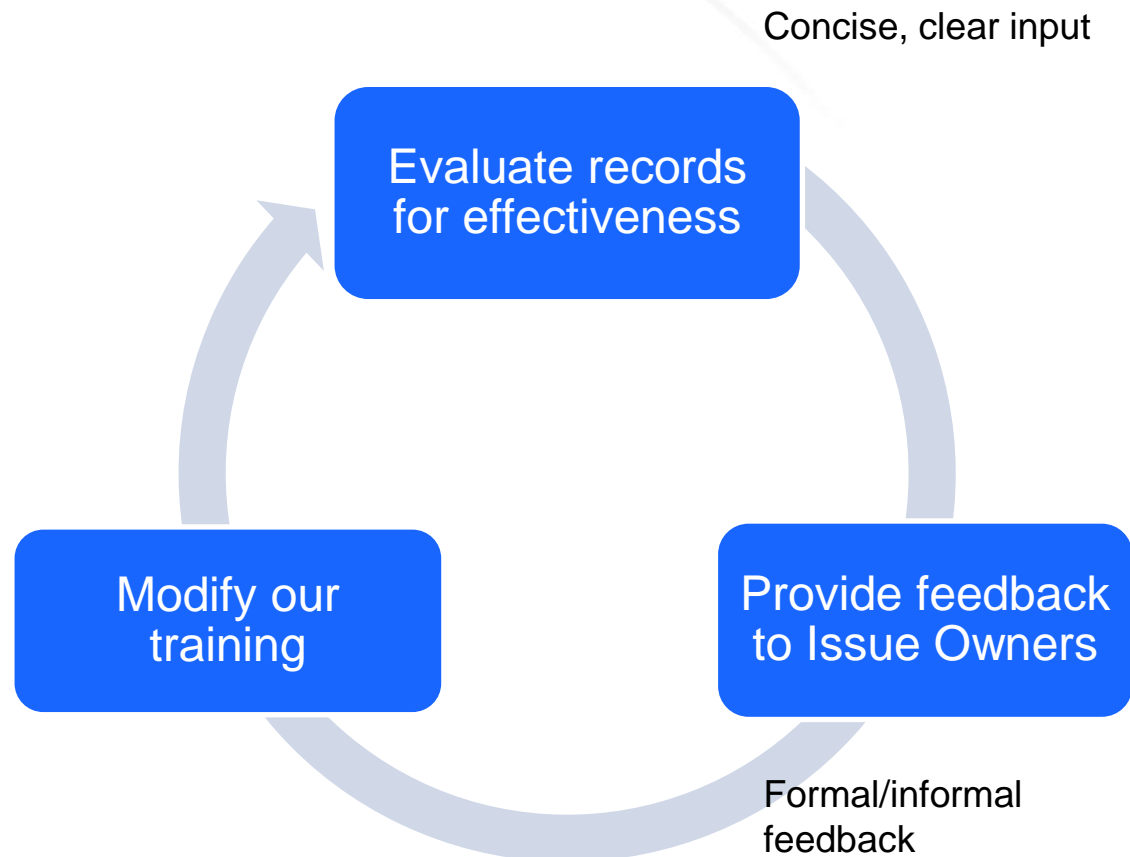
UNCLASSIFIED

Slide 9

Engagement of Issue Owners:

We engage our stakeholders by:

- providing criteria we use to evaluate quality and sustainability;
- requesting feedback and incorporating it into our training documents; and
- fostering a continuous communication cycle.



UNCLASSIFIED

Slide 10

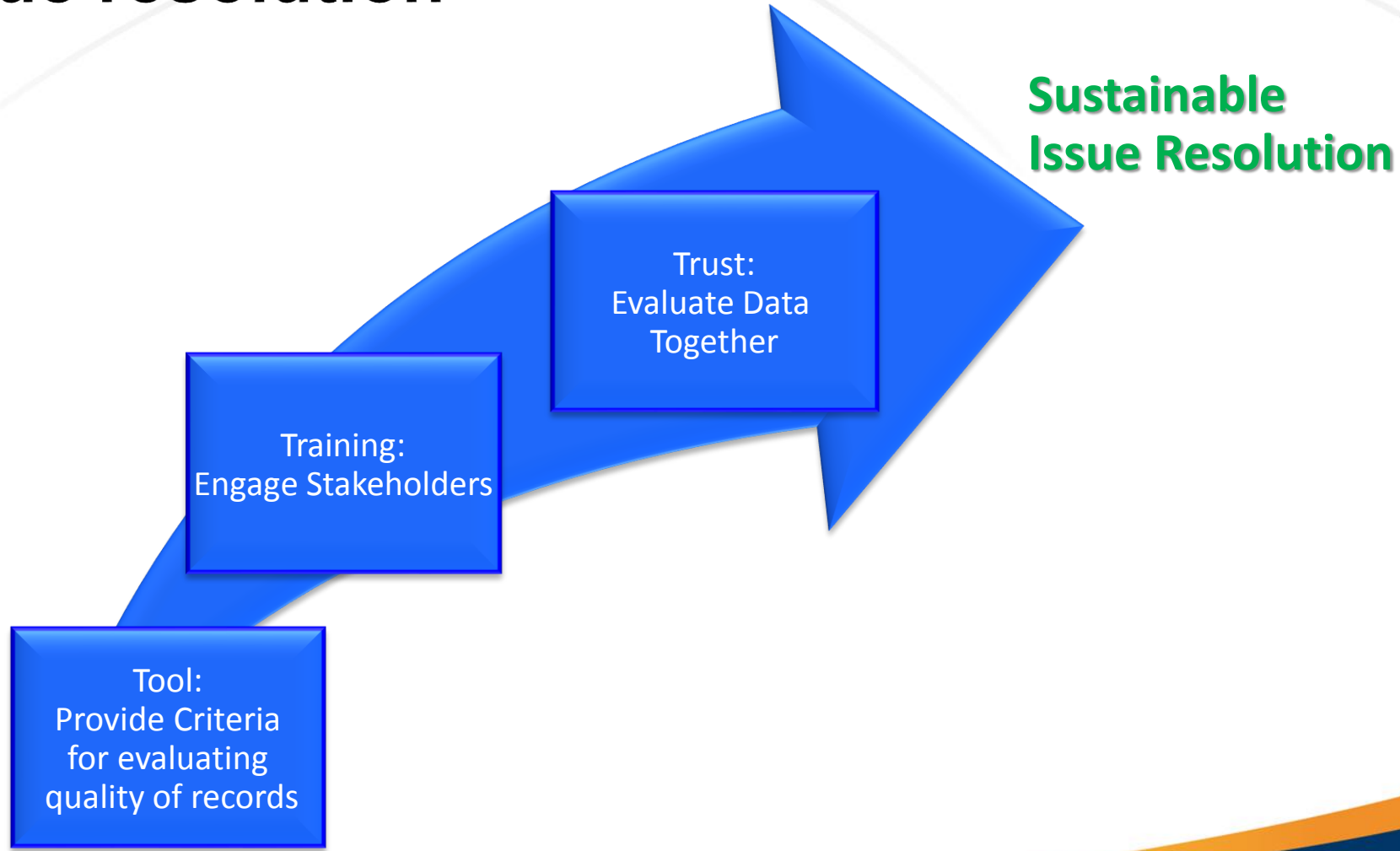
Engaging Management Review Boards:

- MRBs make issue-related decisions:
 - Problem statement clarity
 - Optimizing corrections to resolve original problem
 - Understanding cost/benefit
 - Understanding and employing project management principles

UNCLASSIFIED

Slide 11

Laboratory populace is key to successful issue resolution



UNCLASSIFIED

Slide 12