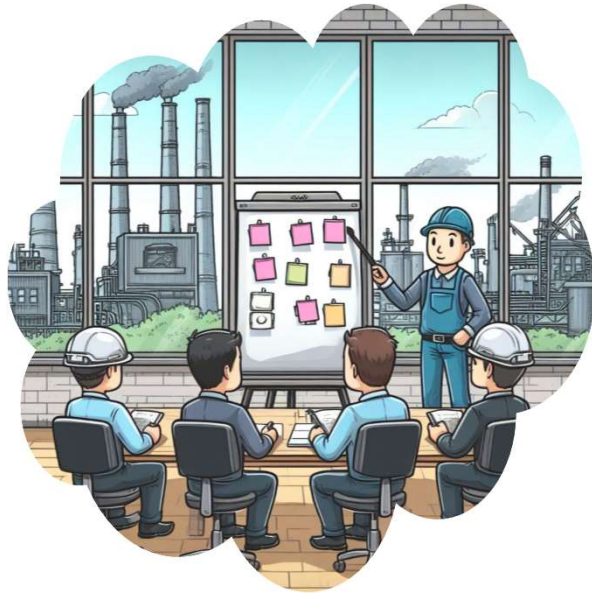


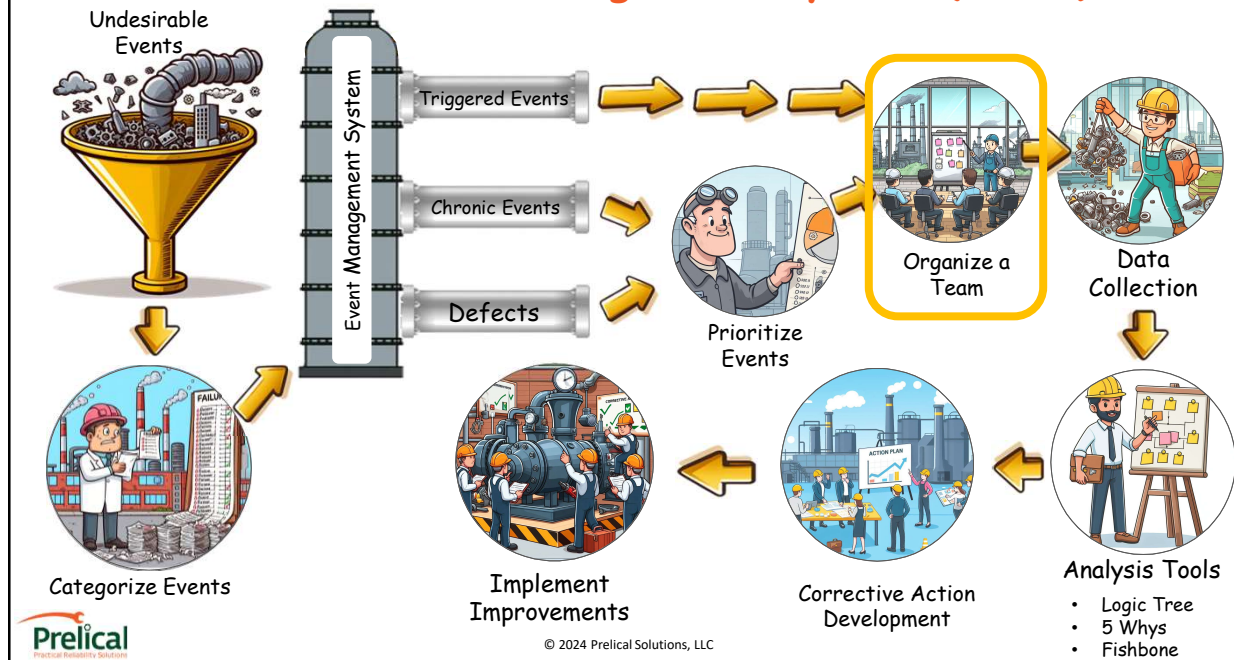
Organizing an RCA Team



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Prelical Event Management System (PEMS)



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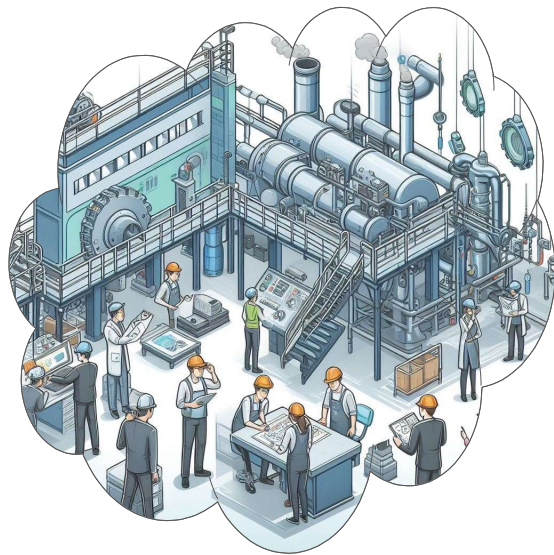
Contrary to Popular Belief...




“Today we are going to decide who to blame.”

Keys to a Good RCA Team


- Team members should be cross functional
- Team members should have diverse work backgrounds and skills
- Team members should comprise a “*whole brain*”.
- Technical expert or problem owner should never lead the RCA






- Logical and Analytical
- Math and Science
- Sequential Thinker
- Language Skills
- Critical Thinkers

- Creative and Artistic
- Holistic Thinkers
- Emotional Intelligence
- Spatial Skills
- Innovative

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“If the Team Leader has something to lose or gain as a result of the analysis, they should NOT be leading the team!”

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Team Composition

- A small number of (3 to 5) people
- Try to have a common meeting place
- Meet periodically on a set schedule
- Does not have to be a full-time position
- Principal Analyst is the lead facilitator responsible for team success

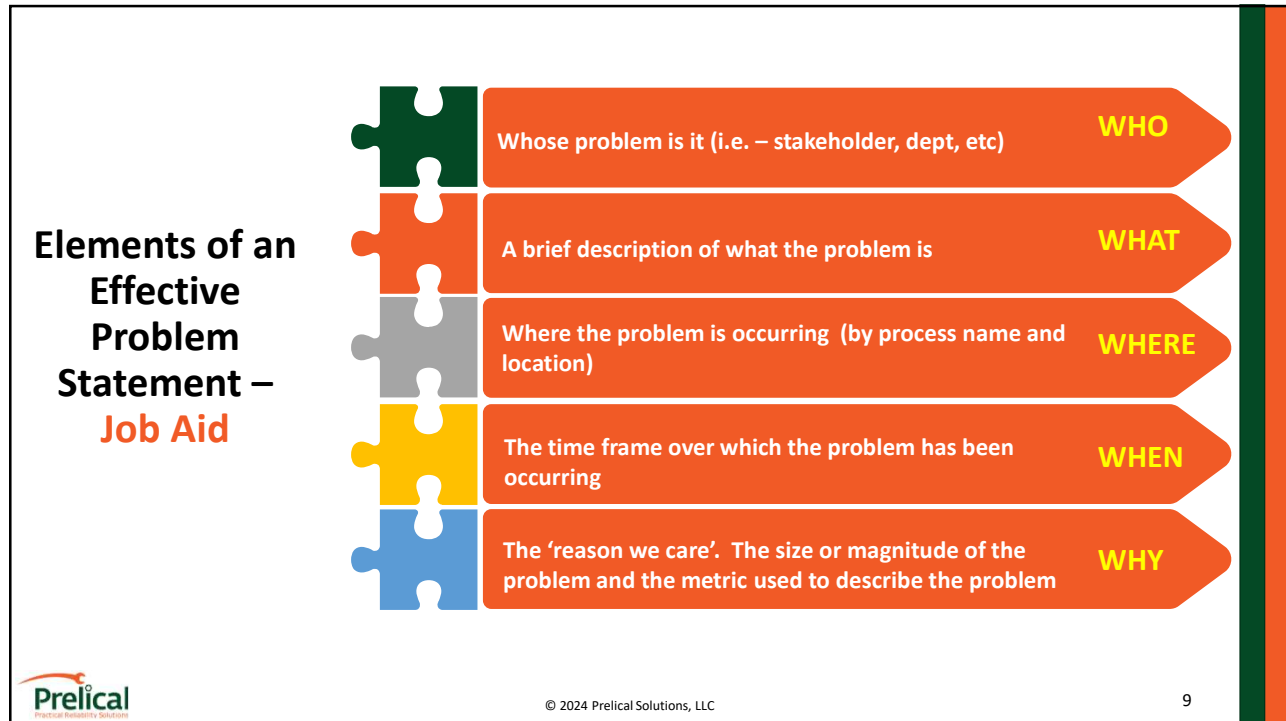


7

Properly
Defining the
Problem is
Half the
Game



8



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Problem Statement: Warnings

- **DON'T UNDERSTATE** - Be careful to avoid under-stating a problem statement. A natural tendency is to write a problem statement too simplistically because we don't have time to do the due diligence to define all the elements described.
- **DON'T TAKE SHORT CUTS** - If you're going to recruit support and resources to help solve your problem, others must understand the context and the significance in order to support you.
- **ONLY STATE FACTS** - The problem statement must not include any indication or speculation about the cause of the problem or what actions will be taken to solve the problem. Never attempt to solve the problem or steer the solution at this stage. This will allow the influence of biases to draw unproven conclusions as facts.

Prelical
Process Efficiency Solutions

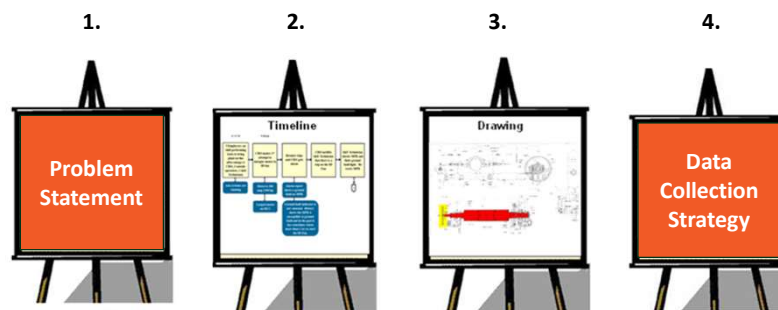
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Problem Statement Example

- **Poor Problem Statement:** Wet end breaks are too high and must be reduced.
- **Better Problem Statement:** Excessive wet end breaks on #1 Paper Machine are causing excessive downtime. This is creating cash flow and customer complaints/returns. The number of wet end breaks, over the past 90 days, is 72 and have resulted in net losses of \$2,100,000.

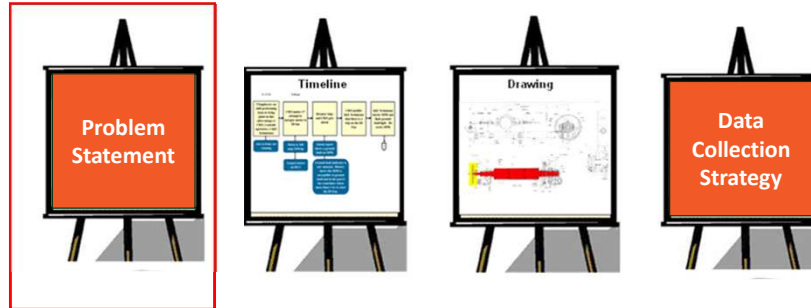
11



Ideal Initial Team Meeting
...But We Have to be Practical, NOT PERFECT!
(FOR TRIGGERED/CHRONIC EVENTS)

12

Exercise: Team Prep/Develop Problem Statement



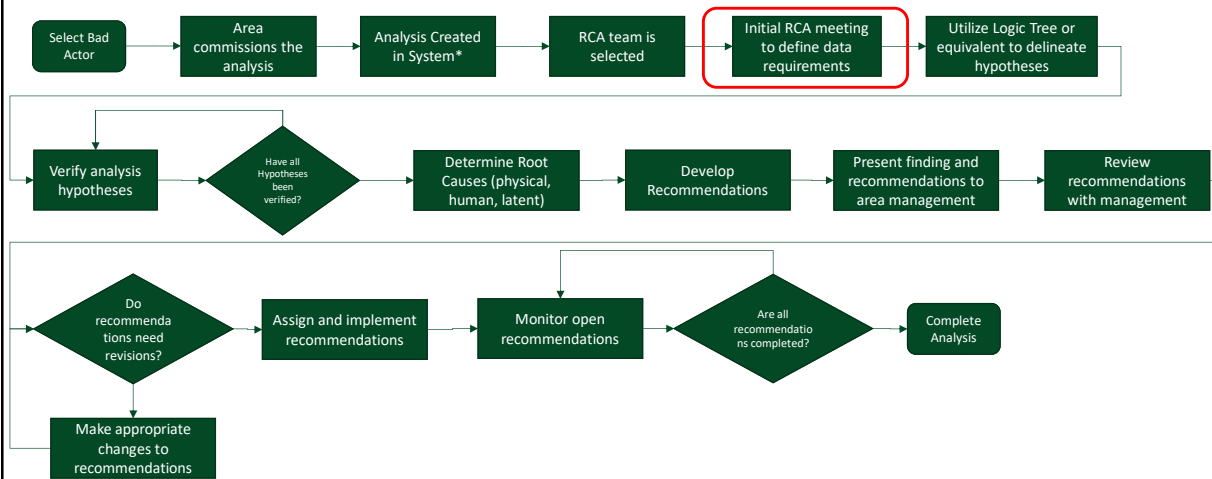
Instructions: Based on the prioritization exercise (chronic events), select a failure event that is reasonable to tackle in a workshop atmosphere. Based on the Problem Statement elements described, create a short, concise Problem Statement for your team’s failure event.



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Simplified Failure Elimination Workflow (Chronic)



* System denotes the software solution where the RCA will be created.



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