



Module 7

Building RCFA As Part Of A Structured System



ROOTCAUSE FAILURE ANALYSIS

HOW TO MAKE RCFA AS PART OF OUR SYSTEM

STEP 1 : EDUCATE ALL PEOPLE ON RCFA ITSELF

- Management to set expectations as to why their people are trained on RCFA
- Start by educate our maintenance and technical people on RCFA
- Conduct management presentation and overview on the basics of RCFA and when it should be applied



Root-cause-failure-analysis shouldn't be over-applied. Abide by the 80-20 rule: 20 percent of problems cause 80 % of losses. For this, set up a spreadsheet detailing failures encountered and the total annual losses associated w/ each. rank those problems from largest to smallest annual loss.

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STEP 2 : ANALYZE FAILURE MODES TO UNDERGO RCFA

- Assign someone to summarize most common and frequent failures encountered and rank its severity according to its consequences & cost
- This is important so as to understand w/c failures will undergo a thorough Root Cause Failure Analysis



- Once the failure modes had been summarized, prioritize high risk failures and those w/c are chronic in nature
- Assign a common RCFA Facilitator and RCFA third party consultant to guide in the initial process of the RCFA Analysis
- It is also vital and important to collect as much data as possible regarding the failure for later verification of every single hypothesis

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STEP 3 : CONDUCT THE RCFA ANALYSIS

- Once the teams had been identified, allow them to proceed with the RCFA Analysis and determine the Physical, Human and the Latent Cause of the problem
- Analysis processes that stop at the identification of physical root causes or to the component level always lack depth. Analyses that focus on people that make bad decisions are often called “witch hunting” expeditions. True Root Cause Analysis will seek to understand why good people make bad decisions. Why did the person who made the decision think it was the right thing to do at the time?
- All RCFA efforts must steer away from blaming people in the first place and this must be clear to all people



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STEP 4 : RECOMMENDATION OF THE IMPROVEMENT PLAN

- Management commitment should be clear at the beginning of any RCFA initiative. teams will lost motivation and enthusiasm if their recommendations will fall on deaf ears. Management should review and have the recommendations approved by the team who performed the analysis
- When performing true RCA, getting to the causes is the easy part, getting something done to eliminate the causes is a whole different story.
- The most important thing that people must understand is that it does not matter who did something, what matters is why. If we do not address the **WHY** a failure is likely to recur. Therefore, if we have verified beyond a doubt that a latent root exists, then it is a fact. All facts must be addressed with recommendations.



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STEP 5 : IMPLEMENTATION OF THE IMPROVEMENT PLAN

- Once the recommendation had been approved plan for the implementation of the improvement and countermeasure
- Countermeasure should be two folds, to address the Physical roots and both the Human and Latent Cause of the problem
- Management should understand that unless the problems would resurface unless latent cause of the problem is being addressed. We must understand that blaming one another have no room in the RCFA Analysis, what is important is the how & why and not the who caused the problem



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STEP 6 : TRACK RESULT & MEASURE KEY INDICATORS ON RCFA

- ROI is only one measure of effectiveness. However, our Root Cause Analysis efforts should be further measured as to how they contribute to the Key Performance Indicators (KPI's) of the corporation. It is vital to demonstrate this linkage as it will make the attainment of these goals dependent on the task of Root Cause Analysis. This further helps to justify the existence of the Root Cause Analysis effort._



- Measurement will allow us to learn from the things that go wrong and focus our efforts on improving it. We are what we measure and if we measure what is important then our efforts will definitely be rewarded.

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STEP 7 : SHARE RCFA LESSONS LEARNED & CELEBRATE SUCCESS

- The greatest benefit any corporation can get from their Root Cause Analysis efforts is to raise the knowledge, skill and awareness of their employees to issues identified in a RCFA. This is because we do not want other people to make the same triggering



- People who performed well would want to be recognized. Its Human Nature. Providing inexpensive and simple recognition will provide both benefits to the team and the company, remember that the company benefited from the improvements done by the RCFA team

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And May God Bless Us All

Maraming Salamat Po !