

[<Back](#) [Print](#)

## TapRoot® Friends & Experts eNewsletter

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*Thank you for being one of our 19,904 subscribers!*

- March 2008

### In this Issue:

1. TapRoot® Courses
2. *TapRoot® in Knoxville!* by Ashley Bentz
3. TapRoot® Blog
4. TapRoot® Summit
5. *Survey: Human Error is Root Cause of Security Problems* by Mark Paradies
6. *Lifesaving Checklist Banned* by Mark Paradies
7. *Transaction Processes and RCA: When It's Your Money!* by Chris Vallee
8. *We Want to Hear From You!* by Steve Raycraft
9. *Does Shiftwork Cause Cancer?* from Managing 24/7
10. Elvis Poll!
11. Newsletter Archive
12. Q&A Column: How Long Should an Investigation Take?
13. J.O.K.E. of the Month

### Editor's Letter

If you knew a secret that could revolutionize performance, would you share it?

If you found out about technology that could stop accidents, improve profitability, boost equipment reliability, and enhance quality, would you share your newfound secret with others?

You would probably share the news with people inside your company. Yet, I've seen people withhold information because their knowledge gave them power and job security.

Would you share a powerful secret with others in your industry? With your competitors? I've definitely seen companies that were NOT willing to let other companies know about the improvement ideas they discovered.

Let's put another twist on this question. What if you had to sell the new technology to promote it? In other words, it was a product that others could buy and use. Would you be surprised that people complained that you should give it to them for free? Or would you be surprised when they were offended that you were "selling" them a commercial product (even if it was something they really needed)?

I'm asking you these questions for two reasons.

First, I'd like you to share information about the upcoming [2-Day TapRoot® Incident Investigation & Root Cause Analysis Course](#) and the [TapRoot® Summit](#) with others who need to stop accidents, improve profitability, boost equipment reliability, and enhance quality. The 2-Day Course and Summit are being held in Las Vegas. The 2-Day Course is on June 23- 24. The Summit is on June 25-27. I've seen companies take the knowledge from the TapRoot® 2-Day Course and Summit and make amazing improvements in safety, quality, productivity, and equipment reliability.

Yet many safety, equipment reliability, quality, and performance improvement professionals have never heard about TapRoot® or the Summit. To them, it is an undiscovered secret that they need to learn about. And I'd like you to help spread the word.

### Sign Up

Second, if you haven't attended the Summit, consider signing up

SIGN-UP!

## Quick Links

**TapRoot® Summit**  
**TapRoot® Blog**  
**TapRoot® Courses**

now.

See the Summit web site:

<http://www.taproot.com/summit>

or the Summit brochure:

[http://www.taproot.com/2008\\_Summit\\_Brochure.pdf](http://www.taproot.com/2008_Summit_Brochure.pdf)

for details about the sessions and speakers. You will see how the Summit can help your company improve performance by applying the latest performance improvement technology.

When you visit the [Summit web site](#), take a few minutes to watch the videos at the bottom of the page. (Click on video links to watch QuickTime movies.) These are folks that took the time to share what they were learning (by being video taped) so that others might attend the Summit and learn secrets that would help improve performance at their facility.

That's the spirit that's exhibited at the Summit. Summit attendees share best practices and benchmark their improvement systems. If you attend, you can learn from companies around the world. Some of these companies will be in your industry but you will also learn applicable best practices from people in completely different industries. I think this willingness to share (which I hope you exhibit - sharing your best practices with other attendees) makes the Summit an extremely valuable experience. After 14 years of experience holding these Summits, we've discovered innovative ways to get people together to make this sharing happen. This sharing is the key that makes the TapRoot® Summit more valuable than any other conference that you will attend.

So there. I'm the Summit Chair and I've shared my secret about the learning that's possible. If you and others attend the Summit (and the 2-Day TapRoot® Course if you haven't already attended it), I'll see you there. You will take back secrets to revolutionize improvement, stop accidents, improve profitability, boost equipment reliability and enhance quality. And we hope you will share your best practices with others!

Mark Paradies  
President  
System Improvements, Inc.

## 1. TapRoot® Courses

**Who attends TapRoot® courses?** Safety Professionals, Reliability Specialists, Risk Managers, Supervisors, Engineers, Mechanics, Quality Improvement Specialists, Insurance

Professionals, Managers, Operators, Doctors and Nurses, Safety Committee Members, Performance Improvement Specialists, and everyone else from the shop floor to the boardroom!

**REGISTER TODAY for a TapRoot® Course that fits your schedule!** Click on the list below to search for courses by Country/Region:

[\[Top of List\]](#)

[UNITED STATES](#)

[AUSTRALIA](#)

[CANADA](#)

[INDONESIA](#)

[MALAYSIA](#)

[NETHERLANDS](#)

[NEW ZEALAND](#)

[SINGAPORE](#)

[SOUTH & CENTRAL AMERICA](#)

[THAILAND](#)

[UNITED KINGDOM](#)

### **UNITED STATES \* \* UNITED STATES \* \* UNITED STATES**

**1-DAY TapRoot®/EQUIFACTOR® EQUIPMENT TROUBLESHOOTING & ROOT CAUSE FAILURE ANALYSIS** (For previous 2-day/5-day course attendees.)

[HOUSTON, TX - March 28](#)

[BATON ROUGE, LA - April 4](#)

[CORPUS CHRISTI, TX - April 18](#)

[HOUSTON, TX - July 16](#)

**2-DAY TapRoot® INCIDENT INVESTIGATION AND ROOT CAUSE ANALYSIS COURSE**

[HOUSTON, TX - March 26-27](#)

[BATON ROUGE, LA - April 2-3](#)

[DENVER, CO - April 9-10](#)

[CORPUS CHRISTI - April 16-17](#)

[DALLAS, TX - April 29-30](#)

[PORTLAND, OR - May 1-2](#)

[PITTSBURGH, PA - May 20-21](#)

[MINNEAPOLIS, MN - June 5-6](#)

[LAS VEGAS, NV - June 23- 24](#)

[HOUSTON, TX - July 14-15](#)

[WASHINGTON, DC - August 4- 5](#)

**3-DAY TapRoot®/EQUIFACTOR® EQUIPMENT TROUBLESHOOTING AND ROOT CAUSE ANALYSIS COURSE**

[HOUSTON, TX - March 26-28](#)

[BATON ROUGE, LA - April 2-4](#)

[CORPUS CHRISTI, TX - April 16-18](#)

[HOUSTON, TX - July 14-16](#)

**5-DAY TapRoot® ADVANCED ROOT CAUSE ANALYSIS TEAM LEADER TRAINING**

[SAN ANTONIO, TX - March 31-April 4](#)

[KNOXVILLE, TN - April 21-25](#)

[HOUSTON - May 5-9](#)

[GATLINBURG, TN - July 21- 25](#)

[SEATTLE, WA - August 4-8](#)

[CHICAGO \(Lisle\), IL - August 11- 15](#)

[\[Go Back to Country/Region List\]](#)

**[AUSTRALIA \\* \\* AUSTRALIA \\* \\* AUSTRALIA](#)**

**1-DAY TapRoot®/EQUIFACTOR® EQUIPMENT TROUBLESHOOTING & ROOT CAUSE FAILURE ANALYSIS (For previous 2-day/5-day course attendees.)**

[PERTH - April 4](#)

[KARRATHA - April 11](#)

[MELBOURNE - May 29](#)

[SINGLETON - June 12](#)

[PERTH - June 13](#)

[KARRATHA - August 8](#)

[PERTH - August 15](#)

[ADELAIDE - August 29](#)

**2-DAY TapRooT® INCIDENT INVESTIGATION AND ROOT CAUSE ANALYSIS COURSE**

[PERTH - April 2-3](#)

[KARRATHA - April 9-10](#)

[MELBOURNE - May 27-28](#)

[SINGLETON - June 10-11](#)

[PERTH - June 11-12](#)

[KARRATHA - August 6-7](#)

[PERTH - August 13-14](#)

[ADELAIDE - August 27-28](#)

**3-DAY TapRooT®/EQUIFACTOR® EQUIPMENT TROUBLESHOOTING AND ROOT CAUSE FAILURE ANALYSIS COURSE**

[PERTH - April 2-4](#)

[KARRATHA - April 9-11](#)

[MELBOURNE - May 27-29](#)

[SINGLETON - June 10-12](#)

[PERTH - June 11-13](#)

[KARRATHA - August 6-8](#)

[PERTH - August 13-15](#)

[ADELAIDE - August 27-29](#)

**5-DAY TapRooT® ADVANCED ROOT CAUSE ANALYSIS TEAM LEADER TRAINING**

[PERTH - May 19-23](#)

[SINGLETON - July 21-25](#)

[BRISBANE - August 4-8](#)

[\[Go Back to Country/Region List\]](#)

**CANADA \* \* CANADA \* \* CANADA**

**1-DAY TapRoot®/EQUIFACTOR® EQUIPMENT TROUBLESHOOTING & ROOT CAUSE FAILURE ANALYSIS** (For previous 2-day/5-day course attendees.)

[HALIFAX \(NOVA SCOTIA\) - May 23](#)

[EDMONTON \(ALBERTA\) - June 19](#)

**2-DAY TapRoot® INCIDENT INVESTIGATION AND ROOT CAUSE ANALYSIS COURSE**

[CALGARY - May 5-6](#)

[HALIFAX \(NOVA SCOTIA\) - May 21-22](#)

[NIAGARA FALLS, ON - June 9-10](#)

[EDMONTON \(ALBERTA\) - June 17-18](#)

[SASKATOON, SK - July 17- 18](#)

**3-DAY TapRoot®/EQUIFACTOR® EQUIPMENT TROUBLESHOOTING AND ROOT CAUSE FAILURE ANALYSIS**

[HALIFAX \(NOVA SCOTIA\) - May 21- 23](#)

[EDMONTON - June 17-19](#)

**5-DAY TapRoot® ADVANCED ROOT CAUSE ANALYSIS TEAM LEADER TRAINING**

[EDMONTON - April 21-25](#)

[CALGARY, ALBERTA - July 21- 25](#)

[\[Go Back to Country/Region List\]](#)

**INDONESIA \* \* INDONESIA \* \* INDONESIA**

**1-DAY TapRoot®/EQUIFACTOR® EQUIPMENT TROUBLESHOOTING & ROOT CAUSE FAILURE ANALYSIS** (For previous 2-day/5-day course attendees.)

[JAKARTA - May 8](#)

**2-DAY TapRoot® INCIDENT INVESTIGATION AND ROOT CAUSE ANALYSIS COURSE**

[JAKARTA - May 6-7](#)

**3-DAY TapRoot®/EQUIFACTOR® EQUIPMENT TROUBLESHOOTING AND ROOT CAUSE FAILURE ANALYSIS COURSE**

[JAKARTA - May 6-8](#)

[\[Go Back to Country/Region List\]](#)

**MALAYSIA \* \* MALAYSIA \* \* MALAYSIA**

**1-DAY TapRoot®/EQUIFACTOR® EQUIPMENT TROUBLESHOOTING & ROOT CAUSE FAILURE ANALYSIS** (For previous 2-day/5-day course attendees.)

[KUALA LUMPUR - April 17](#)

**2-DAY TapRoot® INCIDENT INVESTIGATION AND ROOT CAUSE ANALYSIS COURSE**

[KUALA LUMPUR - April 15-16](#)

**3-DAY TapRoot®/EQUIFACTOR® EQUIPMENT TROUBLESHOOTING AND ROOT CAUSE FAILURE ANALYSIS COURSE**

[KUALA LUMPUR - April 15-17](#)

[\[Go Back to Country/Region List\]](#)

**NETHERLANDS \* \* NETHERLANDS \* \* NETHERLANDS**

No courses are scheduled at this time.

[\[Go Back to Country/Region List\]](#)

**NEW ZEALAND \* \* NEW ZEALAND \* \* NEW ZEALAND**

**1-DAY TapRoot®/EQUIFACTOR® EQUIPMENT TROUBLESHOOTING & ROOT CAUSE FAILURE ANALYSIS**

[CHRISTCHURCH - April 3](#)

**2-DAY TapRoot® INCIDENT INVESTIGATION AND ROOT CAUSE ANALYSIS COURSE**

[CHRISTCHURCH - April 1-2](#)

**3-DAY TapRoot®/EQUIFACTOR® EQUIPMENT TROUBLESHOOTING AND ROOT CAUSE FAILURE ANALYSIS COURSE**

[CHRISTCHURCH - April 1-3](#)

[\[Go Back to Country/Region List\]](#)

**SINGAPORE \* \* SINGAPORE \* \* SINGAPORE**

**1-DAY TapRoot®/EQUIFACTOR® EQUIPMENT TROUBLESHOOTING & ROOT CAUSE FAILURE ANALYSIS** (For previous 2-day/5-day course attendees.)

[SINGAPORE - May 16](#)

**2-DAY TapRoot® INCIDENT INVESTIGATION AND ROOT CAUSE ANALYSIS COURSE**

[SINGAPORE - May 14-15](#)

**3-DAY TapRoot®/EQUIFACTOR® EQUIPMENT TROUBLESHOOTING AND ROOT CAUSE FAILURE ANALYSIS COURSE**

[SINGAPORE - May 14-16](#)

**5-DAY TapRoot® ADVANCED ROOT CAUSE ANALYSIS AND TEAM LEADER TRAINING**

[SINGAPORE - May 5-9](#)

[\[Go Back to Country/Region List\]](#)

**SOUTH & CENTRAL AMERICA \* \* SOUTH & CENTRAL AMERICA \* \* SOUTH & CENTRAL AMERICA**

**1-DAY TapRoot®/EQUIFACTOR® EQUIPMENT TROUBLESHOOTING & ROOT CAUSE FAILURE ANALYSIS** (For previous 2-day/5-day course attendees.)

[MONTERREY, MEXICO - May 30](#)

**2-DAY TapRoot® INCIDENT INVESTIGATION AND ROOT CAUSE ANALYSIS COURSE**

[MONTERREY, MEXICO - May 28-29](#)

**3-DAY TapRoot®/EQUIFACTOR® EQUIPMENT TROUBLESHOOTING AND ROOT CAUSE FAILURE ANALYSIS**

[MONTERREY, MEXICO - May 28-30](#)

[\[Go Back to Country/Region List\]](#)

**THAILAND \* \* THAILAND \* \* THAILAND**

**1-DAY TapRoot®/EQUIFACTOR® EQUIPMENT TROUBLESHOOTING & ROOT CAUSE FAILURE ANALYSIS** (For previous 2-day/5-day course attendees.)

[BANGKOK - April 25](#)

**2-DAY TapRoot® INCIDENT INVESTIGATION AND ROOT CAUSE ANALYSIS COURSE**

[BANGKOK - April 23-24](#)

**3-DAY TapRoot®/EQUIFACTOR® EQUIPMENT TROUBLESHOOTING AND ROOT CAUSE FAILURE ANALYSIS COURSE**

[BANGKOK - April 23-25](#)

[\[Go Back to Country/Region List\]](#)

**[UNITED KINGDOM \\* \\* UNITED KINGDOM \\* \\* UNITED KINGDOM](#)****1-DAY TapRoot®/EQUIFACTOR® EQUIPMENT TROUBLESHOOTING & ROOT CAUSE FAILURE ANALYSIS (For previous 2-day/5-day course attendees.)**

[MANCHESTER, ENGLAND - June 6](#)

**2-DAY TapRoot® INCIDENT INVESTIGATION AND ROOT CAUSE ANALYSIS COURSE**

[MANCHESTER, ENGLAND - June 4-5](#)

**3-DAY TapRoot®/EQUIFACTOR® EQUIPMENT TROUBLESHOOTING AND ROOT CAUSE FAILURE ANALYSIS**

[MANCHESTER, ENGLAND - June 4-6](#)

**5-DAY TapRoot® ADVANCED ROOT CAUSE ANALYSIS TEAM LEADER TRAINING**

[ABERDEEN, SCOTLAND - June 9-13](#)

[\[Go Back to Country/Region List\]](#)

**[View All Courses on our Website ...](#)**

***2. TapRoot® in Knoxville! by Ashley Bentz***

Home to Mountain Dew, the 1982 World's Fair, the University of Tennessee, and the Women's Basketball Hall of Fame, Knoxville, Tennessee is the site of a [5-Day TapRoot® Advanced Root Cause Analysis Team Leader Training Course](#) on April 21-25, 2008.

A few suggestions for the week include:

**The Knoxville Jazz Festival**

The Knoxville Jazz Festival is a three-day event that includes concerts, lectures, and clinics featuring a variety of jazz bands and musicians. Hosted by the Knox County Public Library, the Knoxville Jazz Festival displays some of the rich culture of Knoxville.

<http://www.knoxcounty.org/library/>

<http://www.knoxjazz.org/>

### **Dollywood's Festival of Nations**

The Festival of Nations is a "seven-week celebration of music, artistry, foods, and crafts from around the globe" (<http://www.dollywood.com>). This year's festival will include performers from Ireland, Zambia, Russia, Ecuador, and many other countries around the world. Dollywood is located about an hour from Knoxville.

<http://www.dollywood.com/minisection/default.aspxid=99>

### **Sundown in the City**

Sundown in the City is a series of concerts that are performed for FREE in downtown Knoxville's Market Square every Thursday night during the spring. The festivities begin at 6PM followed by the music at 7PM. This is a favorite activity in Knoxville, so plan to arrive early and enjoy the great atmosphere, food, and drinks.

<http://www.sundowninthecity.com/>

### **Dogwood Arts Festival**

The Dogwood Arts Festival is an annual celebration of the many Dogwood trees that grow in Knoxville. There are both driving and walking tours on the "Dogwood trails," where Knoxville's beautiful nature can be viewed.

<http://www.dogwoodarts.com/>

### **The Great Smoky Mountains National Park**

The Great Smoky Mountains National Park is a great location for hiking, photography, exploring Appalachian culture, or simply enjoying the outdoors. There are hiking trails for any activity level, and with the average highs in the 70s, it is a pleasant place to experience nature.

<http://www.nps.gov/grsm/index.htm>

To find even more activities for the week, visit <http://www.cityofknoxville.org> or <http://www.tnvacation.com>.

Knoxville offers an eclectic selection of activities for all interests, so reserve your spot for the [course in Knoxville](#) now!

*Ashley Bentz is an Administrative Assistant at System Improvements, Inc. and a University of Tennessee student.*

## **3. TapRoot® Blog**

Every day we bring you new information! Here are February blog topics:

**\* \* TapRoot® News! \* \***

[Find Your Way Around Las Vegas!](#)

[Summit Track: Human Error Reduction & Behavior Change Best Practices](#)

[Equipment Reliability and Maintenance Best Practices](#)

[Medical Error Reduction Track at TapRoot® Summit](#)

[Safeguards for Internet - Ship Anchor Cuts Internet Access to India](#)

[Houston Metro Train Hits Bicycle at Crossing - "Accident Preventable"](#)

[Small Oil Spill Root Cause Analysis Points to Equipment Failure](#)

[Windmill Accident](#)

[SPAC Not Used - Fake Seatbelt](#)

[German Navy Oops! Accident Caught on Video](#)

[Bad Day in the Cockpit - Landing in Crosswinds](#)

[CSB Sending Investigators to Imperial Sugar](#)

[Press Release from CSB About Root Cause Analysis/Investigation of Imperial Sugar Company Explosion and Fire](#)

**\* \* Investigations \* \***

[Oregon OSHA Release Report About Fatal Wind Farm Accident](#)

[UK RAIB Releases Two Accident Investigation Reports 777 Accident Investigation Official Web Site](#)

[Fuel Problem Focus of 777 Investigation](#)

[UK RAIB to investigate a fatal level crossing accident near Haltwhistle](#)

[Cause of Bridge Collapse NOT Known By NTSB](#)

[StatoilHydro Submits Oil Spill Investigation Report to the Petroleum Safety Authority Norway](#)

**\* \* Healthcare \* \***

[FDA Cites Bad Root Cause Analysis & Corrective Action in Warning Letter](#)

[Adverse Drug Reactions Lead to Root Cause Analysis](#)

[FDA Checks Wrong Plant - Maybe They Need to Apply Advanced Root Cause Analysis?](#)

[Interesting Blog Article About Medical Errors and Root Cause Analysis](#)

[New President of JCAHO Points to Nuclear and Aviation Industries as Good Examples of High Reliability Organizations](#)

[Checklist Saves Lives But is Banned](#)

**\* \* News You Can Use \* \***

[International Maritime Organization to Consider Amended SOLAS to Provide New Accident Investigation Code](#)

[Chemical Safety Board Requests Over \\$10 Million for Investigations - What is Your Budget???](#)

[NRC & Operator Integrity - Could This Happen to You? - And What is the Root Cause?](#)

[Can You Pass the CSI Crime Scene Investigator Test?](#)

[Nothing to do with root cause analysis - But amazing flying!](#)

[Don't Lie During An Interview](#)

[Pictures That Make You Feel Cold](#)

[DOE Issues Quarterly Corrective Action Management Program Report \(PDF\)](#)

**\* \* Accidents and Lessons Learned \* \***

[Monday Accident & Lessons Learned: UPS Driver Dies in Truck/Train Crash in Cook, MN - Why Traffic Accidents are Hard to Investigate](#)

[Machinist Dies in Dry Dock Accident](#)

[Steel Plant Accident Kills One](#)

[Worker Crushed by Tractor at Peat Works](#)

[Columbia Gulf Transmission Co. Natural Gas Pumping Plant Hit By Tornado - Catches Fire](#)

[30 Die in Kazakstan Coal Mine Accident - Mine Safety Put in the Spotlight](#)

[Monday Accident & Lessons Learned: Interesting Article About Value Jet Crash](#)

[Worker Dies After Accident at Propex in Ringgold, GA](#)

[Fire Kills Two at ADM Plant in Decatur, IL](#)

[Three Chinese Sailors Missing After Greek Oil Tanker Hits South Korean Fishing Boat off African Coast](#)

[Accident in Gulf of Mexico: Off-shore supply boat collides with oil rig and spills diesel fuel.](#)

[Monday Accident and Lessons Learned: Ooops! Rail Yard Locomotive Hits MARC Train Too Hard - 7 Injured](#)

[Blast Rocks Big Springs Refinery](#)

[Fatal Accident at Trump Hotel in SoHo Causes Over a Month Construction Delay](#)

[Cost of an Accident - Edmonton Company Fined \\$150,000 After Accident](#)

[Monday Accident & Lessons Learned: Interesting Article on Last Blackberry Outage - How much reliability can users afford?](#)

[Air Force Declares Safety Pause After B-2 Crash](#)

[First Fatal Accident for Dublin's Luas Tram](#)

[Root Cause of Failure of Telephone Banking System](#)

[A Bad Day for Driving](#)

[Major Blackout in Florida - Root Cause Analysis Sure to Follow](#)

[Bad Day in the Cockpit - Pilot Wants to Talk to God](#)

**\* \* Job Postings \* \***

[Job Opening: Hampshire, UK - Precision Engineering Quality Manager - Needs Root Cause Analysis Skills](#)

[Job Opening: UK - Aerospace/Avionics - Quality Engineer - Needs Root Cause Analysis Skills](#)

[Job Opening: Safety/PSM Assessment Specialist - Houston, Texas](#)

[Job Opening: Clarksville, MO - Holcim - Reliability Engineer - Root Cause Analysis Skills](#)

[Job Opening: UK - Parity - Network Engineer - Needs Root Cause Analysis Skills](#)

[Job Opening: Rochester Hills, MI - Product Engineer with Root Cause Analysis Skills](#)

[Job Opening: Bedford, OH - Reliability & Test Engineer with Root Cause Analysis Skills](#)

[Job Opening: Saudi Arabia - Saudi International Petrochemical Co. - Superintendent Reliability Engineering](#)

[Job Opening: Alcoa, TN - Safety Manager - Needs Accident Investigation Skills](#)

[Job Openings: Various - Safety, Health and Environmental Related](#)

[Job Opening: West Yorkshire, England - QA Engineer with Root Cause Analysis Skills](#)

[Job Opening: AppleOne, Diamond Bar, CA - Manager QA/QC - Needs Root Cause Analysis Skills](#)

[Job Opening: GE - Albany, NY - Field Engineer with Root Cause Analysis Skills](#)

[Job Opening: Philippines - B&M Global Services Manila - Support Engineer with Root Cause](#)

[Analysis Skills](#)[Job Opening: Menlo Park, CA - Materials Engineer - Medical Device - Needs Root Cause Analysis Skills](#)[Job Opening: UK - Design Quality Engineer - Need Root Cause Analysis Skills](#)[Job Opening: Malaysia - Golden Pharos Glass Sdn Bhd - Mechanical Engineer with Root Cause Analysis Skills](#)[Job Opening: Houston, TX - Manager, Electrical Reliability - Needs Root Cause Analysis Skills](#)**\* \* Friday Jokes \* \***[Friday Joke: Which Would You Do?](#)[Friday Joke: Sopt! Spot! What I mean to say is . . .](#)[Friday Joke: Nice View But a Long Step From the Front Door](#)[Friday Joke: Be Kind to Animals](#)**Read on at the TapRoot® Blog ...****4. TapRoot® Summit**

Plan to attend the 2008 [TapRoot® Summit](#). This once a year summit of performance improvement experts is your chance to learn best practices; network with people from a variety of industries . . . people who are facing the same issues that you face; learn the latest advanced improvement technology; be inspired by outstanding keynote speakers; and have FUN! What do we have planned for 2008?

Each month we feature one of our Keynote Speakers and one or two Best Practice Tracks in this e-Newsletter. This month we are featuring **Lt. Col. Ralph Hayles** and the **Management & Measuring Performance** and the **Proactive Improvement, Operational Excellence and Lean/Six Sigma Best Practices Tracks**.

**KEYNOTE SPEAKER: LT. COL. RALPH HAYLES**

For those that investigate accidents and incidents, **Lt. Col. Ralph Hayles** story is immensely interesting.

Involved in a "friendly fire" accident at the start of Gulf War I, Lt. Col. Hayles was singled out for blame, discipline, and public vilification.

His "accident" was similar to many others: A combination of mistakes and equipment failures that led to a fatal result. Like many others, the last person to touch it (in this case the trigger) is blamed for all of the consequences.

To read his story, see:

[Gunfighter: A Gulf War Chronicle](#) by Mark Medoff

Better yet, attend the Summit and hear Lt. Col. Hayles tell his story. Learn the impact of an investigation and discipline gone awry.

Interested in learning BEST PRACTICES? Here are this month's featured tracks:

### **MANAGEMENT & MEASURING PERFORMANCE BEST PRACTICES TRACK**

If your improvement program needs best practices to measure performance and better manage your facilities, you should be planning to attend the TapRoot® Summit. Read the session titles below if you are interested in setting or changing your company culture or setting up a reliable performance measurement system. Here is the track agenda:

**Track Leader:** Joel Haight (Penn State)

**Culture Shift Secrets - Changing Systems to Shift Cultures Towards High Performance -** Kevin McManus, President, Great Systems!

**Evaluating the Effectiveness of Corrective Actions -** Brian Hennesey, First Energy & Michele Lindsay, Principal Consultant, P2, Canada

#### **Performance Measures:**

- 1) The Latest Research on Performance Measures - Dr. Joel Haight, Penn State University
- 2) Applying Performance Measures in Industry & Healthcare - Dr. Joel Haight, Penn State University

**TapRoot® User Best Practices -** Linda Unger, VP, System Improvements & Michele Lindsay, Principal Consultant, P2, Canada

#### **Management & Performance Improvement:**

- 1) What Do Managers Need to Know About Performance Improvement & Root Cause Analysis - Mark Paradies, President, System Improvements
- 2) How to Identify Culture Issues When Performing a Root Cause Analysis - Mark Paradies, President, System Improvements

**How to Get & Keep Management Support -** Michele Lindsay, Principal Consultant, P2, Canada

**Character Driven Success -** Dr. Beverly Chiodo, Texas State University

#### **Senior Executive Involvement in Safety**

- 1) Bringing Safety to the Corporate Board - Dave Prewitt, VP FedEx
- 2) What the Corporate Board Needs to Know About Safety - Bob King & Darby Alan - Woodland Grange, UK

**Planning Your Improvements** (Facilitated session by TapRoot® Instructors)

And to make the week in Las Vegas even more knowledge-packed, attend a [Monday/Tuesday pre-Summit Course](#). Two that go amazingly well with the Management and Measuring Performance theme are:

[Advanced Trending Techniques](#)

or

[Risk Management Best Practices](#)

## **PROACTIVE IMPROVEMENT, OPERATIONAL EXCELLENCE, LEAN, SIX SIGMA**

If you are interested in Operational Excellence, Lean, Six Sigma, or proactive improvement, you should attend the TapRoot® Summit. The Summit has a Best Practices Track focused on these topics. What's in the track? Here are the speakers and topics:

**Pursuing Process Excellence - What It Takes to be One of the Best** - Kevin McManus, President, Great Systems!

**Using TapRoot® to Improve Lean/Six Sigma** - Chris Vallee, Six Sigma Black Belt, System Improvements

**Culture Shift Secrets - Changing Systems to Shift Cultures Towards High Performance** - Kevin McManus, President, Great Systems!

**Measuring Performance - The Latest Research on Performance Measures** - Dr. Joel Haight, Penn State University

**Dealing with Obstacles that Make Change Difficult** - Hal Curry, Consultant, Hal Curry & Associates

**Managing the Risks Associated with Change** - Malcolm Gresham, Principal Consultant, Practical Solutions Group, Australia

**Applying Performance Measures in Industry & Healthcare** - Dr. Joel Haight, Penn State University

**TapRoot® User Best Practices** - Linda Unger, VP, System Improvements & Michele Lindsay, Principal Consultant, P2, Canada

**Character Driven Success** - Dr. Beverly Chido, Texas State University

**Changing Behavior by Praising the 49 Character Traits** - Dr. Beverly Chido, Texas State University

### **Planning Your Improvements**

The Summit will be June 25-27 in Las Vegas. To register, or for more information, see:

[www.taproot.com/summit.php](http://www.taproot.com/summit.php)

#### **5. Survey: Human Error is Root Cause of Security Problems by Mark Paradies**

[A story in CIO magazine](#) says that a survey (by the consulting firm Deloitte) of 100 technology, media, and telecommunications firms worldwide listed "Human Error" as the leading cause (75% of the time) of security failures.

If this is even remotely true, these firms need advanced root cause analysis - [TapRoot®](#) - to

analyze their human error incidents and find the real root causes of "human error."

As we see it, human error isn't a root cause. It is a starting point to dig into the cause of the human error. We see most human errors as Causal Factors and use the Root Cause Tree® to dig into the real, fixable root causes of the problems that cause the human error.

Unless you find the real root causes of human error, it's doubtful that you will develop effective fixes. Without effective fixes, the problem will continue to trap people even if they are trying to be careful.

So don't get caught in the "human error" trap. Learn to find and fix the real root causes of human error by attending the [5-Day TapRoot® Advanced Root Cause Analysis Team Leader Course](#).

The 5-Day Course really gets into the causes and investigation of human error. It is based on advanced human factors knowledge derived from research from around the world. Where are these courses held? Here are some upcoming locations and dates:

San Antonio, TX - March 31 - April 4

Knoxville, TN - April 21-25

Singapore - May 5-9

Aberdeen, Scotland - June 9-13

For a complete course list, see:

<http://www.taproot.com/courses.php? d=2>

*Mark Paradies is the President of System Improvements, Inc.*

For more information about the TapRoot® Summit, see:

<http://www.taproot.com/summit.php>

## 6. Lifesaving Checklist Banned by Mark Paradies

I wrote about this [amazingly stupid government decision](#) to stop research into improving patient care by using a checklist, but I came across this link to the New Yorker magazine article, so I thought I should include it here:

[http://www.newyorker.com/reporting/2007/12/10/0712\\_1\\_0fa\\_fact\\_gawande](http://www.newyorker.com/reporting/2007/12/10/0712_1_0fa_fact_gawande)

If you agree that this is outrageous, write the White House, your Congressman, and your Senator.

Use these links:

Contact the President and Vice-President about this at:

<http://www.whitehouse.gov/contact/>

Write your Congressman about this by using the following link:

<https://forms.house.gov/wyr/welcome.shtml>

Write your Senator at this link:

[http://www.senate.gov/general/contact\\_information/senators\\_cfm.cfm](http://www.senate.gov/general/contact_information/senators_cfm.cfm)

*Mark Paradies is the President of System Improvements, Inc.*

### **7. Transaction Processes and RCA: When It's Your Money! by Chris Vallee**

On February 25th, the Federal Deposit Insurance Corporation (FDIC) made public their [January Enforcement Actions](#). Of course, my first thoughts were:

*Where's my money? Is it safe in my bank?*

Evidently, my bank is doing fine because it did not make the hit list . . . or is it? So what kind of errors were the financial institutes making?

**[Read the rest of this article on the [TapRooT® blog](#)]**

*Chris Vallee is a Senior Associate and TapRooT® Instructor for System Improvements, Inc.*

### **8. We Want to Hear From You! by Steve Raycraft**

Have you seen our new [support section](#)?

We are currently working on support articles for the TapRooT® System Software Version 5 and we want to hear from you! Tell us what type of articles you would like to see on the Knowledge Base.

Would you rather see dry, picture-less articles with just the text detailing how to do something or do you want to see lots of screenshots for each step? We value our clients' suggestions and want to provide you with a useful and informative Knowledge Base in case things go wrong or you have a question.

You can send your requests to [version5@taproot.com](mailto:version5@taproot.com)

*Steve Raycraft is a Technical Support Specialist for System Improvements, Inc.*

### **9. Does Shiftwork Cause Cancer? from Managing 24/7**

When shiftwork was recently classified as a "probable carcinogen" by the International Agency for Research in Cancer (IARC) it generated much media coverage and raised many questions and concerns for the millions of shiftworkers and their employers throughout the world.

With such a hot-button issue as cancer, it is critical that all the information be carefully analyzed and reviewed in order to prevent undue fear and speculation.

**What are the risks?**

[Does Shiftwork Cause Cancer? What Can Shiftworkers Do to Minimize Any Potential Risk? The white paper:](#)

- Puts into context any cancer risks associated with shiftwork.
- Examines the basis of the IARC decision and explains the definition of "probable carcinogen."
- Explores the types of cancer that have been evaluated.

And most importantly,

- Gives practical advice on what managers and shiftworkers can do to minimize any potential risks.

[View the Free White Paper by Clicking Here.](#)

*This article is reprinted from Managing 24/7 by permission from Circadian Technologies.*

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## 10. Elvis Poll!

Last month we asked you: "What Should Elvis Sing at the 2008 Summit?" We still need your vote!

**Take our poll:**

[Click here to vote!](#)

## 11. Newsletter Archive

**We want your feedback** to help us make decisions about how our archive can better serve you. Please [click here](#) to answer two quick questions on why you use our Newsletter Archive.

**Here are some recently archived newsletters:**

**TapRoot® Friends/Experts e-Newsletter**

[February '08 TapRoot® Friends/Experts e-Newsletter](#)

[January '08 TapRoot® Friends/Experts e-Newsletter](#)

**Root Cause Network Newsletter**

[January '08 Root Cause Network Newsletter - Issue 86](#)

[November '07 Root Cause Network Newsletter - Issue 85](#)

**Want to see topics you'll find in our archives?**

**Read about these topics in the Root Cause Network Newsletter:**

- \* New TapRoot® Book (Issue 87 - January)
- \* Trending: Doing it Wrong? (Issue 87 - January)
- \* Rule Breakers (Issue 87 - January)
- \* A Perfect Corporate Safety Conference (Issue 86 - November)
- \* Bullet-Proof Root Cause Analysis (Issue 86 - November)
- \* BP Not Alone? (Issue 86 - November)
- \* Lean Root Cause Analysis (Issue 84 & 85 - May/September)
- \* Repeat Failure (Issue 85 - September)
- \* Instant Root Cause Analysis (Issue 85 - September)
- \* Spotlight on Refinery Safety (Issue 85 - September)

**And don't miss these topics in the past issues of the TapRoot® Friends/Experts e-Newsletter:**

- \* Safety "Outsiders" and the "Hidden Factory" (February '08)
- \* What to do when the facts don't agree (January-February '08)
- \* Making plans for the new year (December '07)
- \* Press Access to In-Progress MSHA Investigation (November '07)
- \* "Safety First" history (October '07)
- \* What's a CAPER? (September '07)
- \* Tips from Summit Attendees (June-September '07)

**View more archived topics on the Root Cause Network:**

[Root Cause Network](#)

## 12. Q&A Column: How Long Should an Investigation Take?

**This month's question is from Mark Paradies:**

A deadly mine accident in Kazakstan - the "commission" investigating the accident issues a preliminary report in 18 days. They found a "likely cause" and issued 18 recommendations to improve safety.

The BP Texas City Refinery explodes, killing 15. The CSB issues a final report after 3 years. (They did issue preliminary reports and make several improvement suggestions prior to the final report.)

A bridge over the Mississippi River collapses in Minnesota. Six months later, the NTSB says that they don't know the root cause.

How long should an accident investigation take?

Are we being served by reports that come out years after fatal accidents?

Are politicians and company officials waiting for these slow reports before taking action? Or is a report years later too little too late?

What should we be doing "in the mean time" if investigations take years to complete?

[Click here to tell us what you think.](#)

### 13. J.O.K.E. of the Month

Unless you are a teenager, don't try this at home:

<http://www.taproot.com/wordpress/2008/02/29/ friday-joke-dont-try-this-at-home-2/>

Dear Readers:

Please feel free to pass this e-Newsletter along to other individuals interested in TapRooT® by clicking on the "Forward email" link at the end of this newsletter.

Please note that if you are new to this e-Newsletter, I probably added you because I thought that you would like to keep up with the latest TapRooT® and root cause analysis information or you attended a TapRooT® Course.

If you know others who would like to get this information first hand, e-mail me their e-mail address. I'll add them to the distribution.

When your e-mail address changes - be sure to let me know by e-mailing your new address to [info@taproot.com](mailto:info@taproot.com). I don't want to lose you!

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Until next month . . . Good Luck at Improving Performance!

Mark Paradies, President  
System Improvements, Inc.

email: [info@taproot.com](mailto:info@taproot.com)  
phone: 865-539-2139  
web: <http://www.taproot.com>

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System Improvements, Inc. | 238 S. Peters Road | Suite 301 | Knoxville | TN | 37923