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TapRoot® Friends & Experts Enewsletter

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May 2008

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Editor's Letter

Summit Excitement Builds - Have You Made Your Plans?

As the Summit in Las Vegas draws near (June 25-27, 2008), I have been getting more e-mails with questions from people planning to attend (or at least wishing they could attend). Therefore, I thought I would quickly answer some of the questions that may be of interest to anyone who is thinking about attending the Summit, including:

Where is the Summit being held?

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Where is the Summit being held?

The Las Vegas Westin Casuarina Hotel, Casino, and Spa. You receive the special Summit rate of \$155 per night through the [Summit travel agent](#) or by calling the hotel directly (702-836-5900) and asking for the TapRoot® Summit block of rooms.

Summit web site info:

http://www.taproot.com/summit_travel.php

Hotel web site:

<http://www.starwoodhotels.com/westin/property/overview/index.html?propertyID=1448>

Google Maps "virtual tour" of the hotel:

<http://www.taproot.com/wordpress/2008/02/05/find-your-way-around-las-vegas/>

How can I convince my boss to let me attend?

The easiest way is to convince your boss that you BOTH should attend. This is a great way to develop an improvement plan that is in complete alignment with your company's and boss's goals!

Another factor to mention is the Summit 100% MONEY BACK GUARANTEE. Attend the Summit, go back to work, and use what you've learned. If you don't get at least 10 times the return on your investment, simply return the Summit materials and we'll refund the entire Summit fee.

Finally, show them how the Best Practice Sessions you plan to attend align with the company's improvement needs.

What does it cost to attend?

The Summit fee is \$995. A pre-Summit Course is \$1095. But if you attend both, we take \$200 off the course price (both for just \$1890).

If you sign up three or more people for the Summit by using the "Multiple Attendee" link on the web page, you get \$100 off for each attendee (just \$895 each).

If you sign three or more up for both a pre-Summit Course and the Summit, you get \$400 off for each attendee (just \$1690 per person).

If you sign up 10 or more for both, you get an even better discount: \$600 off the combined price. Just \$1490 for the pre-Summit Course and the Summit. Call 865-539-2139 for this special offer.

What Best Practices Track should I pick?

This is the toughest question I get. There are 10 Best Practice Tracks to choose from:

- Safety & Risk Management
- Management & Measuring Performance
- Investigation & Root Cause Analysis
- Human Error Reduction & Behavior Change
- Equipment Reliability & Maintenance
- Proactive Improvement, Operational Excellence, Lean/Six Sigma
- Medical Error Reduction
- Corrective Action Program
- TapRoot® Software Techniques & Administration
- Certified TapRoot® Instructor

When someone asks me which to attend, the first question I ask is . . .

"What matches your facility improvement needs the best?"

Then I advise them to look at the [schedule page](#) on the Summit web site. Simply click on the button for the Track that seems the best and then click on the "modify" button for each of the sessions. This lets you see what other options are available. You can completely customize your Summit experience.

What are the pre-Summit courses and which one is right for me?

With 11 to choose from, this is a difficult decision.

If you have *never attended a TapRoot® Course before*, consider the:

- 2-Day TapRoot® Incident Investigation and Root Cause Analysis Course.

If your focus is more on *equipment reliability and maintenance*, choose from:

- Special 2-Day TapRoot®/Equipfactor Equipment Troubleshooting & Root Cause Analysis Course
- Engineering Equipment Reliability Techniques Course

If you are looking for *advanced performance improvement ideas*, consider:

- Advanced Trending Techniques

- Innovation & Creative Solutions
- Stopping Human Error
- Interviewing & Evidence Collection

If you are focusing on *hazard reduction and risk management*, consider:

- Risk Management Best Practices Training
- Hazard Recognition Best Practices

If you are in the *healthcare field*, consider:

- TapRooT® & FMEA for Healthcare Root Cause Analysis

If you are interested in becoming a *TapRooT® Software SUPER USER*, consider:

- Getting the Most from Your TapRooT® Software

How do I expand my network of contacts when I attend the Summit?

At the Summit, we make networking easy and fun!

FIRST, we start out with the "Name Game." We'll explain it first thing on Wednesday morning (don't be late). You will win a prize for making new contacts.

SECOND, attend the reception to meet the speakers from the day.

THIRD, attend your industry benchmarking session and bring some business cards to trade.

FOURTH, make sure that you stay for the "Planning and Mentoring" session on Friday.

FINALLY, sign up for the TapRooT® Summit Golf Tournament. You don't even have to be a good golfer to have fun with your three teammates.

Many people have told me that the TapRooT® Summit is the most outstanding networking event that they have ever attended. They marveled at the contacts they made in their industry and across industries. They were impressed with how many of the world's leading companies sent their best people to the Summit.

What kind of companies will be attending?

Here's a sampling (not a complete list) of the companies signed up now (random order):

ExxonMobil
Genentech
Exelon
Alcoa
GE Hitachi
Marathon
First Energy
Chevron
US Military Healthcare Command
Arkema
Duke Energy
Ameren
Occidental
Barrick Gold
ConocoPhillips
Allegra Printing
Rio Tinto
AERA Energy
Integrus Health
CGG Veritas
Ashland
PCS Nitrogen
Terasen Gas
Navistar
Braunschweigische Kohle Bergwerke
Florida Power & Light
Flint Hills Refining
Oceaneering
AAR Corp
Plains Exploration & Production
Cameco
Quebec Iron & Titanium
GE
RasGas
Canadian Nuclear Safety Commission
National Defense Canada
Hess
South Texas Project
MYR Group
Constellation Energy
Flint Energy Services
Arab Potash
Woodland Grange
Lawrence Berkeley Lab

The REACH Group
Mirant
Chevron Phillips Chemicals
Southern Company
MI-SWACO
Pratt & Whitney
Gulbrandsen Technologies
Petro-Canada
EnCana Oil & Gas
Absolute Radiography
National Security Technologies
DSTL
YANPET
Total
Monsanto
Southern California Edison
Dayton Power & Light
Southcoast Hospitals Group
BUMED
Freeport-McMoran Copper & Gold
SKF

That's quite a list and it's only about 1/3 of what we expect by June 25th.

What activities are included in the Summit?

In addition to the Keynote Speakers, Best Practice Tracks, and Industry Benchmarking Session, there many other sponsored activities:

- Breakfast (sponsored by System Improvements on Wednesday-Friday) from 7-8 a.m.
- Lunch (sponsored by System Improvements on Wednesday and Thursday) from 12-1 p.m.
- Summit Reception, Exhibit, and Birthday Party (sponsored by System Improvements on Wednesday from 5-7 p.m.). Be there for the new TapRoot® Book signing, autographs from Nikki Stone, drinks and food sponsored by System Improvements, meet the TapRoot® originators, Mark Paradies, Linda Unger, David Busch, and Kevin O'Connor, hear ELVIS sing, win a prize for the best 50's outfit (an Apple iPod), or win a prize for timely attendance (an Apple iPhone).
- TapRoot® Golf Tournament
- We've left Thursday night open for people to enjoy Las Vegas. And we suggest that you plan to come a few days early, and stay a few days after the Summit to enjoy all that

Vegas has to offer.

What is the dress at the Summit?

Casual/business casual is fine. Jeans are OK too. Dress comfortably. TapRoot® Instructors will be wearing ties (so you can spot us).

Don't forget we have a prize for the best 50s/60s outfit at the Summit reception!

For golf, a collared shirt is required (but shorts are OK and recommended in the Las Vegas heat).

If you get cold in an air conditioned room, remember to bring a sweater or a light coat! It will be hot outside but cool inside.

What should I bring?

1. Laptop - This will be handy for making your plan for your improvement program, and downloading the talks (they will be posted on the TapRoot® Blog).

2. Business Cards - A must for Summit networking.

3. An Inquisitive Mind - Make a list of people you want to meet (including speakers), problems you want to solve, and things you would like to do. Use your list like a checklist. It will keep you on track and let you see what you've accomplished.

4. Best Practices to Share - The Summit is a two-way street: the more you share, the more others will share in return. Bring your best practices loaded on a memory stick, and share them at your industry benchmarking session.

Can I get CEUs for attending the Summit?

Yes! You may document the terrific training and facilitation you receive during the Summit, and apply those credits toward your professional development training program. By attending all the sessions in your selected track, you will earn 2.0 CEUs. Additionally, several of the pre-Summit courses being held on June 23-24, 2008 are also worth CEUs. Both the 2-Day Incident Investigator Course and the 2-day Equifactor® Equipment Troubleshooting Course are worth 1.6 CEUs. By attending one of these pre-Summit courses and then receiving the outstanding training offered during the Summit, you have the opportunity to earn a total of 3.6 CEUs.

Did I answer your questions? If you have more, drop me a note, or call 865-539-2139 and ask for me (Mark Paradies) or Barbara Phillips and we'll be glad to help you.

Looking forward to seeing you there!

Best regards,

Mark Paradies
President
System Improvements, Inc.

Register for a TapRoot® Course

TapRoot® public course attendees receive **first-rate training** to determine event causes and develop corrective actions using **proven techniques**. Our **world recognized** courses are a **guaranteed success**.



Here's what our participants say:

Surpassed my expectations! Very helpful for process improvement.
- L. Moore, quality rep. for a national laboratory

Well explained. Good information and hands on exercises. Never had to interview before -- this will give me guidance. - R.
Boudreaux, supervisor at a refining industry

Excellent presentation. Great coverage of management system and changing behavior. Provided very beneficial tips on collecting info. -

M. Kirkwood, safety rep. for an electric company

P.S. We can send our instructors to your company and train onsite.
Request information about onsite training by replying to this email.

PUBLIC COURSES IN THE U.S. AND CANADA

1-Day TapRoot®/Equifactor® Equipment Troubleshooting & Root Cause Failure Analysis (For previous 2-day/5-day course attendees.)

[Halifax, NS](#) - May 23

[Edmonton, AB](#) - June 19

[Houston, TX](#) - July 16

2-Day TapRoot® Incident Investigation and Root Cause Analysis Course

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

[Halifax, Nova Scotia](#) - May 21-22

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

[Niagara Falls, ON](#) - June 9-10

[Edmonton, AB](#) - June 17-18

[Las Vegas, NV](#) - June 23-24

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

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

3-Day TapRoot®/Equifactor® Equipment Troubleshooting and Root Cause Failure Analysis

[Halifax, NS](#) - May 21-23

[Edmonton, AB](#) - June 17-19

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

5-Day TapRoot® Advanced Root Cause Analysis Team Leader Training

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

[Calgary, AB](#) - July 21-25

NOTE: You are subscribed to our United States and Canada Enewsletter. **If you don't live in the U.S. or Canada**, please reply to this e-mail and let us know that we need to subscribe you to a different region.

View our worldwide calendar of courses at:

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

TapRoot® Summit in Las Vegas, NV, June 25-27, 2008

The TapRoot® Summit is just around the corner! Pre-Summit courses are June 23 and 24, and the Summit is held June 25, 26, and 27 at the Westin Casuarina hotel in Las Vegas, NV. We have our flight arrangements and hotel booked. Do you?

This month we're highlighting:

- Corrective Action Program Best Practices track (one of ten Best Practices tracks!)
- Industry Benchmarking & Networking Sessions
- Getting the Most from Your TapRoot Software (Pre-summit course - one of 11!)

Corrective Action Program Best Practices

The TapRoot® Summit has a Best Practices Track focused on improving Corrective Action Programs. The specific sessions for this track include:

- "Outside the Box" Creative Solutions
- Evaluating the Effectiveness of Corrective Actions
- Using TapRoot® to Evaluate Common Cause and Extent of Condition
- Better Corrective Actions by Using Corrective Action Tools
- Management & Performance Improvement
- How to Get and Keep Management Support
- The Good, The Bad, and The Ugly: Rating Your Improvement Program and Incident Investigations

And on Friday, June 27, Keynote Speaker Ed Frederick will present a breakout session to this track about the root cause analysis of the accident at Three Mile Island.

Industry Benchmarking & Networking Sessions

Did you know that you can participate in one or more benchmarking & networking sessions during the Summit? Share and learn the performance improvement secrets that will carry your facility to a best-in-class status. Sessions to choose from are:

- Transportation Networking & Best Practices Sharing (Airlines, Air Transport, Shipping, Rail, Rapid Transit, Trucking)
- Manufacturing, Pharmaceuticals, and Food Networking & Best Practice Sharing
- Oil E&P Networking & Best Practice Sharing
- Nuclear/Utility/DOE Networking & Best Practice Sharing
- Refining, Petrochemical, Chemical, Plastics, Pipelines, and Terminals Networking & Best Practice Sharing

Getting the Most from Your TapRoot Software (Pre-summit course)

To get the most from your TapRoot® Workgroup or Enterprise Software you need an administrator who understands all the built-in features. They need to know how to:

- Install the software for best performance
- Set up custom fields and lists
- Backup data and recover "lost" data
- Link the software to other databases
- Answer users' common questions
- Explain the basics of using the software
- Develop custom reports

Ed Skompski, Vice President & Partner at System Improvements, will lead this course, assisted by Dan Verlinde, the Software Project Manager. They will help your Software Administrators get the most out of your software.

Visit our website for more information or to register:

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

Accidents & Lessons Learned

On the [TapRoot® blog](#), we post accident & lessons learned, and other topics you may find helpful and of interest.

The lessons learned process is an integral part of every safety, health, and environmental programs -- here are some April posts:

\$4 Million Award Based on Evidence or Emotion?: After the 2002 crash of a Beech Baron, Teledyne Continental Motors was sued. The result? A \$4 million judgement. What do you think about this? Is Evidence Needed to Award \$4 Million After An Accident (or just emotions?) [Read more . . .](#)

Needle Stick Costs \$1 Million: The cost of a needle stick injury could = **\$1 million**. Fatigue, long hours, and shiftwork are big causes of accidental needle sticks. Are there other safeguards besides going needle-less? [Read more . . .](#)

Fatality of Child - How Much Punishment is Enough?: The father of a 12-year-old boy who was crushed to death by a tractor has been fined £1000 for letting his son drive the machinery while

underage. How much punishment is enough? Do you think the father needs to be fined £1000 to prevent future accidents? [Read more . . .](#)

Misinterpreted Root Cause: In a 2006 election, Senator Joe Lieberman's campaign implied that a crash of their website was the result of hacking by the opposing campaign. The FBI has now concluded that the crash of the Senator's web site WAS NOT a "dirty trick" from the opposition, but rather a misconfigured site. [Read More . . .](#)

Gruesome Commercials: The Ontario Workplace Safety and Insurance Board created a set of fairly gruesome commercials that dramatically show the results of "accidents." The message is that there are no accidents. Accidents are caused. [Read More . . .](#)

Wrong Kidney Removed: In March, a hospital in Minnesota removed the healthy kidney from a cancer patient. Do you think that these types of "wrong-site" errors occur often? It may happen more often than you think. [Read More . . .](#)

Airshow Accident: The Irish Times reports that an accident that injured two people at an air show in Ireland was the result of "mindless curiosity." Do you think this answer qualifies as a root cause? [Read More . . .](#)

No Pay for Errors: The largest healthcare insurer in Ohio has announce that it will start implementing the Medicare rules and refuse to pay for treatment due to a medical error or a hospital-acquired infection. [Read More . . .](#)

How Strong is a Safeguard?: A debate taking place in the agricultural community and on Capital Hill is really about the strength of Safeguards. The government is considering moving the Plum Island Animal Disease Center from an Island off the coast of New York, to a facility on the mainland of the United States. [Read More . . .](#)

BP Texas City: On April 4, Brent Coon, lawyer for several plaintiffs after the BP Texas City Refinery explosion, finally got his chance to depose Lord Browne, former CEO of BP. [Read More . . .](#)

To read more accidents and lessons learned, visit the [TapRooT® Blog](#).

Feature Course City: Minneapolis! by Ashley Bentz

One of the Twin Cities, Minneapolis, Minnesota boasts activity and excitement every day of the year. A 2-Day TapRooT® course will be held in Minneapolis on June 5-6, 2008, and with temperatures in Minneapolis averaging between 58 and 79, attending the course is a perfect way to escape the summer heat while combining business and leisure.

The course will be held at the [Minneapolis Marriott City Center](#), which is located in the heart of the city, within walking distance of many of the major attractions. The hotel connects to the [Skyway System](#), which offers climate-controlled passage to most of downtown.

A few of the major attractions include:

Mall of America

The [Mall of America](#) is located in Bloomington, Minnesota, about a 15-minute drive from downtown Minneapolis. It holds over 500 stores, 60 restaurants, 14 theaters, and an amusement park in four stories of a shopper's paradise. The Mall of America, which "attracts more visitors than Disney World, Graceland and the Grand Canyon combined," (www.minneapolis.org) is a must-see for all who visit Minneapolis.

Riverfront District

"The [Minneapolis Riverfront District](#) is many things to many people. To some, it's a giant archaeological dig. To others, it's a playground of dining and nightlife. And to yet others, it is a maze of beautiful parks and trails." (www.minneapolis-riverfront.com)

Guthrie Theater

The [Guthrie Theater](#) was founded in 1963 and is the most popular theater in Minneapolis. It offers a wide range of productions and classes and it is free to tour the facility, which includes viewing "the level four and five lobbies, the 'endless bridge,' Cue at the Guthrie or the Level 5 Café." (www.guthrietheater.org)

Saint Anthony Falls & Water Power Park

Saint Anthony Falls is the only waterfall on the Mississippi River, with history that dates back to when it was called "curling waters" by the Dakota Indians. The best viewing is from Stone Arch Bridge and is one of the most popular tourist destinations in Minneapolis. The recently opened [Water Power Park](#) allows visitors close access to the falls as "You feel the power of the river, the spray from the falls as you stand on one of the three overlooks with the skyline of downtown Minneapolis in the back round." (www.waterpowerpark.com)

For more information, visit:

<http://www.saintanthonymain.com>

<http://www.minneapolis.org>

For more information about the 2-day TapRoot® Course in Minneapolis on June 5-6, 2008, or to register, visit <http://www.taproot.com/courses.php?d=391&l=1>.

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

TapRoot® Tech Support

Did you know we've released a new update for our Dictionary Help File? Or that we've created a URL to help our users install our software in Windows Vista?

TapRoot® System Software Dictionary Help File Update

The TapRoot® System Software Dictionary Help File Update has been released! This update is for all users of the TapRoot® System Software, regardless of version, and will update your local TapRoot® Dictionary Help File. [Click here](#) for more information and to download the new release!

Installing TapRoot® Software in Windows Vista

Need help installing the software in Windows Vista? An easy-to-use URL has been created that will provide you instant access on how to install the software in Windows Vista.

[Click here](#) for a Support article explaining how to install the software step-by-step, including screenshots.

Questions? Contact tech support through our website:

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

How to Enhance Workplace Communication at Your 24-Hour Operation by Bill Sirois

When your operation runs 24-hours a day, it's easy for communication breakdowns to occur between managers and shiftworkers, and across shift crews. Unfortunately, even a small instance of missed or misinterpreted information can lead to a serious accident or a disruption at a 24-hour operation.

Though communication breakdowns occur in every business, shiftworkers are especially susceptible due to the effects of fatigue and shift changes. It's not uncommon for skilled and experienced workers to make careless mistakes during the overnight hours - errors that may not surface until the next crew has taken over. Likewise, at the end of a shift, employees eager to get home might forget to pass along key information to the next crew.

Although you can't eliminate human performance limitations, here are some things you can do to enhance communication around the clock:

Log books

Shift log books are the most commonly used communication tool in 24-hour operations. Typically, shiftworkers or a supervisor record what happened on their shift, highlighting any abnormal or unusual activities. Workers on the next shift must read and initial the book to show they've read it.

Bulletin boards

Operations with processes that don't change much day to day may find that posting a bulletin board in a centralized location suffices as a communications center. Each day, management posts a one- or two-page briefing with instructions for that day, with copies kept in a book for workers to review after days off.

E-mail and computer networks.

With e-mail, managers can easily get information to and communicate with night crews they might otherwise have no contact with. Another idea is to use your computer's Local Area Network (LAN) to post information workers can read and print, but not change. Such posts might include meeting summaries and workers' shift schedules.

Shift overlap

Another common technique is to have shiftworkers - or at least the shift supervisor - come in early or stay late to provide added time for direct contact between different shifts. Many companies use overlaps of 15 to 30 minutes, an ideal time period for a brief pre-shift meeting.

At one chemical company, the shift "leadman" - an hourly employee - always stays over for 30 minutes of overtime. "It's a cost we're willing to pay because it works well," the unit manager said. "It's especially beneficial during the midnight shift change, when there may not be any managers working."

Meetings

Scheduled meetings, held weekly, monthly or quarterly, are an ideal way to highlight important news and procedural changes at your company. Some companies schedule meetings near the shift change time to catch multiple crews, or even hold the same meeting two or three times. If possible, avoid calling night workers in during the daytime (when they normally sleep), or calling in workers on days off, for a meeting.

Video

Since getting people together can be difficult logistically, some companies routinely videotape daytime meetings and have workers watch them during the night shift.

One metal processing company on fixed 8-hour shifts holds a monthly meeting at 2:30 p.m. for first and second shift workers (with the second shift coming in half an hour early). The meeting is videotaped for third shift employees to watch that night.

Next Steps:

If you're interested in learning more about shiftwork management tips, here are some next steps:

- [The Practical Guide to Managing 24-Hour Operations](#). This report is a must have for any manager of shiftworkers. It includes over 100 tips on how to best run a shiftwork facility and examines common shiftwork myths and the facts behind them.
- [Shiftwork Seminar](#) - In 2008 Circadian will be holding several seminars in North America and Europe on shift scheduling, expanding to 24/7 and best shiftwork practices.
- [Shiftwork Practices 2007](#). The only benchmarking survey and best practices assessment available for shiftwork operations. It features data from 400 facilities and 290,000 shiftworkers.

- Contact one of our consultants at info@circadian.com, by calling 1-800-284-500 or by clicking here.

Bill Sirois is a Best Practices presenter at the TapRoot® Summit. He is the Senior Vice President and COO for Circadian Technologies. Managing 24/7 is published by Circadian Technologies, Inc., the leading international research and consulting firm providing programs to reduce the costs, risks, and liabilities of human factors in the 24/7 workplace. For more information, please visit www.circadian.com.

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

Our Readers Respond to Article About Differences in US/Europe Workplace Safety

Last month our readers responded to Mark Paradies' editor's letter about his observations of the differences between US/Europe approach to workplace safety. What did you think? Join the discussion by visiting the TapRoot® blog:

[April Editor's Letter and Comments](#)

Refresher Training at the TapRoot® Summit

Do you need refresher training at the TapRoot® Summit?

Take the 2-day TapRoot® Incident Investigation & Root Cause Analysis pre-Summit course and select the Investigation & Root Cause Analysis Best Practices Track when you customize your Summit experience!

2-Day TapRoot® Course

In the 2-day TapRoot® Incident Investigation & Root Cause Analysis pre-Summit course, you will learn the basics of the TapRoot® System for finding the root causes of incidents, accidents, quality problems, near-misses, operational errors, hospital sentinel events, and other types of problems. Once you find the real root causes using this systematic process, learn to develop effective fixes that will keep problems from happening again.

Learn to find and fix problems proactively BEFORE an accident or incident occurs and to analyze the Safeguards that keep problems from happening or from getting worse once a single Safeguard fails.

Also, learn what to include in effective presentations to management when presenting the results of a root cause analysis.

Investigation & Root Cause Analysis Best Practices Track

By selecting the Investigation & Root Cause Analysis Best Practices Track, you are choosing to gain valuable information about accidents, accident investigation, and root cause analysis. You will be attending excellent sessions, including:

* **Root Cause Analysis of Major Accidents** - This session will have three presentations

about investigations. The first presentation (Lexington Airport Runway Mixup) shows how TapRoot® can be applied to publicly available information to analyze a real aviation accident's root causes. The second (Cameco Cigar Lake Mine Flood) presents the investigation of an accident that was investigated using TapRoot®. The third (Investigating Fatalities) shares experiences of an investigator from Cal OSHA.

* **Investigations Learned from the Field** - Three experienced investigators (Ken Turnbull, Brian Locker, and Barry Baumgardner) will share lessons that they have learned over their extensive experience investigating accidents and incidents.

* **FACTS - Computerized Analysis of Fatigue as the Cause of an Incident** - Bill Sirois, VP & COO of Circadian Technologies, will share the results of research they have performed that has helped them build a tool for accident analysis of fatigue as a cause of an accident.

* **What's New in Investigations and Corrective Actions** - This session has three talks that share information of interest to investigators. First, Brian Locker will share the latest methods for defining Causal Factors that was developed as part of the 2008 TapRoot® Book. Next, Kay Gallogly will share the progress being made by an IEEE committee that is developing a root cause analysis standard for the nuclear power industry. Third, Bryce Donaldson will show some advanced multimedia techniques for sharing lessons learned after an investigation.

* **Root Cause Analysis of the Accident at Three Mile Island** - This interactive session will provide an opportunity for investigators to use their investigative skills to analyze the root causes of the accident at Three Mile Island. The session will be facilitated by one of the operators present at the time of the accident.

And that's only the start!

Beyond the Best Practice Tracks at the Summit, there are also three Keynote Speakers that should be of special interest to those looking to learn lessons from accidents:

First, **Gulf War veteran Lt Col Ralph Hayles** will speak about the aftermath of a friendly fire accident at the start of the first Gulf War. His story will show how an investigation focused on blame can harm those it is meant to help.

Second, the **Chief Inspector of the UK Rail Accident Investigation Branch, Carolyn Griffiths**, will share the lessons she has learned from starting a new, independent investigation organization.

Third, **Ed Frederick, Board Operator during the accident at Three Mile Island**, will share his account of the accident and the post accident investigation.

These are three great speakers that will enlighten and motivate accident investigators. For more information, visit <http://www.taproot.com/summit.php>.

The crisis of today is the joke of tomorrow. ~ H.G. Wells

[This is NOT how it is at System Improvements](#)

[Never Mind the Dog . . . Beware of Owner!](#)

[Consider Yourself Warned...](#)

[What Are You Thinking About?](#)



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. I don't want to lose you!

If you would like to STOP receiving this e-Newsletter - just click on the "Safe Unsubscribe" link at the end of this newsletter.

By the way, we do not sell or share your contact information or e-mail addresses. Oh, and this is ****BCBSTAuthorizedemail**** (not dreaded S-P-A-M).

The opinions and information contained in this newsletter are provided in the spirit of cooperation and continued learning. They do not represent any corporation's views. Use the information to help you form your opinions but all risk based on your use of this information is assumed by you and your company.

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

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