



BlueDragon® Annual User's Group Meeting

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INFRASTRUCTURE
MINING & METALS
NUCLEAR, SECURITY & ENVIRONMENTAL
OIL, GAS & CHEMICALS





Never-Ending Challenges

- Executing a coaching program as a stop-gap measure while developing a formal causal analysis training program
 - Very time consuming to coach causal analysis leads that either don't have much experience or primarily have 6-sigma experience

- Creating pull to do causal analyses on smaller issues
 - Addressing by developing causal analysis micro-training opportunities
 - Clean sheet review of Corrective Action Program and Causal Analysis process to reduce time on administrative or non-value added tasks

- Defining who's responsible for investigating and identifying preventive actions at the enterprise level for issues that originate at the project level
 - Attempting to address through Bechtel's lessons learned program



Success Story

The Power of the BlueDragon Diagram

- Recently completed a significant RCA on the production rollout of Bechtel's Digital Supply Chain System (DSCS)
 - DSCS spans supply chain process from planning, requisition, supplier management, sourcing, order formation, order management, to delivery & material management
- Scope of RCA examined evolution of DSCS from development in 2015 through production rollout in late 2018
- Value of information gathered through the Lines of Inquiry was considered so informative that management wanted to walk through all LOIs during the outbrief
 - Conducted 5-hour outbrief to corporate senior management
 - Conducted five additional outbriefs to various other Bechtel organizations ranging for 2 to 4 hours each

The format of the the BlueDragon Diagram was critical in being able to present the details of the findings in a logical and methodical way without having to do extra work



Recommendations

- Lean out the causal analysis process as much as possible
- Remove the barriers to causal analyses only being able to be done by highly trained individuals
 - A dozen quick 5-Why's can be as valuable as a single large-scale RCA
- Focus on and market the small wins and build from there – the big wins will always get the attention they deserve