Factors, Root Causes, Solutions™ (FRCS)

List questionable item or NLI/LI equivalent of questionable item:

Loss Prevention System™
An integrated process to maximize business performance

To determine root cause(s) of losses, near losses and questionable items & develop solutions to prevent recurrence, answer ALL of the following questions.

Factor 1
Is there adequate documentation explaining how to do this task? — if conscious decision not to have documentation, verify decision and continue to Factor 2.

YES → Verify there is a procedure, JLA & any pertinent SWP for this task.

NO → Why doesn't adequate documentation exist for this task?
Identify root cause(s).

Solution(s): Explain who will develop procedure, JLA, or SWP for this task (who writes, reviews, & approves, due date, etc.).

Factor 2
If tools are needed for task, are they available, operable, safely maintained & is there proper workplace design?

YES → Have person explain specifically what tools/equipment are needed and how they are accessed.

NO → Why aren't tools available, operable, safely maintained and/or why isn't there proper workplace design?
Identify root cause(s).

Solution(s): Explain specifically how tools will be made available, operable, safely maintained for task (who makes available, due date, etc.) and/or how workplace design will be made proper (who is responsible, due date, etc.).

Factor 3
Has your supervisor consistently told you to do this task, as well as ALL tasks, according to procedures or acceptable practices?

YES → Have person give an example of how this face-to-face communication occurred/occurs consistently.

NO → Why didn't this face-to-face communication occur consistently?
Identify root cause(s).

Solution(s): Explain how FLS will consistently communicate face-to-face with person to do this task, as well as ALL tasks, according to procedures or acceptable practices.

Factor 4
Are you familiar with task documentation & do you know how to do task according to documentation or acceptable practices?

YES → Have person verbalize how to do task according to documentation or acceptable practices.

NO → Why doesn't person know how to do task according to documentation or acceptable practices?
Identify root cause(s).

Solution(s): Explain how person will be shown how to do task according to documentation or acceptable practices (who will show person, due date, etc.).

Continue to Factor 2. **Continue to Factor 3.** **Continue to Factor 4.** **Continue to Factor 5 on next page.**

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Factor 5
Have you ever done this task before & not followed procedures or acceptable practices?

NO → **Factor 6**
Did you not follow procedures or acceptable practices because you have an easier, faster, or "better" way of doing this task?

NO → **Factor 7**
Has your FLS, Manager or peer observed you not following procedures or acceptable practices for this task & not said anything to you?

NO

YES → Did anything go wrong?

- NO → Root cause is: Person did not follow procedures or acceptable practices for this task on other occasions & there were no negative consequences.
  - What part of the procedure or acceptable practice was not followed?
  - Solution(s): Write down what person said would happen (what consequences would be) if he/she continues to perform task this way just because he/she did it in past & no incident occurred.
  - **Continue to Factor 6.**
- YES → Root cause is: Person did not follow procedures or acceptable practices for this task on other occasions.
  - What part of the procedure or acceptable practice was not followed?
  - Solution(s): Write down what person said would happen (what consequences would be) if he/she continues to perform task this way.
  - **Continue to Factor 6.**

YES → Root cause is: Person did not follow procedures or acceptable practices for this task because he/she has easier, faster or "better" way of doing task.
- What part of the procedure or acceptable practice was not followed?
- Solution(s): Write down what person said would happen (what consequences would be) if he/she continues to perform task this way just because he/she has an easier, faster, or "better" way to do task.
- **Continue to Factor 7.**

YES → Root cause is: FLS, Manager or peer observed person not following procedures or acceptable practices for this task & tolerated it.
- What part of the procedure or acceptable practice was not followed?
- Solution(s): Describe how SLM will show FLS how to build right workplace culture & send right message via effective — LPSA stewardship, V&V solutions, LPO feedback sessions & monthly LPS stewardship sessions.