

--SPECIFIC WAYS TO IMPROVE THE ORBITER MAINTAINANCE DOWN PERIOD.

--WHAT TO LOOK FOR ON BOLT FRACTURES, HOLDPOST ANOMALIES, SRB ATTACH RINGS, TEST EQUIPMENT AND TRAINING NEEDS.

CHAIRMAN'S WRAP UP:

-MOST ACCIDENT INVESTIGATIONS FAIL TO DIG DEEPLY ENOUGH INTO THE CAUSES BEYOND IDENTIFYING THE WIDGET THAT BROKE AND THE PERSON IN THE CAUSAL CHAIN CLOSEST TO THE WIDGET THAT BROKE...THIS IS A MISTAKE. THEY DON'T GET TO THE FIXES TO PREVENT FUTURE REPEATS

-FOUR DECOUPLINGS

--TAKE STEPS TO REDUCE DEBRIS CREATION IN THE FIRST PLACE ↵

--TOUGHEN THE ORBITER ↵

--INSPECT AND REPAIR THE ORBITER ↵

--ENHANCE CREW SURVIVABILITY (NASA'S TASK) ↵

-THREE TYPES OF RECOMMENDATIONS

--SHORT TERM: RTF

--MID-TERM: CONTINUING TO FLY, 3-12 YEARS

--LONG-TERM: REPLACE THE SHUTTLE

-IT IS OUR INTENT THAT THIS REPORT BE THE BASIS FOR AN IMPORTANT PUBLIC POLICY DEBATE THAT SHOULD FOLLOW US.

-WHAT IS THE NATION'S VISION FOR HUMAN SPACE FLIGHT

-ARE WE WILLING TO RESOURCE THAT VISION

-HOW URGENT IS IT TO REPLACE THE SHUTTLE

-WHAT SHOULD THE BALANCE BETWEEN ROBOTIC AND HUMAN EXPLORATION BE

TIRE ACCIDENT (DETAILED DESCRIPTION,  
FROM ALL DATA, of what occurred)

SOME PTS:

- ① LOADS @ TWANG > MAX Q (on SRBS)  
 $\Rightarrow$  at TWANG  $\Rightarrow$  184170N, JOINT WASN'T STUCK  
 - SET of GAS (BLACK SMOKE)  
 AT T+0.6 sec  
 8 more w/in 2 sec

★ LAUNCH CAMERA DIDN'T CATCH  
MOMENT OF PUFF (NOT A CLEAR VIEW)

$\Rightarrow$  2 WITH BEST VIEW  $\Rightarrow$  IN-OP

- ② T (ambient) =  $36^{\circ}\text{F}$  ( $15^{\circ}$  colder than  
(JOINT TEMP  $28^{\circ}\text{F}$ ) any other)

- ③ WIND SHEAR  $\Rightarrow$  PITCH/YAW LOADS > OTHERS

37 sec  $\rightarrow$  MAX LOADS w/in EXPERIENCE  
 65 sec (compare loads of all FETs @ ATTACH PT +  
 TO SPEC)

- ④ ALL PRIMARY EVIDENCE VISUAL  
(BOUNDED UP w/ TIM + DEBRIS)

- ⑤ DETAILED T/L (male)  
 $\hookrightarrow$  FOUND  $\sim 20\%$  of ET

CAUSE of ACCIDENT

TEST DATA, ENG DATA, ETC ① DETAILED DESCRIPTION  
 of JOINTS ② EFFECT of T  
 P 64 ③ OTHER INSTANCES: 8th FET  
 (10th JOINT of 150)  
 (4, over  $70^{\circ}$ )

DISCUSSION  
of JOINT  
(+ PERFORMANCE)

ANALYSIS of WRECKAGE



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THE ACCIDENT (DETAILED DESCRIPTION, FROM ALL DATA, OF WHAT OCCURRED)

SOME PTS:

1. LOADS @ [[GOOD GUESS?]] TWAIG [[/GOOD GUESS]] > MAX A (on SRBS)  
=> at [[GOOD GUESS?]] TWAIG [[/GOOD GUESS]]-> IGNITION, JOINT WASN'T SEALED  
- JET OF GAS (BLACK SMOKE)  
AT T +.6 SEC  
8 MORE W/IN 2 SEC  
# LAUNCH CAMERA DIDN'T CATCH  
MOMENT OF PUFF (NOT A CLEAR VIEW)  
=> 2 WITH BEST VIEW => IN-OP

2 T(ambient)= 36°F ( 15 colder than any other )  
(JOINT TEMP 28°F)

3 WIND SHEAR => PITCH/YAW LOADS > OTHERS  
37 SEC -> MAX LOADS W/IN EXPERIENCE  
65sec (COMPARE LOADS OF ALL FLTS @ ATTACH PTS & TO SPEC)

4 ALL PRIMARY EVIDENCE VISUAL  
(BACKED UP W/ TLM + DEBRIS)  
-> FOUND ~ 20% OF ET

5 DETAILED T/L [[good guess]] (male) [[/good guess]]  
CAUSE OF ACCIDENT  
[[left align]] DISCUSSION OF JOINT + PERFORMANCE) [[/left align]]  
TEST DATA, ENG DATA, ETC 1 DETAILED DESCRIPTION  
OF JOINTS 2 EFFECT OF T  
P64 3 OTHER INSTANCES: 8th FLT  
(10th JOINT OF 150)  
(4, over 70°)

ANALYSIS OF WRECKAGE

(1<sup>st</sup> section w/ FINDINGS)  $\Rightarrow$  16 FINDINGS

25 FEB 21  $> 61^\circ$  (4 problem)

4  $< 61^\circ$  all had problems

PUTTY  
O-RINGS  
SEALING  
GAPS  
DYNAMICS  
HANDLING

1 conclusion:

$\Rightarrow$  due to faulty design, unacceptably sensitive to a number of factors (T, physical dimensions/tol, materials, effects of re-usability/processing, reaction of joint to dynamics)

### CONTRIBUTING CAUSES

- DECISIONS BASED ON INCOMPLETE, SOMETIMES MISLEADING INFO

- DIDN'T GET TO

EQUIV of DITTMORE  
(ALDRICH)

(whole discussion,  
not launch decision)

$\Rightarrow$  LOWER PEOPLE DECIDED  
IT WASN'T A CONCERN

NOTE: LEVEL I = AA/CD,  
etc

LEVEL IV = Contractor

$\hookrightarrow$  III = <sup>NASM</sup> PRODMGRS

$\hookrightarrow$  II = PGM MGRS

CoFR (392)  $\hookrightarrow$  I  
FR (291)

4 FINDINGS: ① FLAW IN LAUNCH DECISION-MAKING PROCESS

② WAIVING OF CONSTRAINTS at expense of safety - no requirement that waiver had to be reviewed/considered at all levels

③ MSFC ④ Thicker reversed position

3 MORE REGARDING ICE-ON-PAD (+ LAUNCH DECISION)

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(1st SECTION OF FINDINGS) => 16 FINDINGS

25 FEB 21 > 61° (4 problems) 4 < 61° all had problems

[[List from right top margin]] [PUTTY

[O-RING [SEALING

[GAPS [DYNAMICS

[HANDLING

[[/List from right top margin]]

[[arrow pointing from top list to "1 CONCLUSIONS"]]

1 CONCLUSION :

-> due to faulty design, unacceptably

sensitive to a number of factors

(T, physical dimensions/ tol, materials

effect of re-usability/ processing, reaction

of joint to dynamics)

CONTRIBUTING CAUSES

- DECISIONS BASED ON INCOMPLETE, SOMETIMES MISLEADING INFO

- DIDN'T GET TO

EQUIV OF DITTEMORE

(ALDRICH)

(whole discussion,

not launch discussion)

=> LOWER PEOPLE DECIDED

IT WASN'T A CONCERN

[[right margin]]

NOTE :

LEVEL I = AA/CD/E8

LEVEL IV = contractors NASA

# III PROJ MGRS

Cert [[?]] [[arrow pointing to III]]

# II = PGM MGRS

# I

FRR

( 2 # 1

[[left of # I]]

COFR

(3 # 2)

[[/right margin]]

4 FINDINGS = (1) FLAW IN LAUNCH DECISION - MAKING PROCESS

(2) WAIVING OF CONSTRAINTS at EXPENSE OF safety - no requirement that waivers had to be reviewed / considered at all levels

(3) MSFC (4) [[good guess]] Thiokol reversed position

3 MORE REGARDING ICE - ON - PAD ( & LAUNCH DECISION)



ACCIDENT ROOTED IN HISTORY

BAD DESIGN - ① FAILED TO RECOGNIZE  
IT AS A PROBLEM, then ② FAILED  
TO FIX IT, ~~the~~ ③ TREATED IT AS  
AN ACCEPTABLE FET RISK

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ACCIDENT ROOTED IN HISTORY

BAD DESIGN- (1) FAILED TO RECOGNIZE IT AS A PROBLEM, then (2) FAILED TO FIX IT, [[?]] (3) TREATED IT AS AS ACCEPTABLE FIT RISK