ENGR 125CS

CAIB Report	Name:
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On Monday in class we discussed the Columbia Accident Investigation Board report. Among the Board's findings was that the accident was due, at least in part, to *organizational* failures.

Organizations are often faulted for such common "breakdowns" during failure investigations, and NASA is no exception in this regard.

Recall our list of five commonly cited "organizational breakdowns":

- 1. Relentless pressure to achieve a schedule forces a series of subtle losses and weaknesses that pile up until a failure occurs.
- 2. A record of past success is increasingly believed to indicate lower risk and higher confidence in continued success, rather than a warning to be on the lookout for new and unexpected failure modes.
- 3. The "not seeing the forest for the trees" effect: focus on tackling a series of seemingly small problems without a mechanism to observe more ominous changes or larger trends.
- 4. Reliance on initial assessment data and assumptions even when new and possibly conflicting data comes in.
- 5. The "silo" effect: a breakdown in communication when crossing arbitrary organizational structures and boundaries.
- (1) Review the list of CAIB Recommendations (separate handout), then circle six that you feel are the most important or simply the most interesting to you. Write the recommendation number in the table below.
- (2) Separately for each of the six recommendations you circled, determine which of the "organizational breakdowns" from the list above is addressed by the recommendation (in some cases there might be more than one breakdown per recommendation). Write the corresponding breakdown number(s) in the table.
- (3) Now choose one of the selected recommendations and on the back of this worksheet write a paragraph or two summarizing your reason for choosing that recommendation and its relationship to the "organizational breakdowns" you selected.

Recommendation Number	Organizational Breakdown(s) Addressed