

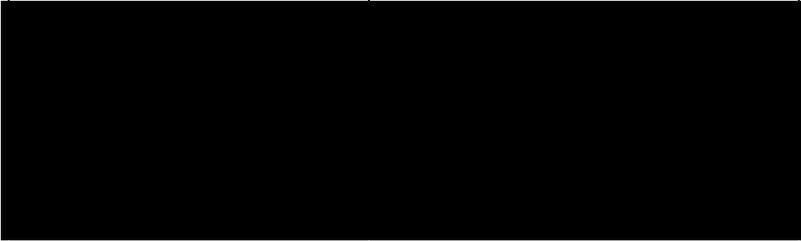
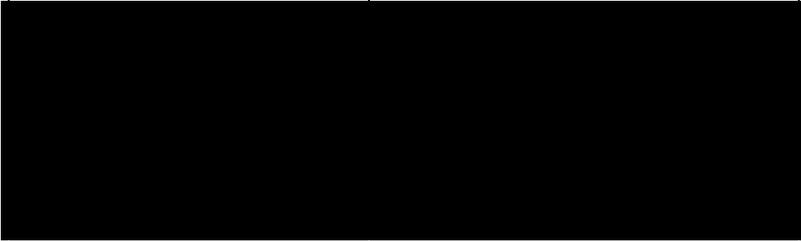
# NASA Enterprise Applications Competency Center (NEACC)

## Root Cause Analysis (RCA) Procedure Operational Work Instruction (OWI)

REVISION L

Approved for Release - Distribution is Unlimited

APPROVING AUTHORITY

Signature	Name / Title	Org	Date
		<u>IS01</u>	
		<u>IS01</u>	05/22/14

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## 1.0 INTRODUCTION

The Root Cause Analysis (RCA) is the method for identifying and correcting the cause of incidents. Additionally, the RCA defines and tracks actions required in preventing it from recurring. This document defines the actual steps the NASA Enterprise Applications Competency Center (NEACC) personnel perform while conducting an RCA in support of the NEACC.

### 1.1 Purpose

The purpose of this OWI is to communicate the procedure for performing an RCA. The objective of an RCA is to document the actual cause of major problems and identify correction action. These corrective actions are intended to mitigate or eliminate a recurrence of the problem and assist in achieving a higher availability in the production environment. In addition, the RCA identifies any secondary problems that prolonged the duration of a problem or contributed to the root cause.

### 1.2 Applicability

This procedure is applicable to the entire NEACC and any of the I3P Service Providers.

### 1.3 Definitions

**Table 1 – Definitions**

<b>Term</b>	<b>Definition</b>
Cause	A condition or event that results in the occurrence of an effect (direct cause, contributing cause, root cause)
Condition	Any system state that may have adverse implications for normal system functionality
Daily Service Review (DSR)	A meeting conducted daily to review production performance issues (service exceptions and changes).
Event	An incident that could have a serious impact to system operations or availability.
Incident	An event or condition that is not within normal system functionality or expected behavior
Service Restoration Team (SRT)	The team responsible for restoration of service when a high severity problem erupts. The team immediately performs problem analysis and restores service. The SRT's primary concern is restoration of service, not determination of the root cause.

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<b>Term</b>	<b>Definition</b>
Subject Matter Experts (SMEs)	Individuals recognized across the contract for their expertise and/or accomplishments on a particular subject and may be called upon to share their specialized knowledge and participate on a SRT or RCA Team.

## 1.4 Acronyms/Abbreviations

**Table 2 – Acronyms and Abbreviations**

<b>Acronym</b>	<b>Description</b>
CIO	Chief Information Officer
COTR	Contracting Officer’s Technical Representative
DSR	Daily Service Review
EAST	Enterprise Applications Service Technologies
FMS	Factory Management Support
ISO	Information Systems Office
ISRS	NEACC Service Request System
LOB	Line of Business
NASA	National Aeronautics and Space Administration
NEACC	NASA Enterprise Applications Competency Center
NISC	NASA Information Support Center
OI	Organizational Issuance
OWI	Operational Work Instruction
PII	Personally Identifiable Information
RCA	Root Cause Analysis
SBU	Sensitive But Unclassified
SLM	Service Level Management
SME	Subject Matter Expert
SRT	Service Restoration Team

## 1.5 References

Documents referenced in this procedure include:

- NEACC-FMS-PROC-OPS-003, Daily Service Review (DSR) Procedure
- NEACC-FMS-PROC-OPS-005, Service Restoration Team (SRT) Procedure

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- IS01-NEACC-SEO-PROC-OP-002, Incident Escalation Procedure
- EAST-DRD-1293CF-004, Release and Deployment Management Plan

## 2.0 ROLES AND RESPONSIBILITIES

The table below provides an overview definition of the roles and responsibilities of the various functions cited in this procedure.

**Table 3 – Roles and Responsibilities**

<b>Roles</b>	<b>Responsibilities</b>
Action Item Owner	The Action Item Owner – any NEACC RCA Team member – shall: <ul style="list-style-type: none"> <li>• Assign responsibility for the completion of an identified action item resulting from an RCA</li> <li>• Notify the SLM Team after an action item is complete so they can update the status from Pending to Complete</li> </ul>
Application Engineer	The Application Engineer shall: <ul style="list-style-type: none"> <li>• Execute the identification and coordination of the resource requirements needed to gather the necessary data during the RCA process</li> <li>• Work with the SLM Team to document the RCA findings and track implementation of the RCA results</li> </ul>
Line of Business (LOB) Manager	The LOB Manager shall: <ul style="list-style-type: none"> <li>• Escalate incidents according to the IS01-NEACC-SEO-PROC-OP-002, Incident Escalation Procedure, and NEACC-FMS-PROC-OPS-003, Daily Service Review (DSR) Procedure to communicate any issues with the process</li> <li>• Execute the RCA process</li> <li>• Provide review and approval of RCA recommendations and corrective actions to be implemented that impact their LOB</li> </ul>
Help Desk Representative	The Help Desk Representative shall: <ul style="list-style-type: none"> <li>• Participate in the RCA process by representing the NASA Information Support Center (NISC) Help Desk</li> </ul>
Root Cause Analysis (RCA) Team	The RCA Team shall: <ul style="list-style-type: none"> <li>• Consist of the Contractor Technical Director, LOB Manager(s), and Service Delivery Managers as appropriate - Subject Matter Experts (SMEs), vendor personnel, and those who participated in the SRT efforts</li> </ul>
Vendor Representatives	Vendor representatives shall: <ul style="list-style-type: none"> <li>• Share their specialized knowledge and participate in the RCA</li> </ul>

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<b>Roles</b>	<b>Responsibilities</b>
Service Level Management (SLM) Team	The SLM Team shall: <ul style="list-style-type: none"> <li>• Initiate, schedule, and facilitate the RCA meeting</li> <li>• Document the resulting RCA report</li> <li>• Manage the RCA and this procedure, reviewing it annually to ensure current information</li> </ul>
Contractor Technical Director	The Contractor Technical Director shall: <ul style="list-style-type: none"> <li>• Review RCA findings and approval of recommendations and implemented corrective actions while staying accountable to the NEACC Product Lead</li> </ul>
NASA Product Lead	The NASA Product Lead shall: <ul style="list-style-type: none"> <li>• Participate in the RCA process as the NASA owner for the impacted LOB application</li> </ul>

### **3.0 PROCESS**

#### **3.1 Initiating an RCA**

The SRT Team Lead, LOB Manager, Service Delivery Manager, NASA Information Support Center (NISC) Representative, NEACC Technical Director, or NEACC management may request an RCA by contacting the SLM Team.

The basic guidelines for determining if an RCA Team is required are:

- Problem has a high level of complexity
- Problem crosses multiple service providers
- Problem is part of a previous RCA
- Problem is part of an identified problem trend
- Problem was initially assigned to an individual, but through gathering and analyzing the data it was determined that the individual required or the individual requested the assistance of a team to complete the problem analysis to obtain proper resolution

RCAs are conducted to ensure that the root cause of an incident (or occurrence) is understood and fully documented and to enable the identification of corrective actions (as appropriate) to prevent similar recurrences. An RCA shall be conducted for all incidents that resulted in formation of an SRT and/or resulting from a High Severity incident and shall be initiated the first business day after service is restored.

Additionally, trend analysis of recurring incidents, incidents identified during a DSR, or incidents identified and requested by authorized Client personnel through the NEACC Technical Director or NEACC LOB/Service Delivery Managers may result in an RCA being conducted.

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A detailed analysis of high impact incidents shall be performed to understand the events and issues associated with each process. Vendor-related issues shall also be examined to eliminate any inefficiency. Ownership for these actions shall be assigned (Action Item Owner), along with due dates for completion. Action items shall be reviewed and updated periodically at the DSR until ‘closed’ or to other methods, e.g. a project or initiatives.

The NEACC Application Engineer shall own the overall RCA process and along with the NEACC LOB Managers, Delivery Managers, and Service Providers shall be accountable for the successful completion of assigned action items. The SLM Team shall periodically review and analyze all NEACC RCA to determine if there are recurring problems.

The RCA process contains six steps:

- 1) Investigation/Data Collection
  - a. Collect SRT documentation, NEACC Service Request System (ISRS) diary information, technical support information, and any vendor information or data.
- 2) Analysis
  - a. Review data/impacts to id possible causes.
- 3) Root Cause Identification
  - a. Develop results and conclusions based on analysis and SLM documents in RCA document.
- 4) Presentation of Result
  - a. Conduct an actual RCA meeting.
  - b. Obtain concurrence from the NASA Product Lead and LOB Manager as to the determination of the root cause at this stage.
- 5) Implementation
  - a. Implement recommendations and execute actions identified as needed if concurrence is obtained.
- 6) RCA Closeout

### **3.2 Investigation/Data Collection**

The first step is to gather data and identify the facts that show how the incident occurred. The individual(s) or team assigned to the RCA shall be responsible for investigating and gathering the data associated with the event occurrence. Information that is to be collected consists of conditions before, during, and after the incident, personnel involvement (including any actions taken), environmental factors, and any other data relevant to the incident. If an SRT was held for an incident to facilitate problem analysis and determine incident resolution, then all relevant data from the SRT shall be included as part of the RCA investigation and data collection step.

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### **3.3 Analysis**

Establishing a consistent method for performing analysis provides structure to organize and analyze the information gathered during the investigation phase as well as the identification of gaps and possible deficiencies in knowledge.

The objective of the analysis phase is to identify the cause and conclude with a recommendation or corrective action. The following basic steps are used to analyze an incident:

- 1) Identifying the problem and its impacts
- 2) Describing the problem with regard to identity, location, time and size
- 3) Establishing possible causes
- 4) Testing the most probable cause
- 5) Verifying the true cause

### **3.4 Root Cause Identification**

Events are usually the cause of multiple factors and rarely limited to a single cause. Upon completion of the brainstorming session, the analysis results are used to begin the root cause identification and determine the reasons the event occurred so that the problem(s) surrounding the incident can be addressed. Solutions identified in this phase generate recommendations and/or corrective action items. The recommendations and/or corrective action items can range from training to procedural changes/updates to new development or updates to existing application components. An individual or team shall be assigned to each action item along with deliverable requirements (completion dates can be negotiated with the action item owner). Action items shall be recorded in ISRS within the RCA record. The SLM Team shall be responsible for the assignment and tracking of action items.

Prior to finalizing the outcome of the root cause identification, the LOB Manager and the Contractor Technical Director are required to review and approve.

### **3.5 Presentation of Results**

The intent of presenting the results is to inform all interested parties of the analysis and proposed actions and/or implementation plans. As the investigation concludes, all interested parties shall be notified regarding the outcome of the analysis. This includes discussing and explaining the results of the analysis and any recommendations and/or corrective actions proposed for implementation.

SLM shall update and complete the RCA report. Upon the update, SLM will schedule and coordinate a meeting with the RCA Team and the NASA Product Leads to review the RCA findings. The NASA Product Lead shall provide concurrence or approval of the RCA findings. If concurrence is not obtained, the RCA team will perform additional analysis and repeat the RCA process steps.

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### **3.6 Implementation**

Implementation of recommendations and/or corrective actions shall be directed towards eliminating the root cause of the problem, as well as proactive prevention of similar problems. Approval to proceed with implementation plans shall be the responsibility of the Contractor Technical Director, LOB Manager, and the NASA Product Lead.

The tracking of action items shall be the responsibility of SLM. Action item owners are accountable for the completion of all corrective actions assigned to them. Any problems or issues that occur while attempting to complete their actions should be noted and communicated, as appropriate, through standard escalation channels. Upon completion of the action item, SLM shall be notified to update the status in the RCA documentation.

Implementation of any recommendations or changes shall follow standard NEACC Change Management and Release Management strategies set forth in EAST-DRD-1293CF-004, Release and Deployment Management Plan.

### **3.7 RCA Closeout**

The RCA is complete when the following items are complete:

- Every effort to identify the root cause has been made.
- All action items associated with the problem have been identified and assigned.
- All interested parties have been notified and briefed on the RCA findings and recommendations.
- The RCA report has been generated and provided to the LOB Manager and Contractor Technical Director and the NASA Lead has provided concurrence of findings.
- An RCA report may be closed out after one or more NEACC service requests to implement changes, findings, and actions have been created to track that work.

### **3.8 Resource Requirements**

The LOB Manager and NASA Product Lead shall work with the assigned Application Engineer to determine what individual(s) are needed to gather the necessary data and participate in the RCA including Subject Matter Experts, Vendors and/or Service Providers (as appropriate), and other personnel familiar with the occurrence.

Each specific individual or team may use multiple report sources and diagnostic tools required to successfully complete an RCA. Some examples may include ISRS, Marshall Integrated Service Management (MISM), data logs, spreadsheets, vendor notes, etc.

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### **3.9 Documentation**

An incident record is required for the creation of an RCA report. RCAs are tracked through assigned numbers via the Remedy ISRS System. RCAs are numbered using the following convention: RCA-Ticket Number (RCA - #####).

After appropriate management review, the Contractor Technical Director shall approve the RCA Report for release. Once approved, SLM shall maintain copies of RCA Reports in the Remedy ISRS RCA Database.

### **3.10 Review and Approvals**

If any recommendations and/or corrective actions directly result in new and/or revised data requirements not covered by the contract and there exists the potential of a monetary and/or resource impact, the Contracting Officer will receive notification that a contract modification is required.

NEACC and EAST Contractors shall review all changes with final approval required by the EAST Program Manager and NEACC Operations Manager. Proposed changes with cost and/or contractual implications should be referred to the appropriate contract agency through the EAST Program Manager or NEACC Contracting Officer’s Technical Representative (COTR). Modifications and/or updates jointly agreed upon will be made as appropriate with any contractual changes following the contract modification process as required.

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#### 4.0 RECORDS

Each RCA record is stored in the ISRS RCA Database. Arranged by Date of Incident, then they are arranged by Date of RCA.

**Table 4 – Records Applicable To This Document**

<b>Name of Record</b>	<b>Storage Location</b>	<b>SBU/PII*</b>	<b>Retention Schedule</b>	<b>Responsible Party</b>	<b>E-mail</b>	<b>Phone No.</b>
Action Item listing with corrective actions/dependencies	[REDACTED]	No	2/27/C/2/(a) (2800)	Service Level Management (SLM) Team	[REDACTED]	[REDACTED]
Problem Management Reports	[REDACTED]	No	2/27/C/2/(a) (2800)	NISC		
Service Restoration Team Reports	[REDACTED]	No	2/27/C/2/(a) (2800)	SLM Team		
Final RCA Reports	[REDACTED]	No	2/27/C/2/(a) (2800)	SLM Team		

\*SBU = Sensitive But Unclassified / PII = Personally Identifiable Information

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## **APPENDIX A: ROOT CAUSE ANALYSIS CHECKLIST**

Listed below are questions on the Root Cause Analysis checklist.

### **Problem Recognition Questions**

- How was the problem recognized?
- Could the problem have been recognized earlier?
- Could the problem have been avoided or minimized if detected earlier?
- What action was taken after the problem was recognized?
- What actions should have been taken?

### **Problem Notification Questions**

- Were there pre-defined problem notification procedures?
- Were the procedures followed?
- Was the correct person, department, or group notified?
- Did the procedure work well?
- Should the notification have been earlier?
- Is there a need for improvement?

### **Problem Determination Questions**

- Was there a problem determination procedure?
- Was the procedure followed?
- Did the process work?
- Could problem determination have commenced earlier?
- Were the needed problem determination tools available
- Were the tools used?
- Did the tools work, and do better tools exist?
- Is there a need for additional training?
- Is there a need for improvement?
- Was there a change involved in the outage?
- Did the change cause the outage?
- Did the change increase the duration or scope of the outage?
- Were there procedural changes made?
- Was there confusion because of the change?
- Was the change documented?
- Was the change scheduled?
- Was everyone notified?
- Was the change thoroughly tested?
- Were associated procedural changes needed after installation?

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### **Recovery Questions**

- Were there predetermined recovery procedures?
- Were the procedures followed? Were they successful?
- Did the procedure take as long as expected?

## APPENDIX B: ROOT CAUSE ANALYSIS FORM

**Root Cause Analysis**

Print Close

---

RCA Date:

RCA Originator:

RCA Author/Scribe:

RCA Number:

RCA Status:

NASA Approver Email:

---

SR Number:

NISC TT Number:

Related Vendor #:

Date/Time of Outage:

Outage Duration:

SIA Met?  Yes  No

---

Affected Line of Business:

Application:

Description of Problem:

Outage Area/Team:

---

**RCA Participants**

Scribe:

Escalation Manager:

Application/LOB Owner:

Attendees:

---

**Chronology of Events**

1. Chronology of Events:
2. Impact:
3. Root Cause Finding:
4. Secondary Contributors:
5. Interim Solution:
6. Long Term Solution:
7. Conclusions and Recommendations:

---

**RCA Action Items**

Item Owner:

Item Description:

Item	Owner	Description	Action Taken	Complete By Date	Status

---

**Additional Information/Attachments**

Attachme...

(Only SLM team members can view the data below)

**Status Log**

RCA Status	Userid	Start Date/Time	End Date/Time	Time/Intr

Diary:

**Figure 1 – Root Cause Analysis Form**

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## APPENDIX C: POINTS OF CONTACT

**Table 5 – Points of Contact**

Name	Position	Center	E-mail	Phone
SLM Team	Document Owners	MSFC		

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