

CASE STUDY

QUANTA SERVICES



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Quanta provides engineering, procurement and construction services for electric power, oil, and natural gas infrastructure. With offices across North America and abroad, they employ nearly 30,000 people with revenues exceeding \$7.5 billion.

In 2015 Quanta conducted a search for a partner to help improve their Root Cause Analysis program. Their goals were to understand related and common causes and share lessons learned consistently across the organization. Quanta chose Sologic after an extensive evaluation considering training capability, software, and customer support.

In early 2016, Safety Manager James Gregurek led the effort to roll out Sologic training and Causelink Enterprise software across the organization. James discusses his experiences and Quanta's encouraging results in the interview below.

Can you provide some background on the state of the RCA program in 2015 and what led Quanta to evaluate Sologic's training and software?

Quanta Services is a decentralized company where each of our operating units manages their company and process separately. Because of this, we realized many of our units were using different processes for RCA. We wanted to take the next step and standardize in order to find relatable causes and processes throughout the operating units and be able to share lessons learned consistently across the organization. A single RCA program would help do that. One of our managers was familiar with Sologic and that led to us attending one of your public classes to evaluate your program.

Why did you choose Sologic?

We chose Sologic due to the simplicity of it. Some RCA programs are big, complicated processes. Sologic is scalable from an investigation standpoint. It works for everything from a near miss to a major event. The (Causelink software) chart and report are easy to use and I enjoy the process.

What was your approach to establishing the RCA program?

We knew we couldn't just train people and expect it to work. We needed to determine from a corporate standpoint all of the procedures and expectations that would be implemented. You have to have a plan to track everything, with people you can trust to get the actions done. The biggest hurdle is communication. You have to always be there to offer support and encouragement to facilitators, and also answer any questions they may have. Share what you've learned and continuously improve. We started by focusing lost time events, and are lowering our thresholds as we solve problems and get more facilitators up to speed.

Can you describe the level of support from upper management?

Support from top down is what drives our behavior. We have quarterly reviews of all LTEs (Lost Time Incidents). Several are chosen to be reviewed by the CEO, VP of Safety, and Regional Operating Unit Vice Presidents. Accountability is important. Any RCA could end up on the CEOs desk. We review the first draft of every RCA, provide comments, make sure the chart makes sense from a cause & effect standpoint, and confirm that the solutions are corrective and preventative. Facilitators go back and make adjustments as appropriate before finalizing the report. Their Executive management must approve the report as well.

Since deploying Sologic and Causelink Enterprise, we have seen more effective solutions that actually fix the problem.

We don't want to just mow the weeds and have them crop back up. We want to go down and rip up the roots so they don't come up again. It's still a work in progress, but we're constantly improving.

How did RCA training benefit Quanta?

Consistency in RCAs throughout the organization. Business units can relate to one another using common terminology. Lessons learned and reports can be shared. Quality of investigations has improved to the next level.

Have you experienced any unexpected benefits/outcomes?

Attention has been driven away from the injured person. We're focused on the systematic causes, not just the worker. Incidents almost always result from upstream issues (planning, procedures, equipment availability, hazard assessment, etc). We're looking more at systems issues/breakdowns. You can fix system breakdowns; you can't always fix a worker.

Why did Quanta choose to implement Causelink Enterprise?

Collaboration. We're so big and spread out that it's hard for teams to get together.

With the software in the cloud, people can just log in and work on the chart, and it's easy to monitor progress.

Using the desktop software made it tough to review. Now we get notified when RCAs are ready to review. We value Causelink for its ability to track progress, share, and collaborate. In the past, it was hard to track RCA action items/solution implementation from corporate. We just relied on the business units to get them done. Now we can track them and know they are being done.

What advice would you give companies who want to standardize RCA?

Be patient and have a plan. It's been a journey for us. We noticed something that needed to change and it's been work, but worth it. Get involvement from the people using it. We sent surveys to get everyone's feedback so we could tailor the system to meet their needs. We have over 40 operating units in the US, Canada, Latin America, and Australia, and have trained over 275 employees in the Sologic process. Everyone I've talked to that has taken the class has enjoyed it over what they've had before. I've experienced 4-5 of your trainers, and they've all been really good. We've also expanded beyond safety and had some quality and management employees get involved.



Sologic provides root cause analysis (RCA) training, software and services to help companies solve challenging problems and prevent them from recurring. With offices on five continents, staffed with experienced trainers and investigators, our RCA solutions are built on over 20 years of field experience with clients worldwide. We work with disciplines such as quality, safety, IT, reliability, maintenance, operations, logistics, and legal.

For more information on Sologic's industry-leading RCA training and investigation services and their benefits

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