

Reliability and System Risk Analysis Workshop

Dr. John Thomas

Schedule

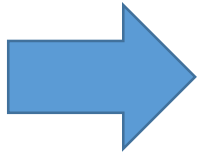
Monday, July 20, 2015: Classical Techniques

- 1000-1030 Introduction, overview of failure search techniques
- 1030-1100 Qualitative Failure Modes and Effects Analysis (examples and exercise)
- 1100-1130 Qualitative Fault Tree Analysis (examples and exercise)
- 1130-1230 Other Qualitative Techniques (Event Tree Analysis, HAZOP)
- Lunch
- 1400-1430 Quantitative Fault Tree Analysis
- 1430-1515 Other Quantitative Techniques (FMEA, ETA)
- 1515-1545 Practical strengths and limitations, lessons learned
- Break
- 1615-1645 Wrap-up and discussion

Tuesday, July 21, 2015: Systems-Theoretic Techniques

- 0900-0915 Introduction and overview to Systems-Theoretic Techniques
- 0915-1000 Human factors introduction
- 1000-1030 Systems Theoretic Accident Models and Processes (STAMP)
- Break
- 1050-1220 System Theoretic Hazard Analysis (STPA)
- Lunch
- 1400-1600 STPA examples and exercises
- 1600-1630 Wrap-up and discussion

Today's Agenda



- Intro to reliability and system risk
- Overview of analysis techniques
- Traditional qualitative techniques
 - Failure Modes and Effects Analysis
 - Fault Tree Analysis
 - Event Tree Analysis
 - HAZOP
- Traditional quantitative techniques
 - Quant. Fault Tree Analysis
 - FMECA
 - Quant. ETA

Tomorrow:

- Human factors
- System-theoretic techniques

Introduction: Reliability and System Risk Analysis

- What is Reliability?
 - Probability that a component or system will perform its specified function (for a prescribed time under stated conditions)
- What is Risk?
 - Threat of damage, injury, liability, loss, or any other negative occurrence that may be avoided through preemptive action.
- What is a Failure?
 - Inability of a component to perform its specified function (for a prescribed time under stated conditions)
- What is Safety?
 - Freedom from undesired losses (e.g. loss of life, loss of mission, environmental damage, customer satisfaction, etc.)

Two basic types of losses

- Losses caused by component failure
 - Focus of reliability analysis



Today's
class

- Losses caused by component interactions
 - Often occur without failures
 - Can be more difficult to anticipate



Tomorrow's
class

Three Mile Island

Events: A critical relief valve fails (stuck open) and begins venting coolant. Despite best efforts, operators are unable to mitigate this problem in time and the reactor experiences a meltdown. Radioactive materials are released. \$1B cleanup costs.



Root cause?

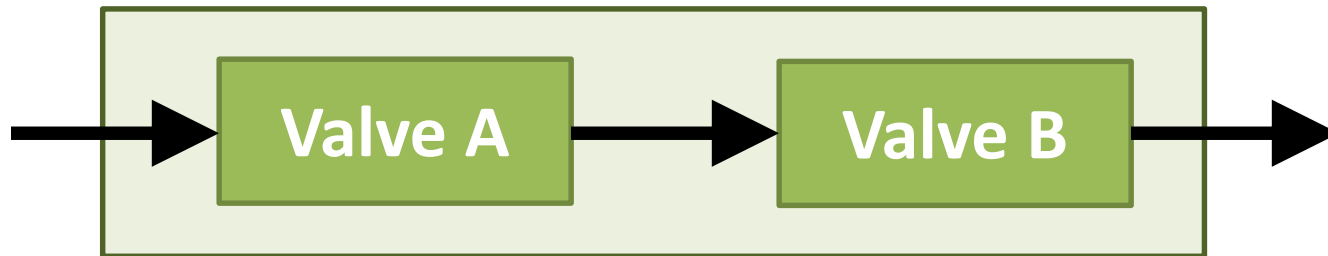
Component failure losses

- These are losses caused by physical component failures
 - E.g. valve stuck open
 - Failure: Component does not perform as specified
- What would you do about this?
 - Make valve more reliable
 - Use redundant valves
 - More frequent maintenance / testing
 - E.g. ATLAS compressors

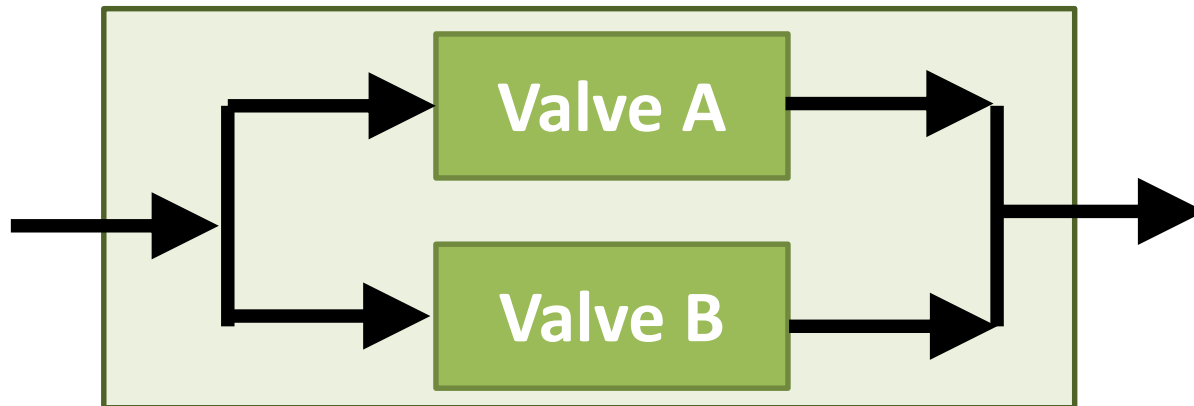
Classic reliability solutions

Redundancy

Two valves in series:



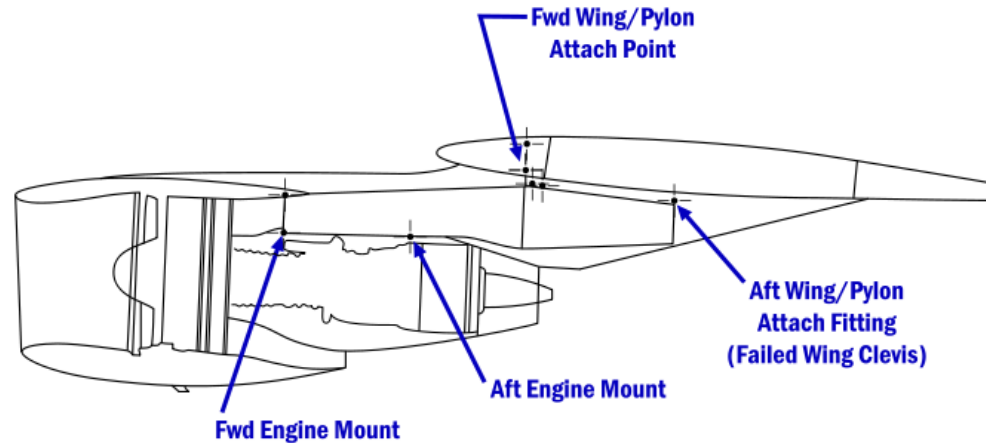
Two valves in parallel:



What happens if one valve is stuck open or stuck closed?

Dealing with component failures

- Potential solutions:
 - Eliminate failure
 - Reduce effect of failure
 - Use redundancy
 - Design to fail in a safe state
 - Design to tolerate the failure
 - Make failure less likely
 - Improve component reliability
 - Reduce duration of failure
 - Etc.



Component failure losses

- Beware of “tunnel vision”
 - Very easy to focus only on the physical failure
 - There are usually deeper systemic factors too

Three Mile Island

Events: A critical relief valve fails (stuck open) and begins venting coolant. Despite best efforts, **operators are unable to mitigate this problem in time** and the reactor experiences a meltdown. Radioactive materials are released. \$1B cleanup costs.

Deeper systemic factors?



Three Mile Island

Causal Factors:

- Post-accident examination discovered the “open valve” indicator light was configured to show presence of power to the valve (regardless of valve position).
- Operators were not told how the light was designed, only that it indicated whether valve was open.



Design flaw!
Communication problems!
Inadequate procedures!
Etc.

CSB video

- Cooling system incident
- Discuss “Sharp end” vs. “Blunt end”

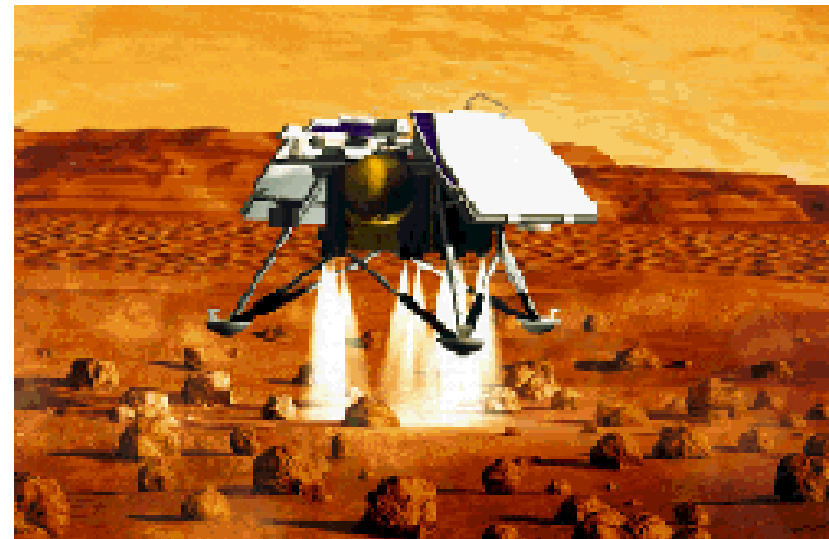
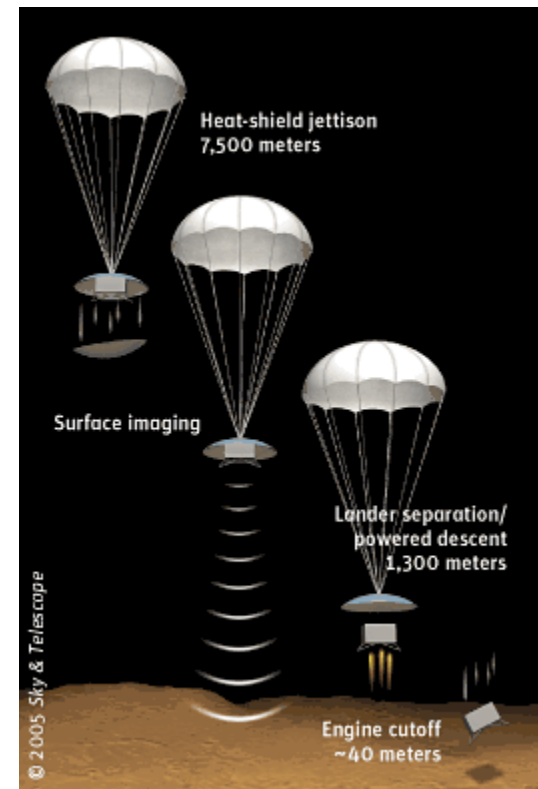
CSB video – Cooling system incident

- Recommendations:
 - Avoid manual interruption of evaporators
 - Add more redundant valves (obeying the same flawed software?)
 - Emergency shutdown recommendation
 - Activate emergency shutdown in the event of an ammonia release if a leak cannot be promptly isolated and controlled
- Inadequate checks and reviews were supposed to catch these problems before the incident
 - Technical reviews
 - Emergency procedure reviews
 - Regulations and Standards
 - Safety Management System

Mars Polar Lander

- During the descent to Mars, the legs were deployed at an altitude of 40 meters.
- Touchdown sensors (on the legs) sent a momentary signal
- The software responded as it was required to: by shutting down the descent engines.
- The vehicle free-fell and was destroyed upon hitting the surface at 50 mph (80 kph).

No single component failed. All components performed as designed.



Component interaction losses

- ... are losses caused by interactions among several components
 - May not involve any component failures
 - All components may operate as designed
 - But the design may be wrong
 - Requirements may be flawed
 - Related to complexity
 - Becoming increasingly common in complex systems
 - Complexity of interactions leads to unexpected system behavior
 - Difficult to anticipate unsafe interactions
 - Especially problematic for software
 - Software always operates as designed

Systems-Theoretic Approaches

- Focus of tomorrow's class
- Need to identify and prevent failures, but also:
 - Go beyond the failures
 - Why weren't the failures detected and mitigated?
 - By operators
 - By engineers
 - Prevent issues that don't involve failures
 - Human-computer interaction issues
 - Software-induced operator error
 - Etc.

Today's Agenda



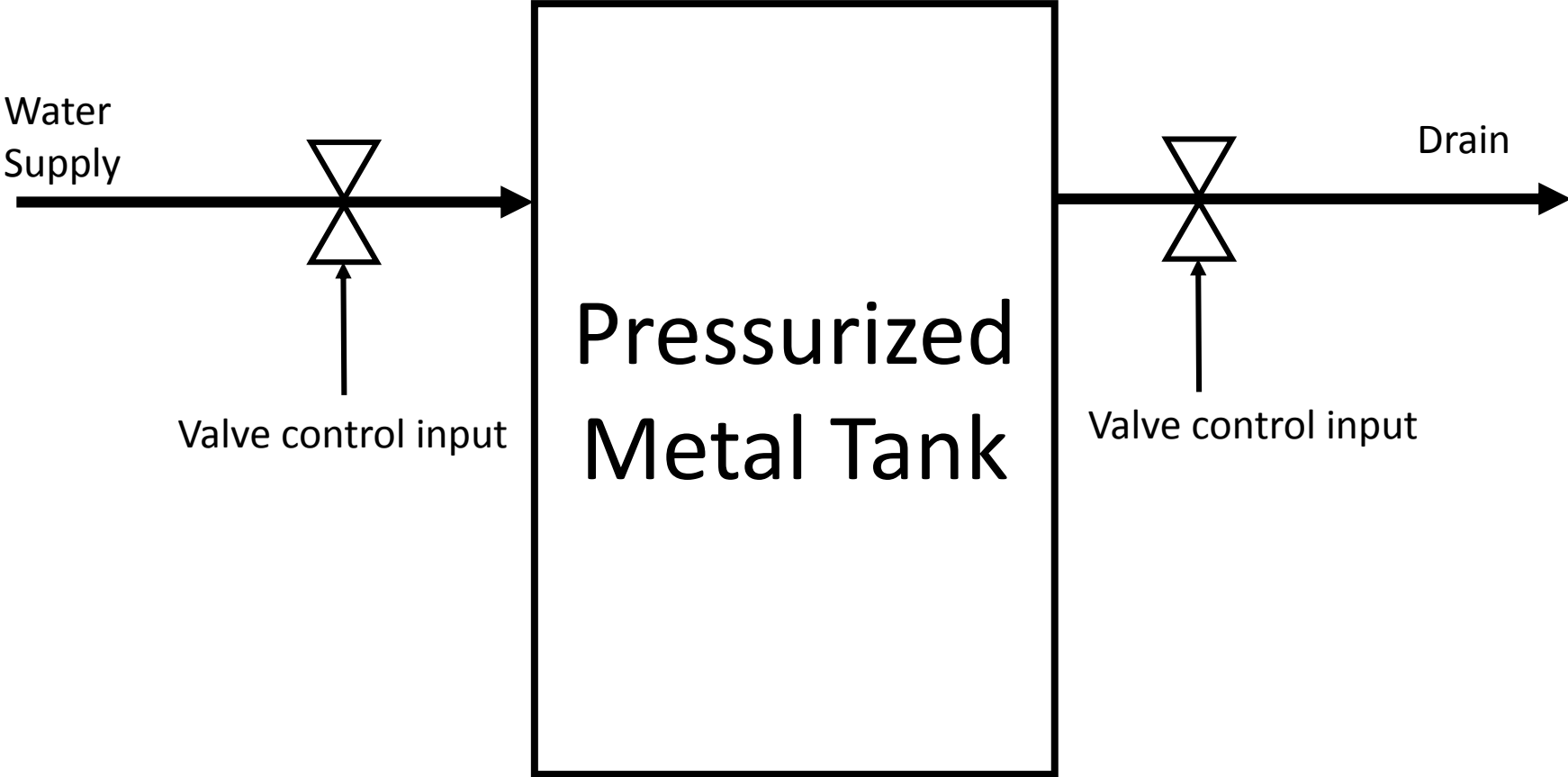
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Risk/Hazard/Causal Analysis

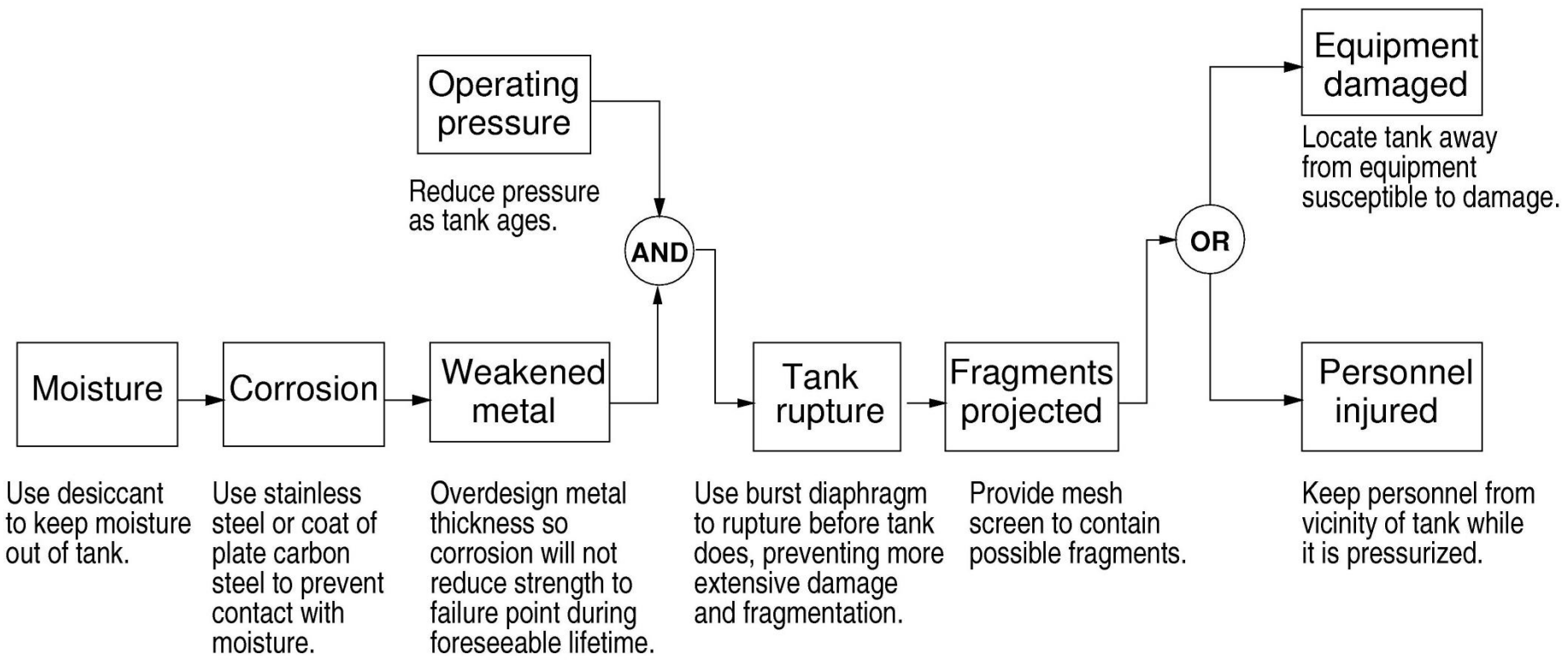
- “Investigating a loss before it happens”
- Goal is to identify causes of losses (before they occur) so we can eliminate or control them in
 - Design
 - Operations
- Requires
 - An accident causality model
 - A system design model

“Accident” is any incident,
any undesired loss

System Design Model (simplified)

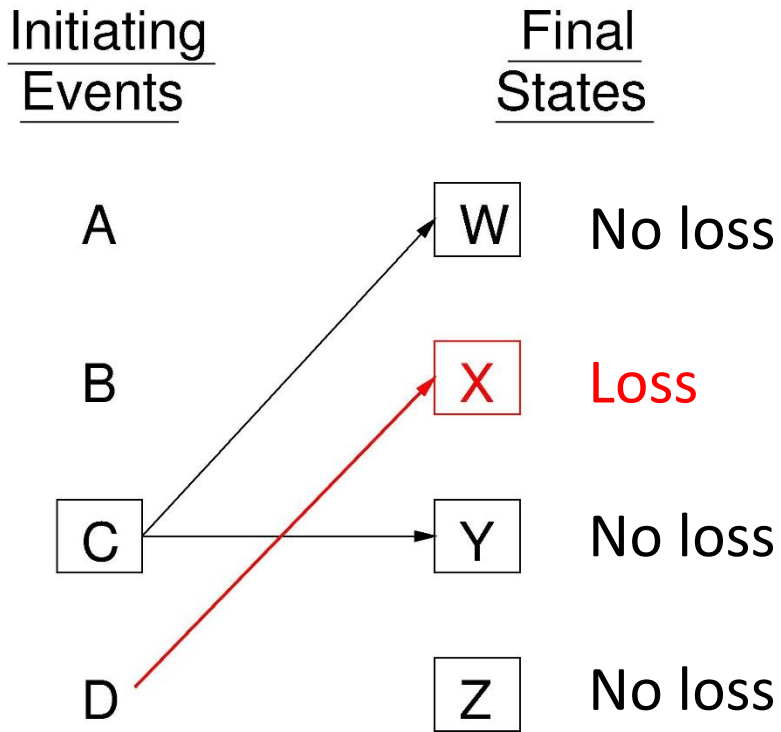


Accident model: Chain-of-events example

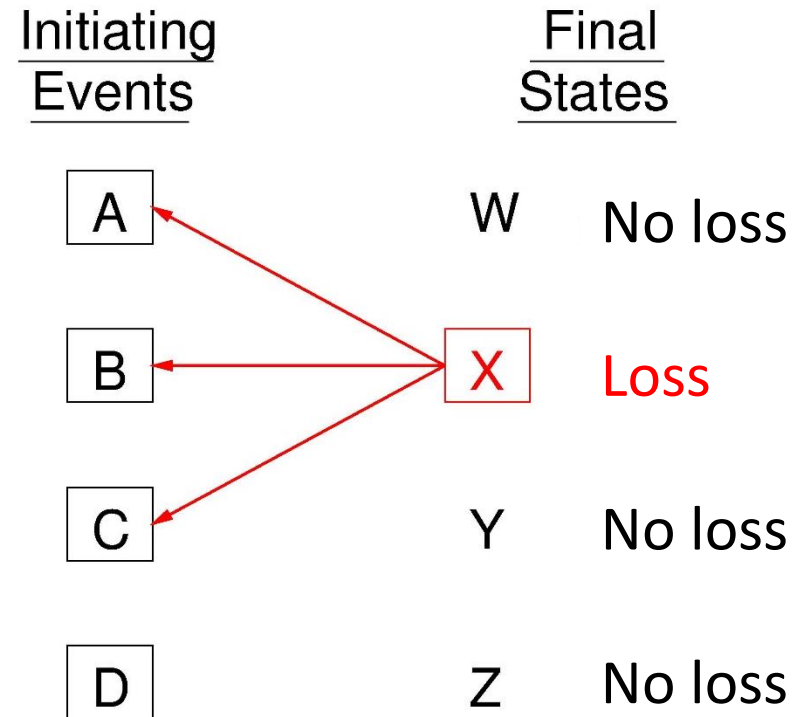


How do you find the chain of events before an incident?

Forward vs. Backward Search

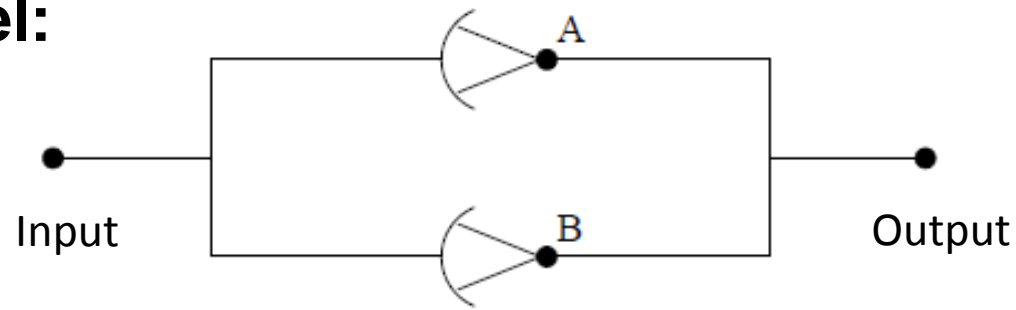


→
Forward Search



←
Backward Search

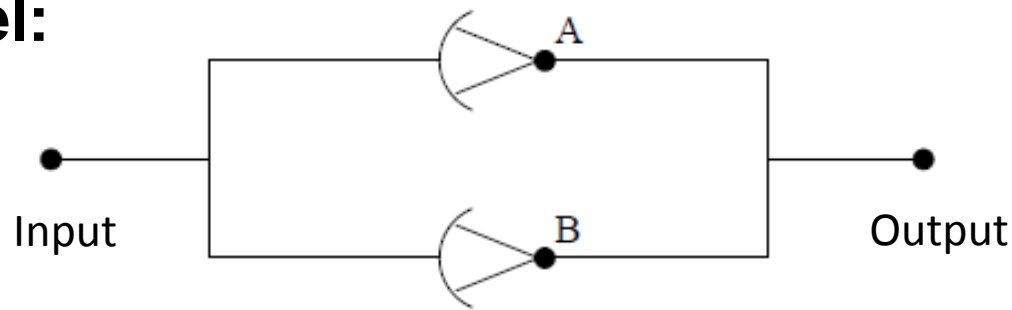
System Model:



Forward search?

a system of two amplifiers in parallel.

System Model:

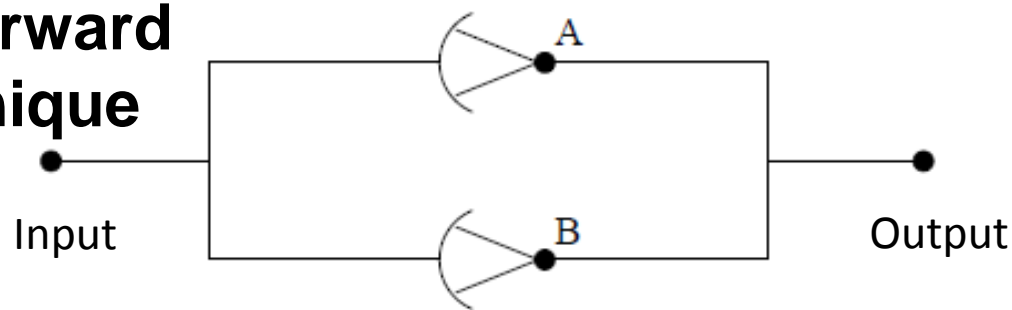


Forward search:

Component	Failure mode	Effects	
		Critical	Noncritical
A	Open		X
	Short	X	
	Other	X	
B	Open		X
	Short	X	
	Other	X	

Figure 3: FMEA for a system of two amplifiers in parallel. (Source: W.E. Vesely, F.F. Goldberg, N.H. Roberts, and D.F. Haasl, *Fault Tree Handbook*, NUREG-0492, U.S. Nuclear Regulatory Commission, Washington, D.C., 1981, page II-3)

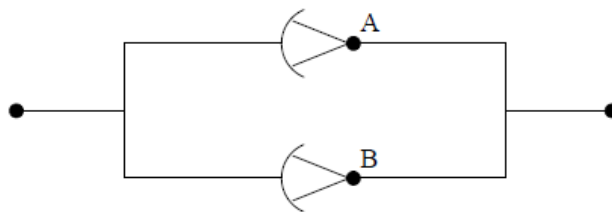
FMECA: A Forward Search Technique



Component	Failure probability	Failure mode	% failures by mode	Effects	
				Critical	Noncritical
A	1×10^{-3}	Open	90		X
		Short	5	5×10^{-5}	
		Other	5	5×10^{-5}	
B	1×10^{-3}	Open	90		X
		Short	5	5×10^{-5}	
		Other	5	5×10^{-5}	

Figure 3: FMEA for a system of two amplifiers in parallel. (Source: W.E. Vesely, F.F. Goldberg, N.H. Roberts, and D.F. Haasl, *Fault Tree Handbook*, NUREG-0492, U.S. Nuclear Regulatory Commission, Washington, D.C., 1981, page II-3)

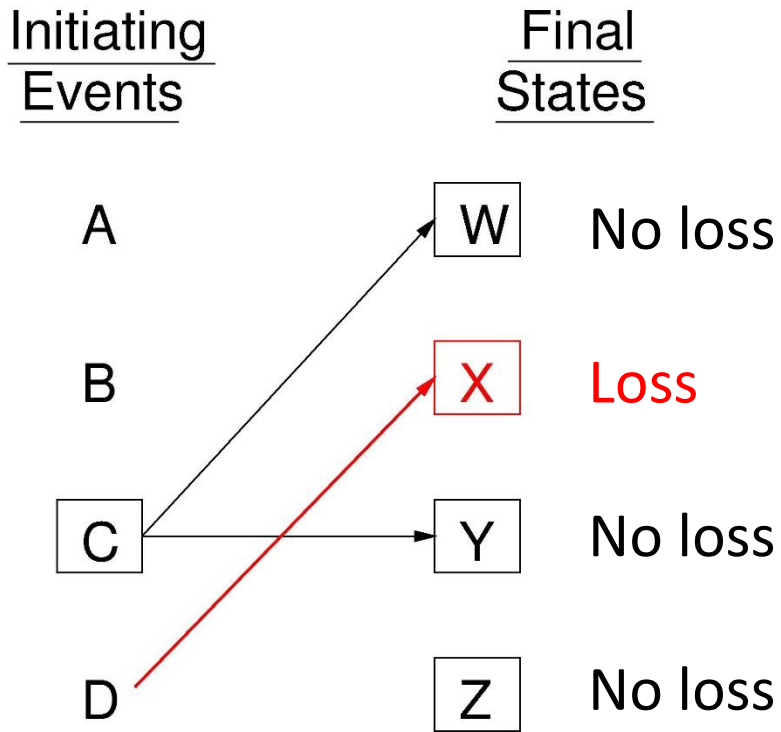
FMECA: A Forward Search Technique



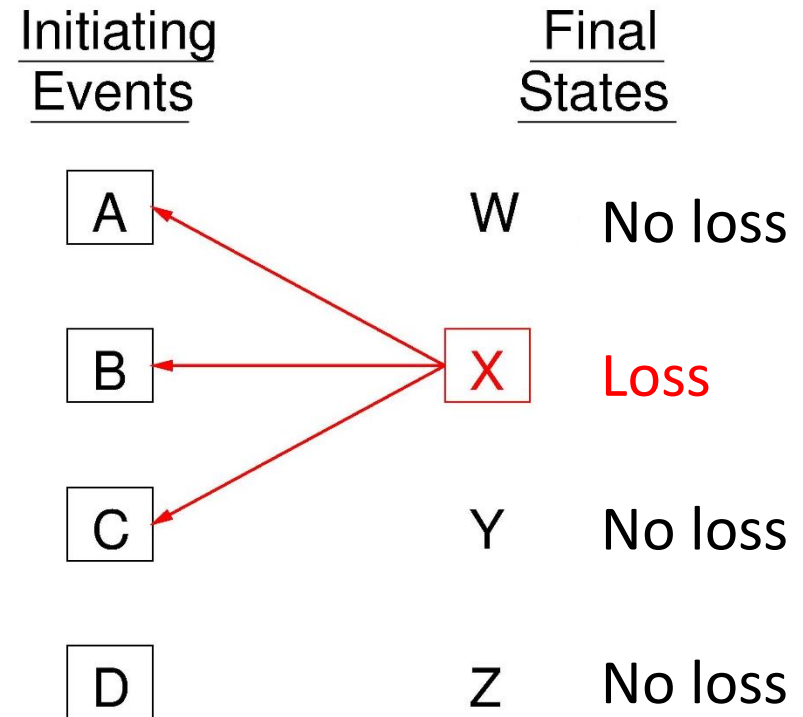
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Based on prior experience with this type of amplifier, we estimate that 90% of amplifier failures can be attributed to the “open” mode, 5% of them to the “short” mode, and the balance of 5% to the “other” modes. We know that whenever either amplifier fails shorted, the system fails so we put X’s in the “Critical” column for these modes; “Critical” thus means that the single failure causes system failure. On the other hand, when either amplifier fails open, there is no effect on the system from the single failure because of the parallel configuration. What is the criticality of the other 28 failure modes? In this example we have been conservative and we are considering them all as critical, i.e., the occurrence of any one causes system failure. The numbers shown in the Critical column are obtained from multiplying the appropriate percentage in Column 4 by 10^{-3} from Column 2.

Forward vs. Backward Search



→
Forward Search



←
Backward Search

5 Whys Example (A Backwards Analysis)

Problem: The Washington Monument is disintegrating.

Why is it disintegrating?

Because we use harsh chemicals

Why do we use harsh chemicals?

To clean pigeon droppings off the monument

Why are there so many pigeons?

They eat spiders and there are a lot of spiders at monument

Why are there so many spiders?

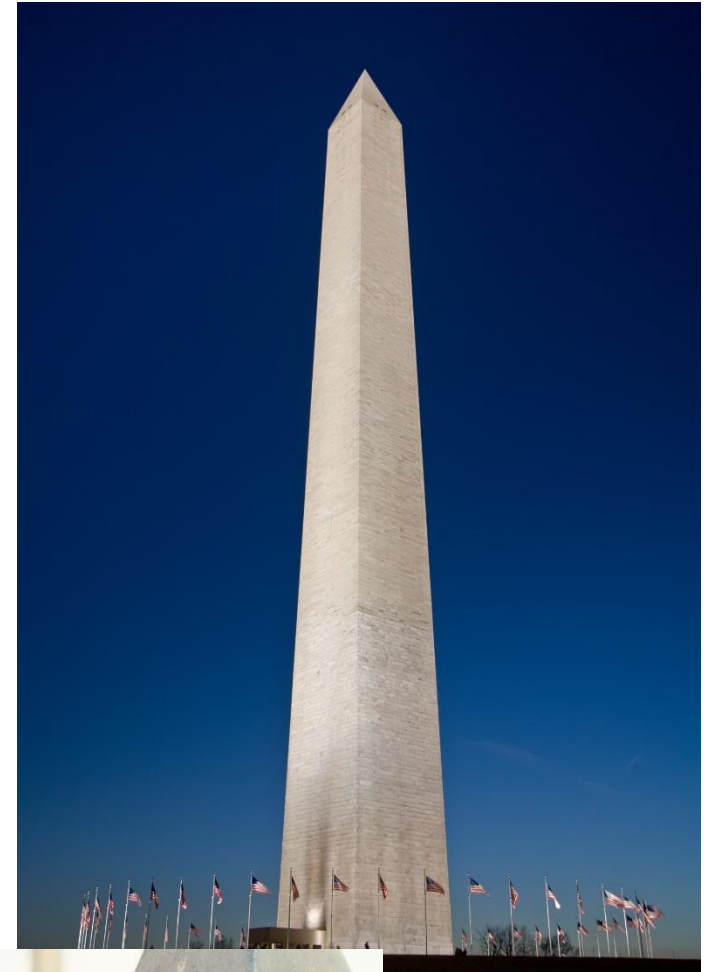
They eat gnats and lots of gnats at monument

Why so many gnats?

They are attracted to the lights at dusk

Solution:

Turn on the lights at a later time.



Why was the Washington Monument disintegrating?

There was a time when the Washington Monument was disintegrating. A research team realised that this was happening because of the harsh chemicals used to clean the monument.

The reason why harsh chemicals were used was because there was a lot of pigeon poop on the monument which needed regular cleaning up.

The reason why there was so much pigeon poop was that a lot of pigeons were attracted to the monument because they loved eating spiders, and there were a lot of spiders there.

The reason why there were so many spiders was that the spiders eat gnats and there were a lot of gnats around the monument.

The reason why there were so many gnats around the monument was that they were attracted to the bright lights which were switched on at dusk.

So, at the end of the root cause analysis, the most effective solution was to turn on the lights not at dusk but a little later!

Who would have imagined that the solution to protecting a monument could be so simple and yet so effective as not switching on the lights at dusk. Such is the power of finding the right root cause.

Intro To Root Cause Analysis: Ishikawa and 5 Whys

“EVERY PROBLEM IS AN OPPORTUNITY.”
- KILCHIRO TOYODA, FOUNDER OF TOYOTA



“Breaking the
accident chain of
events” (see
video)

Classic Five Why Example

The Washington Monument was disintegrating

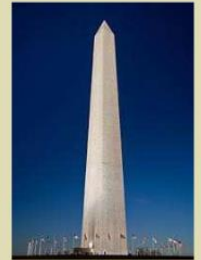
Why? Use of harsh chemicals

Why? To clean pigeon poop

Why? so many pigeons? They eat spiders and there are a lot of spiders at monument

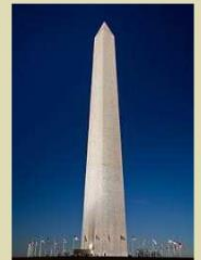
Why? so many spiders? They eat gnats and lots of gnats at monument

Why? so many gnats? They are attracted to the light at dusk.



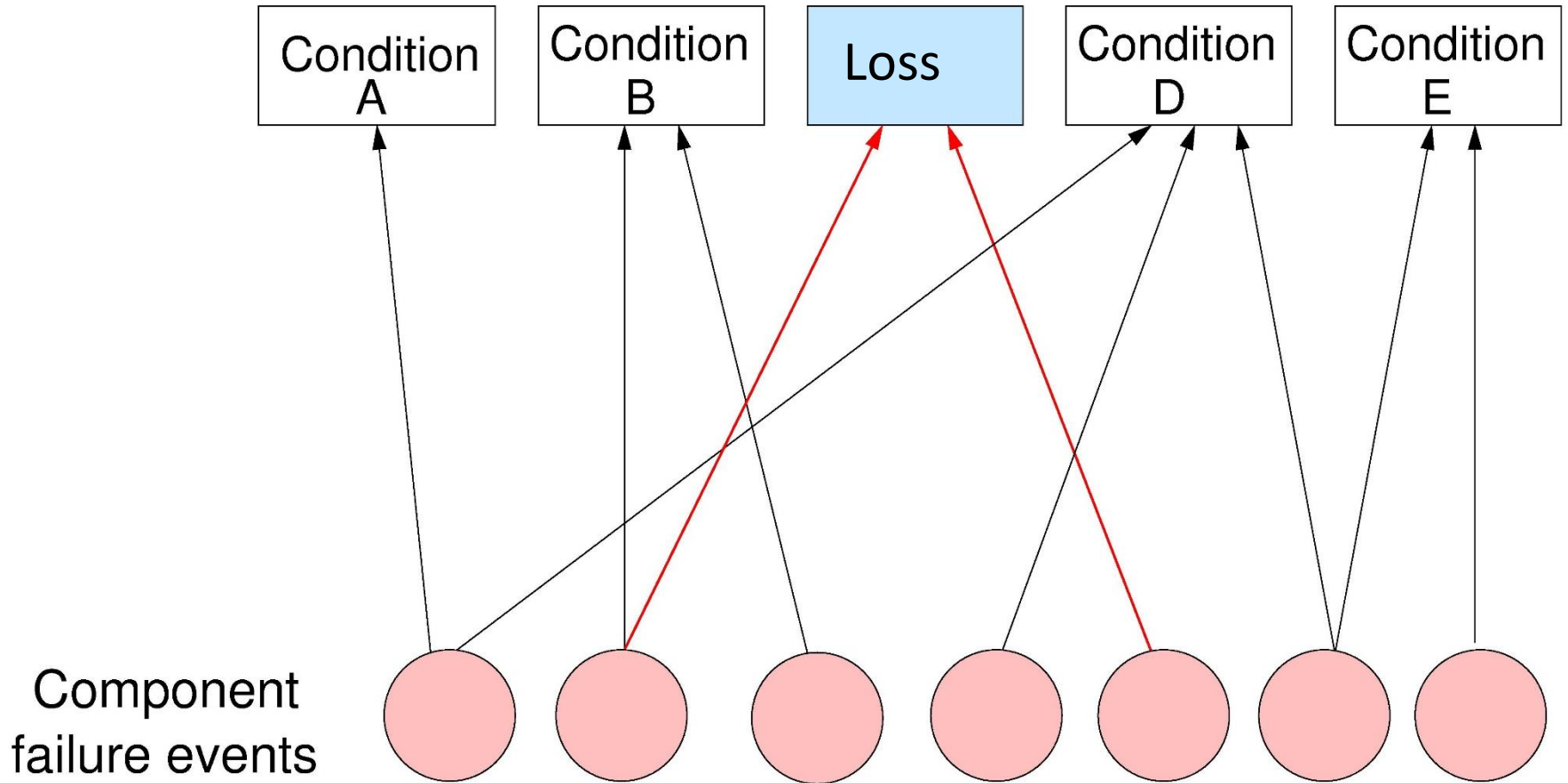
Classic Five Why Example

Solution: Turn on the lights a little later time.

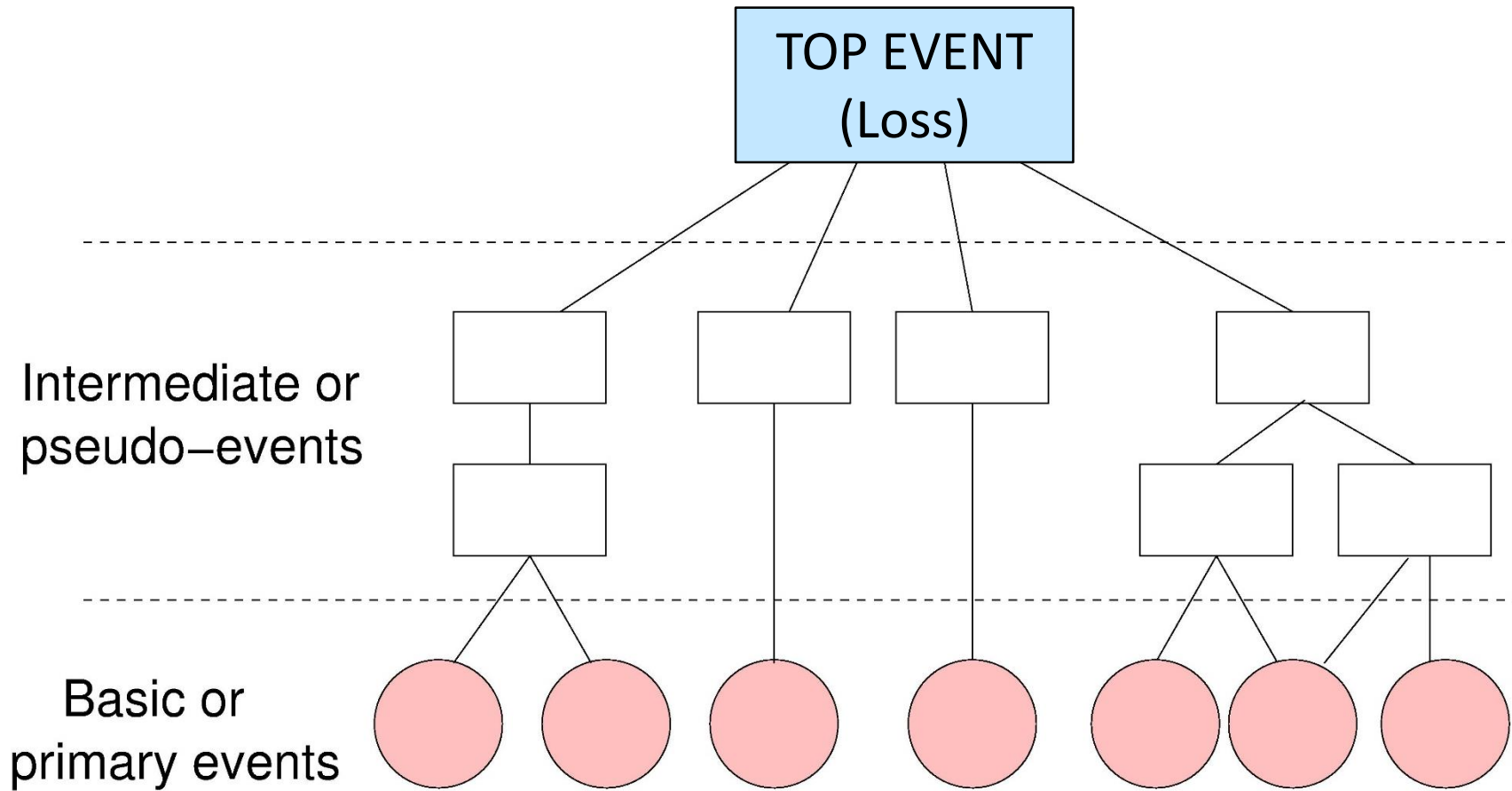


http://www.lean.ohio.gov/Portals/0/docs/training/GreenBelt/GB_Fishbone%20Diagram.pdf

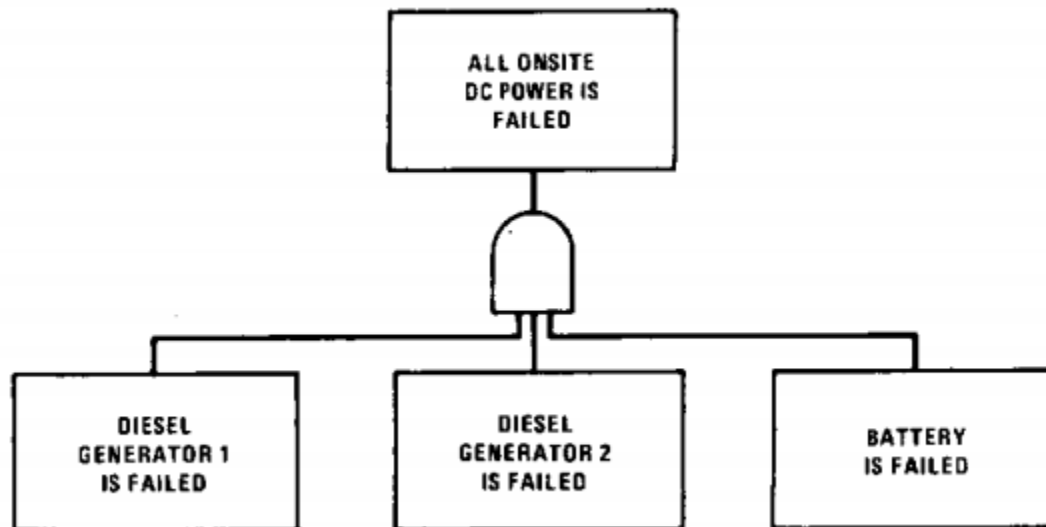
Bottom-Up Search



Top-Down Search

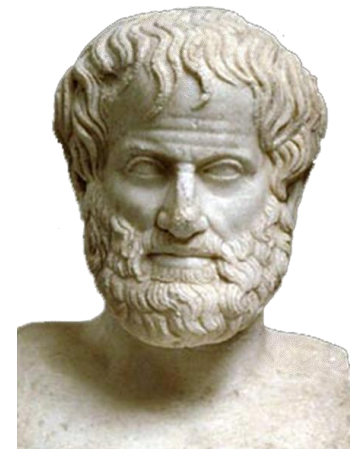
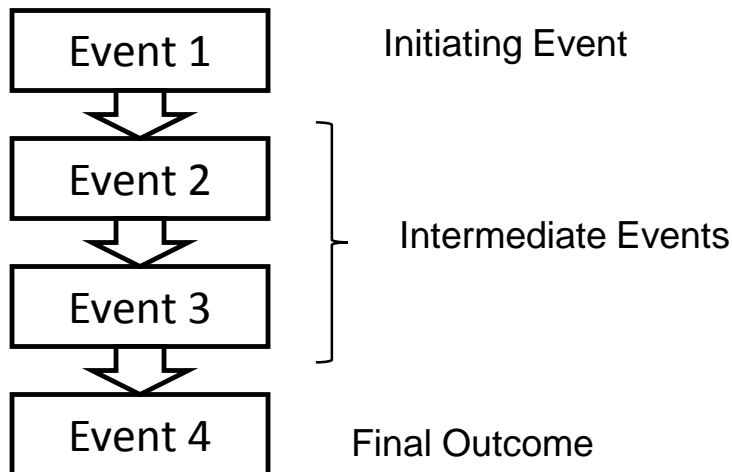


Top-Down Example



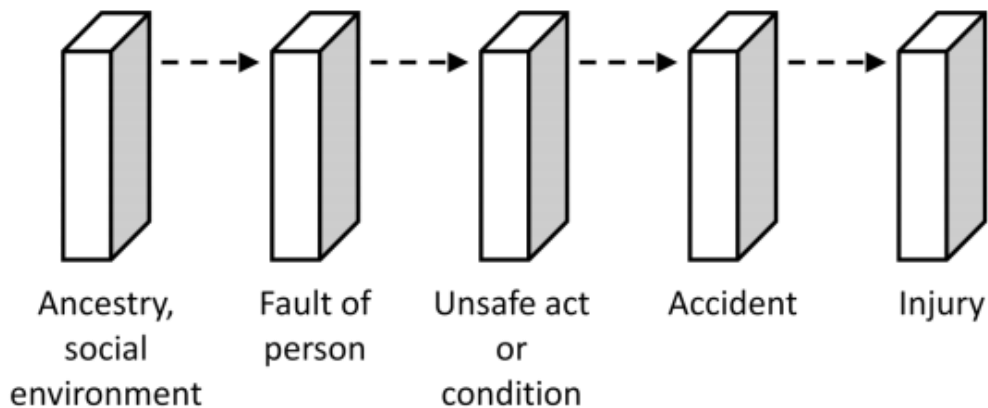
Accident models

- Chain-of-events model is very popular
 - Intuitive, requires little or no training
 - Can be traced to Aristotle (300 BC) and earlier
 - “Aristotle claims that in a chain of efficient causes, where the first element of the series acts through the intermediary of the other items, it is the first member in the causal chain, rather than the intermediaries, which is the moving cause (See *Physics* 8.5, Aristotle, 257a10–12).”
 - Forms basis for many other accident models



Other accident models

- Domino model
 - Herbert Heinrich, 1931
 - Essentially a chain-of-events model
 - What additional assumptions are made?



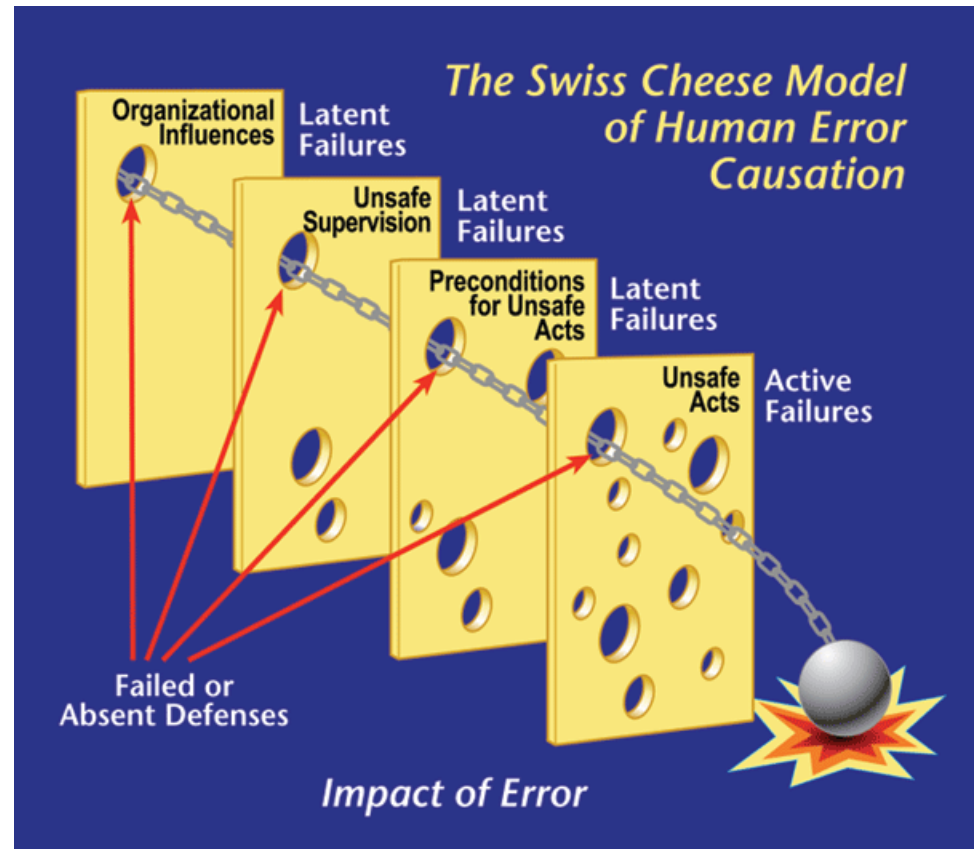
Other accident models

- Swiss cheese accident model

- James Reason, 1990
- Essentially a chain-of-events model

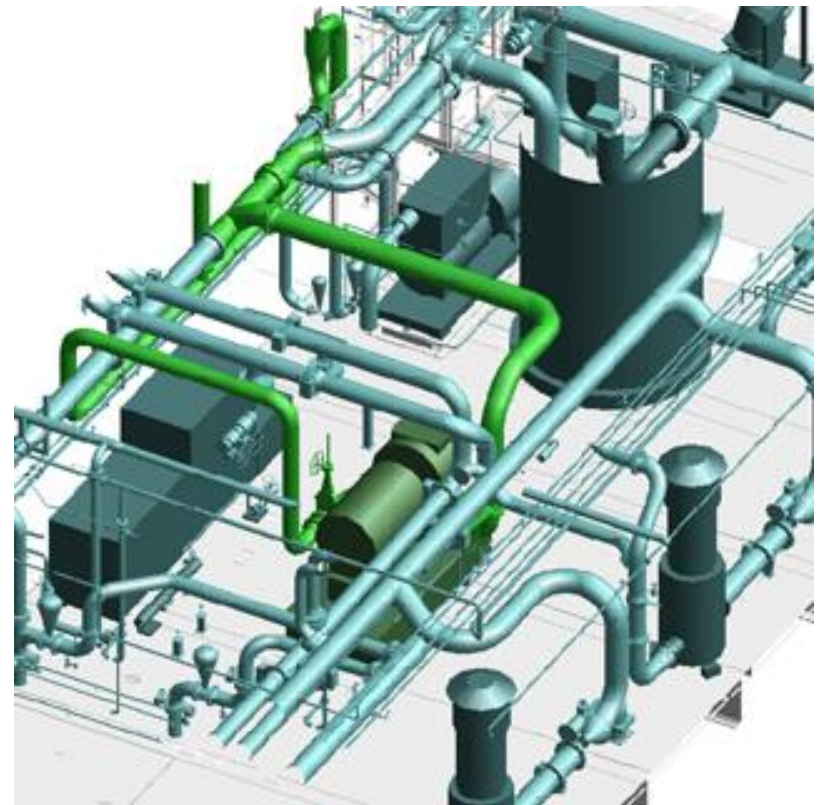
- Additional assumptions

- Accidents caused by unsafe acts
- Random behavior
- Solved by adding layers of defense
- Omits systemic factors
 - I.e. how are holes created?



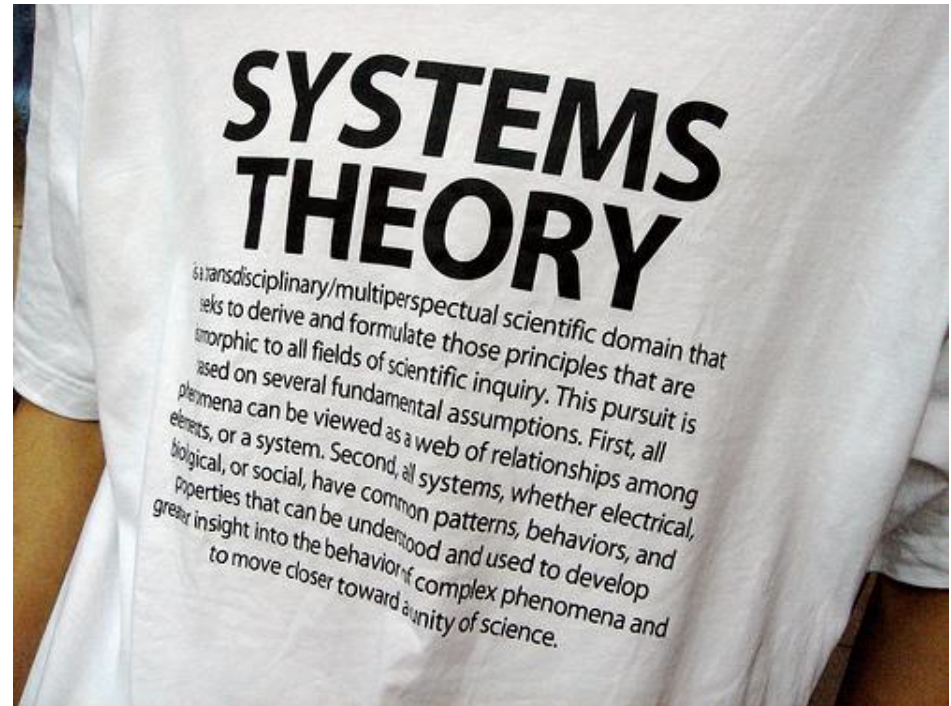
Other accident models

- Parameter deviation model
 - Used in HAZOP (1960s)
- Incidents caused by deviations from design or operating intentions
 - E.g. flow rate too high, too low, reverse, etc.



Other accident models

- STAMP
 - Systems theoretic accident model and processes (2002)
- Accidents are the result of inadequate control
 - Lack of enforcement of safety constraints in system design and operations
- Captures:
 - Component failures
 - Unsafe interactions among components
 - Design errors
 - Flawed requirements
 - Human error



Today's Agenda

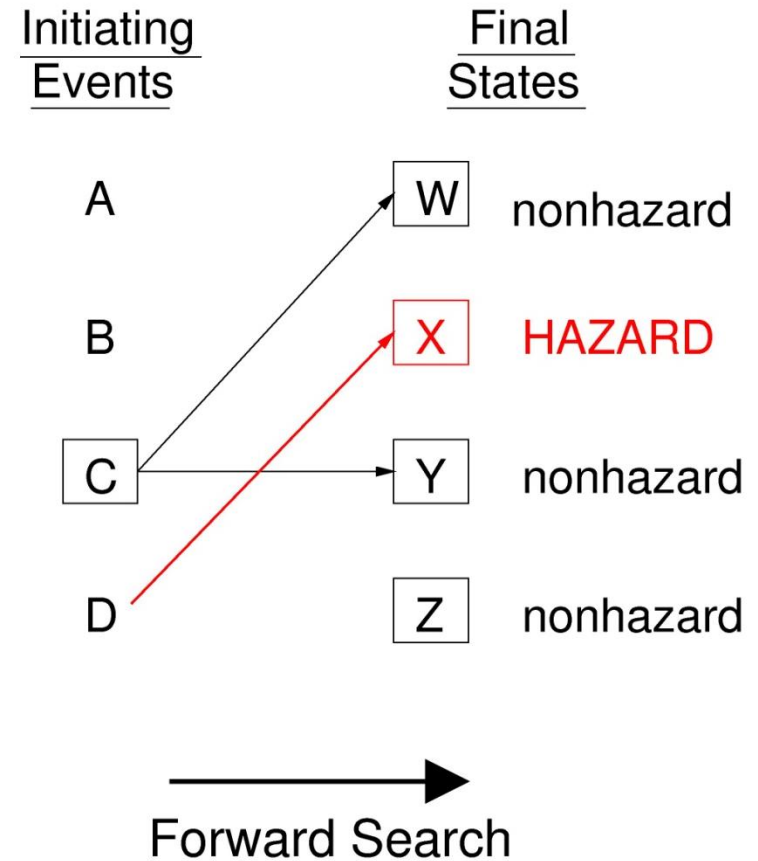


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Traditional Qualitative Methods

FMEA: Failure Modes and Effects Analysis

- 1949: MIL-P-1629
- Forward search technique
 - *Initiating event*: component failure
 - *Goal*: identify effect of each failure

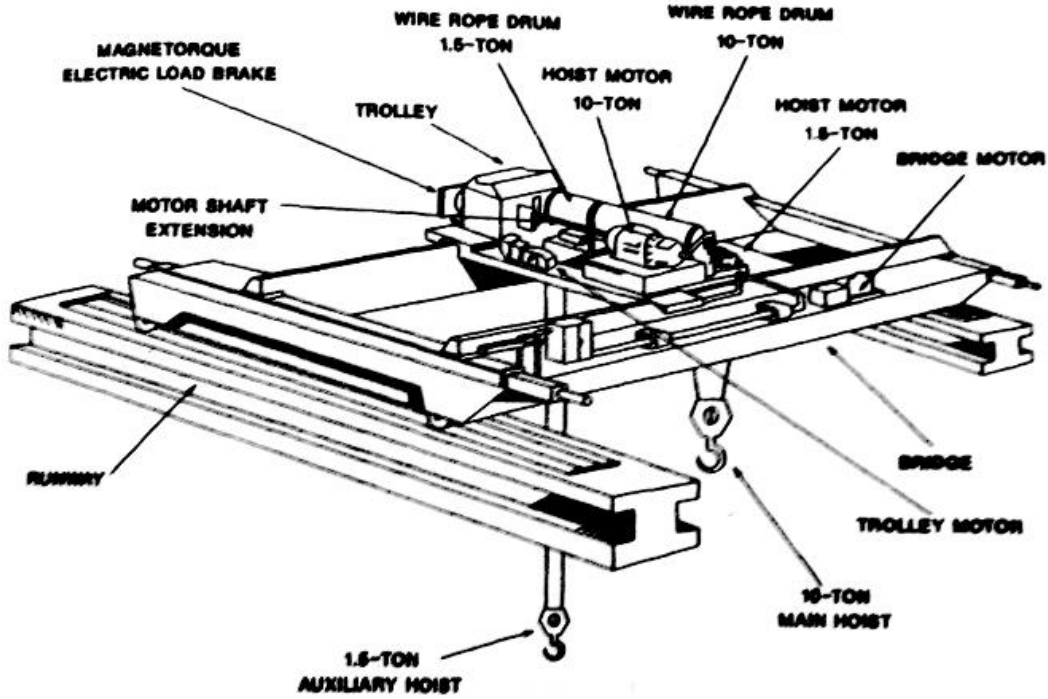


General FMEA Process

1. Identify individual components
2. Identify failure modes
3. Identify failure mechanisms (causes)
4. Identify failure effects

FMEA worksheet

Example: Bridge crane system



Failure Mode and Effect Analysis

Program: _____
 Engineer: _____

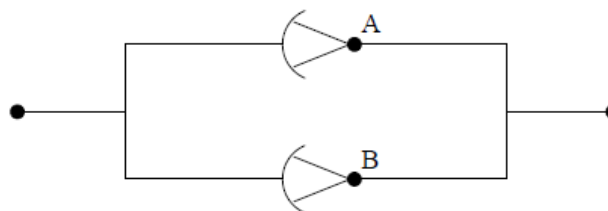
System: _____
 Date: _____

Facility: _____
 Sheet: _____

Component Name	Failure Modes	Failure Mechanisms	Failure effects (local)	Failure effects (system)
Main hoist motor	Inoperative, does not move	Defective bearings Motor brushes worn Broken springs	Main hoist cannot be raised. Brake will hold hoist stationary	Load held stationary, cannot be raised or lowered.

*FMEA example adapted from (Vincoli, 2006)

FMECA: A Forward Search Technique



Component	Failure probability	Failure mode	% failures by mode	Effects	
				Critical	Noncritical
A	1×10^{-3}	Open	90		X
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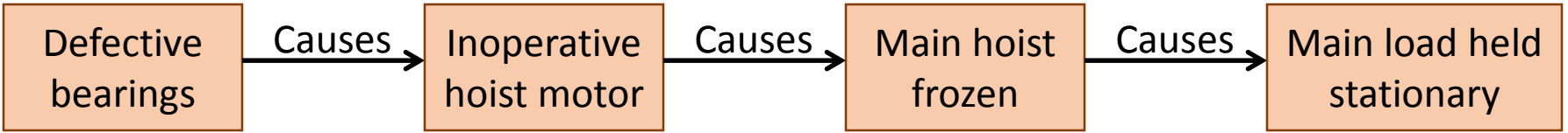
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FMEA uses an accident model

FMEA method:

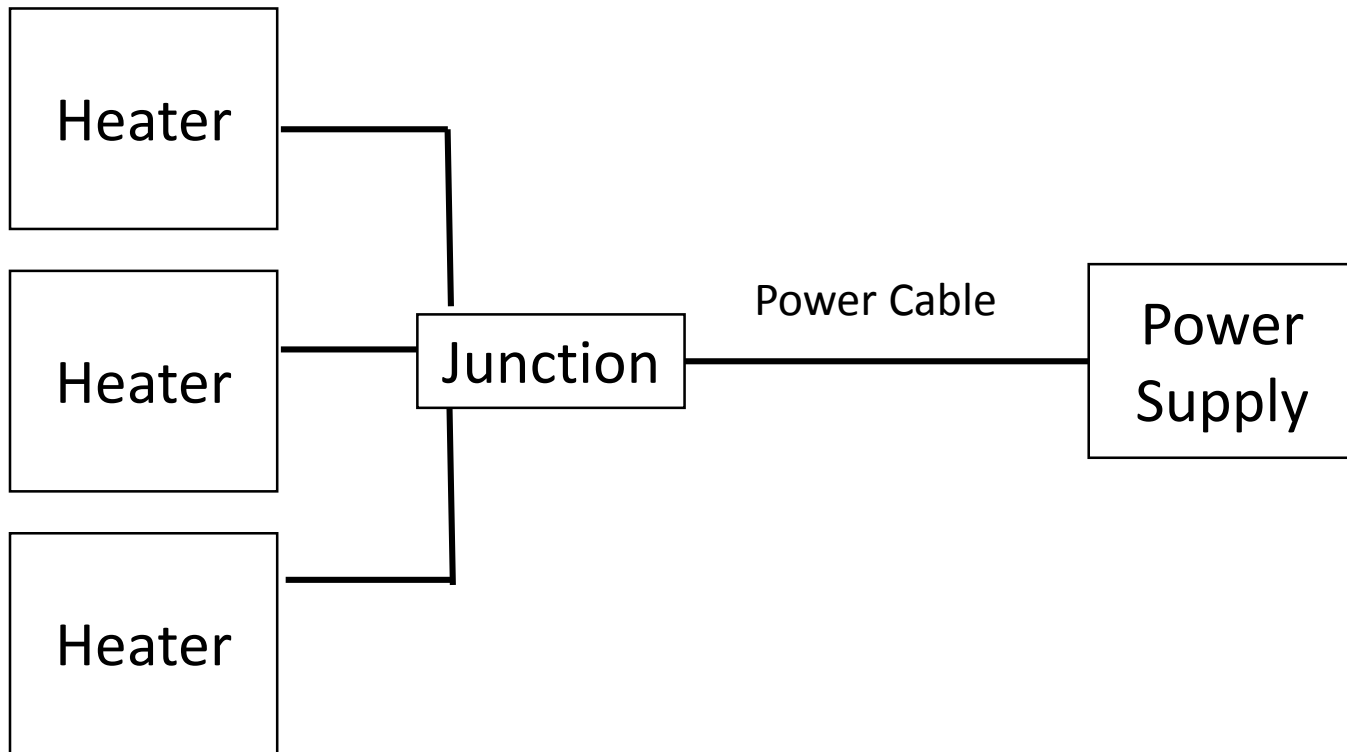
Failure Mode and Effect Analysis				
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Accident model: Chain-of-events



*FMEA example adapted from (Vincoli, 2006)

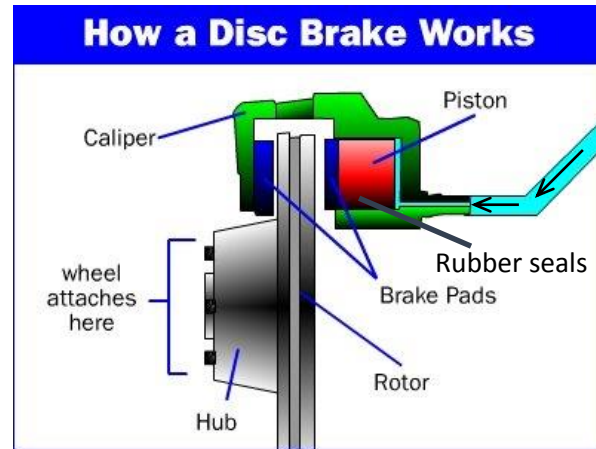
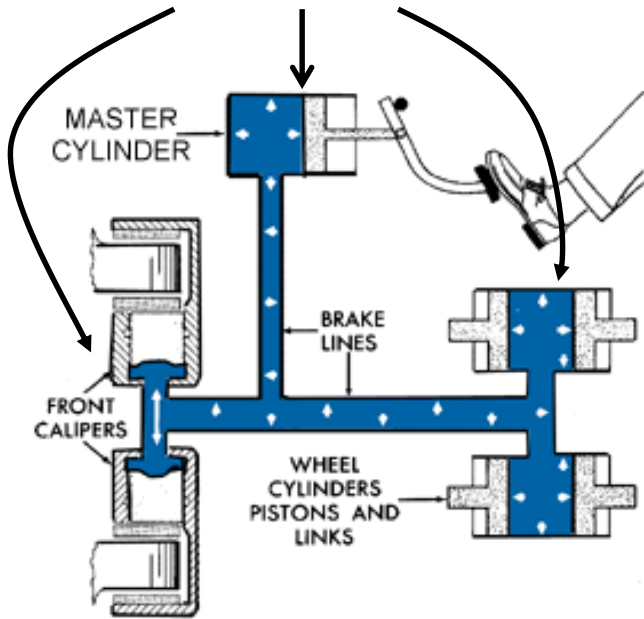
Real example: LHC ATLAS Return Heaters



FMEA Exercise

Automotive brakes

Rubber Seals



System components

- Brake pedal
- Brake lines
- Rubber seals
- Master cylinder
- Brake pads

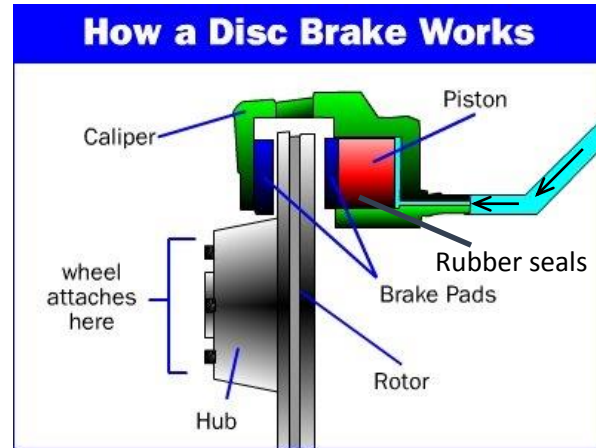
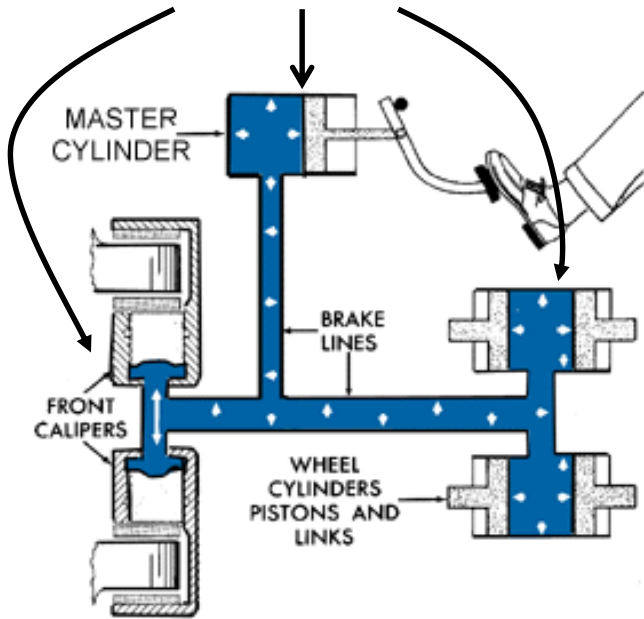
FMEA worksheet columns

- Component
- Failure mode
- Failure mechanism
- Failure effect (local)
- Failure effect (system)

FMEA Exercise

Automotive brakes

Rubber Seals



System components

- Brake pedal

FMEA worksheet columns

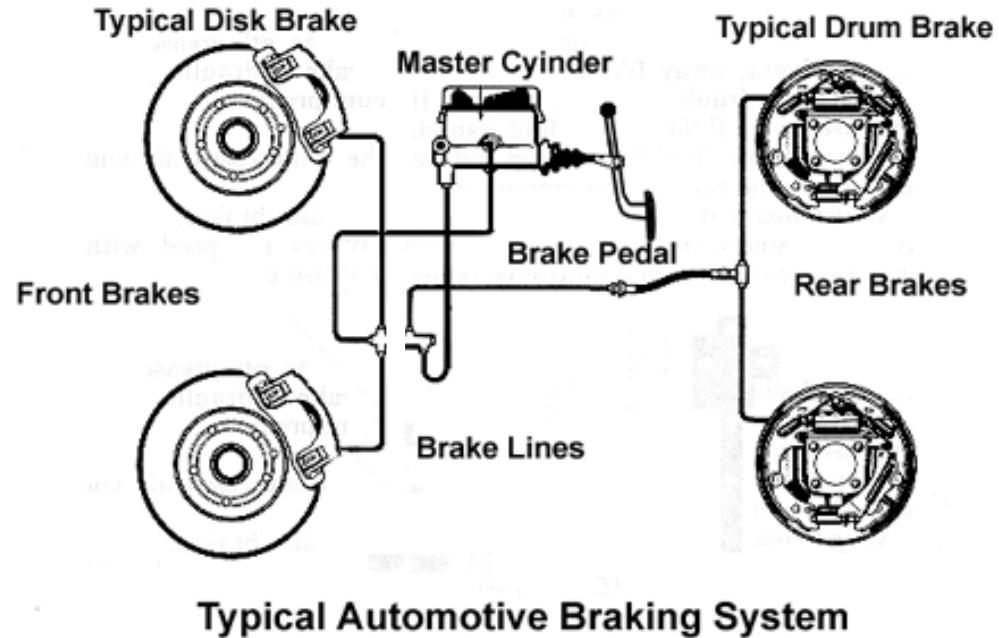
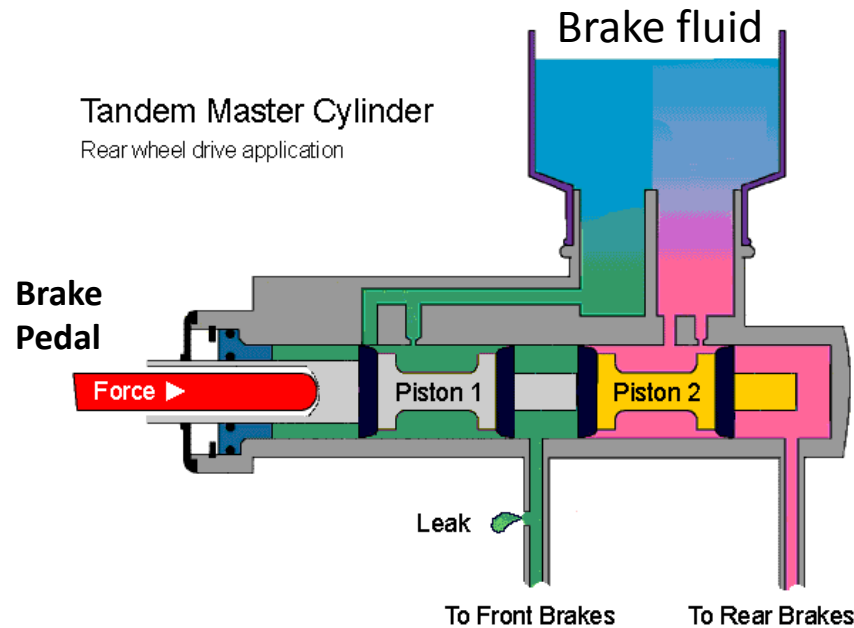
– Component

How would you make this system safe?

- Brake pads

– Failure effect (system)

Actual automotive brakes



- FMEA heavily used in mechanical engineering
- Tends to promote redundancy
- Useful for physical/mechanical systems to identify single points of failure

A real accident: Toyota's unintended acceleration

- **2004-2009**
 - 102 incidents of stuck accelerators
 - Speeds exceed 100 mph despite stomping on the brake
 - 30 crashes
 - 20 injuries
- **2009, Aug:**
 - Car accelerates to 120 mph
 - Passenger calls 911, reports stuck accelerator
 - Some witnesses report red glow / fire behind wheels
 - Car crashes killing 4 people
- **2010, Jul:**
 - Investigated over 2,000 cases of unintended acceleration



Captured by FMEA?

Failure discussion

- Component Failure

Vs.

- Design problem

Vs.

- Requirements problem

Definitions

Reliability

- Probability that a component or system will perform its specified function (for a prescribed time under stated conditions)

Failure

- Inability of a component to perform its specified function (for a prescribed time under stated conditions)

Risk

- Threat of damage, injury, liability, loss, or any other negative occurrence that may be avoided through preemptive action.

Safety

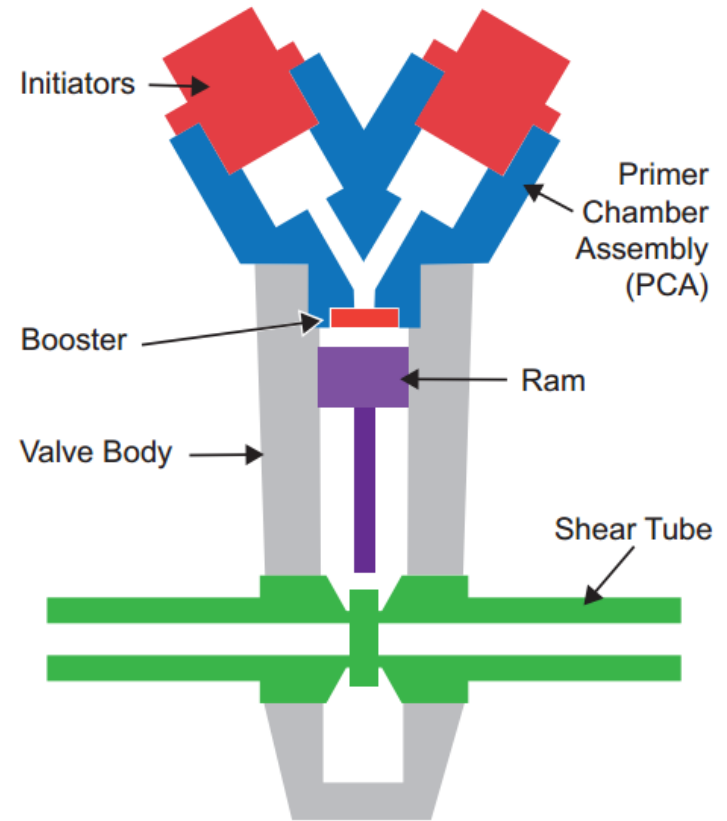
- Freedom from undesired losses (e.g. loss of life, loss of mission, environmental damage, customer satisfaction, etc.)

FMEA Limitations

- Component failure incidents only
 - Unsafe interactions? Design issues? Requirements issues?
- Single component failures only
 - Multiple failure combinations not considered
- Requires detailed system design
 - Limits how early analysis can be applied
- Works best on hardware/mechanical components
 - **Human** operators? (Driver? Pilot?)
 - **Software** failure?
 - Organizational factors (management pressure? culture?)
- Inefficient, analyzes unimportant + important failures
 - Can result in 1,000s of pages of worksheets
- Tends to encourage redundancy
 - Often leads to inefficient solutions
- Failure modes must already be known
 - Best for standard parts with few and well-known failure modes

New failure modes and redundancy

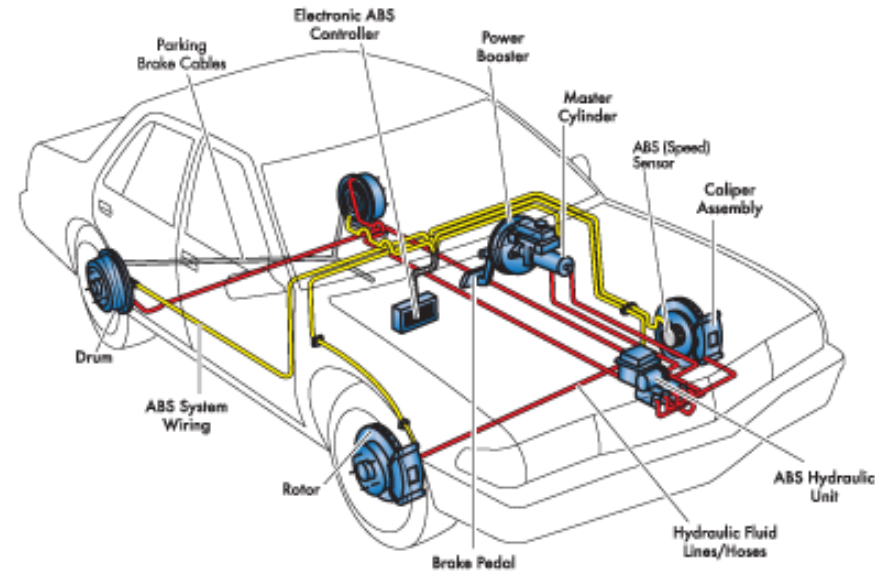
- Pyrovalves with dual initiators
- “No-fire” failures investigated by NASA Engineering and Safety Center
- Failures occurred when redundant pyrovalves triggered at same time
 - More reliable to trigger a single valve at a time



A normally closed pyrovalve

Safety vs. Reliability

- Common assumption:
Safety = reliability
- How to achieve system goals?
 - Make everything more reliable!
- Making car brakes achieve system goals
 - Make every component reliable
 - Include redundant components



Is this a good assumption?

Safety vs. reliability

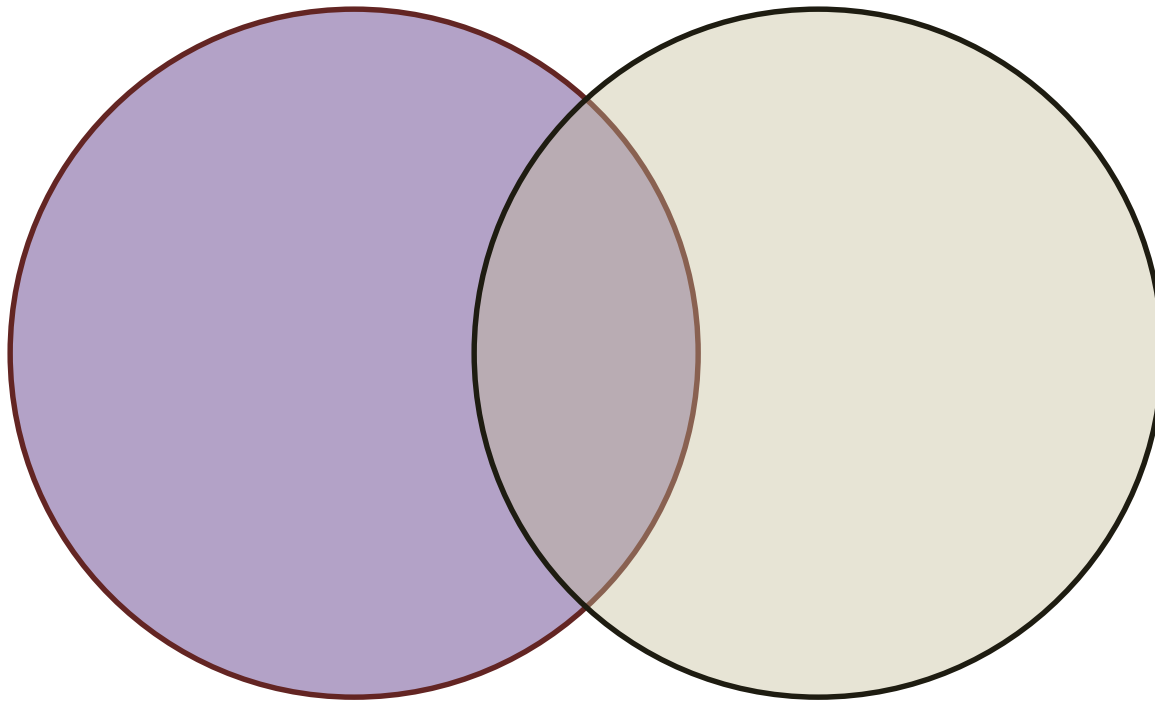
Reliability \leftrightarrow Failures } Component property

Safety \leftrightarrow Incidents } System property

Safety vs. Reliability

**Undesirable
scenarios**

**Unreliable
scenarios**

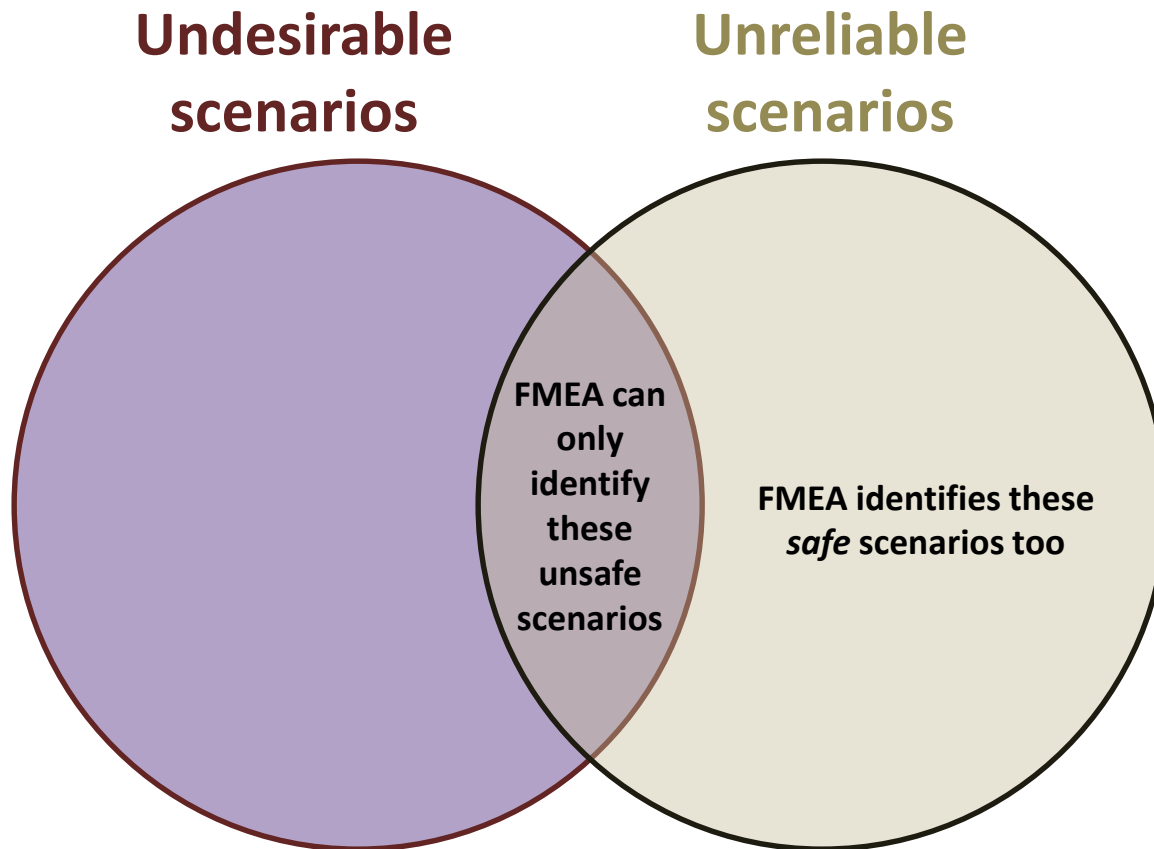


Safe ≠ Reliable

- Safety often means making sure X never happens
- Reliability usually means making sure Y always happens

	Safe	Unsafe
Reliable	<ul style="list-style-type: none">• Typical commercial flight	<ul style="list-style-type: none">• Computer reliably executes unsafe commands• Increasing tank burst pressure• A nail gun without safety lockout
Unreliable	<ul style="list-style-type: none">• Aircraft engine won't start on ground• Missile won't fire	<ul style="list-style-type: none">• Aircraft engine fails in flight

Safety vs. Reliability



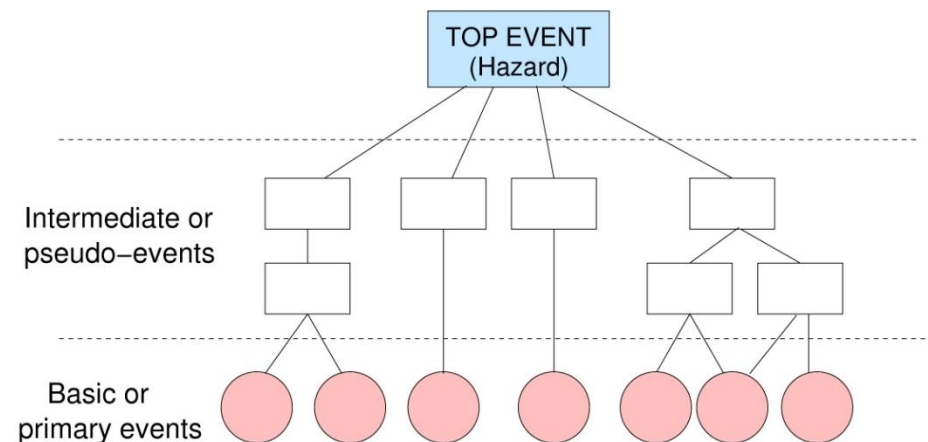
- FMEA is a *reliability* technique
 - Explains the inefficiency
- FMEA sometimes used to prevent undesirable outcomes
 - Can establish the end effects of failures

FTA

Fault Tree Analysis

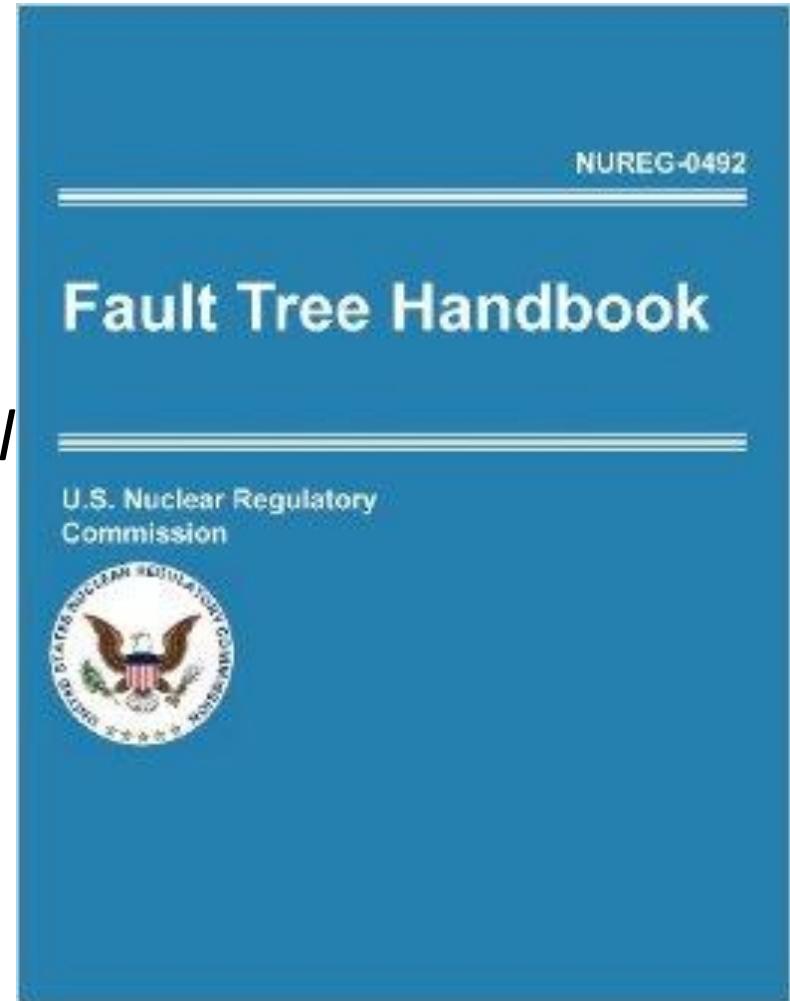
FTA: Fault Tree Analysis

- 1961: Bell labs analysis of Minuteman missile system
- Today one of the most popular hazard analysis techniques
- Top-down search method
 - Top event: undesirable event
 - Goal is to identify causes of hazardous event

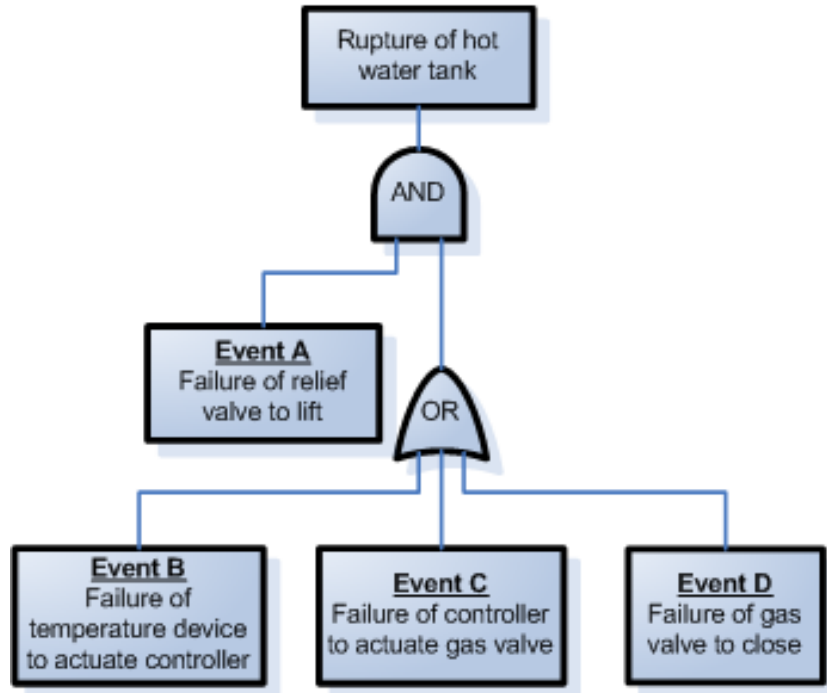


FTA Process

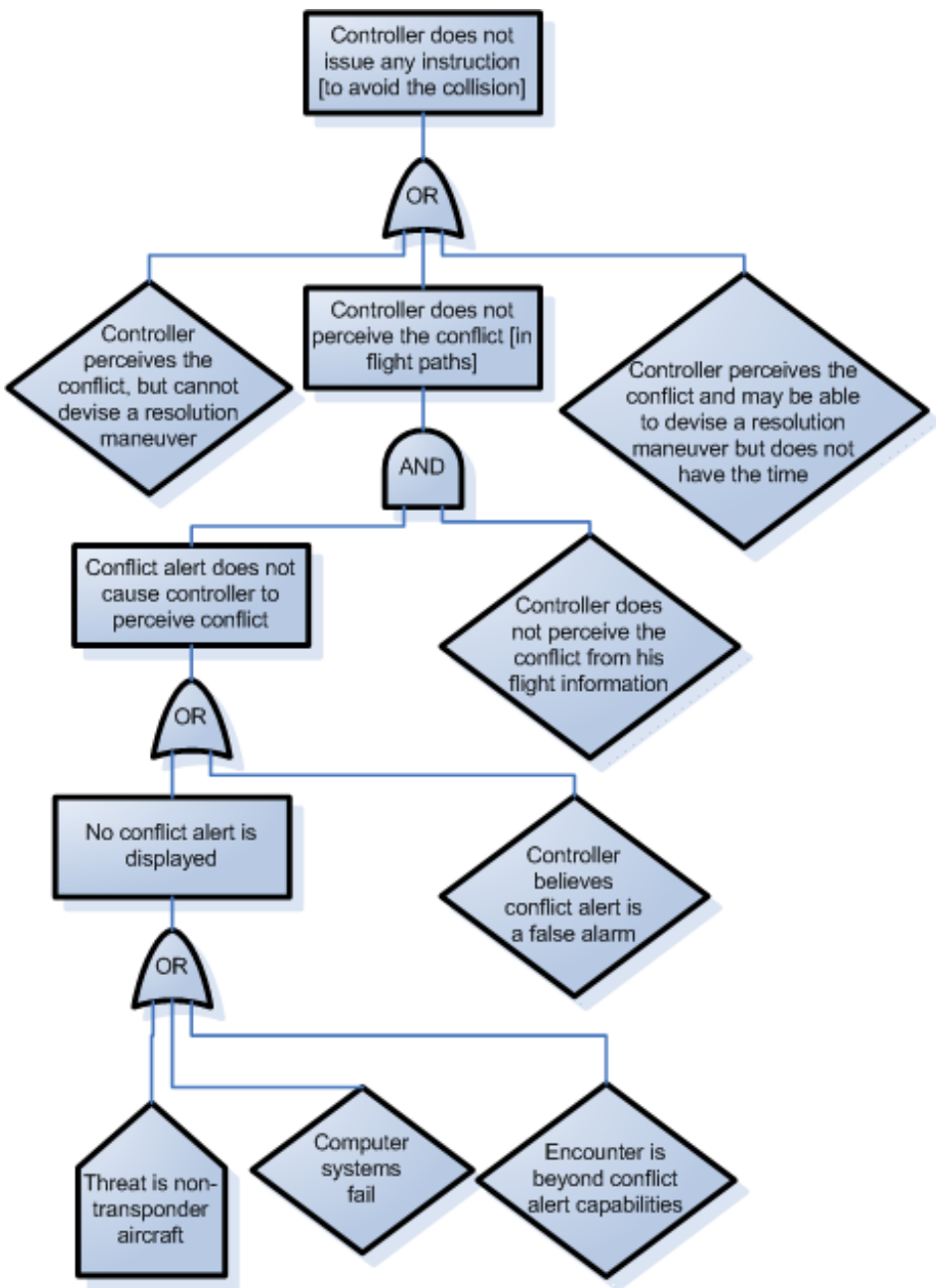
1. Definitions
 - Define top event
 - Define initial state/conditions
2. Fault tree construction
3. Identify *cut-sets* and *minimal cut-sets*



Fault tree examples



Example from original 1961 Bell Labs study



Part of an actual TCAS fault tree (MITRE, 1983)

Fault tree symbols

PRIMARY EVENT SYMBOLS



BASIC EVENT – A basic initiating fault requiring no further development



CONDITIONING EVENT – Specific conditions or restrictions that apply to any logic gate (used primarily with **PRIORITY AND** and **INHIBIT** gates)

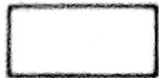


UNDEVELOPED EVENT – An event which is not further developed either because it is of insufficient consequence or because information is unavailable



EXTERNAL EVENT – An event which is normally expected to occur

INTERMEDIATE EVENT SYMBOLS



INTERMEDIATE EVENT – A fault event that occurs because of one or more antecedent causes acting through logic gates

GATE SYMBOLS



AND – Output fault occurs if all of the input faults occur



OR – Output fault occurs if at least one of the input faults occurs



EXCLUSIVE OR – Output fault occurs if exactly one of the input faults occurs



PRIORITY AND – Output fault occurs if all of the input faults occur in a specific sequence (the sequence is represented by a **CONDITIONING EVENT** drawn to the right of the gate)



INHIBIT – Output fault occurs if the (single) input fault occurs in the presence of an enabling condition (the enabling condition is represented by a **CONDITIONING EVENT** drawn to the right of the gate)

TRANSFER SYMBOLS



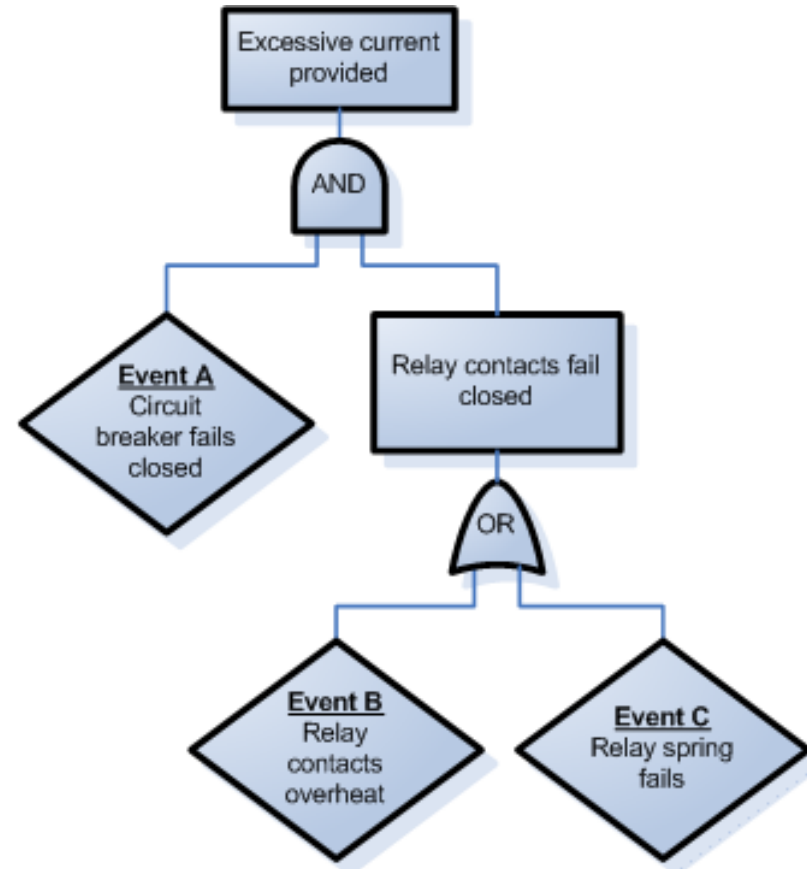
TRANSFER IN – Indicates that the tree is developed further at the occurrence of the corresponding **TRANSFER OUT** (e.g., on another page)



TRANSFER OUT – Indicates that this portion of the tree must be attached at the corresponding **TRANSFER IN**

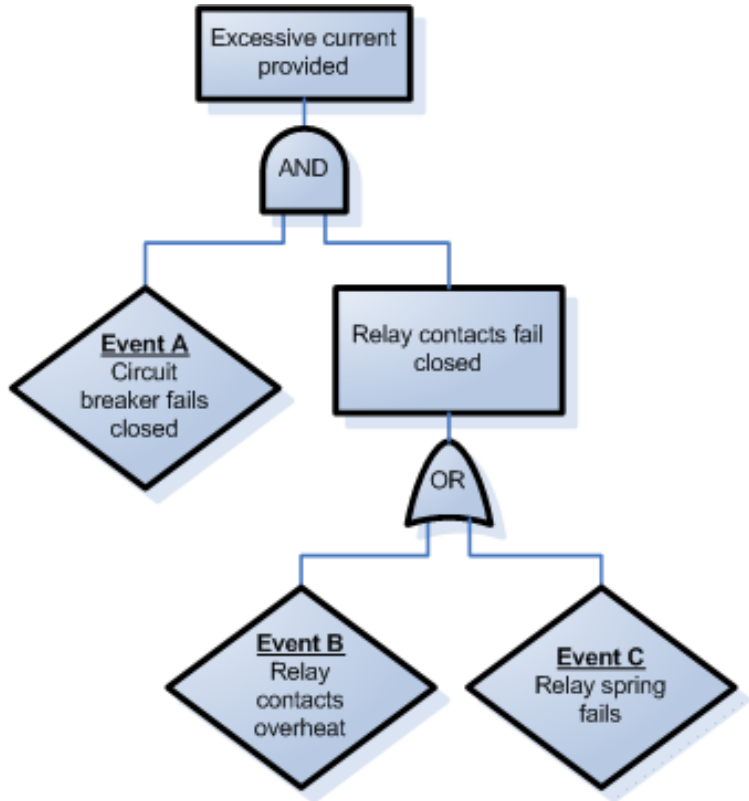
Fault Tree cut-sets

- Cut-set: combination of basic events (leaf nodes) sufficient to cause the top-level event
 - Ex: (A and B and C)
- Minimum cut-set: a cut-set that does not contain another cut-set
 - Ex: (A and B)
 - Ex: (A and C)



FTA uses an accident model

Fault Tree:



Accident model: Chain-of-failure-events



Fault Tree Exercise

- **Hazard:** Toxic chemical released

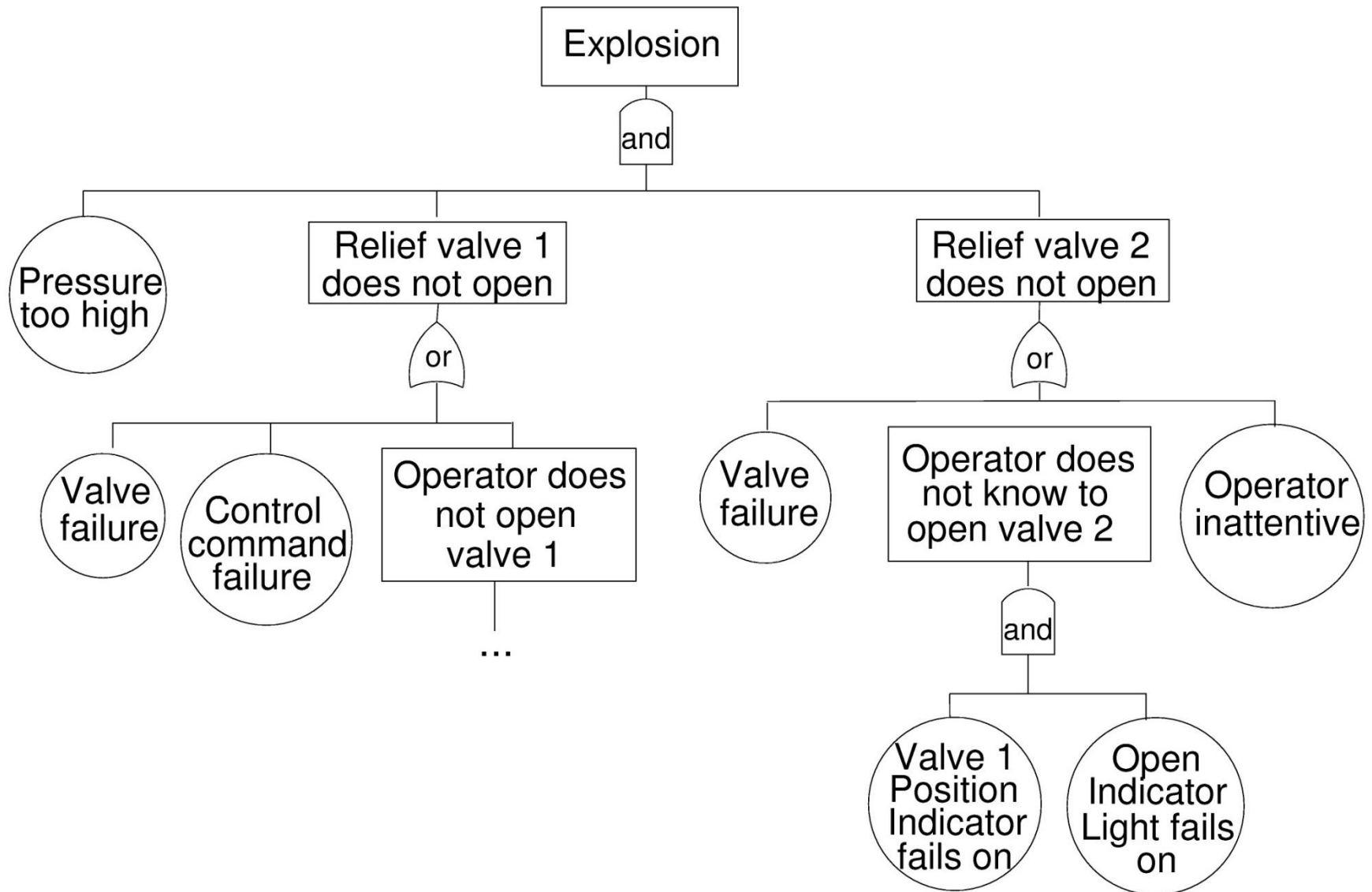
- **Design:**

Tank includes a relief valve opened by an operator to protect against over-pressurization. A secondary valve is installed as backup in case the primary valve fails. The operator must know if the primary valve does not open so the backup valve can be activated.

Operator console contains both a primary valve position indicator and a primary valve open indicator light.

Draw a fault tree for this hazard and system design.

Fault Tree Exercise



Example of an actual incident

- **System Design:** Same
- **Events:** The open position indicator light and open indicator light both illuminated. However, the primary valve was NOT open, and the system exploded.
- **Causal Factors:** Post-accident examination discovered the indicator light circuit was wired to indicate presence of power at the valve, but it did not indicate valve position. Thus, the indicator showed only that the activation button had been pushed, not that the valve had opened. An extensive quantitative safety analysis of this design had assumed a low probability of simultaneous failure for the two relief valves, but ignored the possibility of design error in the electrical wiring; the probability of design error was not quantifiable. No safety evaluation of the electrical wiring was made; instead, confidence was established on the basis of the low probability of coincident failure of the two relief valves.

Thrust reversers

- 1991 Accident
- B767 in Thailand
- Lauda Air Flight 004
 - Thrust reversers deployed in flight, caused in-flight breakup and killing all 223 people. Deadliest aviation accident involving B767
 - Simulator flights at Gatwick Airport had appeared to show that deployment of a thrust reverser was a survivable incident.
 - Boeing had insisted that a deployment was not possible in flight. In 1982 Boeing established a test where the aircraft was slowed to 250 knots, and the test pilots then used the thrust reverser. The control of the aircraft had not been jeopardized. The FAA accepted the results of the test.
 - After accident, recovery from reverser deployment "was uncontrollable for an unexpecting flight crew". The incident led Boeing to modify the thrust reverser system to prevent similar occurrences by adding sync-locks, which prevent the thrust reversers from deploying when the main landing gear truck tilt angle is not at the ground position.



FTA example

- Aircraft reverse thrust
 - Engines
 - Engine reverse thrust panels
 - Computer
 - Open reverse thrust panels after touchdown
 - Fault handling: use 2/3 voting. (Open if 2/3 wheel weight sensors and 2/3 wheel speed sensors indicate landing)
 - Wheel weight sensors (x3)
 - Wheel speed sensors (x3)



Create a fault tree for the top-level event
“Aircraft unable to stop upon landing”.

Top event: Reverse thrusters fail to operate on landing.

Warsaw

- Warsaw
- Crosswind landing (one wheel first)
- Wheels hydroplaned
- Thrust reverser would not deploy
 - Pilots could not override and manually deploy
- Thrust reverser logic
 - Must be 6.3 tons on each main landing gear strut
 - Wheel must be spinning at least 72 knots



2012 accident

- Tu-204 in Moscow
- Red Wings Airlines Flight 9268
- The soft 1.12g touchdown made runway contact a little later than usual. With the crosswind, this meant weight-on-wheels switches did not activate and the thrust-reverse system could not deploy, owing to safety logic which prevents activation while the aircraft is airborne.
- With limited runway space, the crew quickly engaged high engine power to stop quicker. Instead this accelerated the Tu-204 forwards eventually colliding with a highway embankment.

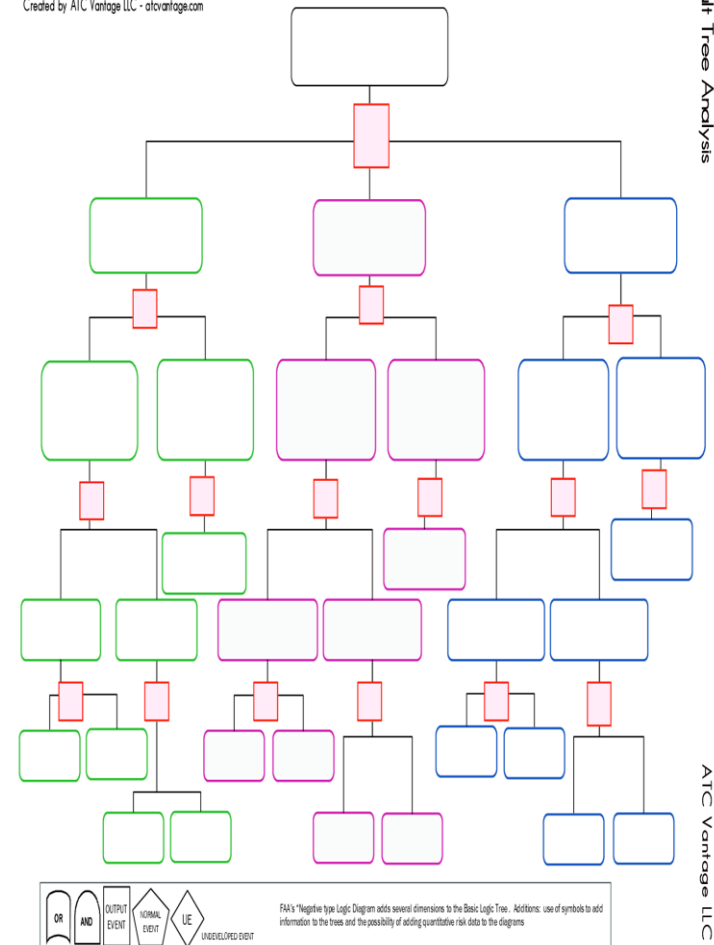
FTA Strengths

- Captures **combinations** of failures
- More **efficient** than FMEA
 - Analyzes only failures relevant to top-level event
- Provides **graphical format** to help in understanding the system and the analysis
- Analyst has to think about the system in great detail during tree construction
- Finding minimum **cut sets** provides insight into weak points of complex systems

FTA Limitations

- **Independence** between events is often assumed
- **Common-cause failures** not always obvious
- Difficult to capture **non-discrete** events
 - E.g. rate-dependent events, continuous variable changes
- Doesn't easily capture **systemic factors**

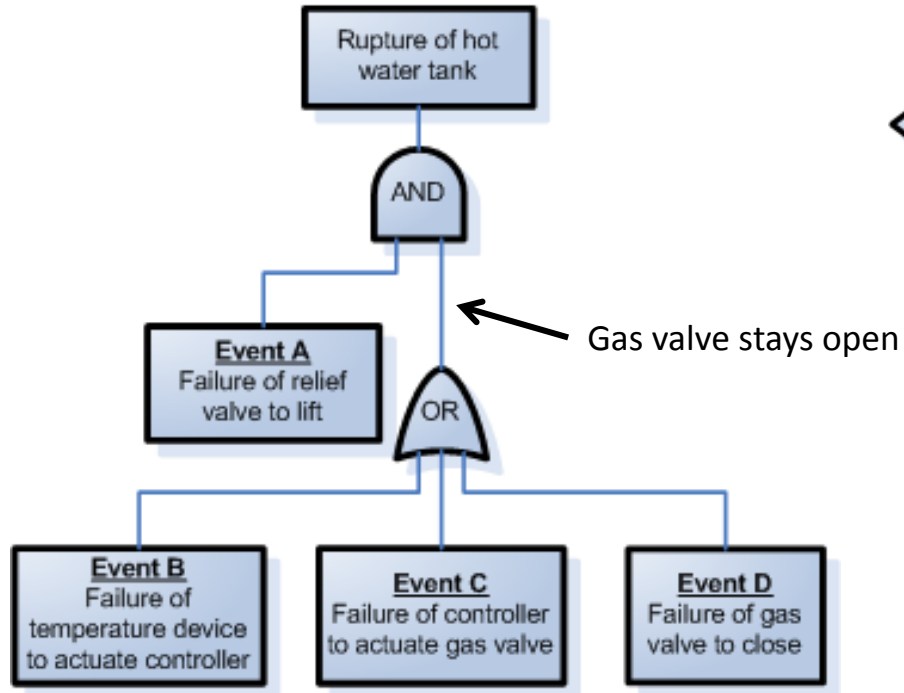
Fault Tree Analysis - Hazard Identification Tool
Created by ATC Vantage LLC - atcvantage.com



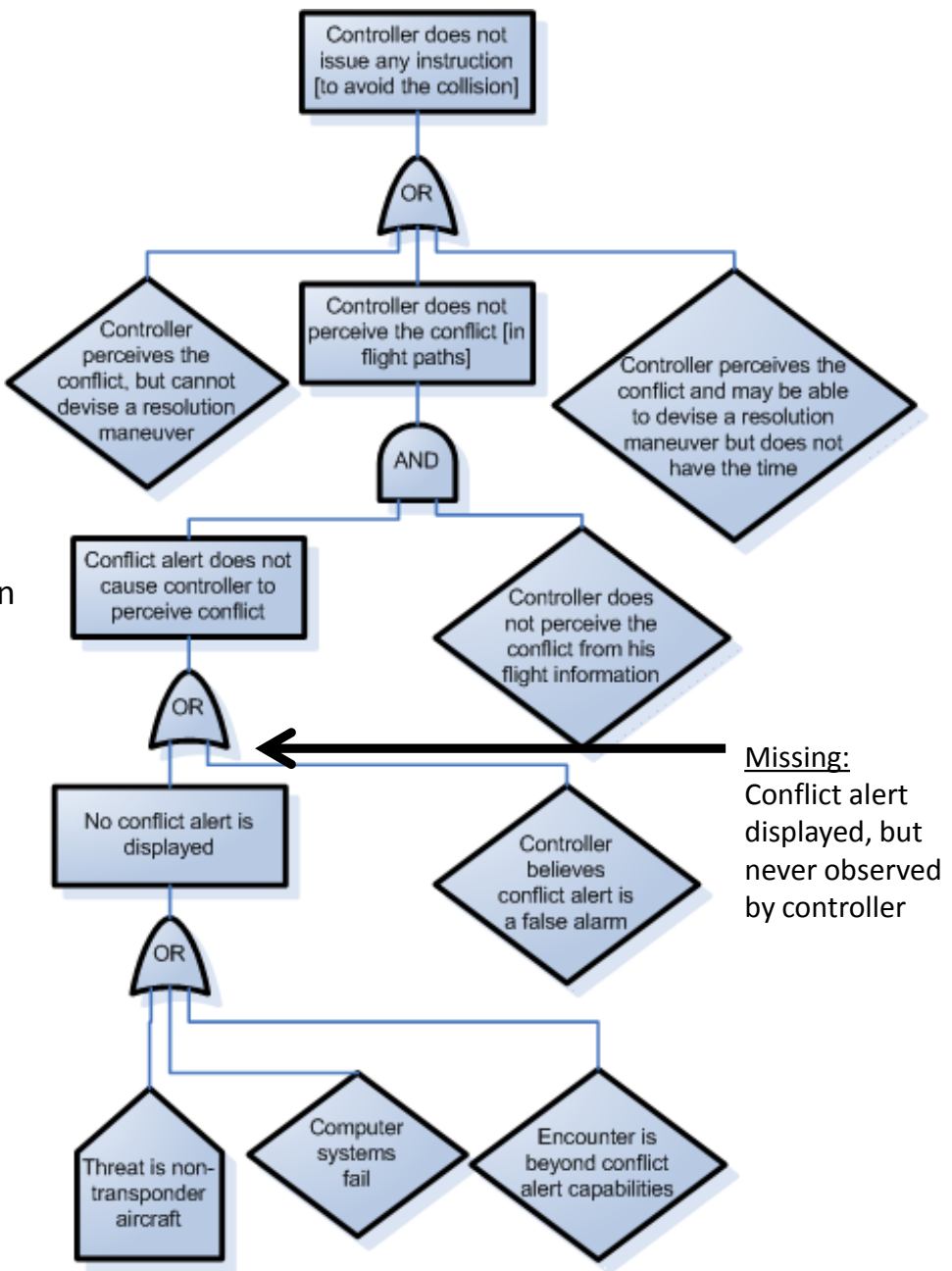
FTA Limitations (cont)

- Difficult to capture delays and other **temporal factors**
- **Transitions** between states or operational phases not represented
- Can be **labor intensive**
 - In some cases, over 2,500 pages of fault trees
- Can become very complex very quickly, can be difficult to **review**

Fault tree examples



Example from original 1961 Bell Labs study



Part of an actual TCAS fault tree (MITRE, 1983)

Vesely FTA Handbook

- Considered by many to be the textbook definition of fault trees
- Read the excerpt (including gate definitions) on Stellar for more information