

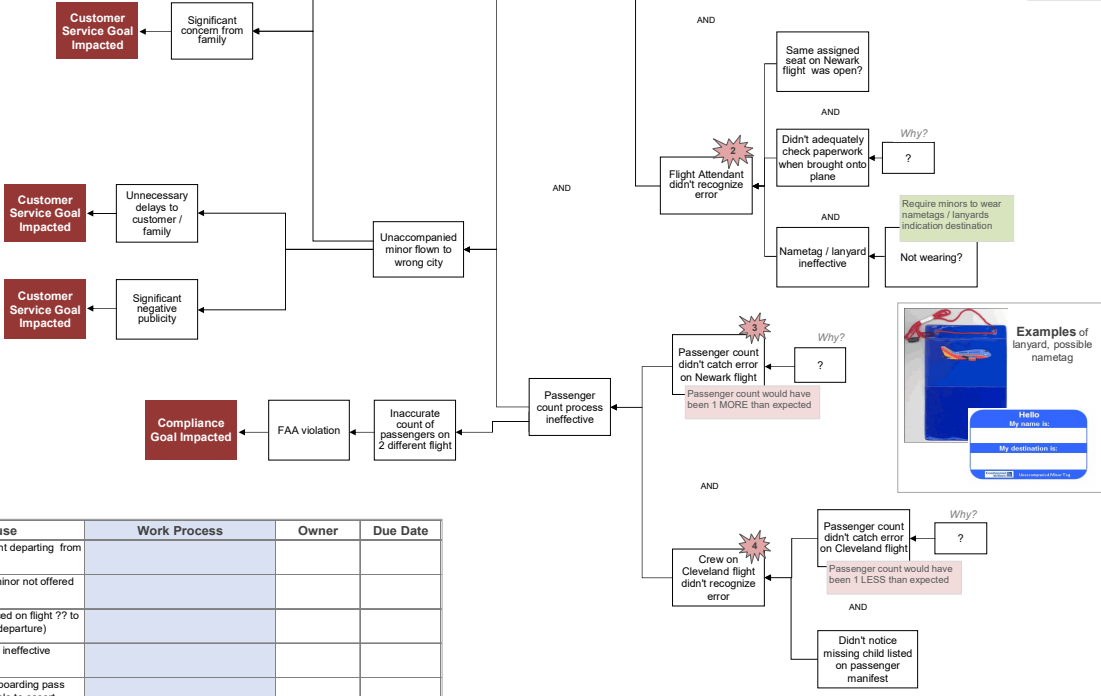
Cause Map - Unaccompanied Minor On Wrong Plane

On June 13, 2009, a U.S. airline accidentally placed an unaccompanied minor on the wrong flight. The child was suppose to fly from Houston to Charlotte. Instead, she ended up in Fayetteville. One day later, a second occurrence with the same airline, this time out of Boston. Instead of going to Cleveland, this girl ended up in Newark, NJ. This root cause analysis focuses on the failures that occurred within the work processes and emphasizes the use of process maps to help identify where the breakdowns occurred and how to identify specific solutions to prevent recurrence.

Step 1: Problem Outline

| | | |
|-----------------------------|------------------------------|--|
| What | Problem(s) | Unaccompanied minor flown to wrong city |
| | Date, Time | 6/13/2009, ? |
| | Context, unique to situation | Unaccompanied minor |
| Where | Location | Departed Boston |
| | | Intended destination - Cleveland |
| | | Incorrectly boarded a flight to Newark |
| | | Transporting unaccompanied minor |
| Task (operation) being done | | |
| Impact to the Goals | Safety | None |
| | Compliance | FAA Violation - passenger count |
| | Customer | Significant concern from family |
| | Schedule | Unnecessary delays to customer / family |
| | Property, Equipment | Significant negative publicity |
| Labor, Time | Schedule | No flight delays |
| | Property, Equipment | None |
| Frequency | Labor, Time | ? |
| | | |
| | | This incident \$ - |
| | | Annual Total \$ - |
| | | Frequency 2x over the weekend - different cities |

Step 2: Analysis (Cause Map™ Diagram)



| Date | Time | Description |
|---------------|------|---|
| June 13, 2009 | | Father and daughter arrive at Boston Logan Airport |
| | | Complete paperwork |
| | | Father escorts daughter to Gate A9 |
| ? | | General boarding begins for 2541 to Cleveland |
| ? | | General boarding begins for ??? To Newark |
| | | Stood in line for general boarding |
| | | Gate agent scanned boarding pass and instructed to wait until finished boarding everyone else |
| | | Finished general boarding |
| | | Gate agent escorted minor to Newark flight |
| | | Flight attendant checked paperwork??? |
| | | Seated minor in assigned seat??? |
| | | Flight attendant counts passengers??? |
| | | Call gate agent, provides total passenger count??? |
| | | Newark Flight departs |
| | | Cleveland Flight departs |
| | | Newark Flight arrives in Newark |
| | | Newark staff calls In-laws to pick up daughter at Newark airport - no answer |
| | | Cleveland Flight arrives in Cleveland |
| | | In-laws call father to see why daughter wasn't on plane |
| 45 min later | | Cleveland staff confirm unaccompanied minor is in Newark |
| | | Place child on flight to Cleveland from Newark |

Step 3: Solutions

| No. | Possible Solution | Cause | Work Process | Owner | Due Date |
|-----|---|--|--------------|-------|----------|
| 1 | Do not board 2 planes at the same gate at the same time | More than one flight departing from same gate (A9) | | | |
| 2 | Require preboarding if possible for all unaccompanied minors | Unaccompanied minor not offered preboard | | | |
| 3 | Allow parents to escort child all the way to the plane | Minor actually placed on flight ?? to Newark (9:45 am departure) | | | |
| 4 | Require minors to wear nametags / lanyards indication destination | Nametag / lanyard ineffective | | | |
| 5 | Unscan pass in not boarding immediately | Didn't unscan the boarding pass after realizing unable to escort | | | |