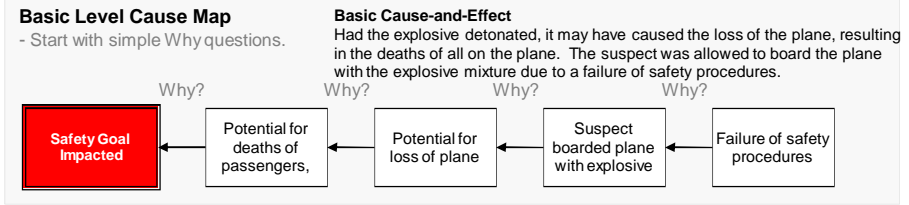


# 1 Problem

|                            |                              |   |
|----------------------------|------------------------------|---|
| <b>What</b>                | Problem(s)                   | Attempted bombing                                       |
| <b>When</b>                | Date                         | December 25, 2009                                       |
| <b>Where</b>               | Different, unusual, unique   | Suspect allowed to board with explosives                |
|                            | State, city                  | Detroit, MI   |
|                            | Unit, area, equipment        | Northwest Airlines Flight 253                           |
| <b>Impact to the Goals</b> | Task being performed         | Final approach from Amsterdam                           |
|                            | <b>Safety</b>                | Potential for deaths of 278 passengers, 11 crew members |
|                            | <b>Cust. Service</b>         | Failure of safety procedures                            |
|                            | <b>Property, Equip, Mtls</b> | Potential for loss of plane                             |

# 2 Analysis

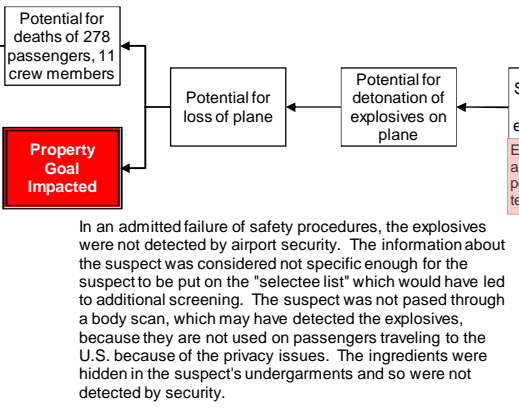


**More Detailed Cause Map** - Add detail as information becomes available.

## Detailed Cause-and-Effect

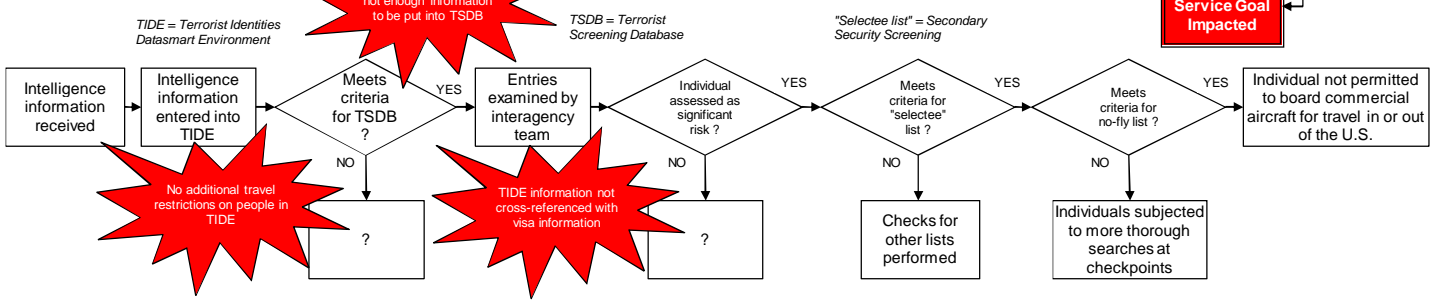
The suspect was able to board the plane because despite warnings from his father, there was insufficient information to add him to the no-fly list (see process map) and his visa was not revoked.

Officials in the U.S. were unaware a visa had been issued by the U.S. embassy in London. Additionally, while the information from the suspect's father was entered into TIDE (a terrorist intelligence database), there was no follow-up on the information. It's unclear if there was no follow-up required, or if the follow-up was just not performed.



## Process Map

For security reasons, there is little detail on the process used to add potential terrorists to various watch lists. What we do know is that all terrorist intelligence is entered into TIDE. The information is reviewed nightly for inclusion into the TSDB, from which the no-fly and selectee lists are developed. The suspect was not put on either list.



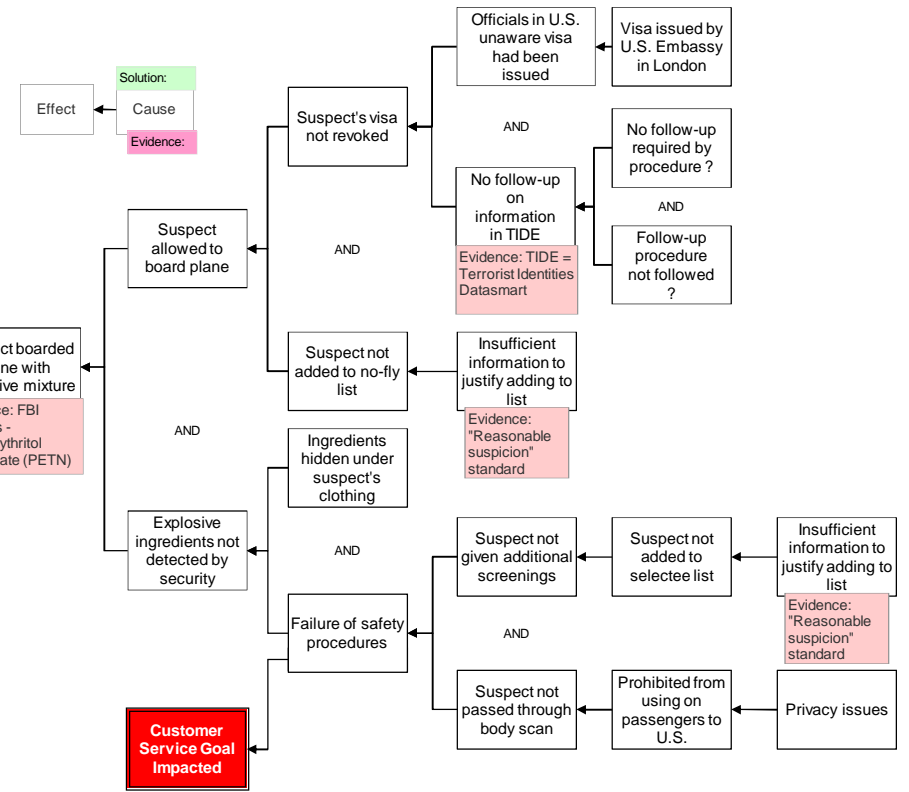
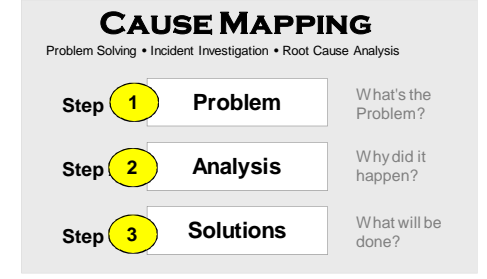
# ATTEMPTED BOMBING

## Cause Map Flight 253 - December 25, 2009

Despite constantly increasing airport security, a man suspected of terrorism was able to board a flight from Amsterdam to Detroit with ~80 grams of explosive and a liquid detonator. However, the device did not detonate, likely saving the plane.

"Our system did not work in this instance."  
- Homeland Security Secretary Janet Napolitano

Cause Mapping is a Root Cause Analysis method that captures basic cause-and-effect relationships supported with evidence.



For a free copy of our Root Cause Analysis Template in Microsoft Excel, used to create this page, visit our web site.

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