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**From:** Busselman, Aleta M  
**Sent:** Friday, March 31, 2017 1:18 PM  
**To:** LaFemina, John P (Director)  
**Cc:** Jaekel, Cahley G  
**Subject:** RE: Updated File - Consolidated Responses from other Labs

Thank you

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**From:** LaFemina, John P (Director)  
**Sent:** Friday, March 31, 2017 1:16 PM  
**To:** Busselman, Aleta M  
**Cc:** Jaekel, Cahley G  
**Subject:** RE: Updated File - Consolidated Responses from other Labs

3/31/17  
1:16 pm

Aleta

I understand your concerns and agree that we are not going backwards. I just spoke to Marty and let him know that I am reviewing the report and that after spring break I will bring us together to discuss our path forward. I also asked him to stop negotiating with Steve. Steve does not negotiate for us. Steve is in a meeting but I am talking to him after his meeting and I will tell him the same.

John

*"Human salvation lies in the hands of the creatively maladjusted"*  
Rev. Martin Luther King, Jr.

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**Dr. John P. LaFemina**  
Director, Laboratory Planning & Performance Management  
Pacific Northwest National Laboratory

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**From:** Busselman, Aleta M  
**Sent:** Friday, March 31, 2017 12:54 PM  
**To:** LaFemina, John P (Director) <jpl@pnnl.gov>  
**Subject:** FW: Updated File - Consolidated Responses from other Labs

3/31/17  
12:54

John:

Per our HDI requirements and cause analyst qualification process, this is not how we do cause analysis at our Lab. We do not just let concerned stakeholders manipulate root causes at the end of the process to make us sound better. Steve Cooke looked at this report twice before it came to Marty/Iris. Marty has yet to bring the team together to discuss how they got to the end results.

That (changing root causes and results at the 11<sup>th</sup> hour) was the Mohler-way. Not doing it and I am not going to have this cause analysis team think we have returned to the "old" way of doing business. Otherwise, why bother.

Kathy is physically home sick – because of this. Donny will probably never do another Cause Analysis again, and Stephanie – who is under the BSD organization is freaking out because she thinks she will get retaliated against because she was part of this and her big boss is not happy. I am not going to make this team sign a product they can't stand behind.

**My recommendation:** Marty should take the facts and data collected to date and conduct an independent cause analysis with someone that he feels is qualified to conduct his root cause analysis. He has stated several times that he doesn't feel that any of my staff are qualified (including Steve Cooke – which is kind of ironic).

**Or** try to get a variance from his Manager against our Issues Management HDI processes – like we did with compensation.

Are there any other remedies that could help with this situation from your perspective?

Aleta