



Rob De La Espriella is a former nuclear submarine officer and the founder/owner of DLE Technical Services, LLC (DLE). DLE has been a prime contractor for the Department of Energy since 2012. Rob is one of the leading experts in causal analysis, with over 30 years of experience in leading and facilitating root cause analyses, event investigations and assessments at commercial nuclear power plants, the US Nuclear Regulatory Commission (NRC), the DOE, the US Department of Defense (DOD), and Engineering firms.



Rob became a root cause subject matter expert and practitioner in 1989, as a member of the Florida Power & Light team that won the Deming Prize¹, the first company in the world outside Japan to win the award. He has completed formal training in problem-solving methods including Kepner Tregoe, Management Oversight Risk Tree (MORT), TapRoot, Dr. Corcoran's Phoenix Method, Human Performance Evaluation System (HPES), Total Quality Management (TQM), Lean/Six Sigma, and he is a certified Kaizen Team Leader.

Since 1990, Rob has led or facilitated hundreds of root cause evaluations, audits, assessments and complex problem solving efforts. In 1995, Rob received several awards from the NRC for leading root causes and bringing Total Quality Management Concepts to NRC Region I. In 2003 and 2005, the Institute of Nuclear Power Operations (INPO) listed Rob's Nuclear Assurance organization as one of the strongest in the US, and Rob attributes that recognition, in large part, to teaching root cause and problem-solving skills to his staff and promoting a problem-solving culture. The World Association of Nuclear Operators (WANO) also sought Rob's expertise for improvement projects in South Africa and Slovenia.

In 2010, Rob began teaching his modern causal analysis approach at DOE sites. He later gave his method the trademark name of BlueDragon Hyper-Integrated Causal Analysis (HCA). Rob has used HCA to solve some of the most complex, human-centric issues (including near fatalities) at DOE and DOD sites. For example, in 2011, Rob was the lead causal analyst for the explosion that took place at Idaho National Laboratory's Experimental Breeder Reactor (EBR-1). More recently, Rob has led teams to investigate flooding at DOE's Molten Salt Reactor Experiment, a near fatality at the K-1652 site in Oak Ridge, and repetitive failures of the Procurement Program at a US National Laboratory.

In 2016, Rob launched a not-for-profit initiative to bring critical thinking and complex problem-solving tools and techniques to students in colleges and universities, and most recently, to grade schools. Rob has awarded free tuition to over 120 college students and faculty to attend BlueDragon workshops and seminars. He has been a guest lecturer at Princeton University's Keller Center for Entrepreneurship every summer since 2016, teaching BlueDragon tools and techniques to Design Thinking Teams working on solving "wicked" problems.

¹ For additional information on the Deming Prize, visit: <https://www.sun-sentinel.com/news/fl-xpm-1989-10-19-8902040936-story.html>



Recent BlueDragon® Root Cause Analyses Completed by Rob

- *Independent Forensic Root Cause Analysis of Significant Cost and Schedule Overruns at a Department of Energy (DOE) Nuclear Waste Repository.*
- *Independent Root Cause Analysis of the Procurement/Acquisition Program at the Savannah River National Laboratory (SRNS).*
- *Independent Root Cause Analysis of Seven Failures of Compressed Air System Motors at the Blue Grass, KY Chemical Agent Destruction Army Depot.*
- *Independent Root Cause Analysis of a Trend of Dropped Objects at the Uranium Processing Facility Project (Oak Ridge, TN).*
- *Independent Root Cause Analysis of a Longstanding Trend of Untimely Completion of Condition Reports and Action Items at the Bechtel Infrastructure Global Business Unit).*
- *Independent Root Cause Analysis of the Cutting of Energized 208V Conductor During Demolition of Building K-1652 in Oak Ridge, TN (AECOM-Jacobs).*
- *Independent Root Cause Analysis of the Response to the Flooding of the Molten Salt Reactor Experiment (MSRE) Sump at the Oak Ridge National Laboratory.*
- *Independent Root Cause Analysis of the Design Feature Inspection Failures at the Melton Valley Solid Waste Storage Facility in Oak Ridge, TN.*
- *Independent Root Cause Analysis of the Unreviewed Safety Question Involving Removable Lid Canister Overpacks at the Melton Valley Solid Waste Storage Facilities in Oak Ridge, TN.*
- *Independent Accident Investigation of the Explosion at the Experimental Breeder Reactor in the Idaho National Laboratory Materials and Fuels Complex.*
- *Independent Apparent Cause Evaluation of the Six Radiation Protection Findings Identified during the DOE Operational Readiness Review Conducted at the DUF6 Facility in Paducah, KY.*
- *Independent Investigation and Causal Analysis of a Near Fatality at the Gaseous Diffusion Plant in Paducah, KY.*
- *Multiple Root Cause Analyses and a Common Cause Analysis at the Fluor-BWXT Portsmouth Gaseous Diffusion Plant.*