

## REFERENCES

- 4GM Consulting. n.d. *An introduction to understanding variation*. [Online]

  Available from: http://www.4gm.com/variation.htm [Accessed: 2006-07-04].
- Adsit, D. n.d. *Cutting-edge methods help target real call center waste*. [Online]

  Available from: http://military.isixsigma.com/library/content/

  c070611a.asp [Accessed: 2008-08-05].
- Ammerman, M. 1997. The root cause analysis handbook: a simplified approach to identifying, correcting and reporting workplace errors. New York: Productivity Press.
- Anon. 2004. Safety and Swiss cheese. [Online] Available from: http://homepage.mac.com/lesposen/iblog/B80495344/C840540124/E19 66059962/index.html [Accessed: 2008-02-13].
- Andersen, B. & Fagerhaug, T. 2006. *Root cause analysis: simplified tools and techniques*. Milwaukee, Wisconsin: ASQ Quality Press.
- Bacal, R. n.d. *Diagnosing performance problems*. [Online] Available from: http://www.work911.com/articles/diagper.htm [Accessed: 2008-02-13].
- Bowling, M.A. 2003. *Root cause analysis: a systematic approach to managing risk*. [Online] Available from: http://www.ncchc.org/pubs/CC/rca.html [Accessed: 2008-06-08].
- Boyd, M. 2002. Gap analysis: the path from today's performance reality to tomorrow's performance dreams. In: Piskurich, G.M. (ed.). *HPI essentials* (pp. 41-51). Alexandria, Virginia: American Society for Training and Development.



- Burkett, H. 2002. Evaluation: was your HPI project worth the effort? In:

  Piskurich, G.M. (ed.). *HPI essentials* (pp. 153-175). Alexandria, Virginia:

  American Society for Training and Development.
- Center for Industrial Research and Services. n.d. *Root cause analysis*. [Online]

  Available from: http://www.ciras.iastate.edu/quality/rootcauseanalysis.

  asp [Accessed: 2008-06-07].
- Cheryl Gray Instructional Design. n.d. *A brief history of root cause analysis*. [Online] Available from: http://www.cherylgray.com/RCA/history.html [Accessed: 2008-06-05].
- CHI Publishers. n.d. *Introduction to quality*. [Online] Available from: http://64.233.169.104/search?q=cache:ajlaM0fo5SUJ:www.chipublisher s.com/pdf/coq1\_11.pdf+%22gitlow+et+al%22&hl=en&ct=clnk&cd=44&g l=za [Accessed: 2008-06-06].
- De Jager, A. 2002. An integrated and holistic approach to assessment in outcome-based learning in South Africa. Unpublished doctoral thesis. University of Pretoria. [Online] Available from: http://hagar.up.ac.za/catts/learner/de\_jager\_annette/phd/table\_of\_content.htm [Accessed: 2008-05-15].
- Emory, C.W. & Cooper, D.R. 1991. *Business research methods*. Homewood, Illinois: Richard D. Irwin.
- Encyclopedia of Small Business. n.d. *Total Quality Management (TQM)*.

  [Online] Available from: http://www.enotes.com/small-business-encyclopedia/total-quality-management-tqm [Accessed: 2008-06-07].
- EQE International, Inc. 1999. *Root cause analysis handbook: a guide to effective incident investigation*. Rockville, Maryland: Government Institutes.



- Exley, H. 1993. *The best of business quotations*. New York: Exley.
- Franklin, M. 2006. Performance gap analysis. *Info line*, 0603, March:1-16.
- Gabel, D. 1995. *An introduction to action research*. [Online] Available from: http://physicsed.buffalostate.edu/danowner/actionrsch.html [Accessed: 2006-07-27].
- Gano, D.L. 1999. *Apollo root cause analysis a new way of thinking*. Washington, DC: Apollonian.
- Geis, G.L. & Smith, M.E. 1992. Transforming organizations through human performance technology. In: Stolovitch, H.D. & Keeps, E.J. (eds). Handbook of performance technology: a comprehensive guide for analyzing and solving performance problems in organizations (pp. 32-49). San Francisco: Jossey-Bass.
- Greenwood, D.J. 1999. *Action research: from practice to writing in an international action research development program*. Amsterdam: John Benjamins.
- Haddon, C. 2003. *One hundred lamps for the soul.* London: Hodder & Stoughton.
- Halliday, S. n.d. *Understanding variation*. [Online] Available from: http://www.saferpak.com/six\_sigma\_art1.htm [Accessed: 2006-06-28].
- Hoenig, C. 2002. Developing exceptional problem-solving skills. In: Glasspool, J. (ed.). *Business. The ultimate resource* (pp. 338-339). London: Bloomsbury.
- Hoepfl, M.C. 1997. Choosing qualitative research: a primer for technology education researchers. *Journal of Technology Education*, 9(1):47-63.



- JHPIEGO Corporation. 2003. *Frequently asked questions about performance improvement*. [Online] Available from: http://www.reproline. jhu.edu/english/6read/6pi/pi FAQ.htm [Accessed: 2008-04-03].
- Jones, S.R. 2002. (Re)writing the word: methodological strategies and issues in qualitative research. *Journal of College Student Development*, July/August:1-12. [Online] Available from: http://findarticles.com/p/articles/mi\_qa3752/is\_200207/ai\_n9121404 [Accessed: 2008-04-01].
- Keller, J.M. 1992. Motivational systems. In: Stolovitch, H.D. & Keeps, E.J. (eds). Handbook of performance technology: a comprehensive guide for analyzing and solving performance problems in organizations (pp. 277-293). San Francisco: Jossey-Bass.
- Kepner, C.H. 2006a. Correspondence with the author on 1 May. San Francisco. (Letter in possession of researcher.)
- Kepner, C.H. 2006b. Correspondence with the author on 31 August. San Francisco. (Letter in possession of researcher.)
- Kepner, C.H. 2008. Correspondence with the author on 21 April. San Francisco. (Letter in possession of researcher.)
- Kepner, C.H & likubo, H. 1996. *Managing beyond the ordinary*. New York: AMACOM.
- Latino, R.J. & Latino, C.L. 2006. *Root cause analysis improving performance for bottom-line results*. Baco Raton, Florida: CRC.
- Livingston, A.D., Jackson, G. & Priestley, K. 2001. *Root cause analysis: literature review.* [Online] Available from: http://www.hse.gov.uk/research/crr pdf/2001/crr01325.pdf [Accessed: 2008-06-25].



- MacIsaac, D. 1996. *An introduction to action research*. [Online] Available from: http://physicsed.buffalostate.edu/danowner/actionrsch.html [Accessed: 2008-03-11].
- Mager, R.F. & Pipe, P. 1997. *Analyzing performance problems*. Atlanta, Georgia: CEP.
- Main, R.E. 2002. Designing and developing structure/process interventions. In: Piskurich, G.M. (ed.). *HPI essentials* (pp. 101-113). Alexandria, Virginia: American Society for Training and Development.
- McKernan, J. 1996. *Curriculum action research: a handbook of methods and resources for the reflective practitioner.* London: Kogan Page.
- McNiff, J. & Whitehead, J. 2006. *All you need to know about action research*. London: Sage.
- Miles, M.B. & Huberman, A.M. 1994. *Qualitative data analysis*. Thousand Oaks, California: Sage.
- Motley, B. 2005. *Introduction to variability and variation reduction*. [Online]

  Available from: https://acc.dau.mil/CommunityBrowser.aspx?id=23214

  [Accessed: 2006-07-04].
- Neal, L.A., Watson, D., Hicks, T., Porter, M. & Hill, D. 2004. Root cause analysis applied to the investigation of serious untoward incidents in mental health services. *Psychiatric Bulletin*, 28:75-77.
- O'Brien, R. 1998. *An overview of the methodological approach of action research*. [Online] Available from: http://www.web.net/~robrien/papers/arfinal.html [Accessed: 2006-07-27].



- Paradies, M. & Unger, L. 2000. *TapRoot the system for root cause analysis, problem investigation, and proactive improvement*. Knoxville, Tennessee: System Improvements.
- Peterson, K. 2002. *Human reliability*. [Online] Available from: http://216.239. 59.104/search?q=cache:NbYCvmcRE7gJ:courses.washington.edu/kck apur/526/526projects/Kyle%2520Peterson.pdf+%22increasing+human+ reliability%22&hl=en [Accessed: 2005-01-30].
- Pipe, P. 1992. Ergonomic performance aids. In: Stolovitch, H.D. & Keeps, E.J. (eds). *Handbook of performance technology: a comprehensive guide for analyzing and solving performance problems in organizations* (pp. 352-364). San Francisco: Jossey-Bass.
- Piskurich, G.M. 2002. *HPI essentials*. Alexandria, Virginia: American Society for Training and Development.
- Plant Maintenance Resource Center. 2001. *Root cause analysis survey results*. [Online] Available from: http://www.plant-maintenance.com [Accessed: 2005-08-29].
- Ramolefe, E. 2004. How secondary school educators experience principal support during the implementation of outcomes-based education.

  Unpublished master's thesis. University of Pretoria. [Online] Available from UPeTD: http://upetd.up.ac.za/thesis/available/etd-12062004-102701/unrestricted/01 dissertation.pdf [Accessed: 2008-04-01].
- Reason, J. 2000. Human error: models and management. *BMJ Journals*, 320(7237):768 (18pp). [Online] Available from: http://bmj.bmjjournals.com/cgi/content/full/320/7237/768 [Accessed: 2005-01-28].
- Reason, J. & Hobbs, A. 2003. *Managing maintenance error*. Aldershot: Ashgate.



- Rosenberg, M.J., Coscarelli, W.C. & Hutchison, C.S. 1992. The origins and evolution of the field. In: Stolovitch, H.D. & Keeps, E.J. (eds). *Handbook of performance technology: a comprehensive guide for analyzing and solving performance problems in organizations* (pp. 14-31). San Francisco: Jossey-Bass.
- Rossett, A. 1992. Analysis of human performance problems. In: Stolovitch, H.D. & Keeps, E.J. (eds). *Handbook of performance technology: a comprehensive guide for analyzing and solving performance problems in organizations* (pp. 97-113). San Francisco: Jossey-Bass.
- Rothwell, W.J. 2005. Beyond training and development: the groundbreaking classic on human performance enhancement. New York: Amacom.
- Rothwell, W.J., Hohne, C.K. & King, S.B. 2000. *Human performance improvement*. Houston, Texas: Gulf.
- Rummler, G.A. & Brache, A.P. 1992. Transforming organizations through human performance technology. In: Stolovitch, H.D. & Keeps, E.J. (eds). Handbook of performance technology: a comprehensive guide for analyzing and solving performance problems in organizations (pp. 32-49). San Francisco: Jossey-Bass.
- Saleh, E. 2004. 7 Steps to negotiate a performance improvement intervention.

  Paper presented at the ASTD International Conference and Exposition

  Conference, Washington DC, 23-27 May:1-15.
- Social Assessment, LLC. n.d. *Uses and advantages of qualitative procedures*. [Online] Available from: http://www.socialassessment.com/toolpage. asp?2 [Accessed: 2008-02-27].
- Stolovitch, H.D. & Keeps, E.J. 1992. What is human performance technology? In: Stolovitch, H.D. & Keeps, E.J. (eds). *Handbook of performance*



technology: a comprehensive guide for analyzing and solving performance problems in organizations (pp. 3-13). San Francisco: Jossey-Bass.

- Strauss, A. & Corbin, J. 1998. *Basics of qualitative research: techniques and procedures for developing grounded theory*. Thousand Oaks, California: Sage.
- Thomas, R.M. 2003. *Blending qualitative and quantitative research methods in theses and dissertations*. Thousand Oaks, California: Corwin.
- Vanderbilt University. n.d. *Introduction to quality*. [Online] Available from: http://www.vanderbilt.edu/Engineering/CIS/Sloan/web/es130/quality/iqi1 .htm [Accessed: 2006-06-28].
- Web Center for Social Research Methods. n.d. *Action Research*. [Online]
  Available from: http://www.socialresearchmethods.net/tutorial/
  Sengupta/default.htm [Accessed: 2008-02-27].
- Williams, T.N. 2001. A modified six sigma approach to approving the quality of Hardwood Flooring. Unpublished master's thesis. University of Tennessee. [Online] Available from: http://web.utk.edu/~tfpc/Intelligent/Publications/Tom%20Williams%20Complete%20Thesis.pdf [Accessed: 2008-06-06].
- Wilson, B. n.d. *Root cause analysis*. [Online] Available from: http://www.bill-wilson.net/root-cause-analysis [Accessed: 2008-06-06].