

CHEATING ON DIESEL EMISSIONS

Cause Map

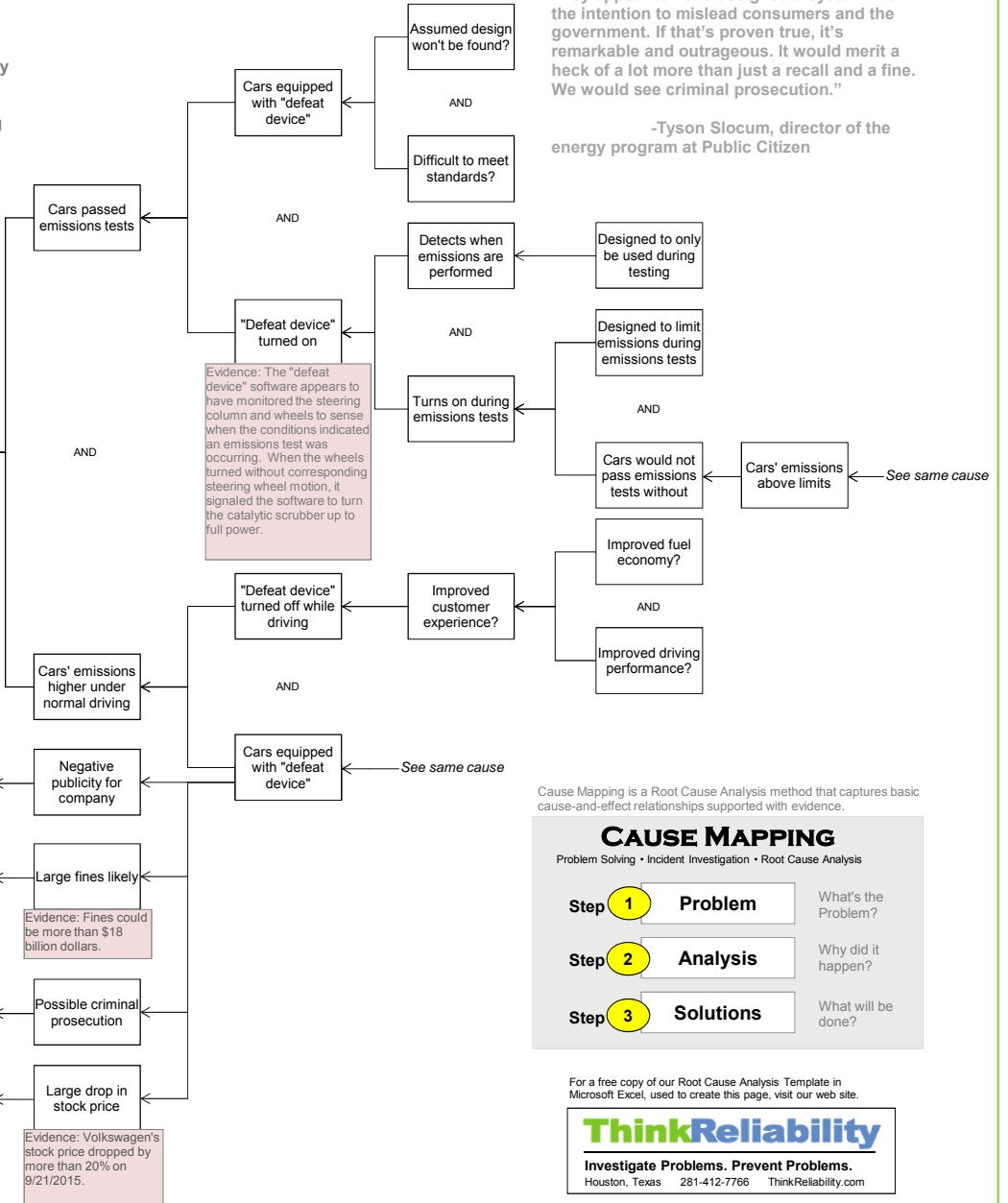
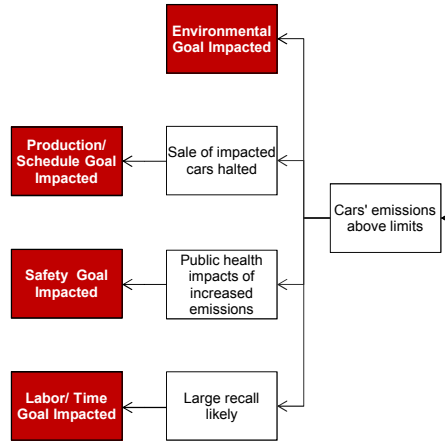
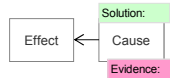
Volkswagen admits to use of a 'defeat device'

The automotive industry was recently rocked by Volkswagen's acknowledgement that the company knowingly cheated on emissions testing of several models of 4-cylinder diesel cars starting in 2009. The diesel cars in question include software "defeat devices" that turn on full emissions control only during emission testing. Full emissions control is not activated during normal driving conditions and the cars have been shown to emit as much as 40 times the allowable pollution.

"This is several steps beyond the violations that we've seen from other auto companies. They appear to have designed a system with the intention to mislead consumers and the government. If that's proven true, it's remarkable and outrageous. It would merit a heck of a lot more than just a recall and a fine. We would see criminal prosecution."

-Tyson Slocum, director of the energy program at Public Citizen

2 Analysis



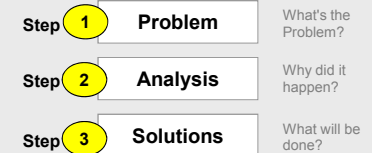
1 Problem Outline

What	Problem(s)	Volkswagen cars equipped with emissions test "defeat device", Volkswagen cars emitting more pollution than allowed	Customer Service Goal Impacted	Negative publicity for company
When	Date	2009 - present	Regulatory Goal Impacted	Large fines likely
Where	Different, unusual, unique	Cars run on diesel	Regulatory Goal Impacted	Possible criminal prosecution
	Facility, site	Volkswagen manufacturing plants		
	Unit, area, equipment	4-cylinder diesel cars sold by Volkswagen	Economic Goal Impacted	Large drop in stock price
	Task being performed	Emissions testing		
Impact to the Goals	Safety	Public health impacts of increased emissions		
	Environmental	Cars' emissions above limits		
	Customer Service	Negative publicity for company		
	Regulatory	Large fines likely		
	Production/ Schedule	Sale of impacted cars halted		
	Economic	Large drop in stock price		
	Labor/ Time	Large recall likely		

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

CAUSE MAPPING

Problem Solving • Incident Investigation • Root Cause Analysis



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