

Navigating the River of DOE Culture

Activities to Improve Safety Culture in DOE Facilities

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Schein on Culture

- Culture is:
 - Broad
 - Deep
 - Steady
 - Patterned/Integrated



Schein on Leading Culture Change

- Recognize culture for what it is
 - Sub-cultures exist in your organization
- You must bring cultures into alignment with the direction of the leadership team
- Leaders must listen with humility



Tools to Improve Safety Culture

- Senior Management Commitment
- Expectations Identified and Communicated
- ISMS Training
- Line Management Time in the Field
- Coaching and Mentoring
- Employee Recognition
- Voluntary Protection Program (VPP)

Tools to Improve Safety Culture

- Behavior Based Safety
- Six Sigma
- Problem Identification Process
- Human Performance Improvement (HPI)
- Culpability Decision Tree
- Involvement of Senior Management in Employment Actions

Senior Management Commitment

- Issue “All Employee Message” committing to safety culture improvement to enhance ISMS
- Provide safety culture training
- Establish a management policy to establish a strong safety culture
- Provide a management champion for each of the three major focus areas
 - Leadership
 - Workforce engagement
 - Continuous improvement

Expectations Identified and Communicated

- Examples provided in Attachment 3 of Resource Document for each focus area



ISMS Training

- Specific topics contained in Attachment 4 of Resource Document
- Employee training
- Manager training
- Refresher training
- Subcontractor training

Line Management Time in the Field

- Managers must be engaged with workers in the field
- Focus Areas:
 - Worker knowledge
 - Compliance with policies/procedures
 - Identify and correct at risk behaviors/conditions
 - Promote two-way communication
 - Build trust
 - Reinforce positive behaviors



Coaching and Mentoring

- Formal coaching and mentoring processes focus on specific ISMS Safety Culture related focus areas
- Employee performance review process



Employee Recognition

- Behavior is motivated by consequences
- Consequences
 - Rewards (R+)
 - Negative Reinforcement (R-)
 - Punishment (P)
 - Extinction (E)
- Reward systems should be carefully considered
- Information contained in Attachment 5 of Resource Document

Visible evidence of reward systems

- People do what they've done before
- People don't do what they can't do
- People do what they see others doing
- Rewards elicit more of that behavior
- Punishment elicits only its avoidance
- A null consequence for a functional behavior is a punishment
- A null consequence for a dysfunctional behavior is a reward

Voluntary Protection Program (VPP)

- Recognized as helping facilities improve elements of safety culture implementation (especially Workforce engagement)

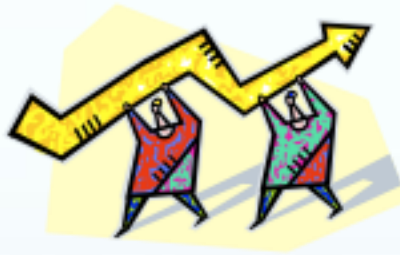


Behavior Based Safety

- Focused on identifying and reducing at risk behaviors at the point where workers engage in field activities
- Worker led program
- Can be used to positively reinforce ISMS functions and principles

Six Sigma

- Focuses on inefficient processes that drive cultural dysfunction
- Many tools available to Six Sigma practitioners



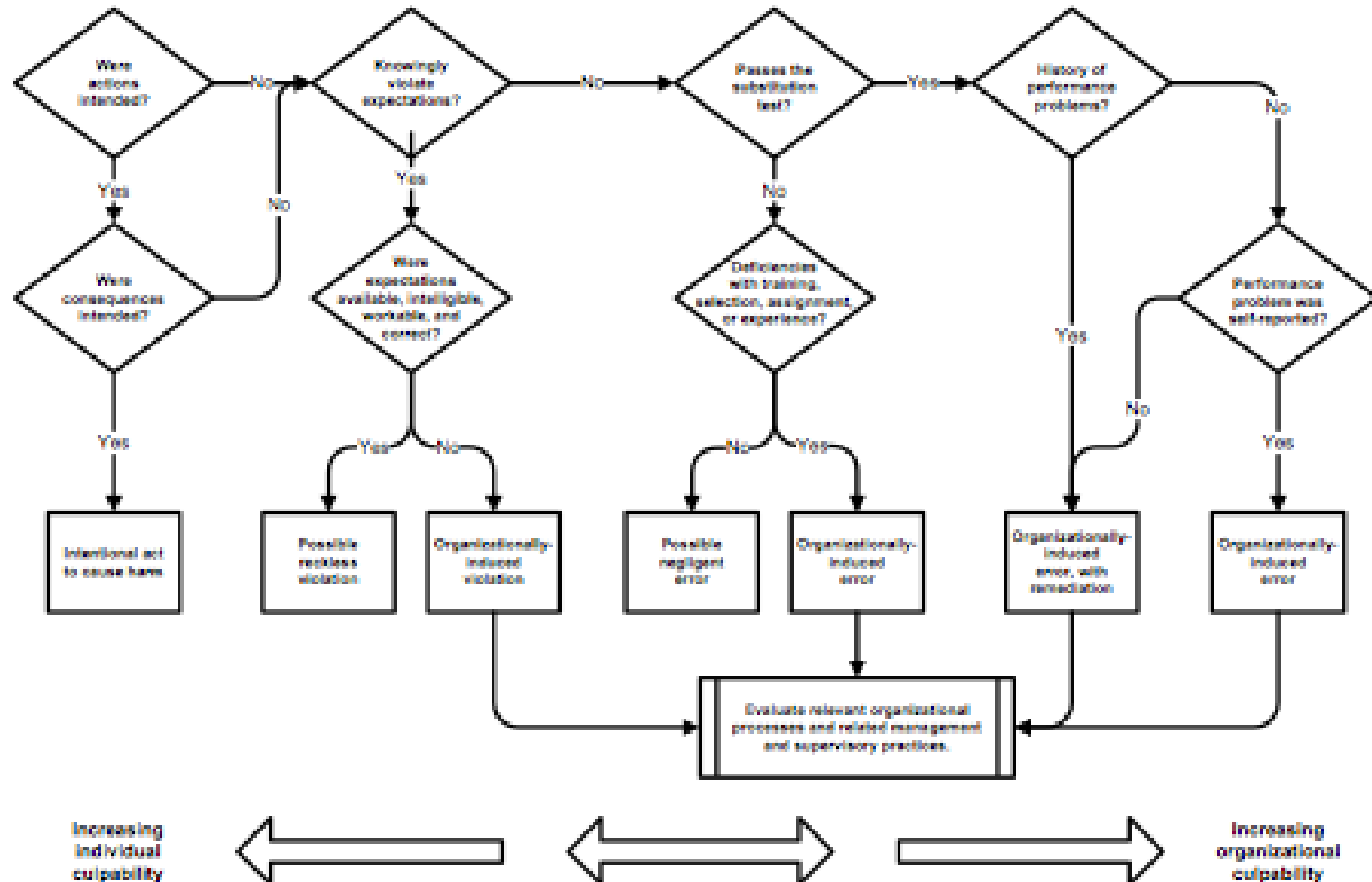
Problem Identification Process

- Effective Problem Identification and Corrective Action programs are essential in identifying problems within organizations
- Leaders can't fix what they don't know
- Detailed information is contained in Attachment 6 of the Resource Document

Human Performance Improvement (HPI)

- Leader behaviors to improve performance through HPI
 - Facilitate open communication
 - Treat people fairly
 - Promote teamwork
 - Reinforce desired behaviors
 - Eliminate latent organizational weaknesses
 - Value the prevention of errors
- Detailed information is contained in Attachment 7 of the resource document

Culpability Decision Tree



Adapted with permission from Dr. James Reason's *Managing the Risks of Organizational Accidents*, Ashgate Publishing Limited, 1997.

Involvement of Senior Management in Employee Actions

- How are employees hired?
- How are employees promoted?
- How are employees rewarded?
- How are employees disciplined?
- Are the chilling effects of management considered in discipline?

In Summary

- Leading cultural change is complex and difficult
- Understanding what culture is, assessing your own culture, and deciding to change it (or not) must be purposeful actions on the part of any company's leadership team
- Tools are now available to help leaders perform their safety culture responsibilities



Questions?

