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# EFCOG/DOE Safety Culture Task Status

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John McDonald (WRPS LLC)  
EFCOG ISMS/QA Working Group  
Meeting  
November 30, 2010  
Las Vegas, NV

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# Background

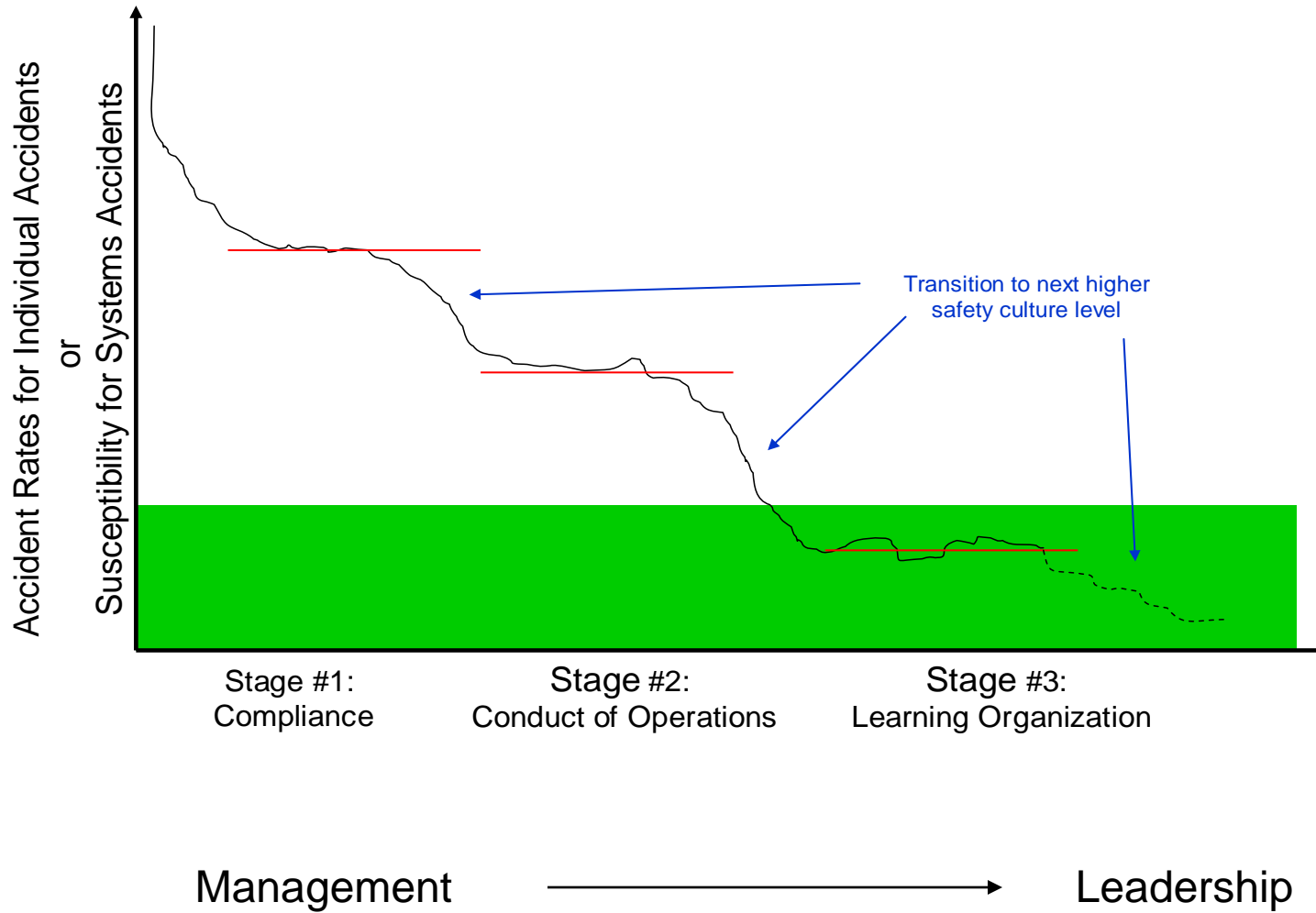
- Joint DOE/Contractor Task Team commissioned in 2007
- Purpose:
  - Develop safety culture principles based on industry experience
  - Consistent with ISMS
- EFCOG guidance documents issued in 2009
- One year pilot during 2009
- Final report issued in June of 2010

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# Task Team Vision Statement

DOE and its contractors are leaders in achieving ISM excellence and a strong safety culture. Through ISM, the principles and attributes of a strong safety culture are communicated, understood, embraced, and continually reinforced. As a result, mission critical parameters show continuous improvement.

# Improvements in Safety for Each Stage of Safety Culture Maturity



# What is Culture?



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# Task Team Safety Culture Definition

A safety culture is an organization's values and behaviors, modeled by its leaders, and internalized by its members, that serve to make safe performance of work the overriding priority to protect the public, workers, and the environment.

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# Team Key Activities

- Review industry experience to identify key safety culture attributes
- Verify adequacy of existing ISMS Guiding Principles related to these attributes
- Emphasize practices to effectively implement ISMS safety culture attributes to improve performance
- Application to DOE and contractors
- One year use by DOE and contractors
- Lessons learned collected and addressed after one year
- Proactive effort; avoid potential for regulation

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# Safety Culture Focus Areas

- Leadership
- Worker Involvement
- Learning Organization

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# Leadership

- Demonstrated safety leadership
- Clear expectations and accountability
- Management engagement and time in field
- Conservative decision making
- Staff recruitment, selection, retention, & development

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# Worker Involvement

- Personal commitment to everyone's safety
- Participation in work planning and improvement
- Mindful of hazards and controls
- Teamwork and mutual respect
- Trust

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# Learning Organization

- Open communication/raising issues in an environment free from retribution
- Reporting errors and problems
- Questioning attitude
- Effective resolution of reported problems
- Performance monitoring through multiple means
- Use of operational experience

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# Pilot Facilities

- Argonne National Laboratory
  - B & W Pantex
  - Oak Ridge Trans-Uranic Waste Processing Center
  - Pacific Northwest National Laboratory
  - Washington River Protection Solutions, LLC
  - Washington Closure Hanford
  - Idaho National Laboratory
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# Summary of Pilot Experiences

- Culture change starts at the top
  - This is a long journey, but high payback
  - There is need to share lessons learned
  - Difficult to write an exact cookbook
  - Employee and management engagement is critical
  - Pilots used to reach breakout performance
  - Build culture activities into existing processes
  - Hard to regulate culture
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# Summary and Path Forward

- Closed Task - Final task team report and documents on WEB
  - Issued EM/DOE endorsement letter to contractors endorsing the pilot and products of the task team
  - Created new EFCOG ISMS/QA Safety Culture Subgroup – 1<sup>st</sup> meeting spring of 2010
  - Continue to promote ISMS/Safety Culture improvement at EFCOG and DOE ISMS Champion meetings
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