

- 1) John McDonald john_a_mcdonald@rl.gov opened the working session by welcoming all to the meeting and a safety share about handrail use at NTS. Todd Conklin bigtodd@lanl.gov mentioned how security requirements are different for every visit.
- 2) Main points to think about during the meeting today were covered by John:
 - a) Everyone think about what can we do to improve the safety culture tools, make them available to everyone – not just attendees – a complex-wide, lessons-learned type system.
 - b) What can we do to foster better integration with other subgroups at EFCOG?
- 3) Minutes from the June subgroup meeting in Washington DC were approved.
- 4) Will Brocker wbrocker@anl.gov presented the revised subgroup charter.
 - a) Mike Gaden Mike.Gaden@truproject.com started a discussion about use of the word, “leadership” and asked what “success” would equal; with the answer that it equal a place of increasing information sharing, capturing best practices, a resource center.
 - b) Pat Worthington pat.worthington@hq.doe.gov, Ali Ghovanlou ali.ghovanlou@hq.doe.gov, and Frank Russo Frank.russo@nnsa.doe.gov arrived and Pat made a short statement about the sustained DOE commitment to ISMS, saying the way to go further is through Safety Culture, which began a discussion about assessing culture. Some comments from several parties,
 - It is appropriate to assess the direction culture is moving, but not to assess culture against some standard.
 - We’re not trying to put culture in a box.
 - We are not agents of change, we are agents of understanding.
 - Culture is not something you “fix.”
 - The goal is to improve safety.
 - c) Event prevention through learning.
 - d) John McDonald brought the discussion back to the charter and additional discussion occurred about wording. A question was raised about the “product” and whether it is support, intellectual, sharing experiences, with the answer that it is tools, an intellectual product and forum.
 - e) Action: Will Brocker to capture changes from this meeting, send the revised charter in an email, and schedule conference calls to finalize the charter. Complete http://www.efcog.org/wg/ism/events/Fall10mtg/docs/ISMSCSG_Draft_Charter_Dec1_discussion.pdf
- 5) Mike Gaden Mike.Gaden@truproject.com led a discussion about the Safety Culture Model.
 - a) Some discussion occurred about ISM, VPP, Quality and how important the model is.
 - b) John McDonald mentioned that was already in the model, that we used the ISM Manual to develop it and suggested that everyone:
 - Familiarize yourself with the material if not done already.
 - Determine what applies to your organization.
 - c) Mike Gaden suggested a training class for presentation at the next semi-annual subgroup meeting covering soft skills, leadership development, and interpersonal skills. Mike

Gaden, Bill Rigot william.rigot@srs.gov, Todd Conklin, and Kimbel Leffew kleffew@pantex.com all offered to help with the presentation.

- 6) Todd Conklin presented the Good Practice Training Model for Integrating New Workers. http://www.efcog.org/wg/ism/events/Fall10mtg/docs/EFCOG_Juniority.pdf The main points:
- a) There is no basic cultural assessment model, but the DIE model (describe, interpret, evaluate) is used.
 - b) Are we emphasizing mission success or compliance?
 - c) Learning and compliance are on the opposite ends of the cultural spectrum.
 - d) Workers don't cause events, but they trigger latent conditions that exist in systems, processes, procedures, and expectations that always lie dormant on the job-site.
 - e) IAEA Evolutions of safety performance (Compliance-based, Conduct of, and Learning Org/HRO)
 - f) The gap between work as imagined and work as accomplished always includes culture.
 - g) IAEA Safety Culture Principles
 - h) Safety is not the absence of accidents; safety is the presence of defenses in your processes, procedures, and methods.
 - i) "Six Post-Work Questions"
 - 1. What happened as we planned?
 - 2. What surprised you?
 - 3. What hazards did we identify?
 - 4. What hazards did we not identify? (miss)
 - 5. What steps did we have to interpret?
 - 6. What ones did we have to make do? (gap, work around)
 - j) Recommended reads: Edgar Shein, "Organizational Culture and Leadership." Barbara Demick, "Nothing to Envy." "The ETTO Principle" by Hollnagel
 - k) Google the antenna video, it's about 8 minutes long. Makes accountability for safety clear
- 7) Bill Rigot william.rigot@srs.gov presented the Lessons from the BP Deepwater Horizon http://www.efcog.org/wg/ism/events/Fall10mtg/docs/BP_Deepwater_Horizon_Lessons_Learned.pdf The main points were that
- a) Physical barriers failed.
 - b) Negative pressure test was flawed.
 - c) Influx was not recognized.
 - d) Mud Gas separator design flaw.
 - e) Fire and Gas System did not prevent ignition
 - f) BOP emergency mode did not seal the well.
 - g) Without action – Lessons Learned are NOT a Lessons Learned.
 - h) Recommended "The 5th Discipline" by Peter Senge; "The Black Swan" by Taleb; "Managing the Unexpected" by Weick; "Resilience Engineering" by Hollnagel and Dekker

- i) Thanksgiving turkey, cannot predict fate. Jenga® not dominos.
- 8) Mike Gaden presented the Developmental Stage Holonarchy.
http://www.efcog.org/wg/ism/events/Fall10mtg/docs/Developmental_Stage_Holonarchy.pdf
Main points were
 - a) Attributes of different stages (Coercive, Rules and Roles. Consultive, Principles, and Perspectivist).
 - b) Managing conflict – Likert.
 - c) General Systems Theory – Bertalanffy
 - d) The Leader as Servant – Greenleaf
 - e) Mike is going to send info out to put on agenda for next meeting.
- 9) Cindy Caldwell Cynthia.Caldwell@pnl.gov, Tom Haney tom.haney@inl.gov, and John McDonald discussed the safety culture pilot experiences at their facilities. It was mentioned that a place would be made on the EFCOG website for pilot experiences.
- 10) Bill Rigot discussed Managing Culture in Technical Organizations
http://www.efcog.org/wg/ism/events/Fall10mtg/docs/Rigot_Culture_and_Technical_Organizations.pdf
 - a) Standardize practitioner training across complex.
 - b) Practitioners help managers engage.
 - c) Integrate HPI in causal analysis and procedures.
 - d) “How to” is available on the website.
- 11) Pat Worthington pat.worthington@hq.doe.gov, presented the EM-1 Requested HSS Special Review of the Nuclear Safety Culture at the Hanford Waste Treatment Plant
http://www.efcog.org/wg/ism/events/Fall10mtg/docs/WTPDec12010_Worthington.pdf
 - a) Premise: is there a culture of free-inquiry; can workers speak up?
 - b) Evaluated processes to track, evaluate, correct nuclear issues at WTP
 - c) Interviewed: No survey. Interview questions developed using DOE/EFCOG model. Moving from Design to Construction. Liked the model and developed additional questions based on HSS lessons learned
 - d) Focused on Office of River Protection and Bechtel National, Inc., management of nuclear safety concerns. Safety Culture Elements and Attributes
 - Leadership – org and human performance
 - Identification and resolution of problems
 - Safety conscious work environment
 - e) Summary of results
 - ORP person felt culture strong
 - Areas for improvement
 - Processes for nuclear issue management effective
 - Attention warranted to ensure sustainability and continuous improvement
 - f) Recommendations
 - ORP Improvements

- BNI Improvements
 - Improvements to EFCOG model?
- g) Follow up next meeting to see what Bechtel did with recommendations
- 12) John McDonald presented a wrap up of major issues
- a) Assessing/Understanding Culture
 - b) Review the Charter
 - c) Tools
 - d) Agenda topics for Spring Meeting
- 13) Action Items:
- a) Finalize charter – Will Brocker
 - b) HRO presentation at next meeting - Rick Hartley
 - c) Bechtel response to DOE HSS safety culture assessment – Worthington
 - d) Add “Pilot Experiences” to Safety Culture Website – McDonald
 - e) Send information for next meeting to Holonarchy presentation to John McDonald – Mike Gaden

Attendees:

Nr	Name	Title/Position Site/Facility	Company Address	Phone/Fax	E-mail	DOE or Contractor
1	Ghovanlou, Ali	Senior Technical Advisor, DOE-Germantown	Department of Energy 1000 Independence Ave., SW Washington, DC 20585	301-903-8805	ali.ghovanlou@hq.doe.gov	DOE
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4	Williams, Thomas E	General Engineer, NNSA HQ	NNSA 7000 East Avenue Livermore, CA 94551	925-422-6601 925-422-6306	tom.williams@oak.doe.gov	DOE
5	Worthington, Patricia	Dir. Office of Health and Safety	DOE 1000 Independence Ave SW Washington, DC	301-903-5926 301-903-3445	pat.worthington@hq.doe.gov	DOE

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