EFCOG/DOE Safety Culture Task Status

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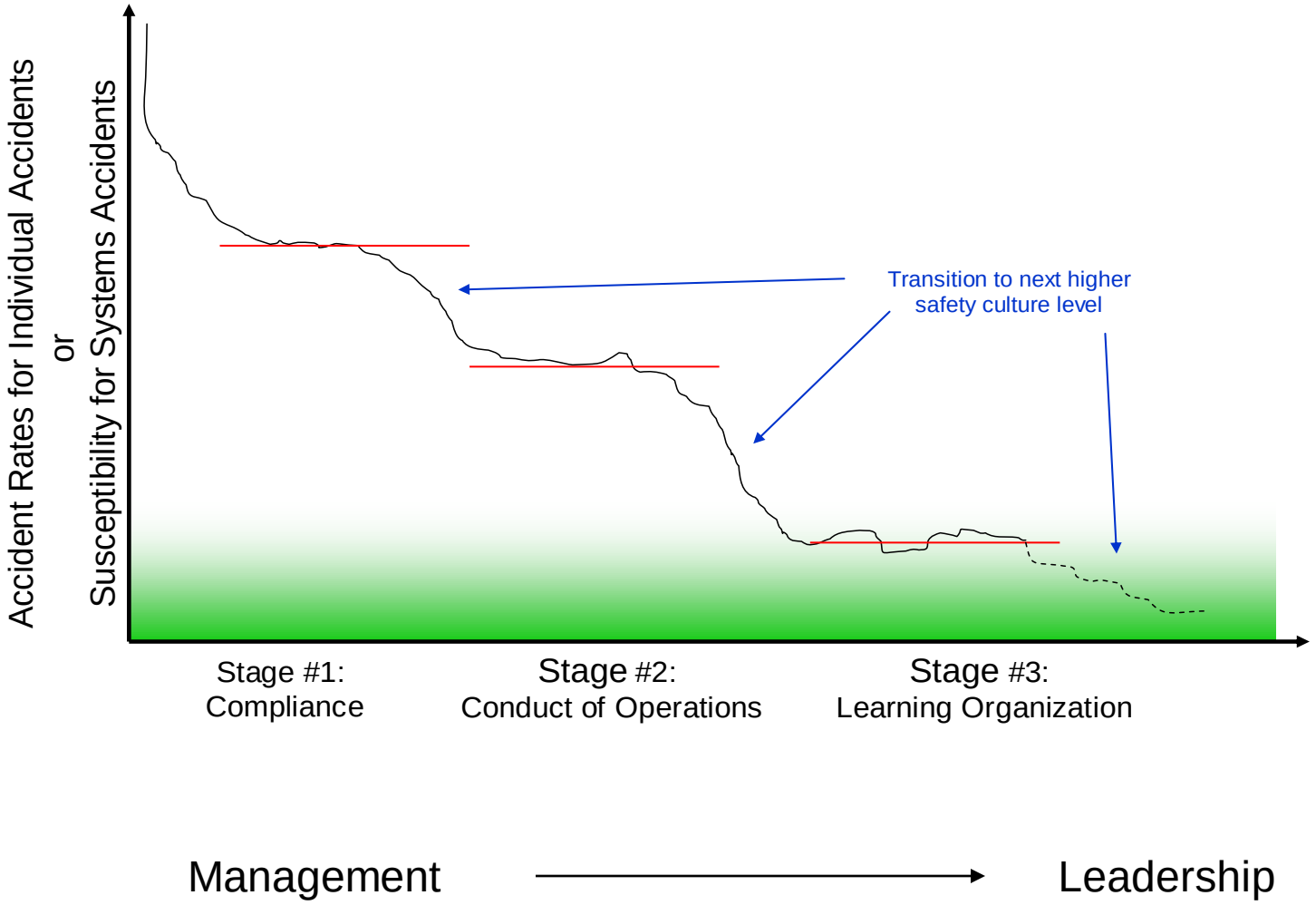
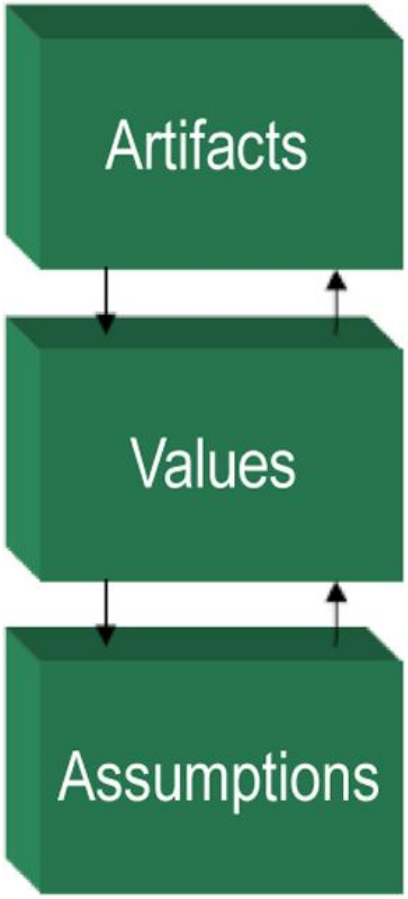
Task Team Vision Statement

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?



Visible organizational structures and processes

Strategies, goals, philosophies focused on values

Unconcious, taken for granted beliefs, perceptions, thoughts and feelings (the ultimate source of values and action)

Schein's organizational model

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 workers, public, and the environment.

Team Key Activities

- Review industry experience to identify key safety culture attributes (HRO, HPI, INPO, IAEA, VPP)
- 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

Assessment Considerations

- TASK TEAM ATTRIBUTE/ISMS CROSSWALK
- INITIAL ASSESSMENT CONSIDERATIONS
- SURVEY CONSIDERATIONS
- INTERVIEWS
- DOCUMENTATION REVIEW
- PERFORMANCE INDICATORS
- CULTURE ASSESSMENT LESSONS LEARNED
- POST ASSSESSMENT CONSIDERATIONS

Tools to Improve Safety Culture

- SENIOR MANAGEMENT COMMITMENT
- EXPECTATIONS IDENTIFIED AND COMMUNICATED
- ISMS TRAINING
- LINE MANAGEMENT TIME IN THE FIELD
- COACHING AND MENTORING
- BEHAVIOR CHANGE
- VOLUNTARY PROTECTION PROGRAM (VPP)
- SIX SIGMA LEARNING TOOLS
- PROBLEM IDENTIFICATION PROCESS
- HUMAN PERFORMANCE IMPROVEMENT (HPI)
- HUMAN RESOURCE PROCESSES

Safety Culture Focus Areas

- Leadership
- Worker Involvement
- Learning Organization

Leadership

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

Worker Involvement

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

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

Current Pilot Facilities

- Argonne National Laboratory *
- B & W Pantex
- EnergySolutions Moab Project
- Oak Ridge Trans-Uranic Waste Processing Center*
- Pacific Northwest National Laboratory *
- Washington River Protection Solutions, LLC *
- Washington Closure Hanford *

*attended EFCOG ISMS/QA WG Spring Meeting

Expectations of Pilot Facilities

- Management commitment to assess and improve safety culture, using EFCOG/DOE methodology as a guide.
- Performance of some assessments of safety culture during 2009 to identify safety culture improvement targets.
- Identification and initiation of some improvement activities based on targets identified by assessments.
- Willingness to provide feedback to EFCOG/DOE on the safety culture assessment and improvement approach.

Expected Benefits of Participation

- Help from DOE/EFCOG team in understanding and implementing approach
  - team members can and will provide limited training, facilitation, assistance
- Improved performance, morale, productivity, lower event rate, improved injury rates.

Path Forward/Summary

- One year use to December 31, 2009
- Resource documents issued describing how to implement the culture related attributes
- Pilot facilities should review, understand, and implement
- Pilot facility briefings at EFCOG and DOE ISMS Champion meetings
- The Team to make final recommendation after one year, comment resolution, and stakeholder reviews

HPI Took Kit Project

- Users can implement partial or complete HPI program elements
- Provides best available information to implement HPI based on experienced contractor and DOE inputs
- Aligns with stated EFCOG functions to:
  - exchange successful programs, practices, procedures, and lessons learned among DOE contractors; and
  - allow for effective interface with external organizations such as INPO and the DNFSB
- Benefits limited DOE HPI resources by providing one source of guidance documents to implement HPI

HPI Took Kit Project

- Mutually beneficial initiative between the DOE and EFCOG to assist DOE contractors in making available a suite of tools recommended for the implementation of HPI
- Provides a suite of tools which can be used to implement HPI within the DOE complex
- Builds on successful HPI programs already in place at various DOE Sites and within the nuclear industry
- Builds on Hanford HPI pilot

Existing and Planned Toolkit Applications

- Performance indicators
- Work planning
- Design/engineering activities
- Cause analysis & event investigation
- HPI and safety culture
- Steering committee
- HPI self assessment
- HPI Training development and implementation
- Procedure development