

- 1) Will Brocker wbrocker@anl.gov opened the working session by welcoming all to the meeting and leading the call for introductions.
- 2) Tom Haney tom.haney@inl.gov discussed the minutes from the December 1, 2010 subgroup meeting in Las Vegas, which were subsequently approved.
- 3) Will Brocker lead the discussion to finalize the new subgroup charter, comparing revisions and incorporating feedback on the major sections.
- 4) George Mortensen mortensengk@inpo.org presented “Fostering a Strong Nuclear Safety Culture” and also discussed “Development of the Safety Culture Policy Statement.” The INPO Handbook is available on the INPO website: George’s presentation prompted dialogue comparing/contrasting NRC with ISM.
- 5) Will Brocker called for a break while he connected Pat Worthington pat.worthington@hq.doe.gov and John McDonald john_a_mcdonald@rl.gov via conference call.
- 6) Pat Worthington gave an update on the DOE Order for Integrated Safety Management “DOE O 450.2,” which had been very recently approved. She re-emphasized the sustained DOE commitment to ISM, and their expectations for and the importance of contractors to develop and maintain an effective safety culture and CAS. Pat mentioned that the implementation guidelines are being captured in a new DOE Guide for ISM that also reinforces the need for a strong safety culture.
- 7) Per telecom, Pat Worthington and John McDonald discussed the tools for assessing culture in the EFCOG Model.
- 8) John McDonald asked Earl Carnes earl.carnes@hq.doe.gov to say a few words about HRO. Earl began a discussion about HRO, saying that HRO is not “tool” but a body of scientific literature from studies of highly reliable organizations in which the main characteristics have been captured. Will Brocker read the newly revised HRO bullet in the subgroup Charter and he will post the new Charter on the website.
- 9) Pat Worthington and John McDonald discussed the tools for assessing culture and that there are different assessment methods. Pat mentioned empowering organizations to have tools for success. John asked about DNFSB 2004-1 and Matt Forsbacka answered saying that 2004-1 is a “continuing saga.”
- 10) Tom Helms tom.helms@parsons.com presented “Organizational Culture: The Effects of Organizational Hierarchies on Safety and Personal Wellbeing,” which included the relationship of the Likert organizational model with the safety culture model postulating that organizational culture and safety culture are “indelibly linked.” Saying a dysfunctional organization will fail in all areas, including safety and quality. Interesting link between health and hierarchical status. Tom Helms added the presentation to the EFCOG website.
- 11) Mike Gaden Mike.Gaden@truproject.com presented “Listening for Understanding,” which included the “Dirty Dozen” conversation stoppers: “ordering, lecturing, rejecting, blaming, judging, advising, analyzing, reassuring, sympathizing, questioning, humoring or using humor, and praising.”
- 12) Doug Minnema douglasm@dnfsb.gov presented “Board Staff Perspective on Safety Culture” which was similar to an annual review. Doug said that the current Board is probably the most active in safety ever and that they are active in many events nationwide.

- 13) Safety Pilot updates from Terry Bray, Mike Hassel, Tom Haney, Kim Leffew, and Mike Gaden.
- 14) John McDonald discussed “HRO and EFCOG/DOE Safety Models” and gave a general overview of HRO. A discussion was then kicked off by Earl Carnes who stated that HRO should be integrated with EFCOG and mentioned a task group for HRO. (see action items)
- 15) Mike Gaden Mike.Gaden@truproject.com led a role playing exercise to repeat back what a "difficult" person said; to really listen for understanding so that problems could be identified and possibly fixed. Approaching situations as competitors may cause people to stop listening while they decide how to defend their position. In defensive/offensive communications the real problems can get lost and remain unresolved, while conversations turn into battles over who gets their way.
- 16) Action Items:
- Finalize charter – Will Brocker
 - Establish an HRO task group under the safety culture subgroup – McDonald

Also, The following action items were discussed. Will Brocker has misplaced his notes and does not have the wording changes nor the names of volunteers to work on the actions, so if you can provide any additions they would be appreciated.

Actions & Priorities:

Priority 1:

- Topic: Managing in changing times: We know change is coming, are there any models for dealing with stress from downsizing and external stressors.
- Topic: What can we learn from HSS reviews and other assessments to determine where the challenges are within the complex?

Priority #2:

- What safety culture training has been developed and is available to the DOE complex? For example, first line leadership training, next level training and senior level manager training.

Priority #3:

- Risk Management – Pinnacle Event – Process Development



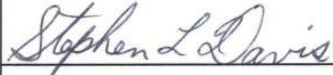
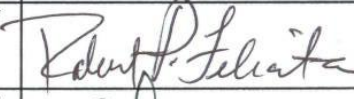
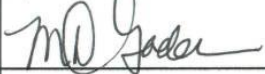
Priority #4:

- Form a group to develop/investigate R&D area integration into safety/ISM/Risk Management.

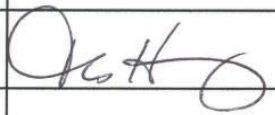

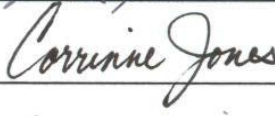
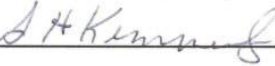
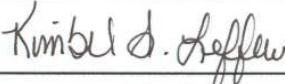



17) Doug Minnema mentioned the book, “Leadership and Self-Deception → getting out of the box” from the Arbinger Institute.

18) Meeting Attendees on the following pages

**EFCOG ISM & QA Working Group Spring 2011 Meeting
ISM Safety Culture Subgroup Attendance Roster
April 26-28, 2011**

Name	Title/Position	Site/Facility	Company Address	Phone/Fax	E-mail	DOE or Contractor	Signature
Almon, John S.	Director ESH&Q Nuclear Business Group	Company Headquarters	CH2M HILL 9191 South Jamaica Street Englewood, CO 80112	720 286-0216 720 286-8607	john_almon@ch2m.com	Contractor	
Barker, Norman R	Vice President, QA & ISM	various	EnergySolutions, LLC 201 Inspiration Blvd. Apt. 409 Reading, PA 19607	484-855-3050	nrbarker@energysolutions.com	Contractor	✓
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Bray, Terri S	Deputy Director	Argonne	Argonne 9700 S Cass Ave Argonne, IL 60439	630-252-9957 630-252-5778	tbray@anl.gov	Contractor	✓
Brocker, Will	ALD ESH/QA Representative	Argonne National Laboratory	UChicago, LLC 9700 South Cass Avenue Lemont, IL 60439	630-252-1186 630-252-5318	wbrocker@anl.gov	Contractor	
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Furibacker, Matt							✓