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# EFCOG/DOE Safety Culture Task Status

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John McDonald (EFCOG)

Pat Worthington (DOE)

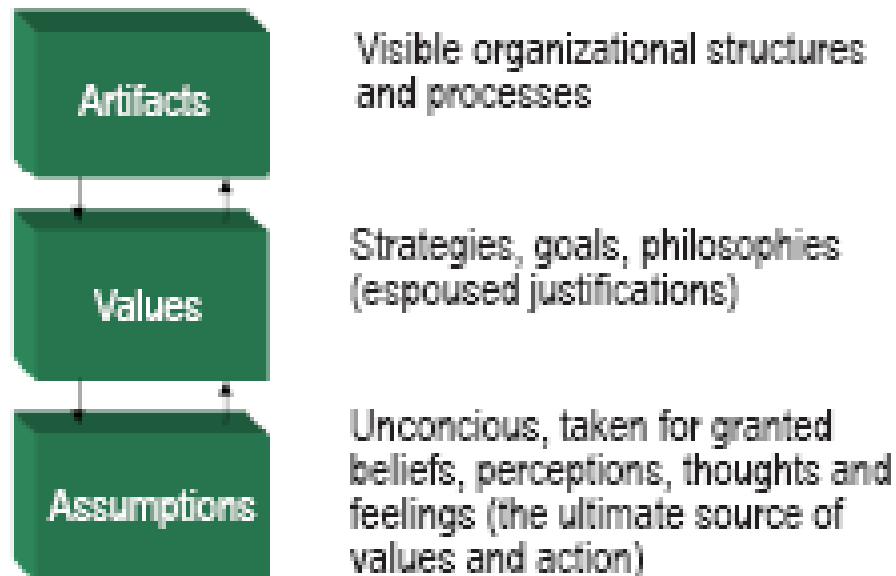
David Compton (DOE)

# Purpose

- Based on industry experience the need for a strong safety culture within DOE was established
- Safety culture is one of the DOE top ISMS priorities
- Identify a consensus set of safety culture principles to be used by DOE and its contractors
- EFCOG/DOE ISMS Safety Culture Task Team (The Team) was formed to address this issue
- Take ISMS to the next level based on industry experience since ISMS was first introduced
- References: VPP, HPI, 2004-1, ISMS, HRO, INPO, IAEA, NRC

# What is Culture?

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Schein's organizational model

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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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# 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.

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# Task Team Members

## **Executive Sponsors:**

- David Amerine, Parsons
- Glenn Podonsky, DOE HSS

## **Project Co-Chairs:**

- John McDonald, CH2M HILL
- Pat Worthington, DOE HSS

## **Contractors Participants:**

- Norm Barker, Energy Solutions
- Todd Conklin, LANL
- Frank McCoy, WGI
- Joe Midgett, Bechtel
- Jim Tarpinian, Battelle
- Gail Walden, Fluor
- David Zeff, B & W

## **Department of Energy Participants:**

- Earl Carnes, DOE HSS
- Dae Chung, DOE EM
- David Compton, DOE HSS
- Ali Ghovanlou, DOE HSS
- Bill Roege, DOE HSS
- Frank Russo, NNSA
- Jim McConnell, NNSA \*

## **Other Participants:**

- George Mortensen, INPO \*
- Douglas Minnema, DNFSB Staff
- Wayne Frazier, NASA

## **Additional Support Personnel:**

- Bill Rigot, WGI
- Rick Hartley, B & W

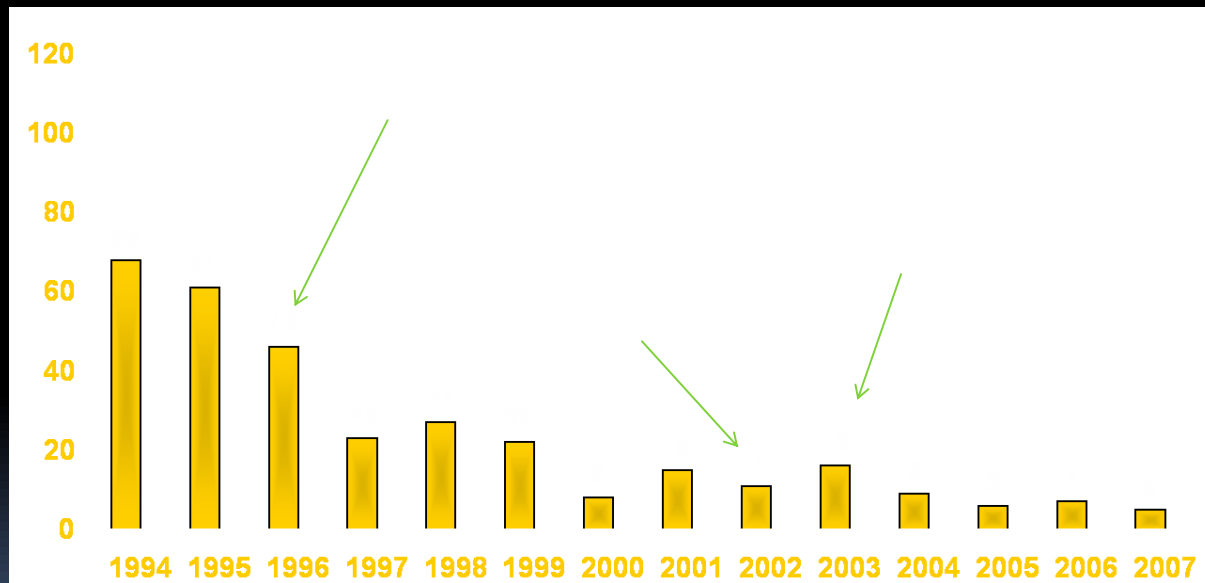
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# Case for Change

- Culture key factor in significant events
- Culture recognized as driver of multiple industry improvements
- Strong positive correlation between mission and safety performance
- Correlation between cultural maturity and organizational performance
- DOE data identifies culture elements as significant aspects of events

# Culture as Driver of Change

## U.S. Commercial Nuclear Industry -- Number of Significant Events

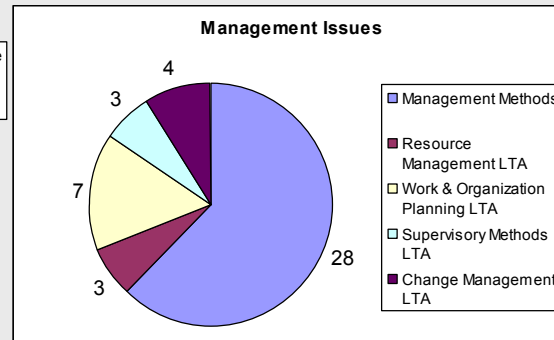
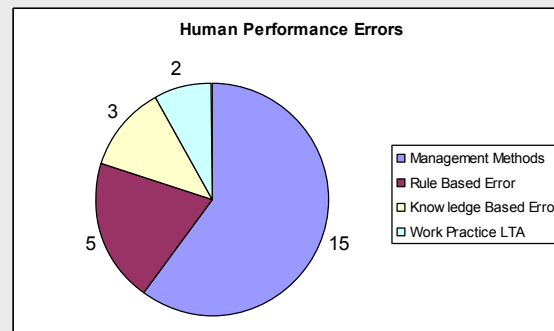
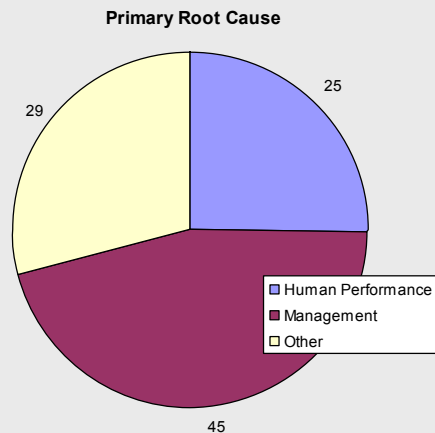


"A major contributor to the U.S. industry's safety success is our collective approach to sharing insights, experience, tools and talent. Highlighted as an industry goal nearly 29 years ago, this cooperation has become a reality and one of the many things that make this industry unique."

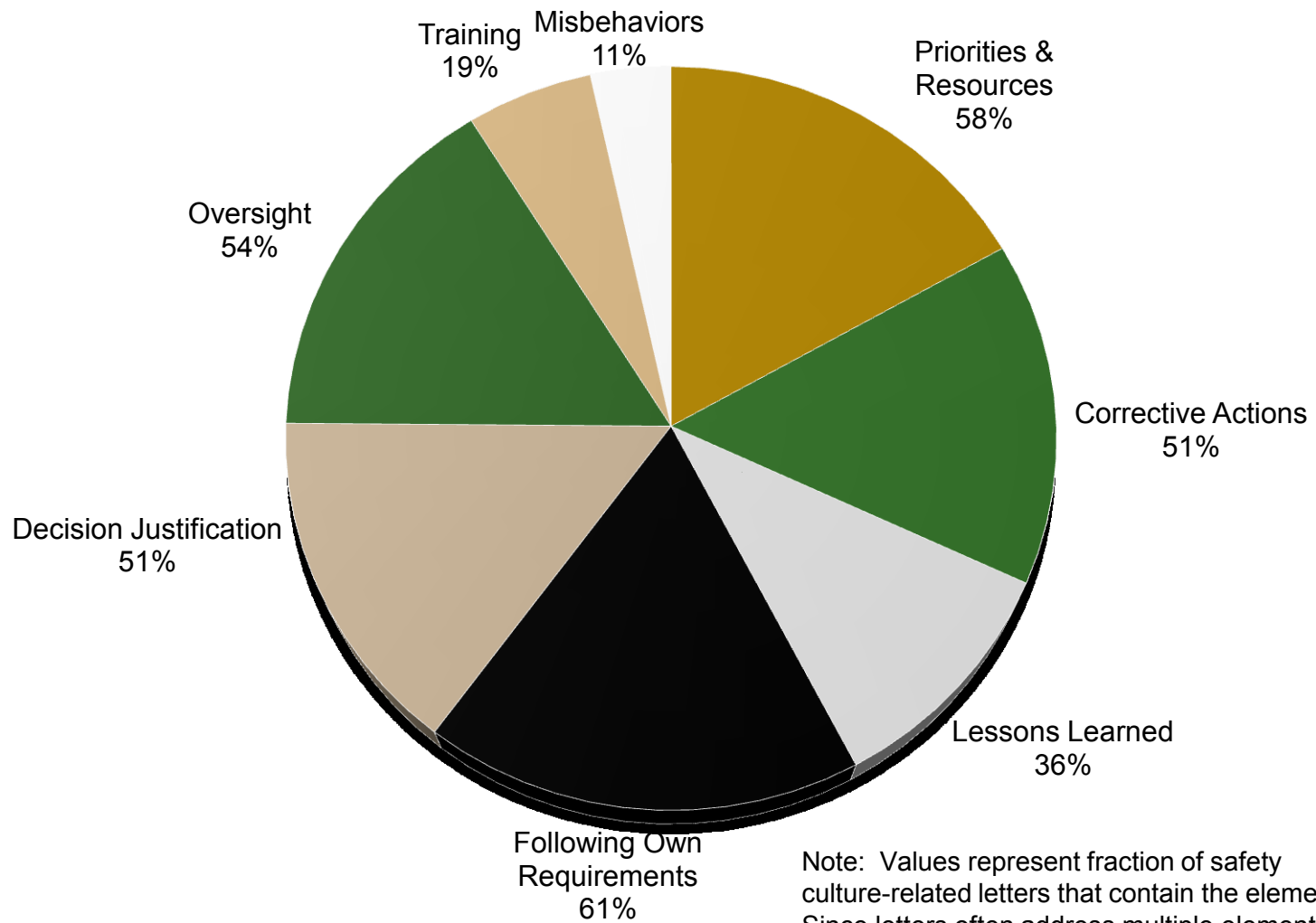
James O. Ellis – President and CEO, INPO

# Culture Elements and DOE Events

## ORPS Category 1 & R Reports

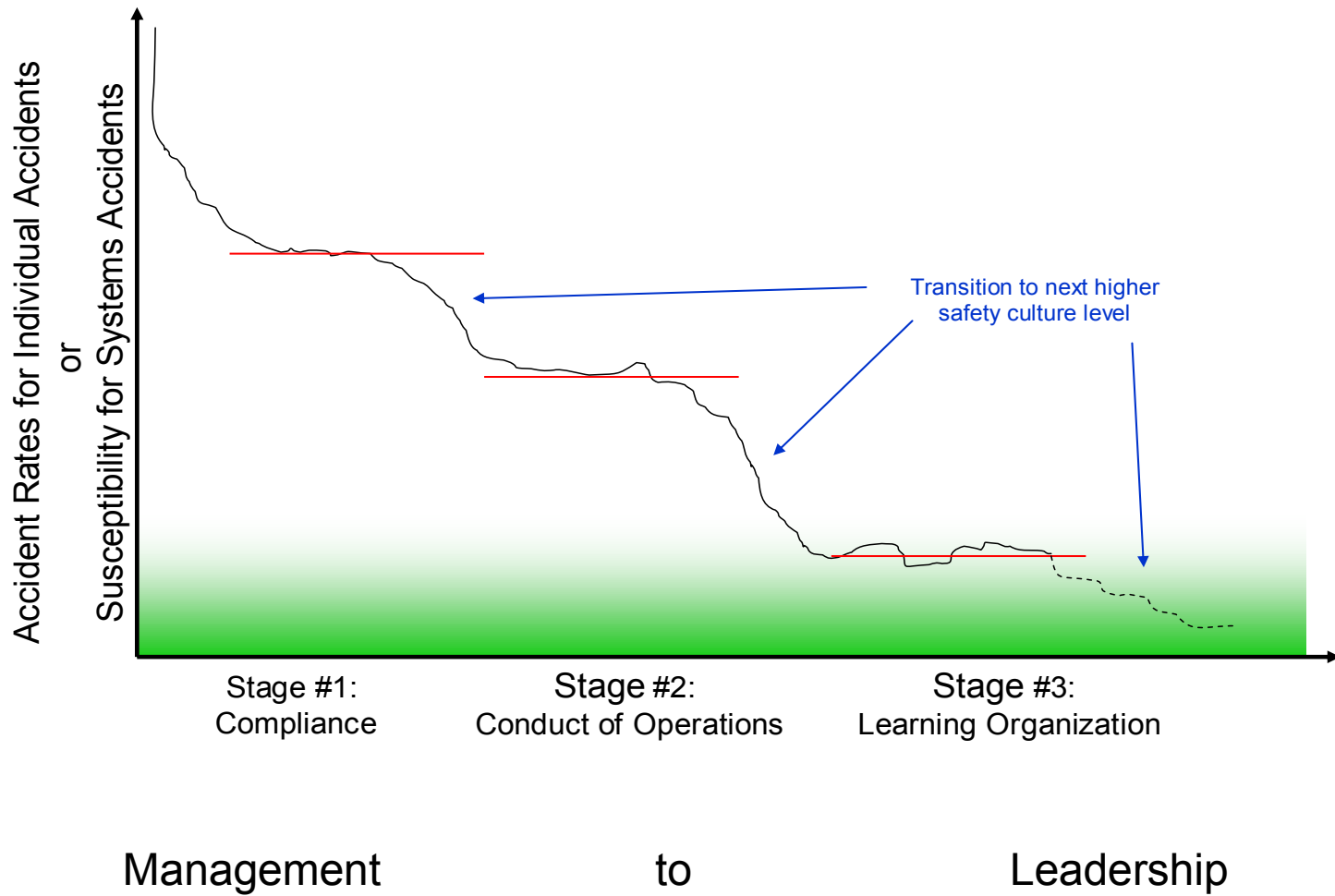


## Safety Culture Elements in Board Letters



Note: Values represent fraction of safety culture-related letters that contain the element. Since letters often address multiple elements, values do not sum to 100%.

# Improvements in Safety for Each Stage of Safety Culture Maturity



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# Task Key Elements

- Review industry experience to proactively enhance existing ISMS Guiding Principles in areas related to safety culture
- Emphasize tools to effectively implement ISMS safety culture attributes to improve performance
- Intended to apply to DOE as well as contractor personnel
- One year use by DOE and contractors
- Lessons learned collected and addressed after one year

# Task Team Plan

<b>Action</b>	<b>Date/Status</b>
Task plan developed	Complete
Establish Task Team	Complete
Kickoff Meeting	Complete
Brief EFCOG Board	Complete
Brief DNFSB Staff	Complete
Brief DNSFB	In progress
Task Team Meeting	7/23/08
Present Status at DOE ISMS Champions Workshop	8/28/08
Draft EFCOG/DOE Safety Culture Document (tbd)	9/30/08
Task Team Meeting	10/15/08
Team Approve Safety Culture Document	10/15/08
Brief DOE Senior Managers	10/30/08
Issue Safety Culture Document	11/30/08
Resolve/Consolidate Comments	12/31/09
Task Team Meeting	1/30/10
Issue Final Document	2/28/10
Periodic EFCOG Board Updates	On-going
Periodic DOE Senior Management Updates	On-going
Periodic DNFSB Briefings	On-going

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# Key Elements

## Line Management Responsibility

- Clear expectations and accountability
- Management time in field
- Management involvement
- Conservative decisions
- Effective communication
- Harassment, intimidation, retaliation, and discrimination not tolerated \*

## Worker Involvement

- Commitment to safety
- Treat each other with dignity and respect \*
- Multiple avenues to raise issues
- Collaborative relationships \*

## Learning Organization

- Performance monitoring through multiple means
- Use of operational experience
- Trust
- Commitment to training
- Questioning attitude
- Effective problem reporting and resolution

\* Not currently addressed

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# Path Forward/Summary

- One year use to December 31, 2009
- The Team will recommend how to implement the culture related guiding principles
- DOE needs to take the lead to review, understand, and implement the guiding principles within their organizations and contractor processes
- Contractors should review, understand, and implement
- The Team to make final recommendation after one year, comment resolution, and stakeholder reviews