



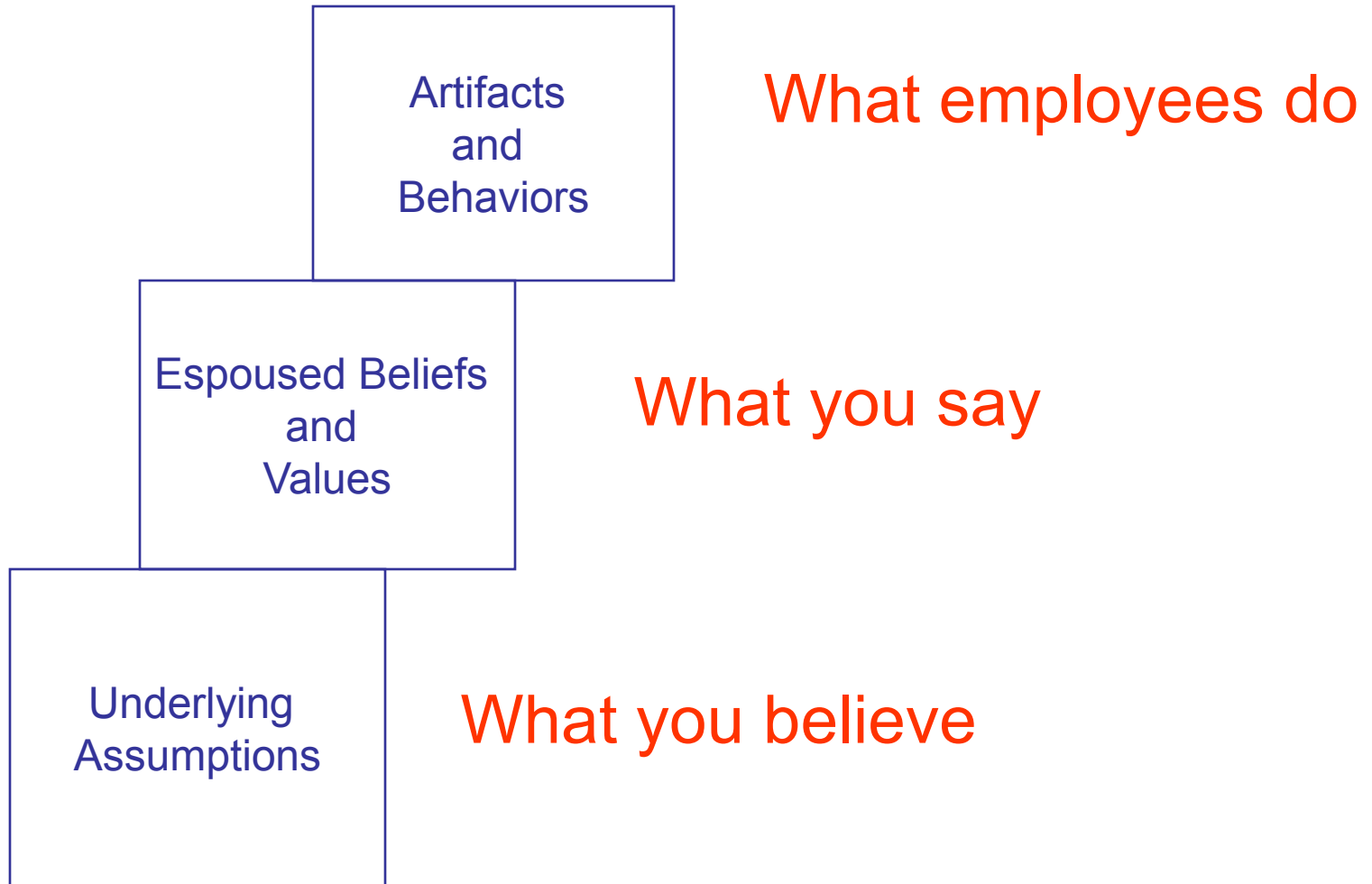
Pantex

Food for Thought on Challenges of Safety Culture

**EFCOG/DOE Safety Culture Task
Second Meeting, June 4, 2008**

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Perspectives from Schein – Levels of Culture



Do We Have an Unhealthy/Weak Safety Culture or Just an Intelligent Safety Culture?

Unhealthy/Weak Safety Culture

Artifacts
and
Behaviors

Espoused Beliefs
and
Values

Underlying
Assumptions

*I have found the
enemy, and the
enemy is me*

Intelligent Culture

Artifacts
and
Behaviors

*Workforce does
what you want,
not what you say*

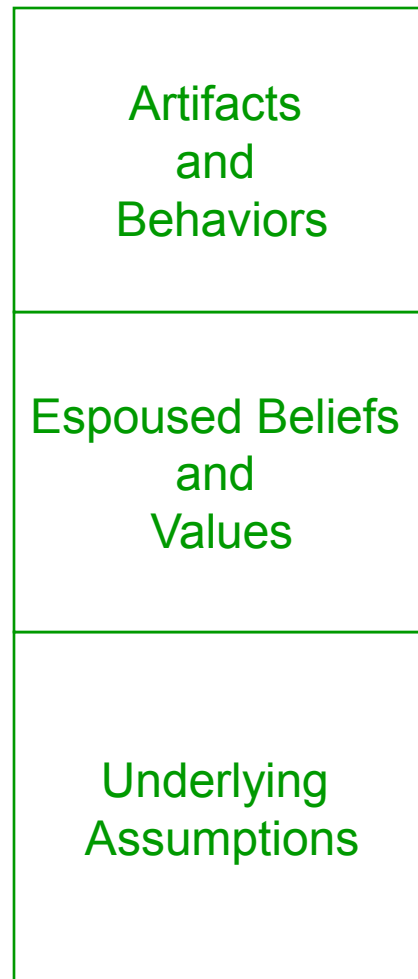
Espoused Beliefs
and
Values

Underlying
Assumptions

Healthy/Strong Safety Culture

Exists when Underlying Assumptions Line up with
Espoused Values which Line up with Artifacts

Healthy/Strong Safety Culture



Alignment between espoused values and artifacts or behaviors indicates **employees buying-into safety culture**

Alignment between underlying assumptions and espoused values indicates **managers walking-the-talk**

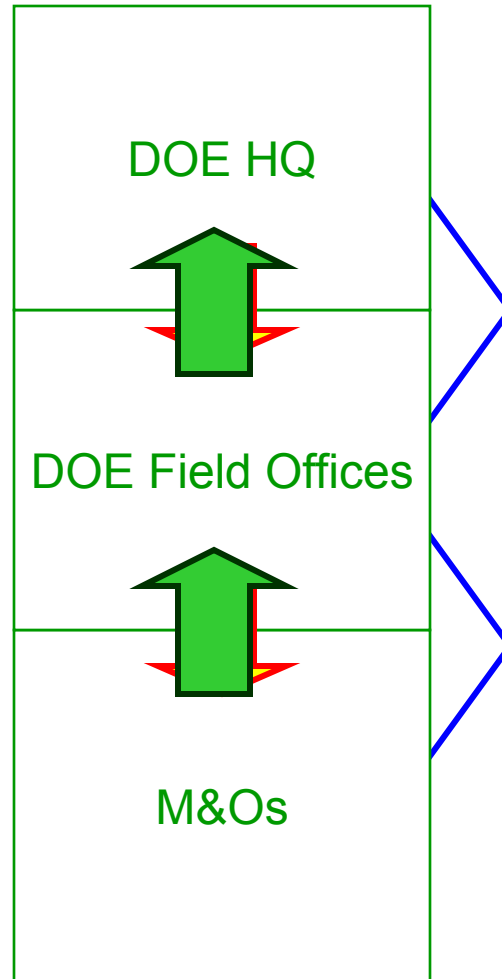
Put your money where your mouth is.

Its what you do, not what you say.

Robust Safety

Exists when Sub-Cultures Align

Healthy/Strong Safety Sub-Cultures



The most relevant model to describe the formation of culture is what the group does to:

- Survive its adaptation to its external environment
- Integrate its internal processes to ensure the capacity to continue to survive and adapt

Organizational Culture and Leadership
Schein (c) 2004



“The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.”

Alvin Toffler
“Rethinking the Future”

Thoughts on Strategy for DOE/EFCOG Path based on Pantex experience

- Educate management on safety culture
 - Establish common understanding & terminology
 - Sensitize to indicators of safety culture
- Management should baseline current culture, decide if a culture issue exist
 - To change culture, must acknowledge a culture issue exist
- Have a strategy to improve culture if issue found
 - Don't identify a problem if no solution exist (Schein)