



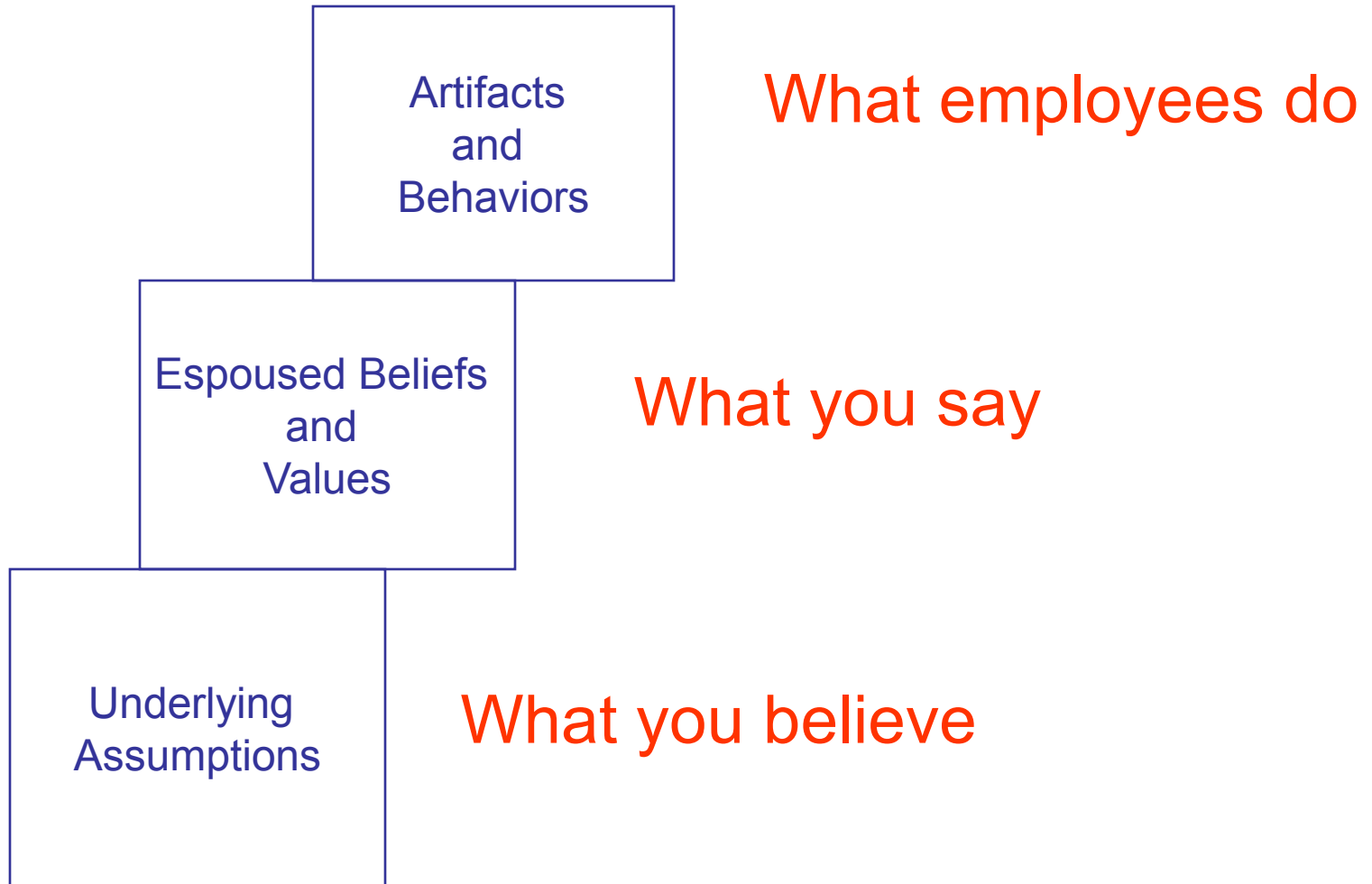
**Pantex**

# **Food for Thought on Challenges of Safety Culture**

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

Richard S. Hartley, Ph.D., P.E.  
806-477-6480, [rhartley@pantex.com](mailto:rhartley@pantex.com)

# 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*

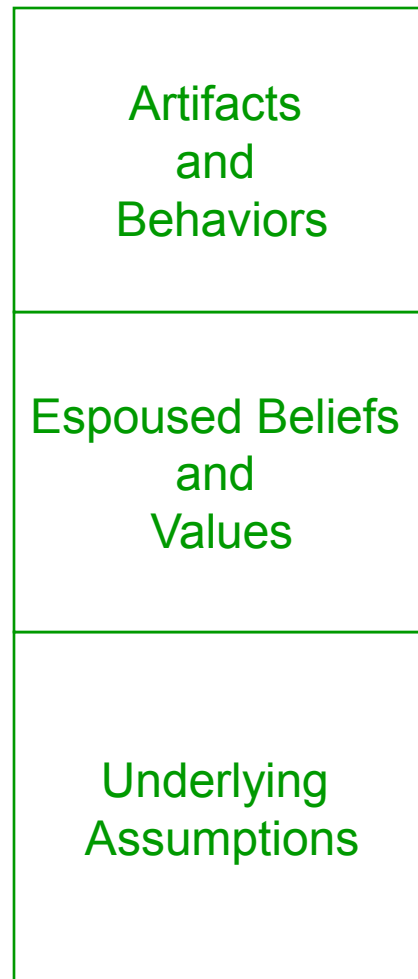
Espoused Beliefs  
and  
Values

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**

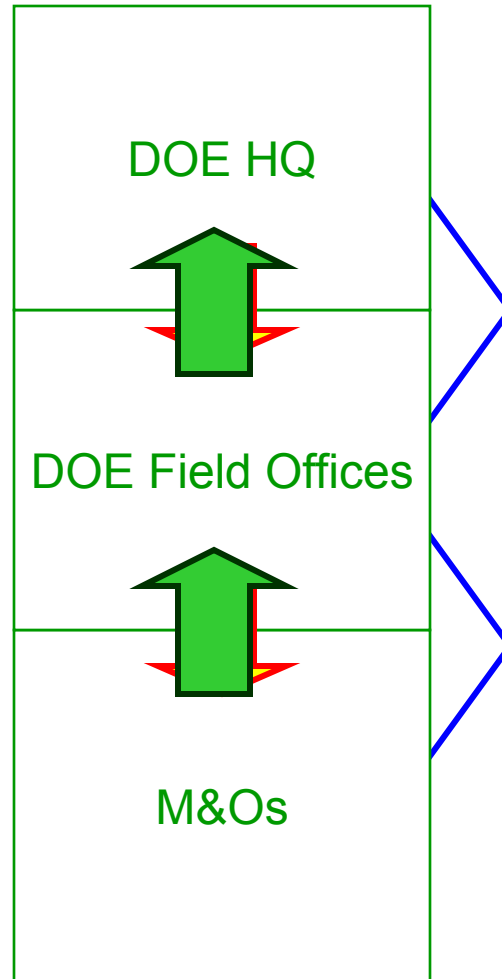
*Put your money where your mouth is.*

*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)