
EFCOG/DOE Safety Culture Task Status

John McDonald (EFCOG)

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Task Team Mission

- Based on industry experience the desire for a strong safety culture within DOE has been established
- Safety culture is a top ISMS priority
- Goal: Take ISMS to level of excellence
- EFCOG/DOE ISMS Safety Culture Task Team (The Team) was formed to address this issue
- Deliverables:
 - Consensus set of safety culture principles
 - Implementation practices to positively influence change
- References: VPP, HPI, 2004-1, ISMS, HRO, INPO, IAEA, NRC

What is Culture?



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.

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.

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
- Bob Brandhuber, Sandia

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

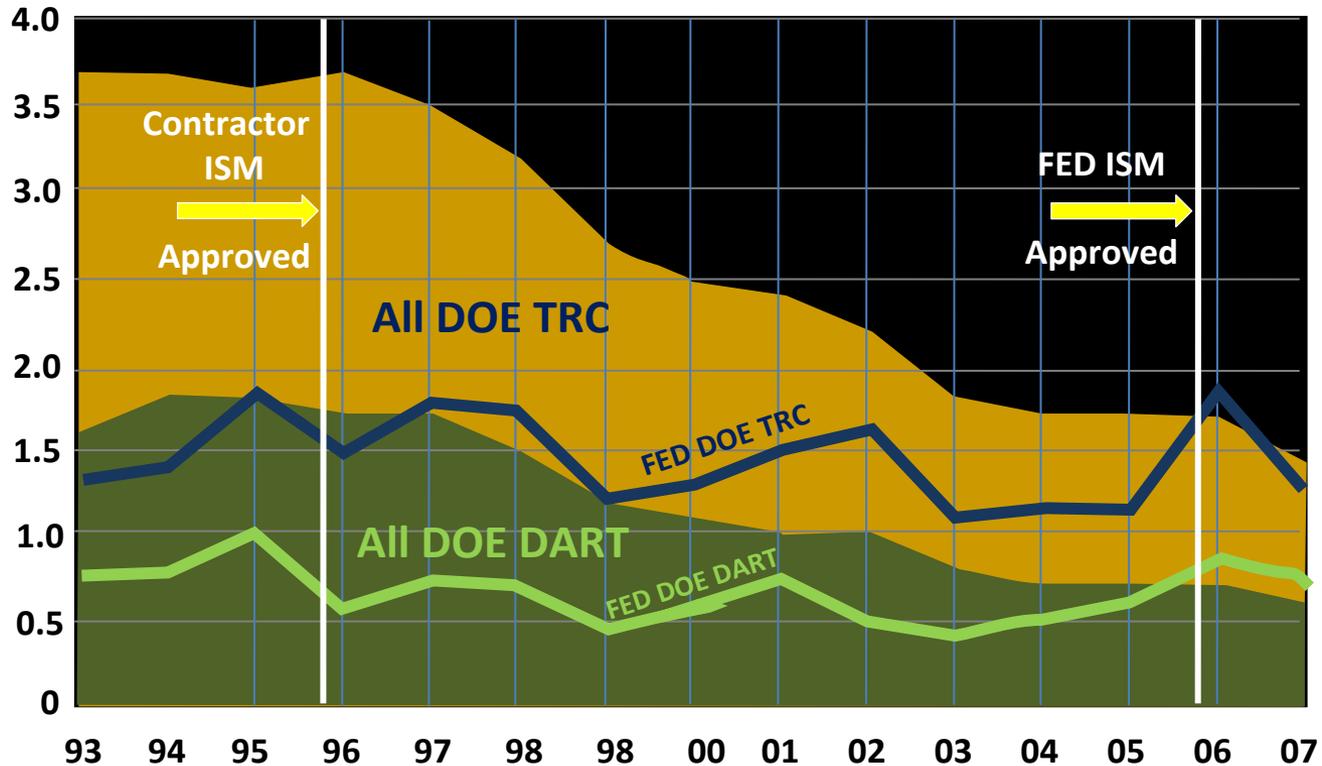
Additional Support Personnel:

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

Case for Change

- Culture is a 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

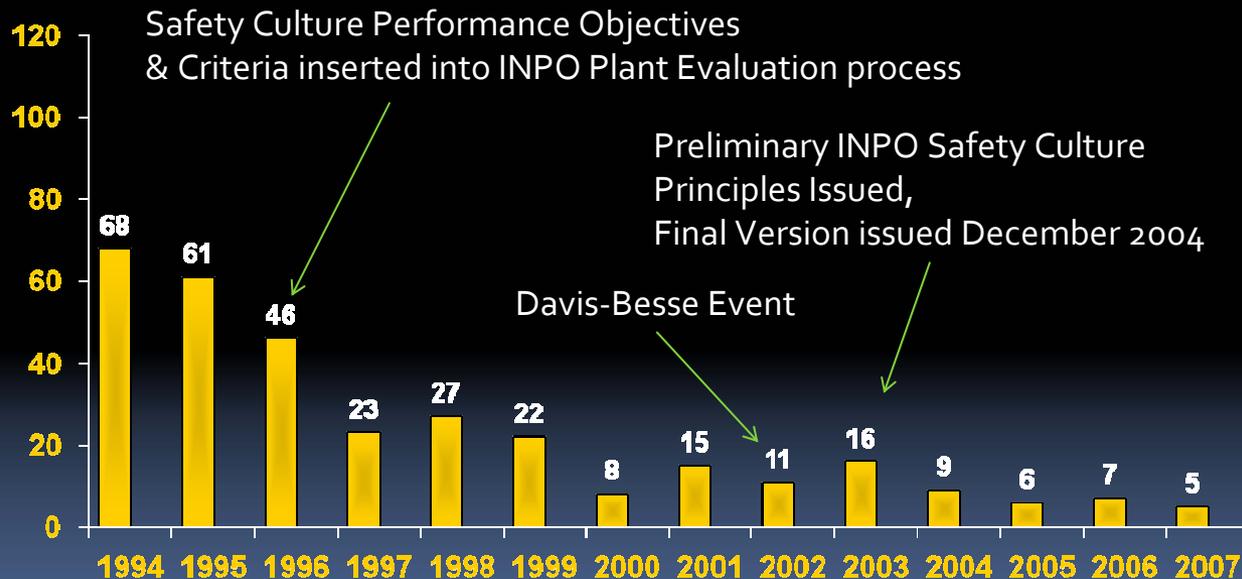
All DOE vs. Federal Worker TRC and DART Rates



ISM has had a positive impact on DOE performance

Safety Culture and Commercial Nuclear Performance Improvement

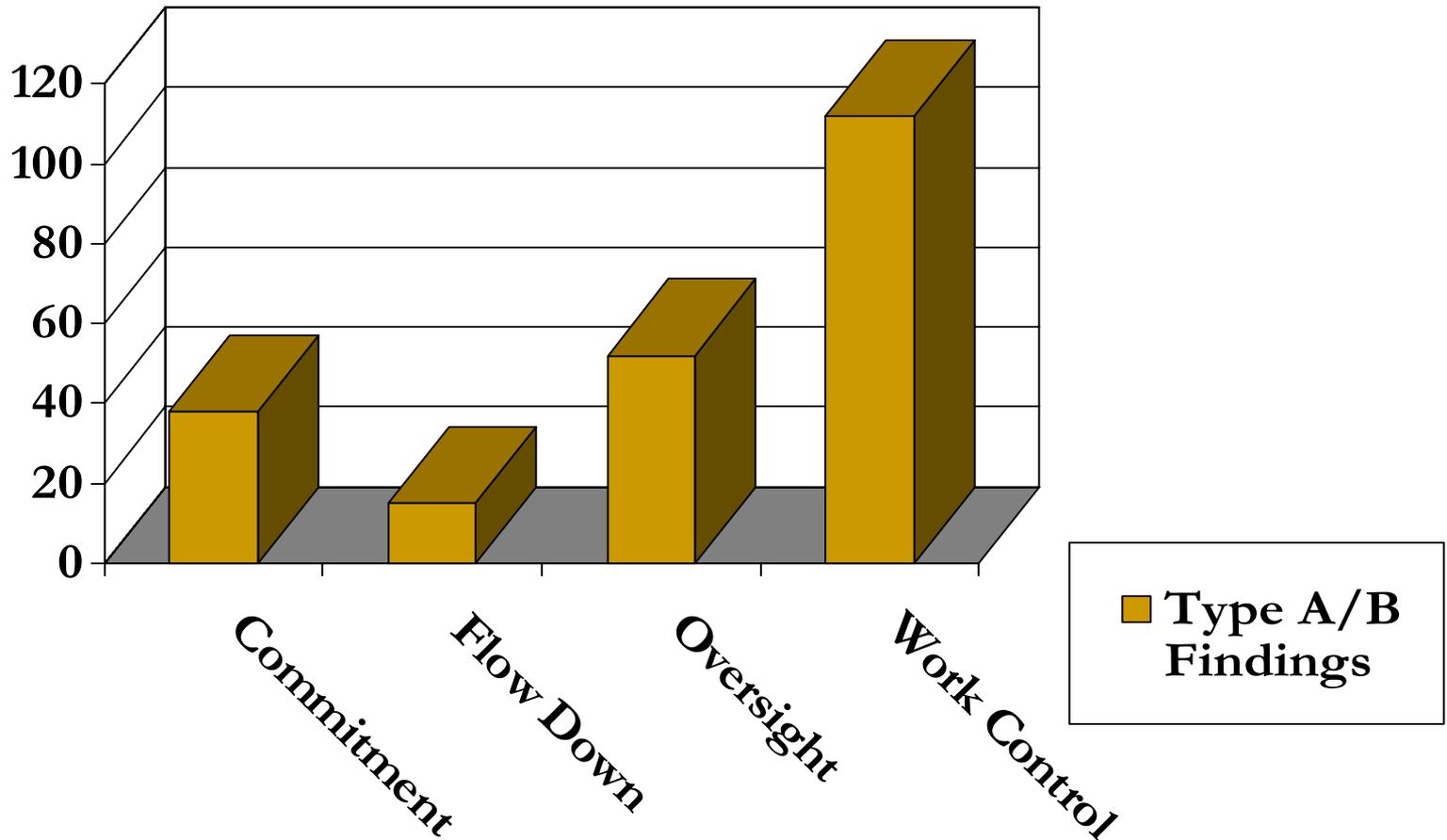
U.S. Commercial Nuclear Industry -- Number of Significant Events



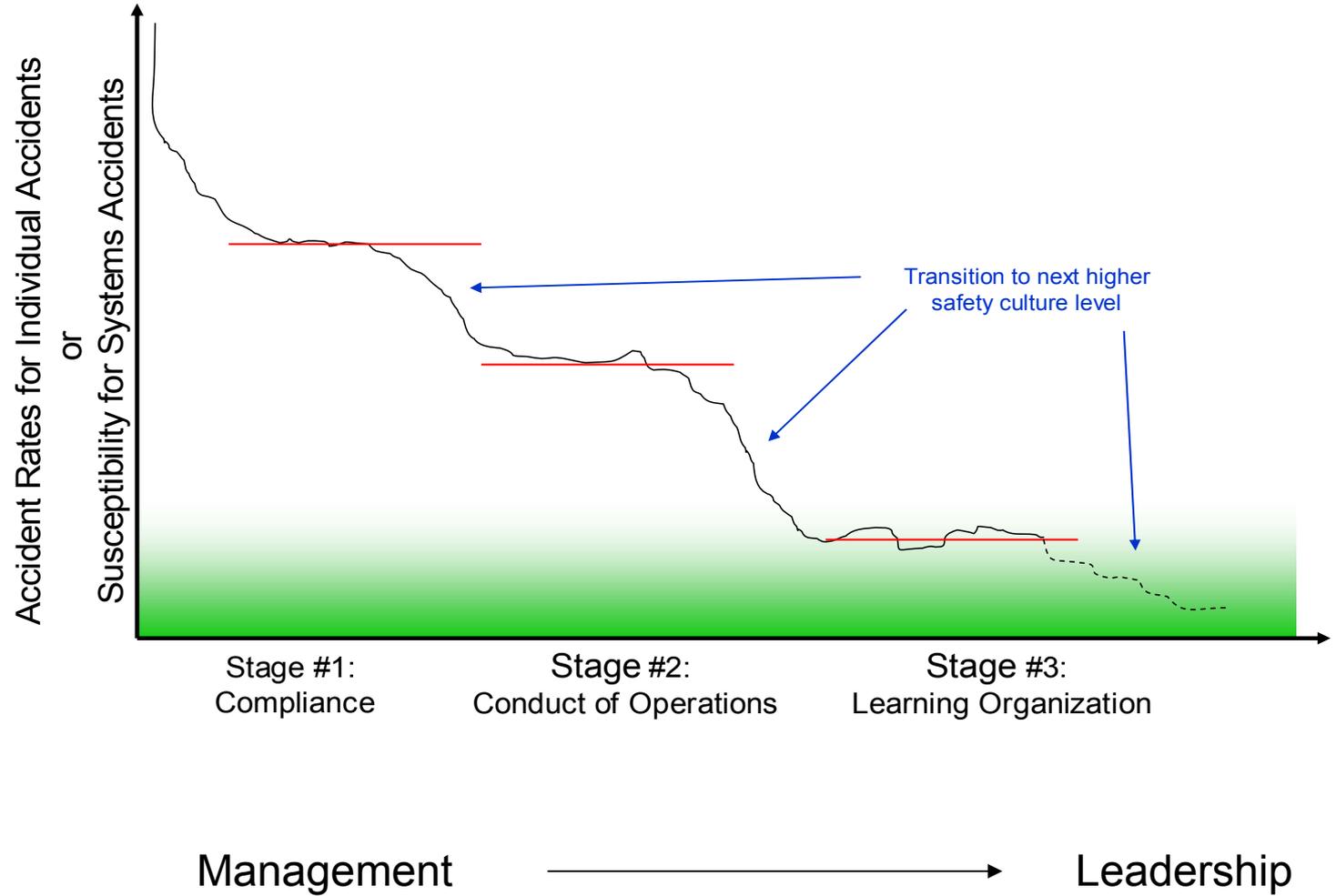
"A major contributor to the U.S. industry's safety success is our collective approach to sharing insights, experience, tools and talent. Highlighted as an industry goal nearly 29 years ago, this cooperation has become a reality and one of the many things that make this industry unique."

James O. Ellis – President and CEO, INPO

Safety Culture and DOE Events (2002-2007)



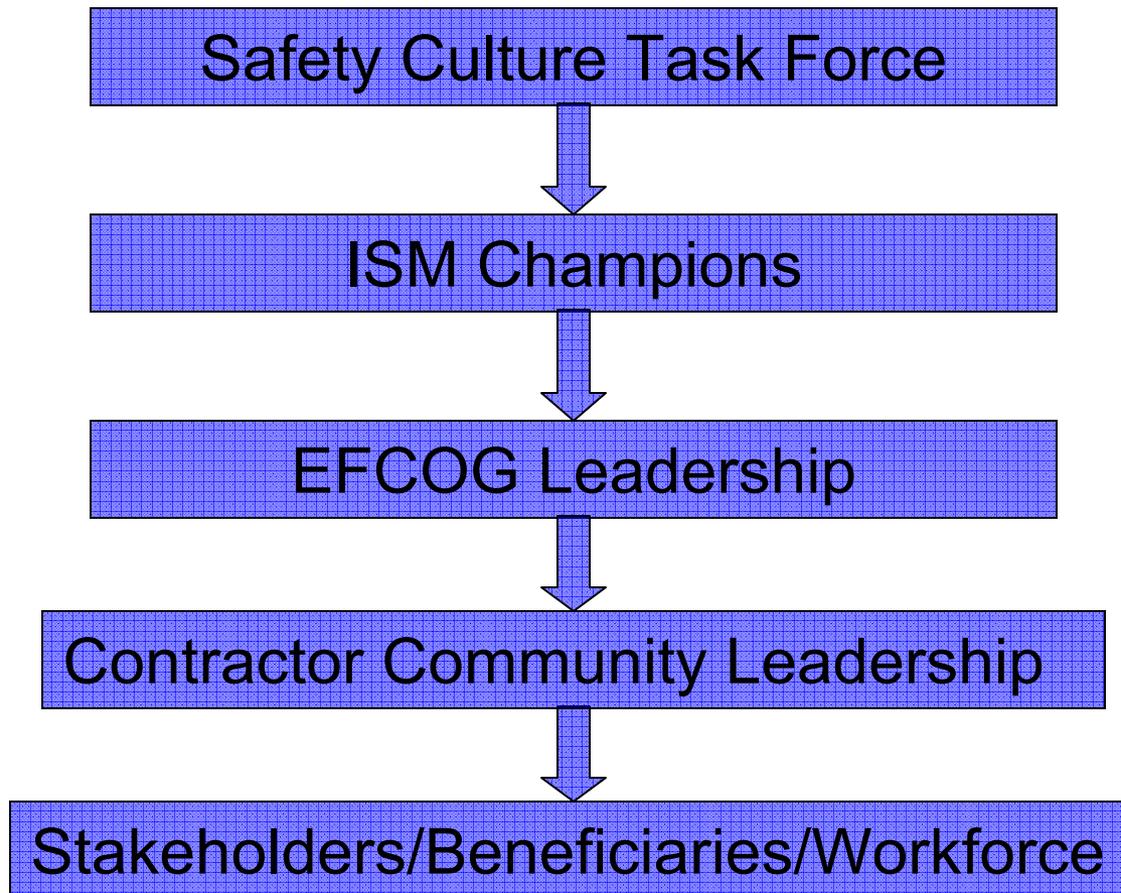
Improvements in Safety for Each Stage of Safety Culture Maturity



Team Key Activities

- Review industry experience to identify key safety culture attributes
- 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

Building “Concentric Commitment”



Task Team Path Forward

Action	Date/Status
EFCOG Contractor Workshop	8/08
Present Status at DOE ISMS Champions Workshop	8/08
Path Forward and Resource Documents Drafted	9/08
Task Team Meeting	10/08
Team Approve Resource Documents	10/08
Brief DOE Senior Managers and EFCOG Council	10/08
Issue Resource Documents for Voluntary Use	11/08
Resolve/Consolidate Comments	12/09
Issue Final Document	2/10
Periodic EFCOG Board Updates	On-going
Periodic DOE Senior Management Updates	On-going
Periodic DNFSB Briefings	On-going

Safety Culture Focus Areas

- Leadership
- Worker Involvement
- Learning Organization

Leadership

- Demonstrated safety leadership
- Clear expectations and accountability
- Management engagement and time in field
- 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

Path Forward/Summary

- One year use to December 31, 2009
- The Team will issue resource documents describing how to implement the culture related attributes
- 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