

# What has DOE been doing in the area of Safety Culture?

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# **What it is: DOE ISMS Safety Culture Definition**

**An organization's values and behaviors,  
modeled by its leaders, and  
internalized by its members,  
which serve to make safe performance of work  
the overriding priority to protect workers, the  
public, and the environment.**

**DOE Integrated Safety Management Guide**

# What it looks and feels like: DOE ISMS Guide

- ▶ **Promote a shift from a focus on compliance toward pursuit of excellence**

**Safety Culture Focus Areas**

**Leadership**

**Employee/Worker Engagement**

**Organizational Learning**

**Associated Attributes**

**Behavioral Elements (description)**

# Development & Implementation

- ▶ **Joint DOE/EFCOG working group - 2007**
  - **Recommended safety culture principles based on nuclear industry experience & DOE ISMS**
  - **Guidance/self-assessment document for pilot use - 2009**
  - **Working group final report - 2010**
- ▶ **Experience assisted DOE in revising top-level safety management expectations**
  - **Revised and revamped Nuclear Safety Policy - 2011**
  - **Extensive guidance added to ISMS guide to assist in DOE implementation - 2011**

# Safety Culture Actions

- ▶ **Development and Implementation**
  - **EFCOG/DOE development work – 2008-2010**
  - **ISM Policy and Nuclear Safety Policy – 2010-2011**
  - **ISMS Guide – 09/2011**
  - **S-1/S-2 Expectations – 12/2011**
- ▶ **HSS Independent Assessments – 01/2012**
- ▶ **Safety Conscious Work Environment (SCWE)  
Training for DOE/NNSA & Contractor Senior  
Leaders – 07/2012**
- ▶ **SCWE Self Assessment Guidance – 07/2012**

# SCWE Training

- ▶ **3 classes delivered, about 75 DOE and contractor senior leaders trained**
- ▶ **Course is highly interactive, using case studies**
- ▶ **Focus is on management behavior**
- ▶ **Provides managers with tools to help them**
- ▶ **This is the first step - development of other courses in near future**

# Going Forward

- ▶ **SCWE Training for DOE/NNSA and contractor Senior Leaders across the complex**
- ▶ **Develop and roll out other courses consistent with best industry practices**
- ▶ **Workshops/VTC on use of SCWE self assessment guidance**
- ▶ **HSS Independent Assessments**
- ▶ **SCWE Self Assessments DOE-wide**
- ▶ **Development of sustainment tools**

# Safety Culture improvement is a long term effort

- ▶ **We didn't get to where we are overnight**
- ▶ **It will take concerted leadership over time to see change**
- ▶ **We will have to work hard to sustain improvement**