Executive Leadership Engagement in Safety

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- We maintain nuclear weapons
- We fabricate high explosives
- We cannot tolerate certain mistakes
 - We will use lethal force to protect assets
 - PANTEX has no choice we must be an High Reliability Organization





Characteristics of a HRO

- Preoccupation with failures rather than successes
- Reluctance to simplify interpretations
- Sensitivity to operations
- Commitment to resilience
- Deference to expertise

Weick, K. & K. Sutcliffe, 2001, Managing the Unexpected: Assuring High Performance in an age of complexity



Core Values

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Principles

- We will perform all work safely and compliantly
- We will protect our workers, the public, and the environment

- Safety is a line management responsibility
- Build safety and compliance in upfront
- Field ESHQ resources are enablers, not policemen
- All injuries are preventable
- Workforce needs to be engaged



Key Steps

- Set expectations
- Communicate
- Demonstrate commitment
- Build trust





Management Expectations

- Zero injuries
- Line management is responsible and accountable
- "Safe and compliant" applies to <u>all</u> work, regardless of who performs it (i.e., subcontractors)
- Prepare for the unknown
- Stop work and re-analyze hazards when conditions change





Workforce Expectations

- Employees and subcontractors expect to work in a safe and secure environment
- Employees expect to actively participate in ensuring their own safety
- Employees feel empowered to raise safety concerns without fear of retribution





Safety Leadership

- Leadership is critical
- Leaders communicate a vision
- Leaders create a culture

 You cannot achieve exceptional safety performance with "Safety Managers!"



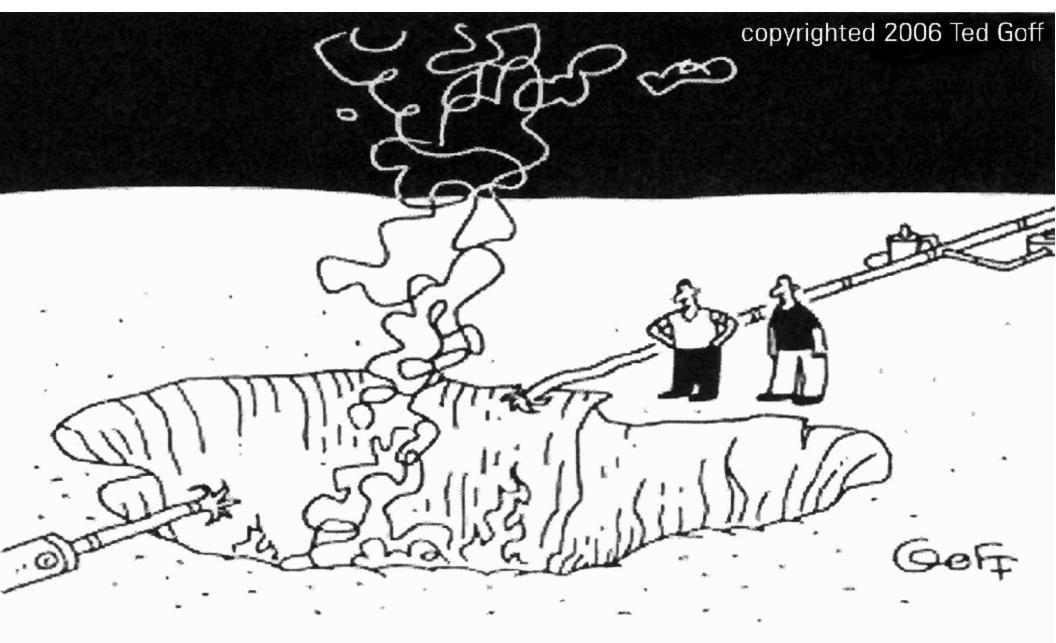


Organizational Learning

 Organizational Learning from events requires substantially better analysis and understanding than most organizations are willing to support







"Figure out what happened to the last crew here, and tell the next crew not to do that."

Individual Accident

- An accident occurs wherein the worker is not protected from the plant and is injured
- Focus: Protect the worker from the plant

Human Errors (receptor)



Plant (hazard)





Systems Accident

- An accident wherein the system fails allowing human errors to release hazard
- Many people are adversely affected
- Focus: Protect the plant from the worker









Continuous Reminder

The most important thing, is to keep the most important thing, the most important thing.

Steven Covey, 8th Habit

- Focus on what is important
- Measure what is important





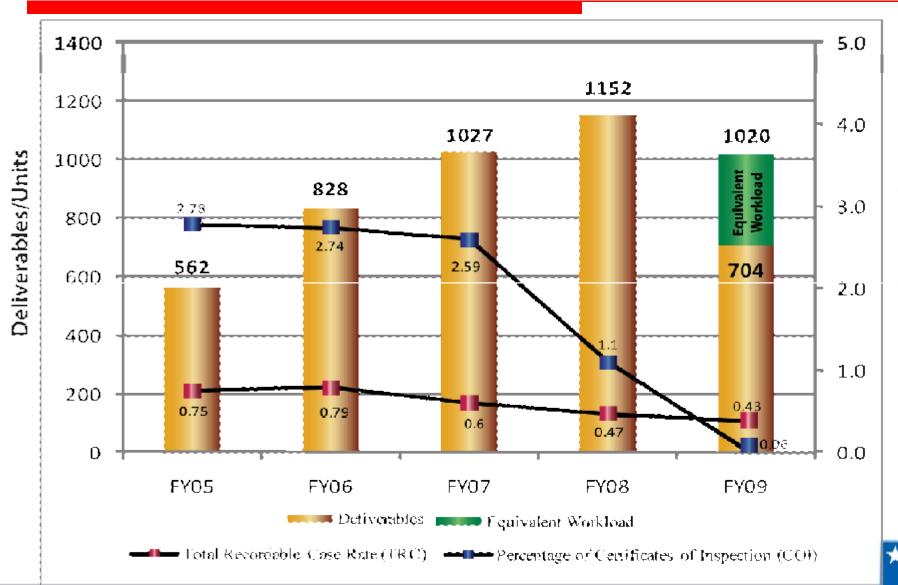
Keys to Success

- Keep the most important thing, the most important thing
- Daily, Tackle the HRO vs. NAT Struggle
- Focus on the Systems Accident, Not Individual Accident
- Adopt a Systems Approach to Avoid Catastrophic Event
- Improve Organizational Culture





Safety, Quality, Production





Pantex

TRC & % of COIs with defects