

“EFCOG’s Knowledge Portal Review”

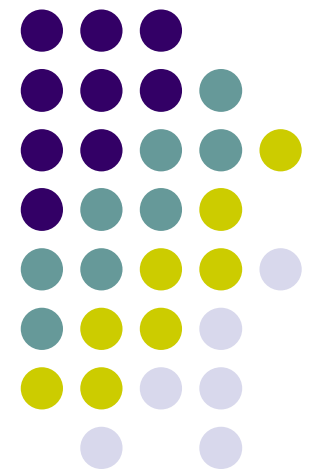
2012 Waste Management Symposium

Safety Culture Initiative



Presented by

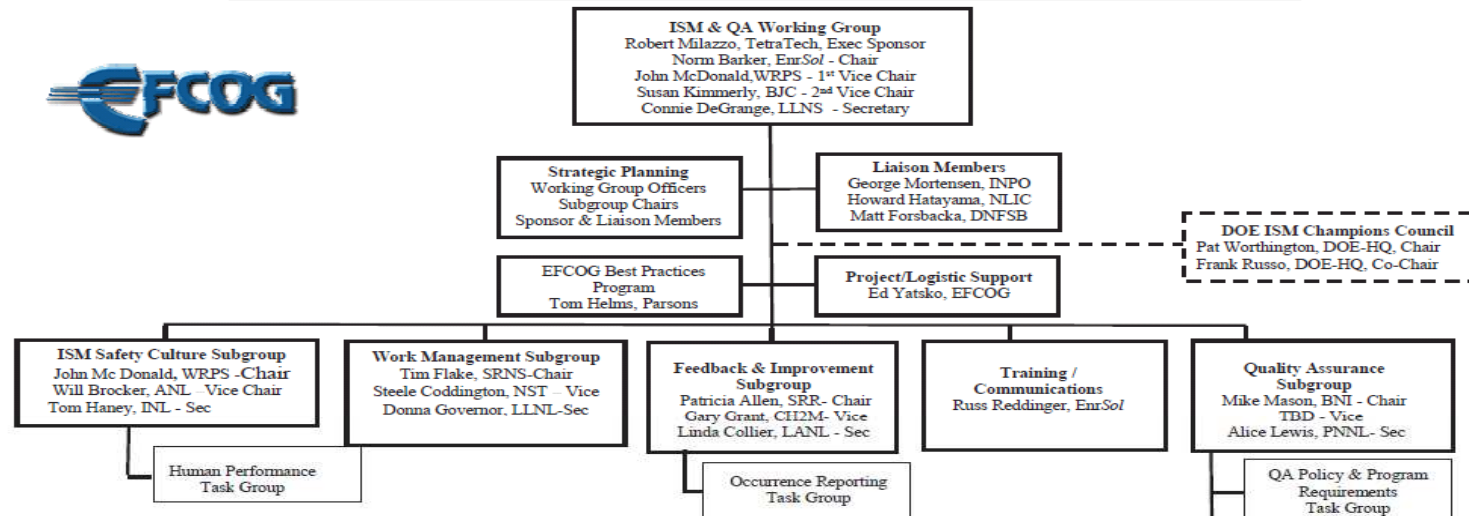
John A. McDonald
ISMS & QA Working Group
Panel Session 51
February 28, 2012



Integrated Safety Management and QA Working Group Org Chart



Integrated Safety Management and QA Working Group



DOE HQ ISM & QA Working Group Sponsors

Pat Worthington, HS-10
 Frank Russo, NA-1
 Ken Picha, EM-20
 Mike Thompson, NA-172

DOE Subgroup Points of Contact

Feedback & Improvement: Bill Roege, HS-30
ISM - Safety Culture: Pat Worthington, HS-10

Quality Assurance: Colette Broussard, HS-23

Occurrence Reporting: Jeannie Boyle, HS-32

DOE/Line

TBD
 TBD
 Ken Picha, EM-20
 Mike Thomson, NA-17

Task Groups

EM & NNSA QA Improvement
 EM- Bob Murray
 NNSA- Mike Thompson
EM & NNSA ISM Work Planning
 EM- Ken Picha
 NNSA- Jim Mc Connell

EFCOG Safety Culture Background



- 2007 – DOE ISMS priority to improve safety culture
- 2008 – Joint EFCOG/DOE Safety Culture Task Team formed
- 2009 – Guidance documents issued and pilots conducted
- 2010 – Final report and endorsement memos
- 2010 – EFCOG subgroup formed
- 2011 – DOE G450.4-1c refers to EFCOG model



EFCOG/DOE Safety Culture Task Team Activities



EFCOG/DOE Safety Culture Task Status



John McDonald (WRPS) and Pat Worthington (DOE) Co Chairs

What is Culture?

- Artifacts**: Visible organization structures and processes
- Values**: Strategies, goals, philosophies focused on values
- Assumptions**: Unconscious, taken for granted beliefs, perceptions, thoughts and feelings (the ultimate source of values and actions)

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

Continuous ISMS Improvement Thru Strengthening Safety Culture

Progress Safety Management System (DOE W-480-A-1)
 Quality Program Core Functions

Systematic Safety Culture Approach

TOOLS TO IMPROVE (DOE W-480-A-1) **TOOLS TO ASSESS**

Improvements in Safety for Each Stage of Safety Culture Maturity

Why a Human Performance Approach?

Building "Concentric Commitment"

- Safety Culture Task Force
- ISM Champions
- EFCOG Leadership
- Contractor Community Leadership
- Stakeholder Participation/Involvement

Wendur, ISM Champions Workshop, BNL 11/2007

Safety Culture Focus Areas and Example Attributes

Leadership

- Clear expectations and accountability
- Management engagement and time in field

Worker Engagement

- Mutual of hazards and controls
- Respect and mutual respect

Learning Organization

- Reporting errors and problems
- Questioning attitude

Tools to Assess Culture

- Direct observations of workplace behavior
- Causal analysis
- Surveys
- Interviews
- Review of safety related processes
- Performance indicators
- Assessments (VPP, HPI, other)

Tools to Improve Culture

- Management Commitment
- Expectations communicated
- Training
- Management time in the field
- Behavior change
- VPP
- Problem identification process
- HPI

Path Forward

- Coordinate EFCOG ISMS/ISA Safety Culture Subgroup
- Continue to promote ISMS Safety Culture improvement at EFCOG and DOE ISMS
- Champion meetings
- Update the model based on operating experience as needed

Current EFCOG Activities



- EFCOG support for DOE ISMS Champions meetings – safety culture track
- Safety Culture subgroup added High Reliability Organization (HRO) scope
- Provide related training at semi-annual meetings
- EFCOG participation in DNFSB Rec 2011-1 response team



Summary

- EFCOG safety culture activities are adding value to DOE complex performance improvement
- Safety culture is evolving and growing within DOE
- EFCOG provides a valuable forum to learn from others and keep documents current
- EFCOG continues to support safety culture improvement activities with DOE