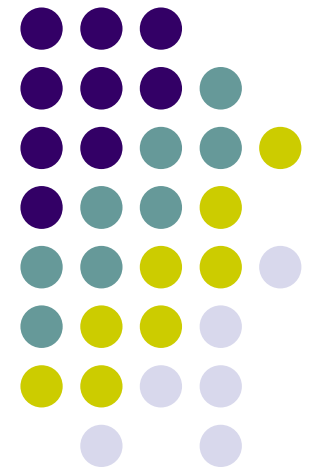


# “EFCOG’s Knowledge Portal Review” 2013 Waste Management Symposium *Safety Culture Initiatives*

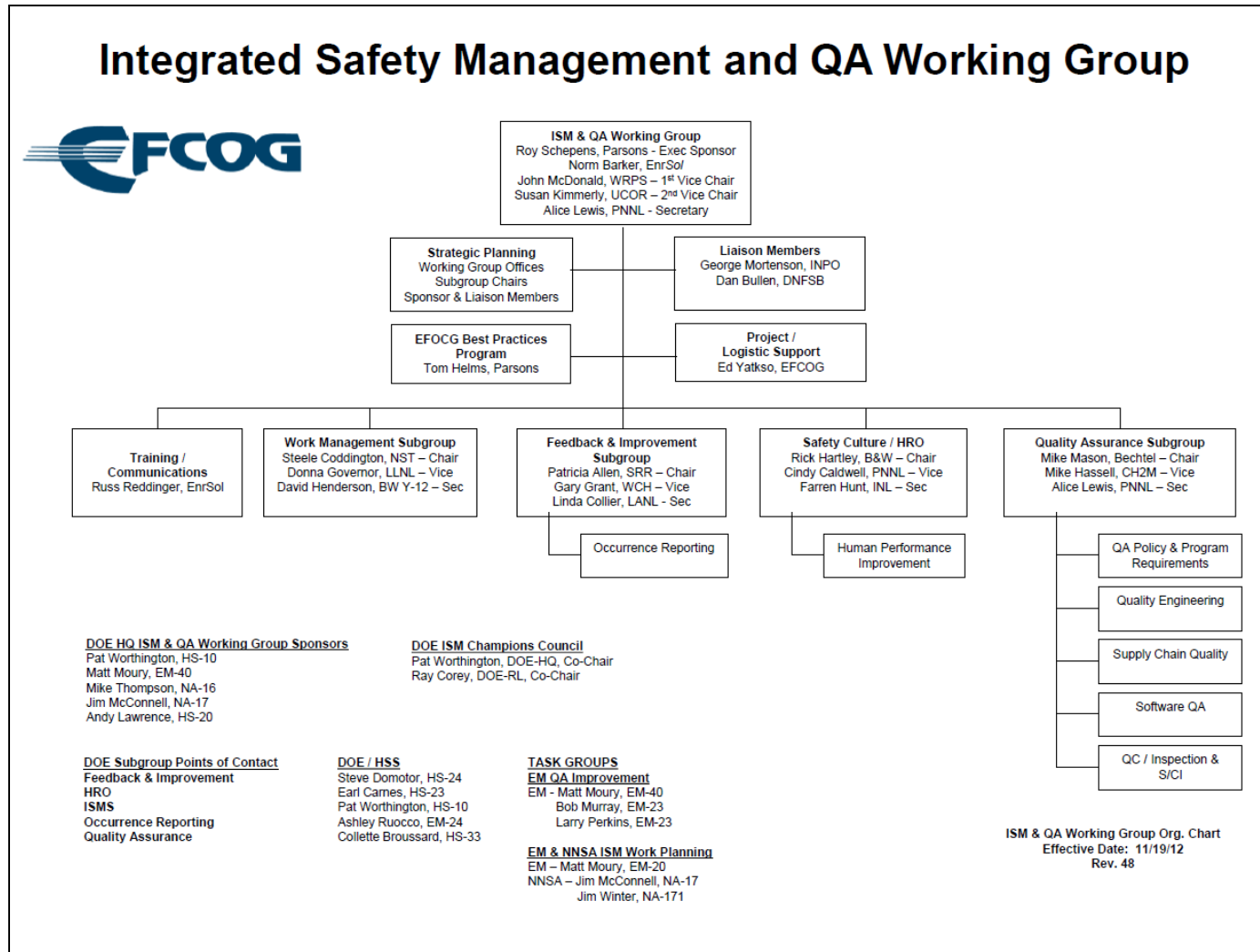


Presented by

*John A. McDonald*  
*ISMS & QA Working Group*  
Panel Session 51  
February 28, 2013



# Integrated Safety Management and QA Working Group Org Chart



# 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)

**Improvements in Safety for Each Stage of Safety Culture Maturity**

### Continuous ISMS Improvement Thru Strengthening Safety Culture

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

**Building "Concentric Commitment"**

### Safety Culture Focus Areas and Example Attributes

**Leadership:**

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

**Worker Engagement:**

- Mindful of hazards and controls
- Respect and mutual respect

**Learning Organization:**

- Reporting errors and problems
- Questioning attitude

**Tools to Assess Culture:**

- Direct observations of work-place 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

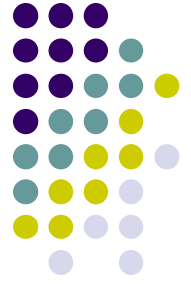
**Path Forward:**

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

**Wendur, ISM Champions Workshop, BNL 11/2007**

From: <http://www.osti.gov/energysci/pubs/42802.pdf>

# 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