Establishing a Safety Culture through Human Performance Improvement

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- DOE – ORP Hanford Tank Operations Contractor (TOC)
- Actively engaged with DOE/EFCOG safety culture activities since contract transition in 2008
- Incorporated the safety culture model into TOC charter and procedures
- Focused on common safety culture improvement activities, such as assessments, surveys, workplace intervention, etc.
- Difficult to maintain focus on HPI for a number of reasons
- Renewed focus on HPI principles would help improve performance

HPI and DOE Safety Culture

- 2008-2010: EFCOG/DOE safety culture task team developed safety culture model
- 2009: HPI white paper developed to support EFCOG/DOE safety culture task; posted on EFCOG website
  - HPI cultural attributes were incorporated into the model
- 2009: DOE issued HPI guide
- 2011: DOE institutionalized model with minor modifications (DOE G 450.4-1C, attachment 10)
- WRPS has incorporated these attributes into a facility charter and behavioral expectations

HPI Culture Related Attributes

- Facilitate open communication
- Treat people fairly
- Promote teamwork
- Reinforce desired behaviors
- Eliminate latent organizational weaknesses
- Value the prevention of events and management of errors

Attribute: Treat People Fairly

- Strike the right balance between how willful violations and unintentional errors are addressed

- Break the blame cycle based on by the belief that human error occurs because people are not properly motivated; no matter how motivated an individual is, active errors will continue to occur

- Related ISMS attachment 10 attributes:
  - Address disciplinary actions in a consistent manner; disciplinary actions are reviewed to ensure fair and consistent treatment of employees at all levels of the organization.

  - Use mistakes for opportunities to learn, rather than blame.

- WRPS ISMS Expectation (example)

M8 Treat employees fairly, consistently, and with respect

Attribute: Promote Teamwork

- Cultivate a safe atmosphere by treating people with honesty, fairness and respect
- Related ISMS attachment 10 attributes:
  - Teamwork and mutual respect:
    - Make open communications and teamwork the norm.
    - Listen to individuals at all levels of the organization and effectively engage in crucial conversations to ensure meaning, intent and viewpoints are understood, and differing points of view are acknowledged.
    - Focus on problem solving, rather than on individuals.
- WRPS ISMS Expectation (example)

E2 Earn each other's trust by treating each other with dignity and respect; be open and honest
- View participation in event critiques as an opportunity to truthfully and openly discuss the event and capture Lessons Learned

Institutionalizing HPI Cultural Attributes; Examples

- DOE ISM Guide 450.4-1c, Attachment 10
- TOC Safety Culture Charter (flows down attachment 10 attributes)
- Facility Behavioral Expectations
- Procedures include concepts
  - Disciplinary Action process
  - Event Investigation process
  - Corrective Action Program
  - Management Observation Program
- Staffing and training program
- Performance indicators that measure related aspects

Institutionalized Examples

ISMS Safety Culture Pillars	FY2013	1st Quarter FY2014	Quarterly Trend
Leadership			→ Continual learning
Worker/Employee Involvement			→
Organizational Learning			↑ Encouraging questioning attitude
SCWE			→

Expectations for Implementation of the Integrated Safety Management System

Demonstrating ISMS accountability by our behavior in the workplace

Expectations for all employees

Additional expectations for managers and supervisors

Additional expectations for senior management

SWE Attribute - Trust

There is a high level of trust within the organization, and people at all levels of the organization treat each other with dignity and respect.

- Agree
- Disagree

2012
2009

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Results indicate Trust is about the same as the 2009 survey. The workforce perceives their immediate manager is trustworthy, trusts them to make good decisions, do their job, and treats them with respect. However, continual improvement is needed in teamwork among organizations.

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ESHQ
CAUSAL ANALYSIS PRACTITIONER GUIDE

ATTACHMENT A – BASIC CAUS...

Figure A-13. Caus...

Cause Analysis Worksheet
Problem Statement

Extent of Condition

Where else does the potential exist for more of the s...
Where does the potential exist for more of similar?"

Remedial Corrective Actions/Compensatory Meas...
1.
2.

HPI Error Precursors
The following error precursors we identified and...
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Causal Analysis
Analysis Methods and Tools Used:

Manual for Performance Management

Recognition, Coaching, Performance Improvement and Discipline

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Obstacles to Singular HPI Focus

- Desire to limit focus on multiple safety programs and program of the month (examples: VPP, ISMS, HPI, BBS, SCWE, etc.)
- Change of contractors, management, and SME
- Failure to institutionalize attributes into processes and procedures
- Failure to integrate concepts into training
- Perceived higher priorities
- Lack of management knowledge or appreciation

WRPS HPI Plan

- Safety culture and industrial safety performance have shown improvement; but more emphasis on day-to-day human performance is warranted

- Formulating plan to provide more focus on Human Performance Improvement as a cross-cutting issue

- Striving for more consistent performance, early identification of latent issues, and lower event rates

- Renewed commitment to HPI as value added activity:
  - Greater use of training and simulators to emphasize HPI
  - Drill scenarios that include HPI aspects
  - Greater attention to HPI-related trend data
  - Addition of an HPI SME

- Desired outcomes:
  - Consistent and excellent human performance
  - Identification of latent organizational errors
  - Improved first-line supervisor effectiveness