

Establishing a Safety Culture through Human Performance Improvement

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WRPS Introduction and Summary

- 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)
 - 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



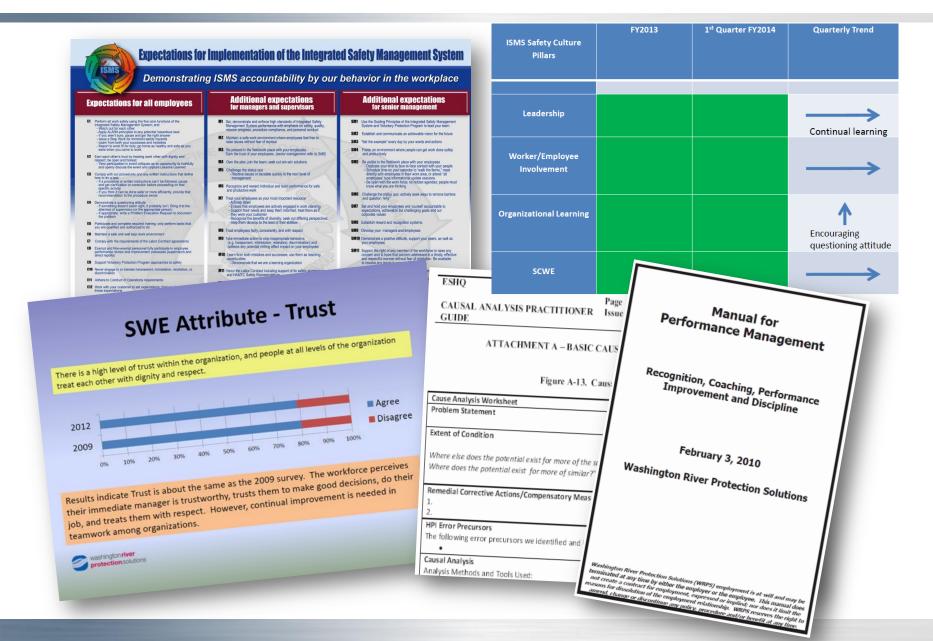
Institutionalizing HPI Cultural Attributes; Examples

- 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





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

