Waste Management 2014
Hot Topics Panel

Matthew Moury

Deputy Assistant Secretary for Safety, Security and Quality Programs
Office of Environmental Management

March 3, 2014

OFFICE OF
ENVIRONMENTAL
MANAGEMENT

Safety Culture Introduction

- The safety of EM workers is a core value, incorporated into every aspect of the EM program.

- Goal of zero accidents or incidents in the work place; EM has maintained a strong safety record.

- Continue the use of the Integrated Safety Management System for all activities; provides assurance that all work activities are appropriately scoped, analyzed for hazards, comprehensively planned to eliminate or mitigate those hazards, and effectively performed by trained employees.

- Continue implementation of DOE Order 226.1B; *DOE Oversight Policy,* that establishes line management responsibility for safe performance of work.

- Continue safety improvements throughout EM by instituting corrective actions, promoting lessons learned, and developing new or improved processes.

Goal #1: Improve safety, security and quality performance towards a goal of zero accidents, incidents, and defects and continue to improve the EM Complex-Wide Safety Culture

Approach:

- Integrate safety, security and quality throughout project lifecycle.

- Establish high standards of leadership behaviors that foster a safety culture that promotes quality work in a safe and secure manner.

- Further implement Safety Conscious Work Environment training to all HQ EM staff.

- Develop and implement departmental safety culture sustainment actions .

- Develop a transparent relationship with the Defense Nuclear Facilities Safety Board (DNFSB); provide response prior to established due dates.

- Collect key performance metrics to monitor the health of key security programs/equipment, prevent identified adverse outcomes/events, track data, and investigate/address emergent negative trends.

Goal #1 Metrics

- Maintain an average Total Recordable Case rate of <1.1 and a Days Away from Work, Restricted Work or Transfer case rate of <0.6.

- Finalize implementation of EM-QA-001 Revision 1 by September 30, 2014, and verify through a HQ assessment of each EM field organization.

- Ensure at least 80 percent of EM sites and contractors have documented performance metric processes and maintain key performance metrics that monitor the health of key security programs and equipment.

- Maintain less than 20 percent overdue action items resulting from DNFSB letters or recommendations.

- Meet Federal Information Security Management Act requirements in accordance with planned EM activities.

- Accomplish a web application penetration test of 50 public facing applications throughout the enterprise by September 30, 2014, such that vulnerabilities are discovered and mitigated.

ACCOMPLISHMENTS

- Met or exceeded all the 2013 metrics.

- Provided safety management support and resources to Field Offices for emerging issues.

- Provided support to the Secretary and the Field Offices on key DNFSB-related initiatives.

- Provided quality assurance support to major EM construction projects.

- Supported the development and delivery of an 8 hour training course for DOE and DOE contractor senior leaders on safety culture and SCWE; conducted 76 sessions and trained +/-1,800 senior leaders within 18 months. These sessions provided:

  - A clear understanding of senior leaders role in establishing and maintaining a positive safety culture/SCWE.

  - Consistent understanding of safety culture and SCWE concepts.

  - Practical tools/resources to assist leaders in fostering a work environment of trust, a questioning attitude and a receptiveness to raising issues.

Integrated Safety Management System (ISMS)

- Continued annual ISMS effectiveness reviews – leverage for building on the foundation for safety and security culture improvements in:

  - Establishing security metrics that reinforce infrastructure investment priorities

  - Waste Isolation Pilot Plant Recovery

  - Integrated Waste Treatment Unit startup support

  - Quality assurance

  - Activity level Work Planning and Control

  - Safety culture and SCWE with emphasis strengthening:

    - Leadership

    - Employee Engagement

    - Organizational Learning

DOE Definitions – Elements of Culture
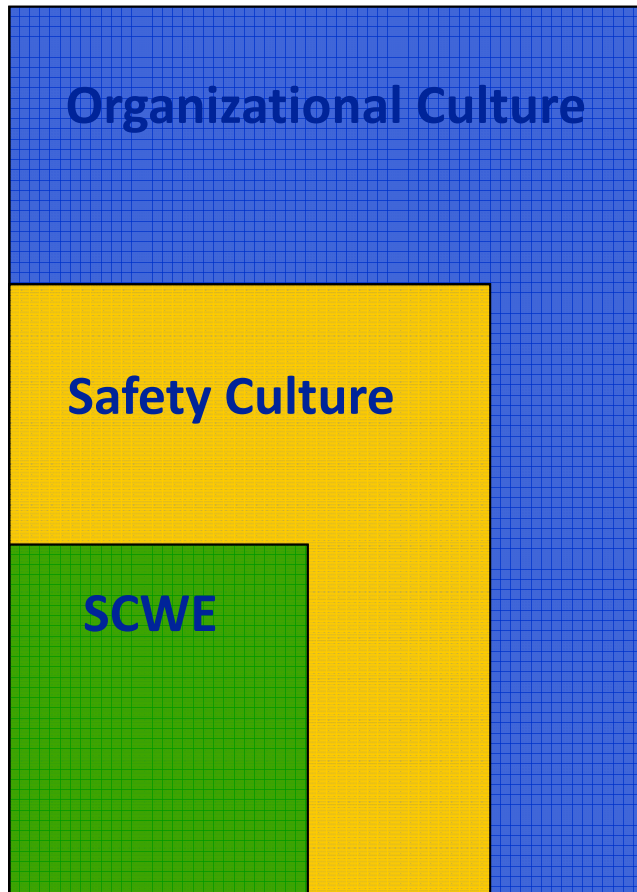
Organizational Culture
- A set of commonly shared beliefs, expectations, and values that influence and guide the thinking and behavior of organization members, and are reflected in how work is carried out.

Safety Culture
- An organization's values and behaviors modeled by its leaders and internalized by its members, which serve to make safe performance of work the overriding priority to protect the workers, the public, and the environment.

Safety Conscious Work Environment
- A work environment in which employees feel free to raise safety concerns to management (or a regulator) without fear of retaliation.

To be successful, we must target/influence the organization in all three elements of culture