

# Safety Culture



DEPARTMENT OF ENERGY

**Office of River Protection**

HANFORD SITE

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# Safety Culture

- *Safety culture is 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, public, and the environment.*

(DOE ISMS Guide, DOE G 450.4-1C)



# **ORP is Not Alone!**

## **Safety is Everyone's responsibility**

- Who helps us in our safety culture efforts?
  - Line management (at site and HQ)
  - Chief of Nuclear Safety
  - DOE Office of Health, Safety and Security
  - Defense Nuclear Facilities Safety Board
  - Regulators
  - HAB
  - Stakeholders



# Initiating Events

- July 16, 2010 – WTP employee raised safety culture issues in a letter to the DNFSB
- July 30, 2010 – EM-1 requests HSS to perform independent assessment of the nuclear safety culture at the WTP Project



# Learning Opportunities

- HSS Report, October 2010

*“...some individuals within WTP believe that there is a chilled environment that discourages reporting of safety concerns, and/or are concerned about retaliation for reporting safety concerns.”*



# Learning Opportunities

- HSS Report, Oct. 2010 – additional excerpts
  - “Most ORP personnel indicated their belief that the nuclear safety culture within ORP is strong and improving.”
  - “Nevertheless, the nature of the concerns identified by various ORP staff members indicates a continued need for management attention on improving internal communications, particularly about ongoing and upcoming changes to the ORP procedures and organizational interfaces.”
  - “Although improvements are needed in some areas, BNI and its subcontractors have established the framework for a strong nuclear safety culture at WTP.”
  - “Most WTP personnel who were interviewed expressed that their managers encouraged a questioning attitude and that they were comfortable with raising safety concerns.”



# Learning Opportunities

- DNFSB Recommendation 2011-1, Safety Culture at the Waste Treatment and Immobilization Plant (June 2011)

*“The investigative record demonstrates that both DOE and contractor project management behaviors reinforce a subculture at WTP that deters the timely reporting, acknowledgement, and ultimate resolution of technical safety concerns.”*



# Learning Opportunities

- Independent Safety and Quality Culture Assessment Team Report (November 2011)

*“... no widespread evidence of a chilled atmosphere adverse to safety and no widespread evidence that DOE and Contractor Management suppress technical dissent.”*

*“Although raising issues is not a problem, the timely resolution of issues stands out as a persistent and pervasive project challenge.”*





# Learning Opportunities

- HSS Report, January 2012

*“While there is no fear of retaliation in the ORP work environment, there is a definite unwillingness and uncertainty among employees about the ability to openly challenge management decisions.”*

*“Fear of retaliation was identified in some groups (BNI) as inhibiting the identification of problems.”*



# Learning Opportunities

- HSS Report, Jan. 2012 – additional excerpts

*“Some aspects of the ORP issues management processes are functioning effectively ... such as the employee concerns program and differing professional opinion program.”*

*“BNI enhanced new employee orientation and continuing general employee training on issue identification and resolution and took several actions to improve issues management processes.”*



# What is ORP doing?

- Secretary's memo on *Nuclear Safety at the Department of Energy* (December 5, 2011)
- DOE Implementation Plan for DNFSB Recommendation 2011-1 (December 27, 2011)
- Forming a Safety Culture Team to develop and track corrective actions
- All-Employee meetings and announcements
- **Future** – Complete corrective actions and verify effectiveness
- **Future** – DOE Safety Culture self-assessments with an emphasis on Safety Conscious Work Environment