

DOE Actions to Date Feedback

Presentation Points:

- Concerns with “balancing” cost & safety goals → safety should be the driver
- Need to deal directly w/perception of reprisal
- Reluctance to raise safety issues w/management
- Safety culture “proceduralized” not “internalized”
- Long term level of effort needed for a healthy safety culture

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Feedback on DOE Actions

- Seems Hanford safety record is good? Evidence of problems with employee health? Is anybody tracking this?
- Should test employees who are trained
- What condition would be in the RCRA Permit that address safety culture?

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Committee Feedback: DOE Actions to Date

- Like S.C. definition Steve proposed
- HAB interest → HSEP advice development
 - Still would like discussion of principles of behavior related to ISM, and related motivations
 - Still would like discussion of near-term execution
- How managers will be held accountable – need specifics

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DOE Actions to Date

- Bring experience of HAB members with other organizations and employees (contractor & federal) to bear on these issues
- “Overriding and underlying values” (rather than “priorities”)
- Need to improve “training” – effective, not just “signing off” that you have attended

- Page 3: Actions to date – not sufficient in absence of specific actions to address reprisal (Hanford Challenge list)

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Feedback to DOE Actions

- How you (DOE) respond to allegations will be critical
- Need to demonstrate how actions are durable in the presence of staff changes
- Opportunities to implement NRC model
- How being “on the team” / “off the team” affects people’s ability to influence decisions
- Need for wholesale changes in internal programs (e.g. ECP)

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Committee Feedback – DOE Actions

- HSS & local DOE office have different definitions of safety culture
 - DOE: need to look at everyone’s improvement plans – long term need to coalesce
- Simplify – 4 step approach (Hanford Challenge)
- Accountability! Critical to safety culture
 - Team approach → great buy-in
- Need to roll safety culture program to new contractors – how to ensure nothing is lost in transition?

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Feedback on DOE Actions

- Retaliation has many forms – would be good to get employees view on this, and identify their experiences
- Regular (quarterly?) meetings of HSEP w/DOE “issue managers”
- Issues:
 - Started building WTP before all issues resolved
 - Need for “momentum” causing conflicts with concerns of design
 - Sense that project management is/isn’t listening. How are they resolving problems?
 - Are critical issues (design) being resolved?

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Other Approaches

- Safety culture is not about day-to-day actions
- Fundamentally about design

- Safety culture:
 - Design “thing”
 - Behavioral “thing”
- Responsibility to act on issues

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Committee Feedback – DOE Actions to Date

- Ecology:
 - Want to see more specifics of how actual actions on site will take place
 - Still wonder about agreement over definition of safety culture -
Are we fixing the right problem?

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DNFSB Hearing Review

- Didn’t feel as “hostile” as previous meetings
- Nuclear safety not evaluated in design: “if you don’t understand the process, you don’t know the hazards”
- Need design problems resolved before waste brought in (waste acceptance criteria)
-Waste stream
- Safety hazards documented issues in safety analysis as basis for facility license

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DNFSB Hearing Review (cont’d)

- [Note: live-streaming was very useful for virtual participation]
- Still a reliance on “broken systems” – where people go if they have a problem
- Need to identify how we got into this situation to prevent it happening again in the future
- Seemed to be overall recognition of both technical & safety culture issues, and trying to find solutions

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DNFSB Hearing Review (cont’d)

- Still not convinced there is an understanding of what “safety culture” is – solving problems, but may not be the “S.C” problems
- Seems DOE has recognized that it needs to get “its own house in order” before it can resolve issues with contractors

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Agency Perspective

- DOE high level: Sounding Board useful & timely (DOE)

- Need to manage expectations for public commenters at DNFSB & HAB meetings (mutual expectations) (DOE)
- Ecology glad to participate in WTP Open House. Will be interested to see if interest continues (planned quarterly)

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- Ecology: interesting diversity of thoughts expressed in Sounding Board

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HAB Sounding Board
Key Take-Aways

- Well recognized that we need the WTP
- Need vibrant safety culture → management and contractors
- Challenges with providing (and having acceptance of) criticisms -
-Need “free conversation”
- Functionality of WTP at risk
-Need confidence that it will work

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Community Leadership Discussion at DNFSB
Key Take Aways

- Very interesting dialogue → some there had history w/Hanford issues
- Role of Community Energy Alliance, Community, support for WTP
 - Concern about tanks – catastrophic events
 - Perspective of those that live here
- Balancing criteria of Superfund – cost considerations
- Encouraged DNFSB to approach safety issues constructively, not with animosity

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WTP Open House
Key Take-Aways

- [Note: some limitations to Open House format for engaging people in conversation]
- Was very encouraged to ask “tough questions”
- Well attended – good displays, informative
-Computerized simulation was very interesting & instructive

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Review of DNFSB Meeting
Key Take-Aways
(before hearing)

- DNFSB had 4 separate meetings with different tribe/stakeholder groups
-very formal
- Felt we (ODOE) were on the “same page” with DNFSB
- Conversation with HAB – good and demonstrated openness of HAB process
- One issue: DOE has not communicated S.C. responsibilities to contractors – oversight
- Another issue: Failure to institutionalize ISM – to live beyond staff changes

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ECP

- Include bullet in S.C. advice that ECP is important and will have its own advice
- Page 11 – ORP Plan, plus some other limited bullets

Get together tonight to develop ECP Advice – test path forward tomorrow
(look at stand alone or include in S.C.)

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