



DEPARTMENT OF ENERGY

Office of River Protection

HANFORD SITE

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ORP Safety Culture Improvement Plan

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Safety Culture Integrated Project Team Mission

- Chartered by ORP Manager through 2013
 - Will continue to facilitate safety culture improvements
- Strengthen ORP safety culture (nuclear, industrial safety, environmental)
- Effect a deep and long lasting safety cultural change
- 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.*



Background

- Safety Culture Reviews:
 - HSS Reports from 2010 and 2012
 - DNFSB Recommendation 2011-1
 - DOE Implementation Plan



ORP Improvement Plan

- Near-term focus on 2012 HSS Report
 - To be completed by April 30th, 2013
 - These are early steps to improve safety culture
- Long-term focus on sustained cultural improvements
- Use of DOE G 450.4-1C, *Integrated Safety Management System Guide*, Safety Culture Focus Areas
 - Leadership
 - Employee/Worker Engagement
 - Organizational Learning
- Transparent and participatory approach that incorporated employee feedback
- Implementation Strategy



Department of Energy Office of River Protection

Positive Observations

- Interviewees clearly understand the mechanisms available to identify safety concerns, e.g., supervisors, managers, ECP, Human Resources (HR), Government Accountability Office, and Hotline.
- Most interviewees identified that they did not perceive any inhibitors to reporting concerns within their organizations.
- The statement that management does not tolerate retaliation of any kind for raising concerns was agreed to by a majority of survey respondents, approximately 75%. This was especially true of respondents in the General Engineering, Project Control Specialist, Program Manager, and Administrative Work Groups.

Areas in Need of Attention

- Among survey respondents, only about 70% agreed with the statement that everyone in the organization is responsible for identifying problems. While overall this represents a higher percentage of people agreeing than disagreeing, it is lower than is typically seen in other organizations and still indicates that approximately 30% of the population did not agree with this statement. Respondents in the Program Manager, Nuclear Safety and Physical Scientist and General Engineering Work Groups believed this to a greater extent than respondents in the other work groups. Survey respondents in the Supervisory Group believed that everyone is responsible for identifying problems to a greater extent than respondents in the Non-Supervisory and Contractors Groups did.
- Overall, only 30% of all survey respondents feel that they can openly challenge decisions made by management. Respondents in the Contract Specialist/Budget and Finance, Project Control Specialist, General Engineering and Administrative Work Groups feel most negatively about being able to challenge decisions. Non-Supervisory Personnel and Contractors either do not believe or are uncertain about openly challenging management decisions. Among Supervisory

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Personnel slightly more than 70% agreed with the statement related to the ability to openly challenge management decisions.

HSS Report

Implementation Plan

- Establish and implement a program for ORP to effectively handle issues and establish an ORP Issues Manager. Program elements must include feedback mechanisms, transparency, traceability, benchmarking, performance monitoring, trending, and a set of metrics that communicate issue resolution to employees. Incorporate issues management into a formal prioritized activity within ORP senior managerial duties. (L1-1A7, E3-1A7, O1-1A2, O2-1A2, O2-1A4, O2-1A7)
- Develop an ORP management development program which focuses on improving management's modeling of safety culture attributes
 - Suggested Training Courses, include but are not limited to:
 - 7 Habits of Highly Effective People
 - Change Management
 - Conflict Resolution
 - Managing interpersonal relationships
 - Meyer-Briggs type indicator
 - NPD/Nuclear Executive Leadership Training
- Establish and implement a supervisory and management IPP element to encourage a vigorous questioning attitude towards safety, and foster constructive dialogues and discussions on safety matters
- Develop a management presence program
 - Establish a goal and track participation for management presence with employees placing eyes on the work, asking questions, coaching, mentoring, and reinforcing standards and positive behaviors
 - Establish quantifiable, auditable methods to track performance and compliance
 - Develop formal training for management
- Develop and implement an employee development program that contains communication, organizational trust, and behavioral elements that underpin safety culture.
 - Communication tools and training opportunities include, but are not limited to:
 - Illustrate issue resolution programs and processes available to employees
 - Provide training on the lesson learned program including divisional points of contact and how the program can be beneficial during the course of daily work
 - Provide training on how to engage in active listening (e.g. Crucial Conversations)
 - Adopt "Ladder of Accountability" as an organizational value training tool. (E1-1A1, E2-1A1, E2-1A5, E2-1A7, O1-1A7, O2-1A5, O4-1A)
- Establish and implement (e.g. coaching, mentoring, IPP) set of management and staff expectations for safety culture attributes as defined in DOE G-450.4-1C.
 - Develop and communicate organizational values that include safety culture values.

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Excel Excerpt from HSS Report

HSS Report Issue	Location in HSS Report	Attribute
Issues with the planning and coordination of work, identifying management action. ORP should have made the decision to do things in parallel with full and the brought in at an and problem to be solved. The work plan should be prepared at the start of the project and the HSS report should be prepared at the start of the project. The work plan should be prepared at the start of the project and the HSS report should be prepared at the start of the project. The work plan should be prepared at the start of the project and the HSS report should be prepared at the start of the project.	1.18	PS1: Sometimes personnel fail to listen and effectively engage in crucial proactive conversations to ensure meaning, intent and viewpoints are understood.
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HSS Issue / Problem Statement

- Overall, only 30% of all survey respondents feel that they can openly challenge decisions made by management. Respondents in the Contract Specialist/Budget and Finance, Project Control Specialist, General Engineering and Administrative Work Groups feel most negatively about being able to challenge decisions. Non-Supervisory Personnel and Contractors either do not believe or are uncertain about openly challenging management decisions. Among Supervisory Personnel slightly more than 70% agreed with the statement related to the ability to openly challenge management decisions.

PS1: Sometimes personnel fail to listen and effectively engage in crucial proactive conversations to ensure meaning, intent and viewpoints are understood.

PS2: Open and proactive communications and coordination on controversial technical issues are not typical personnel behaviors. (Geographical dispersion, organizational issues)

PS3: Employees do not always trust decisions made by ORP Management.

- Approximately 50% of survey respondents agreed with the statement that they feel they can approach the management team with concerns. Respondents in the Nuclear Safety and Physical Scientist, Contract Specialist/Budget and Finance, and Project Control Specialist Groups believed this to a lesser degree than respondents in the other work groups. Among Supervisory Personnel slightly more than 70% believed that management could be approached with concerns.

PS1: Sometimes personnel fail to listen and effectively engage in crucial proactive conversations to ensure meaning, intent and viewpoints are understood.

PS2: Open and proactive communications and coordination on controversial technical issues are not typical personnel behaviors. (Geographical dispersion, organizational issues)

PS3: Employees do not always trust decisions made by ORP Management.

- Only slightly more than 50% of survey respondents agreed with the statement related to management wanting concerns reported, and approximately 58% believe that constructive criticism is encouraged. Work group differences were largely in the same direction described for the other responses.

PS1: Sometimes personnel fail to listen and effectively engage in crucial proactive conversations to ensure meaning, intent and viewpoints are understood.

PS2: Open and proactive communications and coordination on controversial technical issues are not typical personnel behaviors. (Geographical dispersion, organizational issues)

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Problem Statement

Problem Statement(s) – Teamwork and mutual respect (Employee Worker Engagement)

PS1: Sometimes personnel fail to listen and effectively engage in proactive conversations to ensure meaning, intent and viewpoints are understood.

PS2: Open and proactive communications and coordination on controversial technical issues are not typical personnel behaviors. (Geographical dispersion, organizational issues)

PS3: Employees do not always trust decisions made by ORP Management.

PS4: ORP has not fostered teamwork between the WTP project team and other ORP organizations.

Improvement Action

TBD

ISSUES from HSS Report

- DOE-WTP and BNL recently decided to proceed with certain activities, such as welding heads on vessels. Some staff and external organizations have cited this decision as an indicator that management places priority on schedule over safety.
 - PS1: Sometimes employees fail to listen and effectively engage in crucial conversations to ensure meaning, intent and viewpoints are understood.
- However, DOE-WTP and BNL management did not effectively communicate to stakeholders the rationale for this decision, nor did management communicate the fact that the action was reversible if ongoing analysis concluded that the design needed to be modified.
 - PS1: Sometimes personnel fail to listen and effectively engage in crucial conversations to ensure meaning, intent and viewpoints are understood.
 - PS2: Open communications on controversial technical issues are not the norm.
 - PS3: Employees do not always trust decisions made by ORP Management.
- The organizational separation of the DOE-WTP organization from the rest of the ORP organization has created difficulties in the communication, coordination, and cohesiveness of the implementation of DOE standards and oversight of BNL. Questions concerning how DOE-WTP is managing the project, what impact their decisions are having on the project, which is in control of the project, and ultimately, who will deliver the project remain unanswered for many of ORP's employees and stakeholders.

Improvement Actions

Problem Statement(s) – Teamwork and mutual respect (Employee Worker Engagement)

PS1: Sometimes personnel fail to listen and effectively engage in proactive conversations to ensure meaning, intent and viewpoints are understood.

PS2: Open and proactive communications and coordination on controversial technical issues are not typical personnel behaviors. (Geographical dispersion, organizational issues)

PS3: Employees do not always trust decisions made by ORP Management.

PS4: ORP has not fostered teamwork between the WTP project team and other ORP organizations.

Improvement Action

E2-1A1: Provide training on how to engage in active listening (e.g., crucial conversation)

E2-1A2: Communicate time sensitive or controversial project information to the staff. (Scot Gram)

E2-1A3: Perform a gap analysis of where training has not been effective, identify opportunities for improved teamwork and team building activities.

E2-1A4: Develop and implement an ORP management development program that contains communication, organizational trust, and behavioral elements (e.g., 7 Habits of Highly Effective People, Change Management, Conflict Resolution)

E2-1A5: Develop and implement an employee development program that contains communication, organizational trust, and behavioral elements.

E2-1A6: Implement monthly potluck luncheon with the entire office to provide relationship building opportunities. (each division will rotate responsibility for food items).

E2-1A7: Implement the "ladder of accountability" training across ORP.

ISSUES from HSS Report

- DOE-WTP and BNL recently decided to proceed with certain activities, such as welding heads on vessels. Some staff and external organizations have cited this decision as an indicator that management places priority on schedule over safety.

PS1: Sometimes employees fail to listen and effectively engage in crucial conversations to ensure meaning, intent and viewpoints are understood.

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Near-Term Improvement Actions

- **Develop an ORP management development program which focuses on improving management's modeling of safety culture attributes**
– **Tank Farms Assistant Manager (Tom Fletcher)**
- **Develop and implement an employee development program containing elements that underpin safety culture attributes** – **Chief of Staff (Erik Olds)**
- **Establish and implement (e.g. coaching, mentoring, IPP) a set of management and staff expectations for safety culture attributes as defined in DOE G 450.4-1C**
– **ORP Deputy Manager (Stacy Charboneau)**
- **Incorporate industry best practices in the development of ORP policy, procedures, and staff and management training documents that emphasize the unique and special nature of nuclear technology and operations**
– **Technical and Regulatory Support Assistant Manager (Paul Harrington)**



Near-Term Improvement Actions

- **Clearly define roles, responsibilities, authorities, and accountabilities**
– **Technical and Regulatory Support Assistant Manager (Paul Harrington)**
- **Implement an ORP organizational change management process**
– **WTP Start-Up and Commissioning Integration Manger (Ben Harp)**
- **Establish and implement a program for ORP to effectively handle issues and establish an ORP Issues Manager – ORP Deputy Manager (Stacy Charboneau)**
- **Evaluate the Employee Concerns Program (ECP) and develop improvement plans**
–
ORP Deputy Manager (Stacy Charboneau)
- **Maintain the Safety Culture IPT as an integral part of ORP with its primary mission to continuously improve ORP safety culture – ORP Manager (Scott Samuelson)**



Next Steps

- Actively promoting questioning attitude
 - Timely feedback
- DOE Richland Operations Office/ORP and Hanford Site contractor SCWE surveys – Spring 2012
- SCWE training for ORP – Spring 2012
- DOE National Training Center development of safety culture training with pilot course for senior managers in July 2012, followed by training throughout the DOE complex and development of courses for mid-level managers and staff.