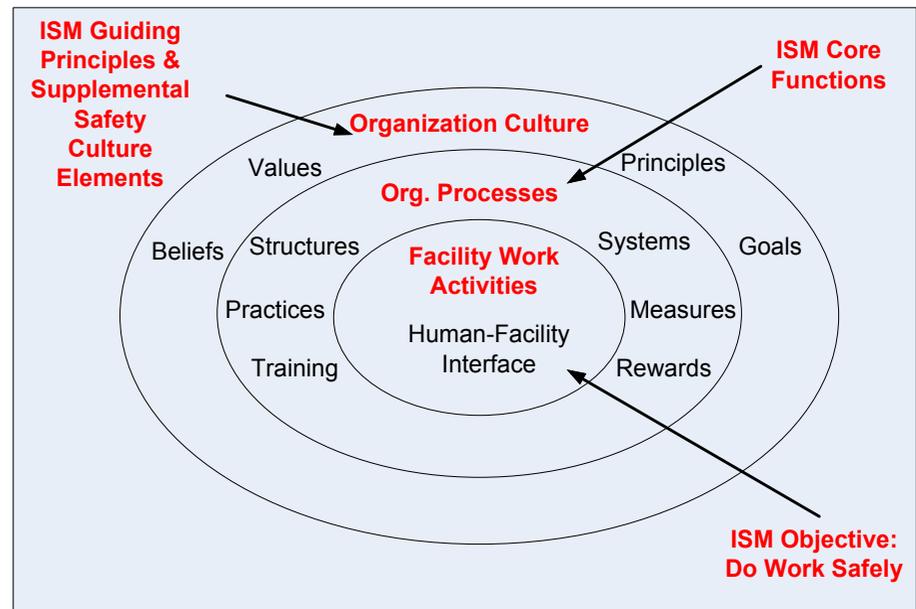


Results of Safety Culture Focus Group Review

Presenters:

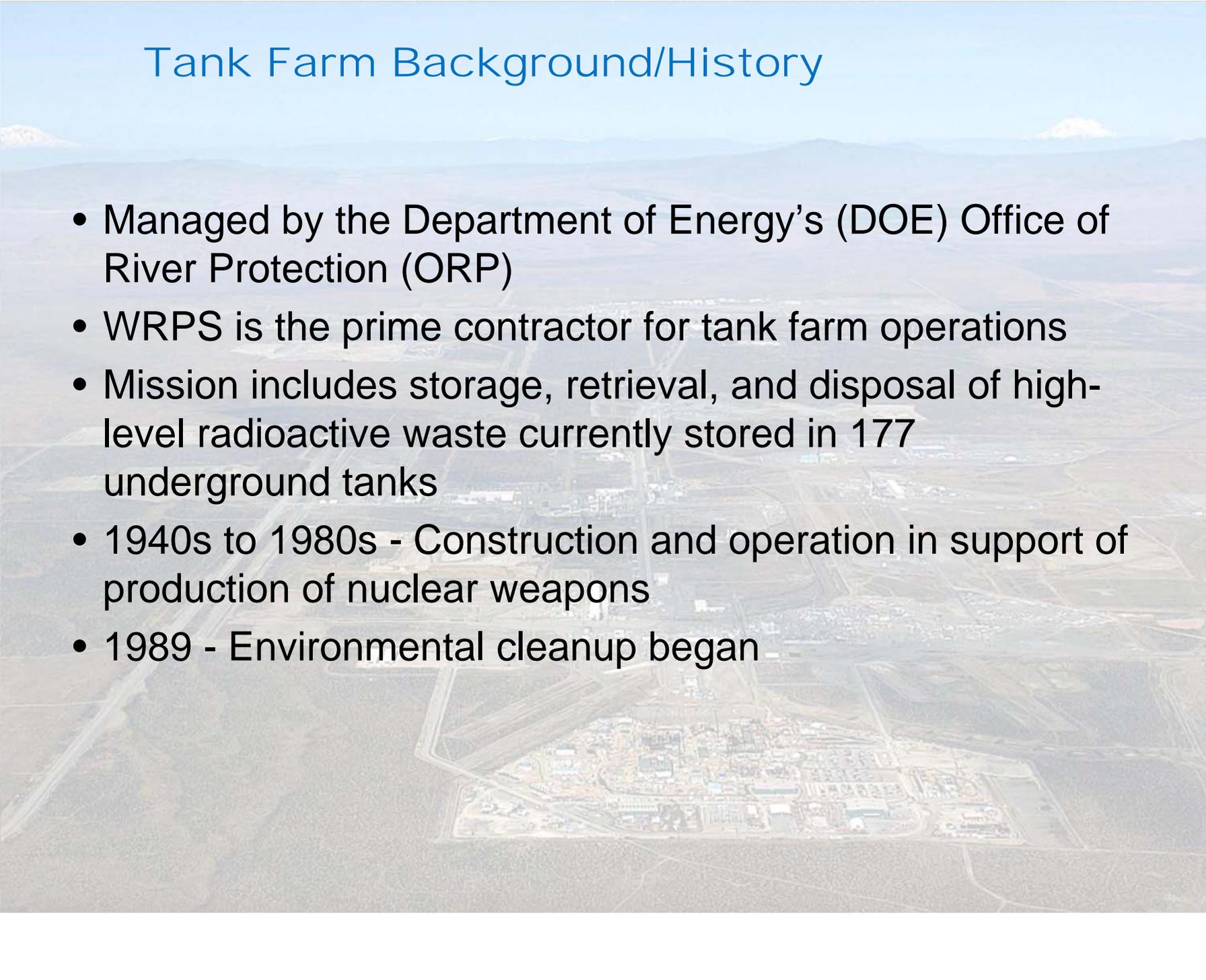
- John McDonald
- Liz Norton

DOE ISMS Conference
September 15-16, 2010
Augusta, GA



Tank Farm Background/History

- Managed by the Department of Energy's (DOE) Office of River Protection (ORP)
- WRPS is the prime contractor for tank farm operations
- Mission includes storage, retrieval, and disposal of high-level radioactive waste currently stored in 177 underground tanks
- 1940s to 1980s - Construction and operation in support of production of nuclear weapons
- 1989 - Environmental cleanup began



- Pre 2009 Contract Change
 - 2 VPP Stars
 - Initiated safety culture improvement activities following significant budget cuts, staff cuts, and large reorganization
 - S-102 Event
- FY 2009 - 2010
 - Contract change
 - Acceptance of existing safety culture program
 - Participation in EFCOG pilot
 - Successful ISMS verification
 - One Star VPP submittal

Expectations for Implementation of the Integrated Safety Management System
WRPS Rev 0

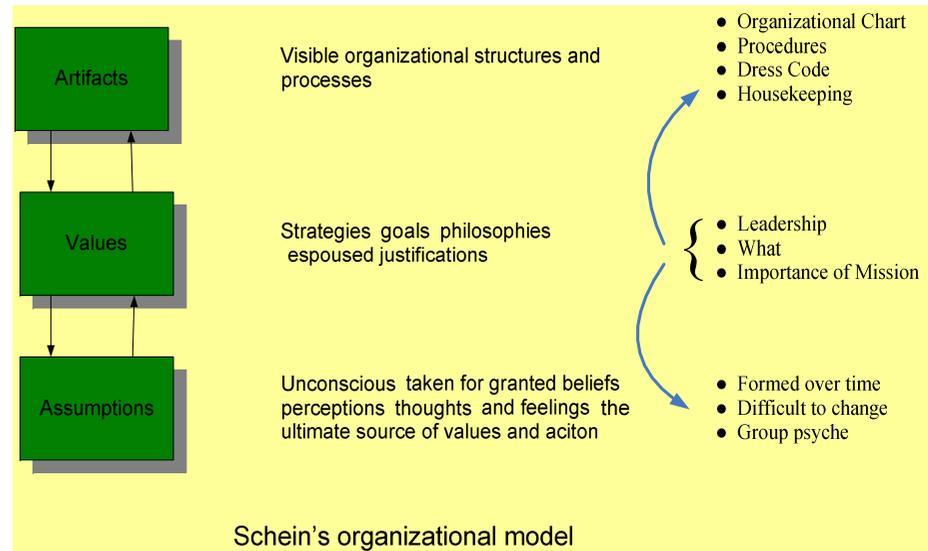
Demonstrating ISMS accountability by our behavior in the workplace

Expectations for all employees	Additional expectations for managers and supervisors	Additional expectations for senior management
 <p>11 Perform all work safely using the five core functions of the Integrated Safety Management System, and</p> <ul style="list-style-type: none"> - Watch out for each other - Apply ALARA principles to any potential hazardous task - If an accident happens, pause and get the right answer - Never do a job that is beyond your safety training - Learn from both your successes and mistakes - Report to work for doing jobs as healthy and safe as you were when you came to work <p>12 Earn each other's trust by treating each other with dignity and respect, be open and honest</p> <ul style="list-style-type: none"> - Own participation in event critiques as an opportunity to truthfully and openly discuss the event and capture lessons learned <p>13 Comply with our procedures and any written instructions that define how to do a task</p> <ul style="list-style-type: none"> - If a procedure or written instruction can't be followed, pause and get clarification or correction before proceeding on that specific activity - If you think it can be done safer or more efficiently, provide that recommendation to the procedure owner <p>14 Demonstrate a questioning attitude</p> <ul style="list-style-type: none"> - If something doesn't seem right, it probably isn't. Bring it to the attention of supervisor or the appropriate person - If appropriate, write a Problem Evaluation Request to document the problem <p>15 Participate and complete required training; only perform tasks that you are qualified and authorized to do</p> <p>16 Maintain a safe and well kept work environment</p> <p>17 Comply with the requirements of the Labor Contract agreements</p> <p>18 Earned and non-earned personnel fully participate in employee performance review and improvement processes (supervisors and direct reports)</p> <p>19 Support Voluntary Protection Program approaches to safety</p> <p>20 Never engage in or tolerate harassment, intimidation, retaliation, or discrimination</p> <p>21 Adhere to Confined Operations requirements</p> <p>22 Work with your customer to set expectations, then meet or exceed those expectations</p> <p>23 Be a good steward of employer/owner assets</p> <p>24 Professional staff members develop well thought-out, technically defensible, high-quality products</p> <p>25 Give your best effort every day; take pride in your work; help us find safer, more efficient ways to do our work; challenge the status quo</p>	 <p>11 Set, demonstrate and enforce high standards of Integrated Safety Management System performance with emphasis on safety, quality, mission progress, procedure compliance, and personal conduct</p> <p>12 Maintain a safe work environment where employees feel free to raise issues without fear of reprisal</p> <p>13 Be present in the field/work place with your employees</p> <ul style="list-style-type: none"> - Earn the trust of your employees (senior management refer to SMI) <p>14 Own the plan; join the team; seek out win-win solutions</p> <p>15 Challenge the status quo</p> <ul style="list-style-type: none"> - Resolve issues or escalate quickly to the next level of management <p>16 Recognize and reward individual and team performance for safe and productive work</p> <p>17 Trust your employees as your most important resource</p> <ul style="list-style-type: none"> - Activate talent - Ensure that employees are actively engaged in work planning - Encourage their needs and have them informed; treat them as if they were your customer - Recognize the benefits of diversity; seek out differing perspectives - Help them develop to the best of their abilities <p>18 Trust employees fairly, consistently, and with respect</p> <p>19 Take immediate action to stop inappropriate behaviors (e.g. harassment, intimidation, retaliation, discrimination) and address any potential chilling effect impact on your employees</p> <p>20 Learn from both mistakes and successes; use them as teaching opportunities</p> <ul style="list-style-type: none"> - Demonstrate that you are a learning organization <p>21 Honor the Labor Contract including support of its safety agreements and HMTFC Safety Representatives</p> <p>22 Manage and separate contractors and contract personnel in accordance with WRPS safety and performance standards</p> <p>23 Demonstrate your commitment to a free flow of information, including signing up to the "Commitment to Free Flow of Information"</p>	 <p>11 Use the Guiding Principles of the Integrated Safety Management System and Voluntary Protection Program to lead your team</p> <p>12 Establish and communicate an achievable vision for the future</p> <p>13 "Set the example" every day by your words and actions</p> <p>14 Foster an environment where people can get work done safely and productively</p> <p>15 Be visible in the field/work place with your employees</p> <ul style="list-style-type: none"> - Dedicate your time to face-to-face contact with your people - Schedule time on your calendar to "walk the tanks," meet directly with employees in their work area, or attend "on employees" type informational update sessions - Be open with the work force on happenings; people must know what you are thinking <p>16 Challenge the status quo; actively seek ways to remove barriers and question "why"</p> <p>17 Set and hold your employees and yourself accountable to expectations, schedules but challenging goals and our corporate values</p> <p>18 Establish reward and recognition systems</p> <p>19 Develop your managers and employees</p> <p>20 Demonstrate a positive attitude, support your peers, as well as "your employees"</p> <p>21 Support the right of any member of the workforce to raise any concern and to have that concern addressed in a timely, effective and respectful manner without fear of retaliation. Be available to resolve any issue or concern</p> <p>22 Contribute to the well-being of our communities</p> <p>23 Demonstrate good stewardship of client's (government's) money; assure only appropriate expenditures of authorized funding</p>



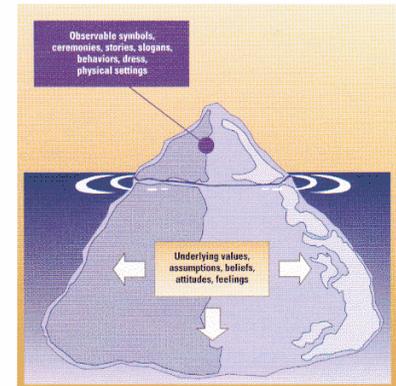
washington river
protection solutions

- Safety culture (ISMS) safety management program (SMP) includes regular assessment of safety culture
- Various safety culture assessment methods are considered
- EFCOG safety culture documents were reviewed for assessment options
- Multiple methods provide more accurate result

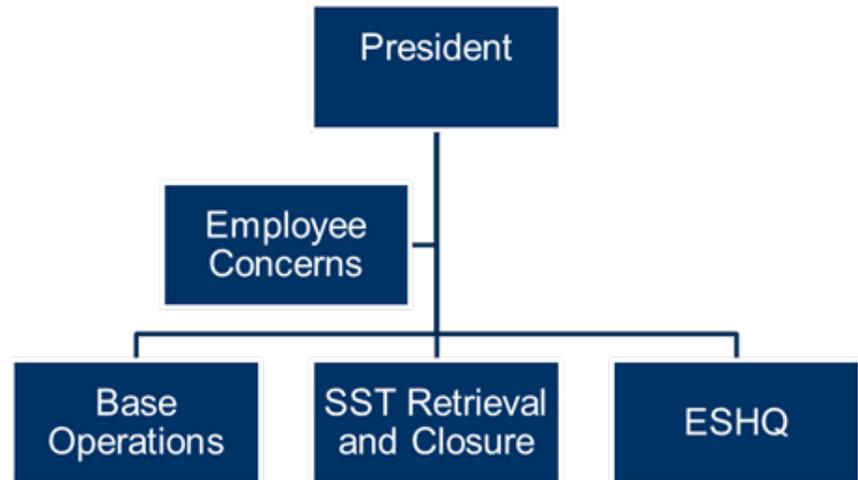


- Procedure compliance was recently identified as a “cultural issue”
- EFCOG safety culture documents were reviewed for assessment options
- The focus group option was chosen to evaluate this subject:
 - Efficient process (1 day, 14 individuals)
 - Ability to target and probe certain issues that needed immediate attention with employee input
 - Opportunity for constructive dialogue and team building between new management and existing employees

LEVELS OF ORGANIZATIONAL CULTURE



- Preparation meetings with senior sponsor and facilitator on issues, type of candidates that would be best, agenda,
 - Union stewards
 - Union safety representative
 - Senior sponsor
 - Outside facilitator



Agenda

WRPS Safety Culture Assessment

7:00 am – 4:30 pm

- 07:00 Kickoff
- 07:05 Introductions/Meeting Purpose
- 07:15 What is culture and how to improve it?
- 07:45 Define the issue. Why procedure compliance?
- 08:15 How does management influence procedure compliance
- 10:15 Break
- 10:30 Summarize management issues
- 11:00 How do workers influence procedure compliance
- 11:30 Lunch
- 12:30 Worker influence (continued)
- 14:00 Break
- 14:15 Summarize worker issues
- 14:45 Recommendations
- 16:15 Meeting wrap up/feedback/path forward
- 16:30 Adjourn

- High risk work
- Procedure development
- Understanding of expectations

- Overemphasis on production at pre-job briefs
 - Strong focus on schedule
- Management changes (and change management) not implemented well at all levels
 - No inclusion ahead of time with Stewards or HAMTC Safety Reps
- Work priorities negatively affect teamwork among work groups
- Inadequate staffing/qualification of FLS
- Inconsistent management expectations
 - Different at various management levels
- Inconsistent standards across organization
 - i.e., work planning, instruction level of detail

- Workers rationalize compliance for a number of reasons (different definitions among workers)
- Different expectations for low, medium, high risk work, e.g. pre-job briefs
- Complacency for low, medium risk work
- Waiting for management to take charge of issue
- Lack of management trust on how problems will be addressed
 - Hard to hold each other accountable

- Post-job reviews
 - Discuss compliance at post-job and hot wash right after job
 - Provide feedback to workers
- Evaluate FLS staffing and qualification
 - Appropriate supervision for job (PIC, FWS)
- Work planning with all involved on job
- Hold workers and management accountable
 - Focus on workforce and FLS
- Communicate and reinforce expectations
 - What is procedure compliance?
 - Any pre-job is opportunity to reinforce expectations and emphasize there is no difference between low, medium, high risk on compliance
 - Treating each other with dignity and respect
 - Provide management feedback

- Good management and workers support of the process
- Positive step in understanding culture, both good and bad, and then taking actions to influence the culture in positive ways
- The safety culture has many positive characteristics that are considered to be healthy.
- There are characteristics that need additional focus to improve
- Follow up actions and communication of actions and results to the workforce is an important part of this process

