

ISM Champions Culture of Accountability



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What is the “Culture” of an Organization?



- Shared values or beliefs which characterize individual and group patterns of behavior that determine the commitment to an organization's success.
- Safety culture is a subset of the overall culture of the organization.



What is an Accountable Culture?



- **“A personal choice to rise above one’s circumstances and demonstrate the ownership necessary for achieving desired results – to see it, own it, solve it, and do it.”**

*-Roger Connors and Tom Smith
Partners in Leadership*



- **The Romans had a tradition:**
Whenever one of their engineers constructed an arch, as the capstone was hoisted into place, the engineer assumed accountability for his work in the most profound way possible:

- “He stood under the arch.”

Ladder of Accountability



**Accountable
behaviors**

**Victim
behaviors**

Leaders Set Values and Tone for Success!

Leaders “Verify” with Boots on the Ground

Leaders Keep Focus on Goals! Zero Accidents



Leaders Support, Reward/Enforce

What did we do?

Positive reinforcement of good behaviors & health habits

Effective concerns resolution program

Routine & regular walkthroughs of facilities

Active on-the-job supervision by the first line supervisors

Predictable consequences: both positive & negative

Pinpointed & precise corrective actions

Safety consciousness on & off the job

Combined DOE/SLAC monthly safety reviews

Instill a team approach to safety ("we look after each other")

Real-time feedback to workers

Known, objective, Meaningful, & measurable

Leadership & Management

Work Control



Performance Standards

Infrastructure & Housekeeping

Clear & specific identification of hazards

Routine review of work packages by management with real-time feedback

PPE internal requirements

Disciplined work authorization process

Take time to fix/make time to maintain

Find out where it is working and emulate

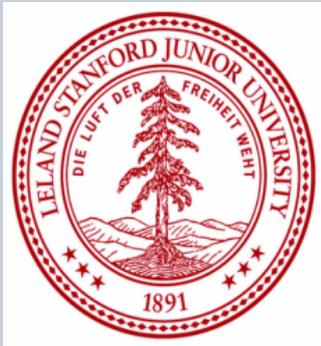
Same pride that we have in our science

Set standard across the site

Culture Review at SLAC “Team II”!



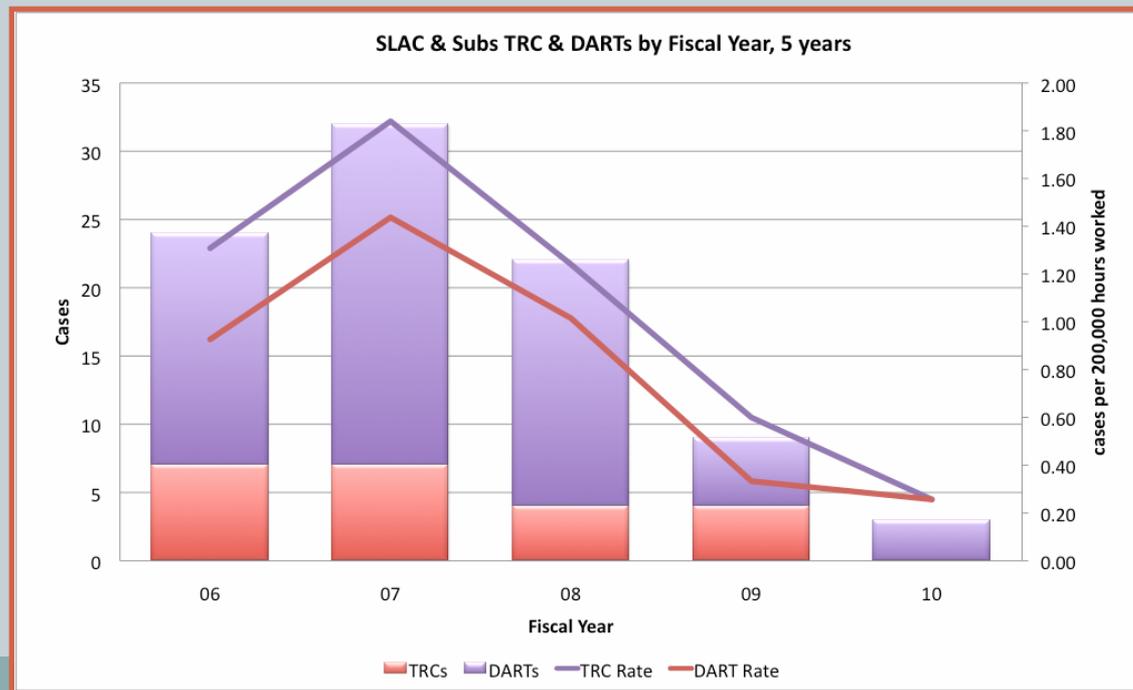
- Team II was formed as an “Improvement Team” with a joint charter by Stanford University (SU), SLAC National Accelerator Laboratory, and DOE SLAC Site Office



What did we achieve?



- SLAC was able to take the Linac Coherent Light Source (LCLS) project from a troubled project to an outstanding success story!
- Culture where people are accountable for their safety and their coworker's safety
- Lowered recordable rates at SLAC by 86%



Conclusion



- **Zero accidents is a Goal but it's more...**
- **An Accountable culture is Key...**
- **Senior management must be the Model and live the Accountable culture...**
- **Integrated Safety Management Success is then a Given...**

Accountable Performance



Improve Our
Laboratory

Help Our
Laboratory Be
Successful

***ES&H: Supports departmental safety and health objectives
in order to maintain a safe work environment***

SLAC reduces TRC and DART Rates

SLAC reduces its TRC or DART rates by **20%** or implements significant injury reduction programs to reduce injuries going forward (e.g., initiate human performance initiative, behavior based safety, or other equivalent programs) Effective from November 1, 2007 to September 30, 2008

Exceeds – SLAC reduces TRC and DART rates by **50%** from last years' rates Effective from November 1, 2008 September 30, 2008