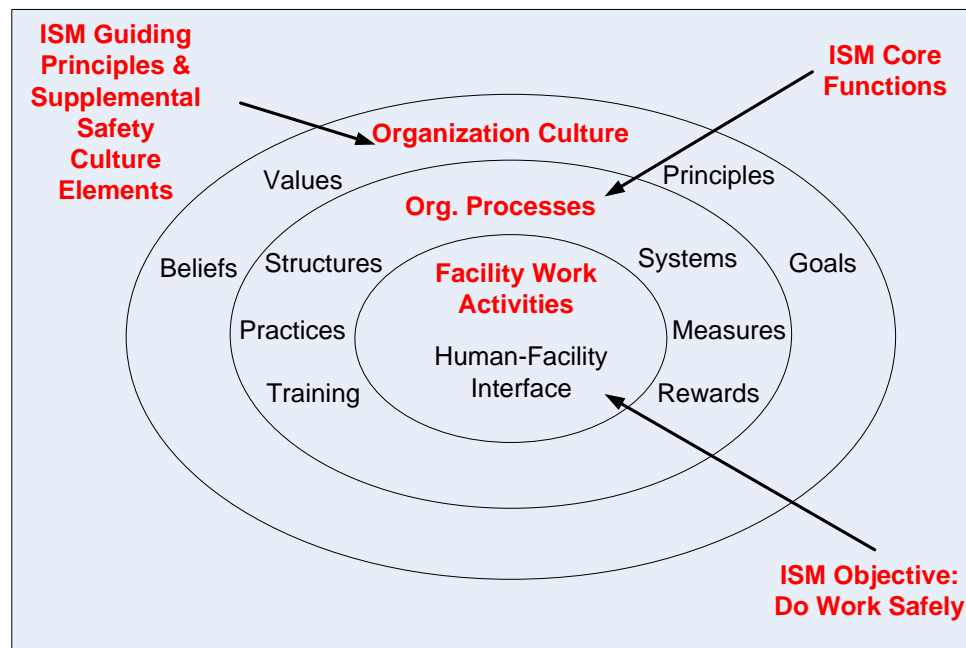


# Results of EFCOG/DOE Safety Culture Pilot Focus Group Assessment

**Presenters:**

- Fred Beranek
- Everett Gray

DOE ISMS Conference  
August 26-28, 2009  
Knoxville, TN



- **Bio for Everett Gray**

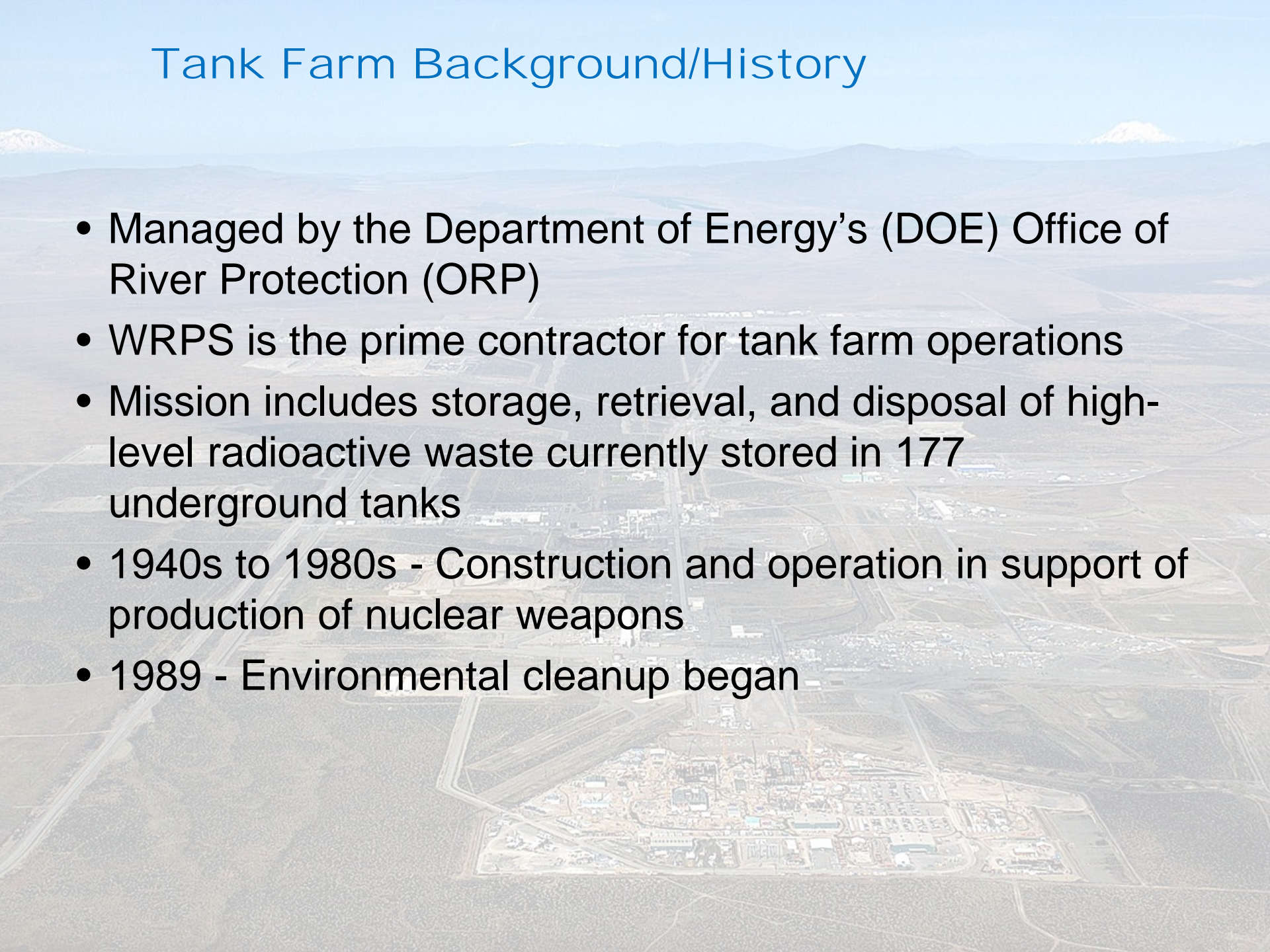
- During 10 years in the US Army, he was a Nuclear Weapons Maintenance Specialist and Supervisor. He performed oversight, maintenance, surveillance, directed personnel, implemented new procedures involving maintenance, storage, training of nuclear weapons maintenance personnel and nuclear weapons.
- Since 1992, Everett works as a Senior Health Physics Technician at Hanford Nuclear Reservation. Everett currently works as a Radiological Work Planner, developing Radiological Work Permits and ALARA Management Worksheets. He also is a Health Physics Technician performing radiological work coverage, including dose and contamination surveys, surveillance of facility buildings and equipment, radiological training of new facility personnel. He is a Radiological Hazards Communicator on the Facility Emergency Response Organization. For the past 2 years, he has also been the 222-S Laboratory Voluntary Protection Program Champions Team Co-Chair.

- **Bio for Dr. Fred Beranek**

- Dr. Beranek has over 30 years of DOE experience, including 25 years managing multi-faceted ESHQ programs, including ISMS. Fred is currently the ESHQ manager for Washington River Protection Solutions, LLC at Hanford. Fred has held positions as the Site Chief Engineer at SRS, as ES&H manager and environmental and nuclear safety manager for the \$12 B WTP project, Director of Operations for WSMS, and various other positions related to nuclear operations and safety.

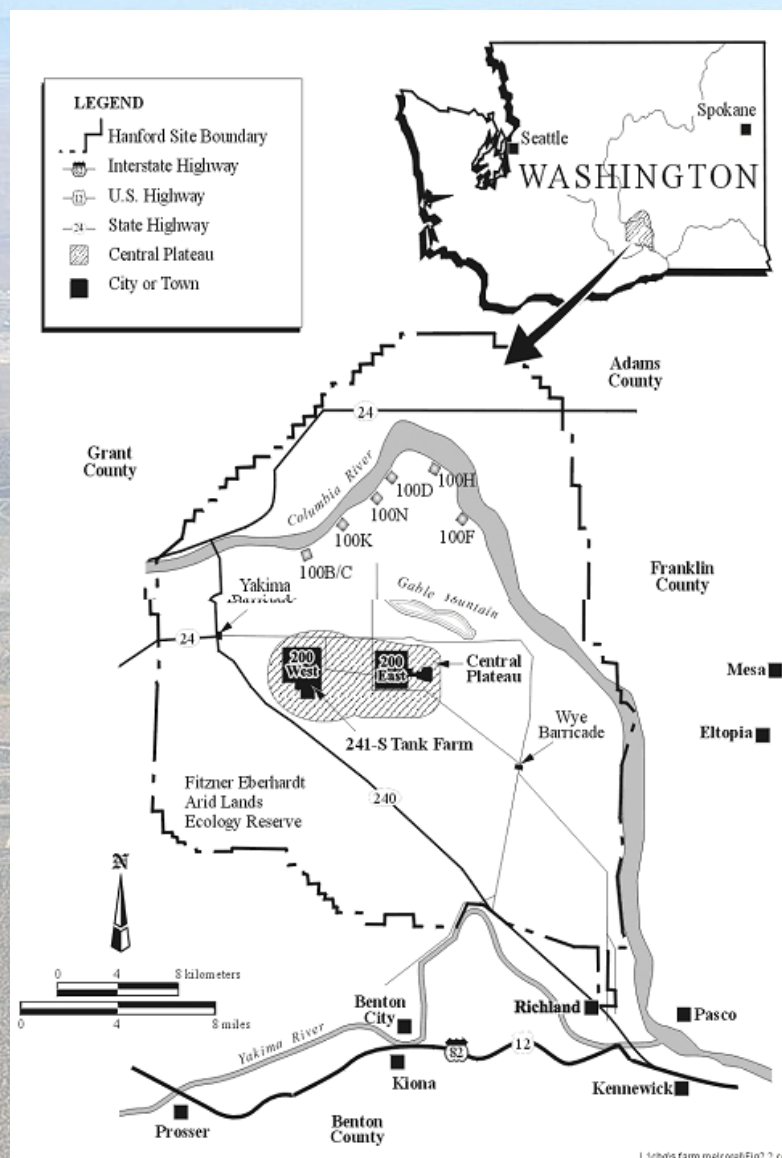
# Tank Farm Background/History

- 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





# Hanford Tank Farms Location





# Hazards



- Over 1600 Chemicals and Vapors



- High levels of nuclear radiation



- Natural Elements- Wind, Rain, Heat, Fire, Insects, Terrain



- Standard Industrial



# Tank Farms Safety Culture History

- 2004 – Tank farms began active safety culture improvement activities
- 2004 to 2007 – Several all-employee culture surveys
- 2006 – Achieved VPP STAR for double shell tank operations
- FY 2009
  - Contract change
  - Acceptance of existing safety culture program
  - Participation in EFCOG pilot
  - ISMS verification

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

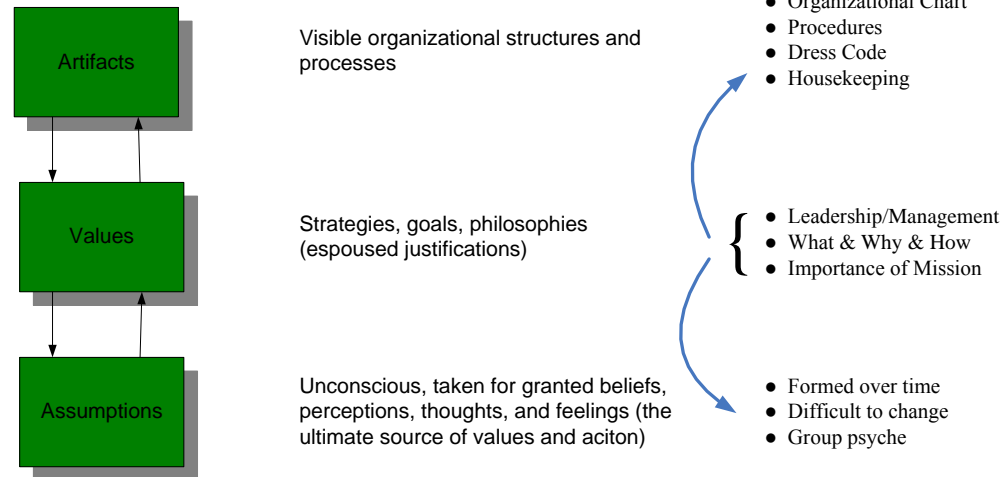
**Demonstrating ISMS accountability by our behavior in the workplace**

Expectations for all employees	Additional expectations for managers and supervisors	Additional expectations for senior management
<p><b>E1</b> Perform all work safely using the five core functions of the Integrated Safety Management System, and:</p> <ul style="list-style-type: none"> <li>– Watch out for each other</li> <li>– Apply ALARA principles to any potential hazardous task</li> <li>– If you aren't sure, please ask and get the right answer</li> <li>– Make it safe for the environment and safety</li> <li>– Learn from both your successes and mistakes</li> <li>– Report to work if far duty go home as healthy and safe as you were when you came to work</li> </ul> <p><b>E2</b> Earn each other's trust by treating each other with dignity and respect, be open and honest</p> <ul style="list-style-type: none"> <li>– View participation in event critiques as an opportunity to mutually and openly discuss the event and capture lessons learned</li> </ul> <p><b>E3</b> Comply with our procedures and any written instructions that define how to do a task</p> <ul style="list-style-type: none"> <li>– If a procedure or written instructions can't be followed, pause and get clarification or correction before proceeding on that specific activity</li> <li>– If you think it can be done safer or more efficiently, provide that recommendation to the procedure owner</li> </ul> <p><b>E4</b> Demonstrate a questioning attitude</p> <ul style="list-style-type: none"> <li>– If something doesn't seem right, it probably isn't. Bring it to the attention of supervision (or the appropriate person)</li> <li>– If appropriate, write a Problem Evaluation Request to document the problem</li> </ul> <p><b>E5</b> Participate and complete required training, only perform tasks that you are qualified and authorized to do</p> <p><b>E6</b> Maintain a safe and well kept work environment</p> <p><b>E7</b> Comply with the requirements of the Labor Contract agreements</p> <p><b>E8</b> Exempt and Non-exempt personnel fully participate in employee performance review and improvement processes (supervisors and direct reports)</p> <p><b>E9</b> Support Voluntary Protection Program approaches to safety</p> <p><b>E10</b> Never engage in or tolerate harassment, intimidation, retaliation, or discrimination</p> <p><b>E11</b> Adhere to Conduct of Operations requirements</p> <p><b>E12</b> Work with your customer to set expectations, then meet or exceed those expectations</p> <p><b>E13</b> Be a good steward of employee/customer assets</p> <p><b>E14</b> Professional staff members develop well thought-out, technically defensible, high-quality products</p> <p><b>E15</b> Give your best effort every day; take pride in your work, help us find better, more efficient ways to do our work, challenge the status quo</p>	<p><b>M1</b> 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><b>M2</b> Maintain a safe work environment where employees feel free to raise issues without fear of reprisal</p> <p><b>M3</b> Be present in the fieldwork place with your employees</p> <ul style="list-style-type: none"> <li>– Earn the trust of your employees (senior management refer to SM)</li> </ul> <p><b>M4</b> Own the plan, join the team; seek out win-win solutions</p> <p><b>M5</b> Challenge the status quo</p> <ul style="list-style-type: none"> <li>– Resolve issues or escalate quickly to the next level of management</li> </ul> <p><b>M6</b> Recognize and reward individual and team performance for safe and productive work</p> <p><b>M7</b> Treat your employees as your most important resource</p> <ul style="list-style-type: none"> <li>– Actively listen</li> <li>– Ensure that employees are actively engaged in work planning</li> <li>– Support their needs and keep them informed; treat them as if they were your customer</li> <li>– Recognize the benefits of diversity; seek out differing perspectives</li> <li>– Help them develop to the best of their abilities</li> </ul> <p><b>M8</b> Treat employees fairly, consistently, and with respect</p> <p><b>M9</b> 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><b>M10</b> Learn from both mistakes and successes; use them as teaching opportunities</p> <ul style="list-style-type: none"> <li>– Demonstrate that we are a learning organization</li> </ul> <p><b>M11</b> Honor the Labor Contract including support of its safety agreements and HAMTC Safety Representatives</p> <p><b>M12</b> Manage and oversee contractors and contract personnel in accordance with WRPS safety and performance standards</p> <p><b>M13</b> Demonstrate your commitment to a free flow of information, including signing up to the "Commitment to Free Flow of Information"</p>	<p><b>SM1</b> Use the Guiding Principles of the Integrated Safety Management System and Voluntary Protection Program to lead your team</p> <p><b>SM2</b> Establish and communicate an achievable vision for the future</p> <p><b>SM3</b> "Set the example" every day by your words and actions</p> <p><b>SM4</b> Foster an environment where people can get work done safely and productively</p> <p><b>SM5</b> Be visible in the fieldwork place with your employees</p> <ul style="list-style-type: none"> <li>– Dedicate your time to face-to-face contact with your people</li> <li>– Schedule time on your calendar to "walk the tanks," meet directly with employees in their work area, or attend "all employees" type informational update sessions</li> <li>– Be open with the work force; no hidden agendas; people must know what you are thinking</li> </ul> <p><b>SM6</b> Challenge the status quo; actively seek ways to remove barriers and question "why"</p> <p><b>SM7</b> Set and hold your employees and yourself accountable to expectations, achievable but challenging goals and our corporate values</p> <p><b>SM8</b> Establish reward and recognition systems</p> <p><b>SM9</b> Develop your managers and employees</p> <p><b>SM10</b> Demonstrate a positive attitude, support your peers, as well as your employees</p> <p><b>SM11</b> 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 issues or concerns</p> <p><b>SM12</b> Contribute to the well being of our communities</p> <p><b>SM13</b> Demonstrate good stewardship of client's (government's) money; assure only appropriate expenditures of authorized funding</p>



# Safety Culture Assessment Methodology

- WRPS undergoing ISMS re-verification during FY 2009
- Safety culture safety management program (SMP) needed to be assessed as part of ISMS verification
- Various safety culture assessment methods were considered
- EFCOG documents were reviewed for safety culture assessment options
- One method alone would not provide accurate assessment

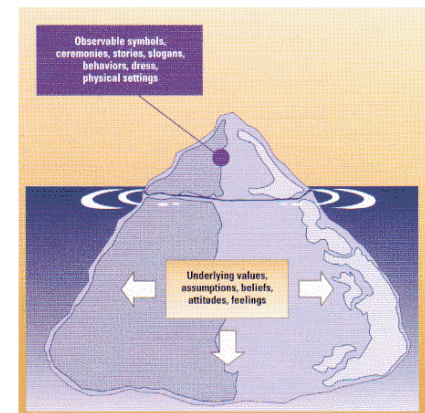


Schein's organizational model

# Safety Culture Assessment Methodology

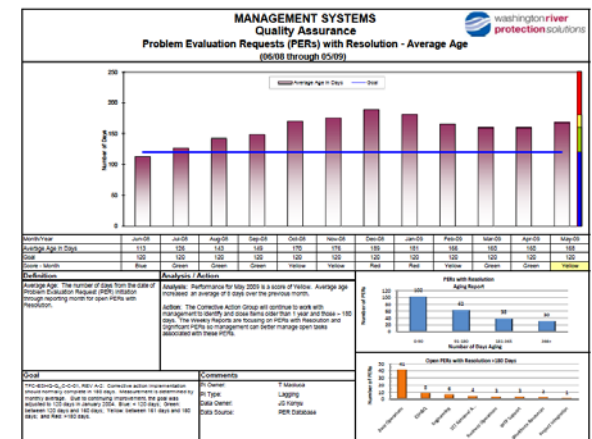
- The focus group option was one of several methods chosen because:
  - Relatively short exposure time between management and workers from contract change
  - An efficient process was needed
    - Multiple concurrent and high visibility, resource intensive activities such as ISMS verification, ARRA, Conduct of Ops improvement, and EMS upgrade
  - Ability to target and probe certain issues that needed immediate attention developed from employee input
  - Opportunity for constructive dialogue and team building between new management and existing employees

LEVELS OF ORGANIZATIONAL CULTURE



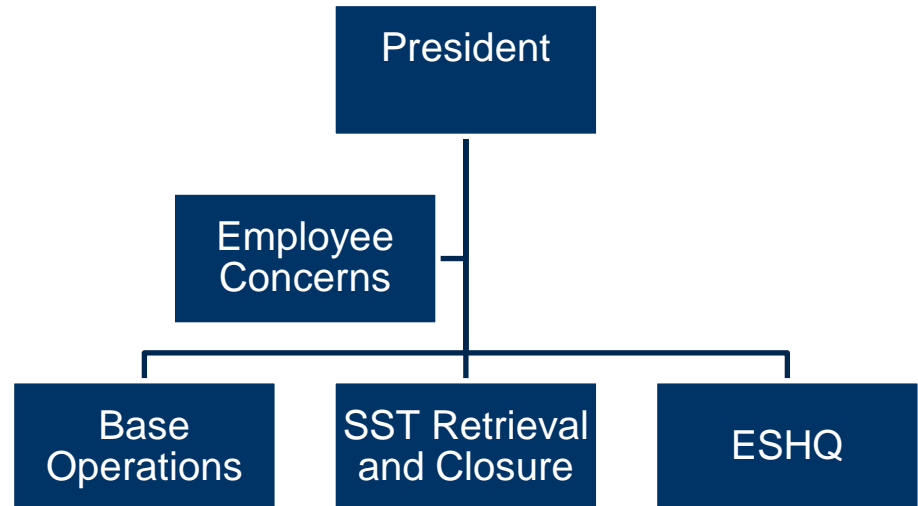


- Multiple independent assessment methods were used during ISMS verification (triangulation)
  - Performance indicators
  - Document reviews such as management assessments and problem reports
  - Employee/management forums
  - Feedback from Employee Concerns Program
  - Interviews
  - Observations



# Focus Group Team Selection

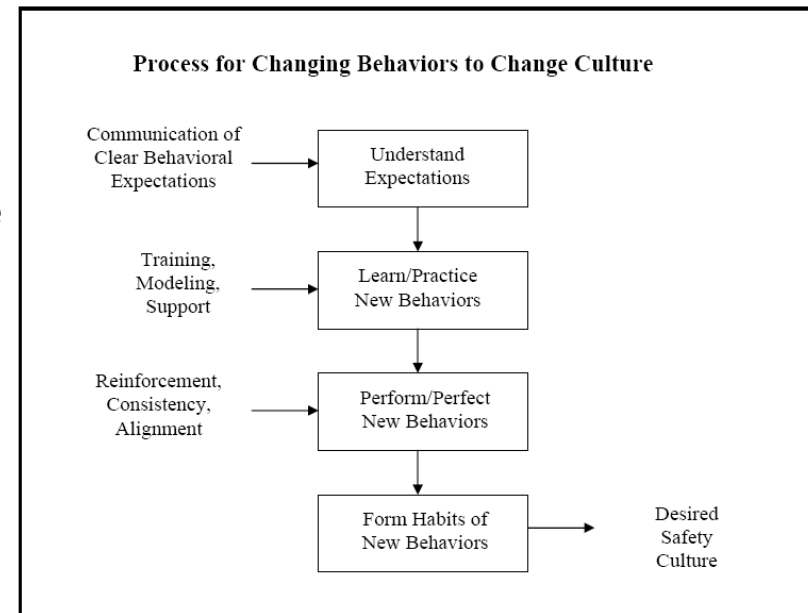
- Pre-meetings with union safety representatives/workers
- Group discussion on type of candidates that would be best
  - Worker opinion leaders
  - Stewards
  - Safety representatives
  - Supervisors
  - Mid level manager
  - Senior sponsor
  - Employee concerns
  - Outside facilitator





# Assessment Conclusions

- 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





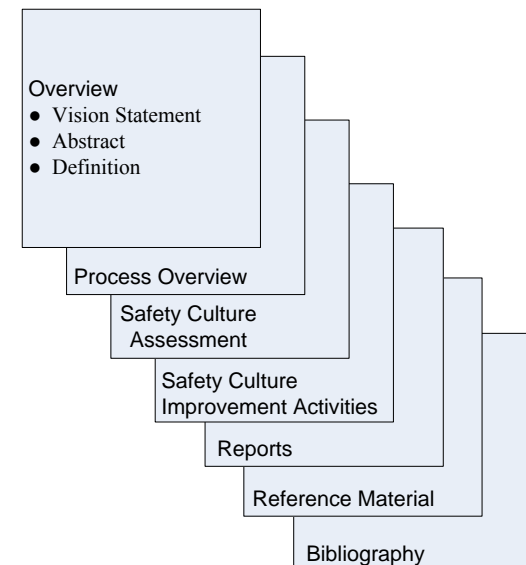


- Demonstrated safety leadership
- Worker participation in work planning
- Workers mindful of hazards and
- Effective employee hiring, training, development, and retention activities

- Clear expectations and accountability
- Management engagement and time in field
- Open communication
- Trust, Teamwork and Mutual Respect
- Effective problem resolution

# Feedback on EFCOG Safety Culture Documents

- EFCOG documents were useful
- Triangulation and assessment
- ISMS attributes correlated with safety culture attributes included in documents was useful
  - These were then correlated with ISMS CRADs





# Resulting impact to the organization

- The focus group activity, along with other related actions provided useful information to management
  - Smooth ISMS verification process
  - Lessons learned from union dealing with previous contractor management
  - Immediate focus on issues that developed since contract transition
  - Accurate and early identification of issues subsequently noted by independent assessment
  - Safety culture improvement actions are formally tracked

Improvements in Safety for Each Stage of Safety Culture Maturity

