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ATTACHMENT

MSA SAFETY CULTURE

Consisting of 26 pages,
including this cover page

MSA Safety Culture: Evaluation and Improvement Initiatives

Mission Support Alliance (MSA)



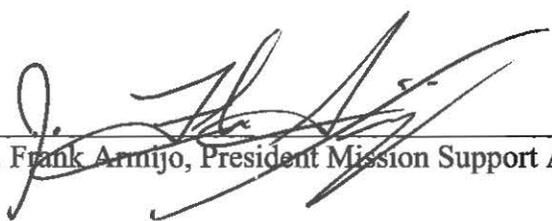
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Attachment A – MSA Policy for Environmental, Safety, and Health
Appendix A – SAFETY CULTURE METRICS

1.0 Purpose

The Purpose of this document is to support continuation of Mission Support Alliance (MSA) safety culture strengths and to specifically identify those actions necessary to effectively address improvement areas. Improvement actions will be implemented, as applicable, across the entire MSA organization and/or within certain targeted elements to ensure the most effective safety culture enhancement results. MSA will evaluate changes and revisions to process and procedures applying the systematic approach to training. As a part of periodic reviews, training courses will be reviewed for potential safety culture content and revised to align with the MSA objectives as needed.

Fostering a strong safety culture within the MSA organization provides a sound basis to meet Integrated Safety Management System (ISMS) objectives. Consistent with the philosophy of continuous improvement and partnership with the work force, MSA has engaged in several activities since the ISMS verification review to gather/assess input to ensure the maintenance of a healthy safety culture within all levels of the organization.

To ensure adequate implementation, the Vice President (VP) of Safety, Health, Quality, and Training, has been appointed by the MSA President to execute these initiatives.

2.0 Background

The foundation for a robust safety culture is emulated at the top of the organization. It encourages and supports all employees' ability to raise safety issues without fear of retribution, in an atmosphere of workers partnering with management. The encouragement and expectations of the President's office is communicated through organization chains, unchanged in content and emphasis. MSA safety culture is viewed as a critical element of an effective, efficient, safe, workforce. It is reflected through the leadership, values, and priorities of the MSA President and communicated through MSC-POL-5053, *Mission Support Alliance Policy for Environment, Safety, Health and Quality* (Attachment A). Each worker has the right, responsibility, obligation, and authority to report unsafe or environmentally unsound conditions or practices and stop work without fear of reprisal (DOE-0343, *Stop Work*). Line managers ensure workers understand the hazards and controls while promoting a work environment that encourages identification and communication of opportunities for improvement (MSC-POL-11388, *Open Door and Zero Tolerance for Retaliation*). Managers ensure that workers understand the need for a feedback and improvement process and that the workers are equipped with the necessary information, tools, and understanding to support this activity. MSC-POL-11388 reaffirms the MSA commitment to zero tolerance for retaliation against employees who raise work-related concerns.

The Differing Professional Opinion process for MSA is implemented through MSC-PRO-14616, *Differing Professional Opinions for Technical Issues Involving Environmental, Safety, and Health*, to raise technical concerns related to environment, safety, and health which cannot be resolved using routine processes. MSA maintains a confidential Employee Concerns Program (MSC-PRO-410, *Employee Concern Resolution*). The employee's concern can be addressed at the Mission Support Contract (MSC) or Department of Energy, Richland Field Office (DOE-RL) level. In addition, any employee may generate an Issue Identification Form (IIF), identifying a potential concern into the MSA corrective action management system (CAMS). This system is used by MSA to identify, track to closure, and trend significant issues, adverse conditions, and

opportunities for improvement. The trend codes imbedded in the IIF software are also used as the tool for trending issues related to performance. This system is described in MSC-PRO-052, *Corrective Action Management*.

3.0 Introduction

MSA safety culture improvement areas have been identified through a systematic review of formal, comprehensive, safety culture information gathered from the results of the following processes:

- Continuous review and analysis of feedback information received from employees as a result of safety culture questions included in the annual Hanford General Employee Training (HGET) survey.
- Acquisition of MSA employee input derived from Voluntary Protection Program (VPP) trimester assessments with discussion of results with individual MSA organizations.
- Field information/feedback received as a result of continued ISMS Surveillance Team mentoring and analysis activities.
- MSA specific results from the 2012 Hanford Organizational Climate and Safety Culture Work Environment (SCWE) Survey conducted by EurekaFacts, LLC.
- Feedback received from the September 2012 joint Hanford Prime Contractor and DOE-RL sponsored Safety Culture Good Practices Review.
- MSA January 2013 ISMS SCWE Self-Assessment.

MSA has established a Safety Culture Team made up of Hanford Atomic Metal Trades Council (HAMTC) & Hanford Guards Union (HGU) representatives, executive management, and other designated MSA personnel with expertise in safety culture attributes. This team has evaluated the results of the above activities and these results are included in Appendix A of this document. In addition, the team continues to monitor other input and data points that reflect the health of the safety culture. Through continued evaluation of this input and these data points, MSA is better equipped to accurately address potential issues pertaining to safety culture in a timely manner.

In recent months, the Hanford Site including MSA has undergone some major events such as budget reductions, furloughs, layoffs, bargaining unit contract negotiations and reassignment of personnel. MSA has redoubled efforts to focus on safety and safety culture throughout this difficult period. These additional actions include special messages from the MSA President and Chief Operations Officer, Weekly Safety Starts with a focus on safety, management time in the field and VP small group meetings with all staff.

The Safety Culture Improvement Initiatives will focus on opportunities for improvement (OFI's), the ongoing activities that address the OFI's, and additional actions MSA will initiate and document in its' CAMS. MSA will also identify actions to address and resolve the eight common themes from the EurekaFacts Survey Report.

MSA understands that cultural change, including safety culture and safety conscious work environment, requires a clear sustained level of management and labor collaboration as well as an open environment of communications without fear of retribution. These efforts will be communicated to all levels of the company, its labor work force, and its subcontractors through a variety of tools. Training will be conducted that reinforces these messages and requirements as well as providing a consistent set of expectations and communicates roles and responsibilities. Performance lessons learned will be shared and evaluated for incorporation into applicable training courses.

4.0 MSA Strengths

4.1 Focus Area 1: Leadership

- Management Engagement and time in the field
- Open communication and fostering an environment free from retribution
- Staff recruitment, selection, retention, and development

4.2 Focus Area 2: Employee Engagement

- Participation in work planning and improvement

4.3 Focus Area 3: Learning Organization

- Creditability, trust, and reporting errors and problems

4.4 Focus Area 4: Safety Conscious Work Environment

- Management support/encouragement to raise safety concerns
- Detection and prevention of retaliation

5.0 MSA Opportunities for Improvement (OFI's)

5.1 Focus Area 1: Leadership

- Clear expectations and accountability
- Demonstrated safety leadership

5.2 Focus Area 2: Employee Engagement

- Personal commitment to everyone's safety
- Mindfulness of hazards and controls
- Job characteristics

5.3 Focus Area 3: Learning Organization

- Use of operational experience
- Questioning Attitude

5.4 Focus Area 4: Safety Conscious Work Environment

- Internal avenues of redress
- Alternative problem identification process

6.0 EurekaFacts Common Themes

EurekaFacts recommended that MSA review and address employees' perspective on eight common themes. These themes represent responses from SCWE survey participants who were given the opportunity to provide written comments based on the question: *“What one thing would you recommend to improve safety in your company?”* Participant responses were categorized and binned as follows:

6.1 Streamline the Safety System

- Large volume and inundation of safety information
- Safety information may not be relevant to employees work
- Regulations are difficult to understand
- Large number and complexity of safety programs

6.2 Set clear expectation and accountability

- Changes in incentive programs and/or discipline for unsafe behavior

6.3 Prioritize safety over production, costs and schedule

- Pressure to meet production schedules and deadlines

6.4 Reduce fear of retaliation for reporting safety concerns

- Personal experience witnessing or hearing about retaliation for bringing up safety concerns

6.5 Improve resolution of reported problems

- Dissatisfaction with resolutions to reported problems

6.6 Address staffing and skill deficiencies resulting from layoffs

- Workforce is understaffed and more inexperienced due to layoffs increasing the risk for safety incidents

6.7 Increase communication across units and between management and workers

- Greater communication is needed among managers, employees, companies, and work units for projects

6.8 “Listen to the workers”

- Senior managers spend time in the field to observe work, show support and better understand day-to-day activities

7.0 Summary of MSA Initiatives and Actions

7.1 Focus Area 1: Leadership

MSA senior management and supervisors demonstrate high values of leadership through:

- An integrated approach to the management of risks,
- High-level of expectations via work planning, pre-job briefings and Weekly Safety Starts and procedures
- Evaluation of hazards, implementation of controls, and prioritization of safety in cost and schedule, prior to the work being performed
- Timely resolution of identified safety issues

DOE Policy 450.4, *Safety Management System Policy*, defines the expectation that DOE facilities will be operated in accordance with an approved ISMS. Consistent with the requirements of ISMS verification review protocols, MSA successfully completed both Phase I and II verification reviews of their system description and field implementation in 2010. MSA was further recognized in its' entirety as a DOE VPP STAR Site during fiscal year 2012.

MSA conducts its work to the highest environmental, safety, health & quality standards, implementing a strong safety culture into work activities. MSC-POL-5053, *Mission Support Alliance Policy for Environment, Safety, Health & Quality*, is based on the principles of an Integrated Management System (IMS). The programs, policies and processes that ensure the safety of the environment, the public, and the worker, are evaluated and assessed for feedback to determine opportunities for improvement. MSA established leading indicators that have been incorporated into its Contractor Assurance System (CAS) to monitor data-points that, in combination with other inputs, provide a constant view of the safety culture health. An ISMS Surveillance Team made up of bargaining unit, managers, and exempt personnel was established to continuously monitor field activities, conduct focused assessments, and provide input to management so value added activities and improvements can be effectively identified and implemented. While these actions have improved safety culture at MSA, management recognizes that a dynamic organization needs to be constantly monitored and minor adjustments implemented to ensure the safety of the environment, public, and worker.

The comprehensive review of MSA safety culture indicators identified the following areas for improvement:

- Set clear expectations and accountability
- Improve demonstrated safety leadership

The “common themes” from the SCWE report associated with Leadership are as follows:

- Set clear expectations and accountability
- Prioritize safety over production, cost, and schedule
- Add staffing and skill deficiencies resulting from layoffs
- Improve resolution of reported problems

7.2 Focus Area 2: Employee Engagement

MSA employees participate in a number of activities that ensure safety awareness is paramount. Employee involvement in the work control process ensures hazards in work areas are identified and effectively controlled. Participation in pre-job briefings and post job feedback is encouraged

to enhance the safe performance of work, especially via our Enhanced Work Planning protocols. Employees provide input in a number of arenas including:

- Zero Accident Councils (ZAC's)
- Issue/accident reviews
- Safety recognition events
- Completion of scheduled training
- VPP interviews
- Using "Stop Work" authority
- Worker engagement with the HAMTC and HGU Safety Representatives
- Participation in the development and maintenance of Site Wide Safety Standards

The comprehensive review of MSA safety culture indicators identified the following areas for improvement:

- Personal commitment to everyone's safety
- Mindfulness of hazards and controls
- Job characteristics (reasonable workload, balanced priorities, safe work environment)

The "common themes" from the SCWE report associated with Employee Engagement are as follows:

- Worker involvement
- Job characteristics/descriptions
- Streamline safety systems

7.3 Focus Area 3: Learning Organization

A critical element of safety culture is establishing and maintaining the attributes of a learning organization. MSA utilizes a number of processes and activities to ensure strengths are recognized, shared, and rewarded while weaknesses are addressed with adequate nurturing to avoid major disruptions in work processes and safety. MSA has effectively implemented the ISMS Surveillance team to provide this input and raise management awareness of field status, pre-imminent issues, and worker attitudes toward work environment. The input of the team is combined with leading indicators to provide indication of the health of MSA safety culture.

MSA stewardship of this principle has resulted in many positive outcomes including reduced injuries and significance of personal injuries and declines in total recordable case (TRC) and days away, restricted, or transferred (DART) rates. However, MSA's goal of (Target) Zero injuries has not been attained. In our continued quest for ZERO injuries, the following areas were reviewed for possible improvements:

- Use of operational experience
- Questioning attitude
- Behaviors associated with the attributes of the MSA SCWE

The "common themes" from the SCWE report associated with Learning Organization are as follows:

- Increase communications unilaterally between management and workers
- Listen to the workers

7.4 Focus Area 4: Safety Conscious Work Environment (SCWE)

SCWE is a culture whereby all employees feel free to raise safety concerns without fear of retribution. MSA will continue to emphasize the variety of avenues available to personnel and that personnel are aware of the detection and/or prevention of retaliation. Communications from the MSA Independent Oversight Organization informed employees of processes available for raising issues, encouraged employees to raise issues when necessary, and affirmed MSA's commitment to a retaliation-free work environment. Monthly meetings are held where employee feedback is encouraged to share and address safety issues. Safety issues are reviewed, compiled, reviewed, and shared on a monthly basis to ensure minor safety issues are addressed in a timely manner. These processes and activities provide leading indicators of MSA safety culture and will continue to be an integral part of daily operations.

MSA Independent Oversight has taken the lead in responding to the SCWE weakness regarding employee knowledge of Differing Professional Opinion (DPO). On February 25, 2013, a General Delivery Message was distributed to all MSA Employees on the subject: **Differing Professional Opinion for Technical Issues Involving Environmental, Safety and Health Technical Concerns**. To ensure this process is consistently implemented, MSA Procedure, MSC-PRO-14616 Rev 1, *Differing Professional Opinions for Technical Issues Involving Environmental, Safety and Health* was revised to include changes in DOE Order 442.2 with an effective date of April 9, 2013.

The comprehensive review of MSA safety culture indicators identified the following areas for improvement:

- Internal avenues of redress
- Alternative problem identification process

The "common themes" from the SCWE report associated with Leadership are as follows:

- Reduce fear of retaliation for reporting safety concerns

8.0 Activities and Schedule

Number	Focus Area OFI's (EurekaFacts Common Themes – Sec. 6)	Action	Due Date	Completed
Reference Sec. 7.1	Overall Objective - Improve Safety Culture Leadership			
8.1.1	Improve safety communications EurekaFacts – Sec. 6.7	Complete actions in attached communications plan. (draft)	9/2014	
8.1.2	Emphasize expectations and accountability for safety EurekaFacts – Sec. 6.2	Revise MSC-5053 to include Safety Culture		8/27/12
8.1.3	Improve demonstrated safety leadership EurekaFacts – Sec. 6.8	Develop a strategy for enhancing supervisor/SME field leadership and mentoring of the workforce and assess implementation	11/30/13	
8.1.4	Improve demonstrated safety leadership EurekaFacts – Sec. 6.3	Participate and support the DOE-Wide Safety Culture Training	Ongoing	
8.1.5		Perform effectiveness assessment of Safety Culture Leadership improvement actions	2 nd Qtr FY 2014	
Reference Sec. 7.2	Overall Objective - Improve Employee Engagement			
8.2.1	Improve employee awareness of hazards and hazard controls	Develop Safety Start on Hazards Awareness and Hazard Controls	FY 2013	1/14/12 3/11/13 5/13/13
8.2.2	Determine level of impacts due to reduced resources (Job Characteristic) EurekaFacts – Sec. 6.6	Perform employee workload assessment to ensure assigned work is performed safely	4 th Qtr FY 2013	
8.2.3		Perform follow up assessment of Safety Culture Employee Engagement attributes.	9/30/14	
Reference Sec. 7.3	Overall Objective – Improve Learning Organization attributes			
8.3.1	Improve use of operational experience resources EurekaFacts – Sec. 6.1	Develop Safety Start on utilizing operational experience resources in communications	4 th Quarter FY 2013	
8.3.2	Increase awareness of acceptance of a Questioning Attitude without retaliation EurekaFacts – Sec. 6.4	Develop & distribute General Distribution Message on raising safety concerns		12/12/12
8.3.3	Improve communications unilaterally between management & workers EurekaFacts – Sec. 6.7	Complete actions in attached communications plan. (draft)	9/2014	
8.3.4		Perform follow up assessment of Learning Organization attributes.	9/2014	
Reference Sec. 7.4	Overall Objective – Improve Safety Conscious Work Environment attributes			
8.4.1	Improve awareness of Internal avenues of redress EurekaFacts – Sec. 6.5	Develop Safety Start on MSA Corrective Action Management system.	3 rd Quarter FY 2013	
8.4.2	Improve awareness of Alternative problem identification process	Develop & distribute General Distribution Message on Differing Professional Opinions Process.		2/25/13

8.4.3	Reduce Fear of Retaliation for Reporting Safety Concerns EurekaFacts – Sec. 6.4	Continue the MSA sensitivity training for all employees	12/30/13	
8.4.4		Perform follow up assessment of Safety Conscious Work Environment attributes.	Ongoing	

MSA Safety Culture Communication Plan – 2013

Purpose:

Hanford Advisory Board (HAB) letter, HAB Consensus Advice # 260, to DOE dated September 7, 2012, identified suggestions for improvement of “worker ownership of ISM Systems”. Specifically, “augment safety culture associated attributes by.... open two-way communication on all issues with the employees and the externally interested public...”.

Further review of MSA safety culture data indicates a need to improve communications emphasizing management leadership and expectations for safety and employee engagement and feedback. In addition, two of the SCWE Focus Areas recommend robust communications to enhance safety culture attributes for highly efficient companies.

Objective / Audience:

Utilizing established communication channels for distribution of information to employees, MSA will distribute safety culture information to MSA employees, other Hanford Site Contractors, and externally interested public as determined by MSA SHQ&T Deputy VP, thereby improving safety culture awareness of the designated audiences.

Goals & Tools:

1. Quarterly, develop a Weekly Safety Start with a focus on a safety culture attribute
2. Develop two posters on a safety culture theme for MSA distribution
3. Ensure 25% of selected safety slogans reflect attributes of safety culture
4. Share safety culture indicators at ZAC meetings on a quarterly basis
5. Communicate Safety Culture effectiveness assessment results to employees
6. Quarterly, include a status of safety culture activities at PZAC Meetings
7. Develop and distribute an employee message on safety culture from the MSA President & Chief Operations Officer
8. Develop and implement Safety Culture Training for MSA employees under the guidance of DOE-HQ Safety Culture Lead.
9. Utilize "Safety Sleuth" campaign to address safety culture weaknesses

Attachment A

Mission Support Alliance Policy for Environment, Safety, Health and Quality MSC-POL-5053, Rev. 3 Effective Date: August 27, 2012

The Mission Support Alliance (MSA) believes that achieving zero accidents, incidents, and damage to the environment is not only possible, it is the logical outcome of a highly engaged, safety conscious and empowered workforce. The MSA management team is actively engaged with our workforce to convey this expectation and to learn from our employees. MSA Line Managers take responsibility for safe and efficient conduct of work to ensure protection of the workers, the public, and the environment. All MSA work is conducted within well-defined Scopes of Work that identify the Line Manager and clear ESH&Q responsibilities. MSA employees support a strong safety culture, utilizing knowledge and skills while exercising authority and responsibility to stop unsafe acts, incidents, and report non-compliances without fear of reprisal. To achieve this end, the following principles apply to the entire MSA:

Management Systems to Ensure Zero Accidents, Injuries, or Incidents: Target Zero

The MSA operates in an Integrated Management System (IMS) that has central to it an Integrated Safety (including Environment, Health and Quality) Management System (ISMS) that infuses safety, quality, and environmentally sound operations into all we do. IMS/ISMS functions to ensure that requirements, best practices, and lessons learned are conveyed into our work activities such that our goal of quality service work delivered in a safe and environmentally sound manner is realized. MSA utilizes an Environmental Management System within its ISMS to put into practice MSA's commitment to operating in an environmentally safe and sustainable manner that result in no unplanned releases or damage to the environment. The expectation that excellence extends to all that we accomplish using strong Conduct of Operations, and a robust safety culture integrated with a disciplined Project Management approach is inherent in all we do. This approach allows the MSA to continuously improve operational efficiency while reducing injuries, accidents or incidents as we strive to achieve our "Target Zero"

Safety Culture

MSA fully supports a strong, positive safety culture that is characterized by communications founded on mutual trust, shared perceptions on the importance of safety, and by confidence in the effectiveness of preventive measures. The MSA Senior Management Team sets the tone and expectations for the entire organization. Expectations are transparent, understood, and enforced. The foundation for a robust safety culture involves worker partnering with management. MSA continually works to maintain a strong partnering relationship with applicable Bargaining Unit members and leadership. Additionally, MSA maintains a strong safety culture through activities such as employee safety skills and training, recognition and rewards, reviewing performance indicators, and participation in Safety Councils, Safety Logs, incident analysis, and assessments.

Effective Communication and Involvement

We effectively communicate across the MSA, with our customers, and with stakeholders. The MSA management team is frequently in the field, demonstrating a visible presence and commitment to safety. Our workers are involved in the processes where policies are determined. The MSA workforce has the “tone at the top” from its management, and management has a “sense of the workforce.”

Investigations, Corrective Actions, and Continuous Improvement

Incidents, injuries, and accidents are investigated, causal analysis performed, and corrective actions developed and tracked to closure. The MSA scans the organization via extent of condition reviews to ensure that like events are eliminated from the MSA. MSA takes aggressive action to resolve ESH&Q and security issues, and we always work continuously to improve our operations. Our workforce, stakeholders, and customers are involved in these investigations and corrective actions.

Training

MSA employees receive initial and ongoing safety training to ensure worker awareness of hazards and controls remain current while improving basic skills in all aspects of our work, especially in safety, security, compliance with environmental requirements, and the achievement of quality. High performance training is conducted at the Volpentest HAMMER training facility and at other MSA locations to provide our workers with positive safety culture across MSA.

Credible Oversight

The MSA has a credible and routine oversight program focusing on continuous improvement through performance assessment activities and pre-incident planning, resulting in exemplary performance assurance and compliance. Criteria driven assessments provide the information for informed decisions that improve our performance, as opposed to being “event-driven”, where improvements are made only in reaction to events.

Community Engagement

The MSA enthusiastically shares best practices with our community and regional workforce by supporting the Voluntary Protection Program, International Standards Organization, and other certification programs. The MSA believes it is our responsibility to sponsor opportunities to enhance the safety and environmental quality of the region.

This Policy partially implements ISMS Guiding Principles #8, Worker Involvement, #9, Senior Management Involvement and ISMS Core Function #1, Define the Scope of Work.

APPENDIX A

SAFETY CULTURE METRICS

MSA Safety Culture Continuous Improvement Plan

2012 Hanford Climate Survey Report Questions	Eureka Facts	DOE Good Practices Review	MSA ISMS Surveillance Team FY11	MSA ISMS Surveillance Team FY12	MSA HGET Data	MSA VPP Trimester Data	Eureka Facts Strengths	Eureka Facts Opportunities for Improvement (OFIs)	MSA Strengths	MSA Opportunities for Improvement (OFIs)
FOCUS AREA 1: LEADERSHIP										
Clear Expectations and accountability	73.6%	83.6%	28.2%	62.9%	95.1%	96.0%				62.9%
1. Senior management's expectations regarding safety and quality are clearly communicated.										
2. My immediate supervisor is intolerant of conditions or behaviors that have the potential to increase safety hazards.										
3. Personnel at all company levels are held accountable for standards and expectations.										
Management engagement and time in field	74.7%	72.2%	81.2%	90.9%	96.2%	96.0%			90.9%	
4. My immediate supervisor listens to and acts on real-time operational information.										
5. My immediate supervisor gives me useful feedback about how to improve my performance.										
6. My immediate supervisor manages people effectively, including dealing with difficult or emotional situations.										
Risk-informed, conservation decision making.	74.2%	76.4%	61.5%	81.9%	97.4%	90.0%				
7. My immediate supervisor supports my right to stop work if I see something unsafe.										
8. Unusual or unexpected conditions that may have an impact on safety are promptly investigated and resolved.										
9. My company consistently makes decisions that support safe, reliable operations.										
10. My company sacrifices the quality of our products/ services in order to meet schedule/deadlines.										



MSA Safety Culture Continuous Improvement Plan

2012 Hanford Climate Survey Report Questions	Eureka Facts	DOE Good Practices Review	MSA ISMS Surveillance Team FY11	MSA ISMS Surveillance Team FY12	MSA HGET Data	MSA VPP Trimester Data	Eureka Facts Strengths	Eureka Facts Opportunities for Improvement (OFIs)	MSA Strengths	MSA Opportunities for Improvement (OFIs)
11. Management allocates resources to meet safety needs.										
<i>Open communication and fostering an environment free from retribution.</i>	76.0%	79.0%	62.0%	94.3%	95.5%	96.0%			94.3%	
12. Managers in my company apply the disciplinary process fairly and consistently.										
13. My immediate supervisor encourages me to make suggestions to improve safety or quality.										
14. I feel free to talk about work related issues with someone more senior than my immediate supervisor when I need to.										
15. I feel free to approach my immediate supervisor regarding any concern.										
16. There is honest communication about safety issues in my immediate workgroup.										
<i>Demonstrated safety leadership</i>	74.7%	84.8%	24.4%	56.2%	93.3%	94.0%				56.2%
17. Senior management sets high standards for safety performance through their own actions.										
18. Senior management actions demonstrate that safety is just as important as meeting production goals.										
19. Managers in my company show concern for workers' well-being.										
19a. My immediate supervisor supports compliance with procedures.										
<i>Staff recruitment, selection, retention, and development</i>	74.5%	*	54.5%	83.0%	93.8%	92.0%			83.0%	



MSA Safety Culture Continuous Improvement Plan

2012 Hanford Climate Survey Report Questions	Eureka Facts	DOE Good Practices Review	MSA ISMS Surveillance Team FY11	MSA ISMS Surveillance Team FY12	MSA HGET Data	MSA VPP Trimester Data	Eureka Facts Strengths	Eureka Facts Opportunities for Improvement (OFIs)	MSA Strengths	MSA Opportunities for Improvement (OFIs)
20. My management ensures that my company has the right level of technical/staff experience and education to accomplish our mission.										
21. People in my immediate work group continually try to improve our performance.										
22. My company values and practices learning from past experience and mistakes.										
23. My immediate supervisor supports my professional development.										
FOCUS AREA 2: EMPLOYEE ENGAGEMENT										
<i>Personal commitment to everyone's safety</i>	91.2%	90.9%	54.3%	70.6%	95.7%	86.6%	90.6%			70.6%
24. I understand my responsibility for safety.										
25. My company has clearly defined and written:										
25a. a) Roles related to safety										
25b. b) Responsibilities related to safety										
25c. c) Authorities related to safety										
26. Members of my immediate workgroup are willing to identify errors, deficiencies, or potentially unsafe or poor quality conditions.										
27. I am responsible for taking action (i.e., stop work, report it, caution others) when I see a potentially unsafe condition.										
<i>Teamwork and mutual respect</i>	77.2%	82.9%	62.8%	70.7%	96.2%	92.0%				
28. Within the last year, I have <u>NOT</u> observed retaliation among my peers.										



MSA Safety Culture Continuous Improvement Plan

2012 Hanford Climate Survey Report Questions	Eureka Facts	DOE Good Practices Review	MSA ISMS Surveillance Team FY11	MSA ISMS Surveillance Team FY12	MSA HGET Data	MSA VPP Trimester Data	Eureka Facts Strengths	Eureka Facts Opportunities for Improvement (OFIs)	MSA Strengths	MSA Opportunities for Improvement (OFIs)
29. I feel comfortable enough to express my opinion when discussing safety issues with my team even if that means disagreeing with colleagues.										
30. The people I work with are willing to help each other, even if it means doing something outside their usual activities.										
31. My coworkers look out for each other's safety.										
32. At the Hanford Site, organizational boundaries do <i>NOT</i> affect how we work as a team.										
Participation in work planning and improvement	84.4%	62.5%	50.0%	96.3%	97.1%	91.0%	86.6%		96.3%	
33. I feel I can personally stop work.										
34. I am encouraged to come up with new and better ways of performing work.										
Mindfulness of hazards and controls	73.7%	*	47.6%	60.2%	96.2%	89.0%				60.2%
35. My company corrects problems the first time they are identified.										
36. My coworkers actively look for equipment or facilities that may be unsafe.										
37. My coworkers take the necessary precautions during their work to avoid hazards.										
Job Characteristics	69.2%	*	71.4%	*48.0%	97%	87.0%		76.4%		
38. My workload is reasonable.										
39. Priorities of work objectives are changed so frequently I have trouble getting my work done.										
40. Physical conditions at work (for example, noise level, temperature) allow me to perform my										



MSA Safety Culture Continuous Improvement Plan

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job well.										
FOCUS AREA 3: LEARNING ORGANIZATION										
<i>Performance monitoring through multiple means</i>	75.9%	93.0%	66.6%	~55.0%	97%	76.5%				
41. My company's commitment to quality is apparent in what we do on a day-to-day basis.										
42. My company monitors key safety performance indicators (for example, incident rates, near-misses, accident rates).										
43. My company responds when safety indicators show that performance is degrading.										
<i>Use of operational experience</i>	73.3%	78.1%	75.0%	75.0%		82.0%		79.2%		
44. We use "lessons learned" from events at Hanford and elsewhere to improve safety and performance.										
45. The information received from regular safety meetings (such as Tailgate) enables me to do my job more safely.										
46. Mistakes are used as opportunities to learn rather than blame.										
<i>Creditability, trust, and reporting errors and problems</i>	80.6%	83.7%	83.3%	87.0%	92.4%		84.2%			
47. In my company, people are willing to report safety issues.										
48. There is a feeling of trust and respect in my immediate work group.										
49. My immediate supervisor is trustworthy.										
<i>Questioning Attitude</i>	71.6%	85.7%	62.5%	*	95.9%			77.4%		



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50. I am treated with dignity and respect when I raise a safety issue.										
51. My company has established an environment where people can challenge our traditional ways of doing things.										
52. I feel comfortable expressing differing opinions within:										
52a. My company										
52b. My immediate work group										
Effective resolution of reported problems	77.1%	78.4%	66.6%	88.9%	96.6%	92.0%				
53. Management takes action to investigate and correct accidents and incident.										
54. I am confident that safety concerns I raise will be listened to and acted on.										
55. Management acts decisively when a safety concern is raised.										
Effective safety/general communication	77.1%	71.9%	55.8%	70.1%	95.5%	94.0%				
56. My company communicates important information in a timely manner.										
57. My immediate supervisor informs me about risks associated with my work.										
FOCUS AREA 4: SAFETY CONSCIOUS WORK ENVIRONMENT (SCWE)										
Management support/encouragement to raise safety concerns	78.1%	79.2%	85.0%	97.3%	96.4%	94.0%	84.0%		97.3%	
58. Management at all levels encourages me to raise safety concerns through my avenue of choice.										
59. I believe my immediate supervisor wants me to report any concerns I might have.										



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60. I am free to raise safety concerns without fear of retaliation.										
61. If I raise a safety issue to my immediate supervisor:										
61a. The issue/opinion is listened to										
61b. The issue/opinion is resolved in an open/transparent manner.										
61c. The issue/opinion is resolved promptly.										
61d. Feedback is provided to me in a timely manner.										
Internal Avenues of Redress								74.4%		
Corrective Action Systems	55.0%	81.6%	75.0%	*	95%	82.0%				
62. I am confident my company's corrective action system:										
62a. Effectively prioritizes issues.										
62b. Provides both traceability and transparency in how issues are resolved.										
62c. Enables rapid response to imminent problems while closing minor issues in a timely manner.										
62d. Is supported by company senior management										
63. My company's corrective action system is easy to use.										
Other Avenues of Redress	56.0%	79.0%	*	*	*	*				
64. I am comfortable raising concerns to:										
64a. A Union Safety Representative, if applicable										



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64b. Human Resources										
64c. Labor Relations										
65. I am comfortable discussing concerns with a DOE Facility Representative without fear of retaliation.										
Alternate Problem Identification Processes								74.0%		
Differing of Professional Opinions Process	38.9%	*	*	*	*	*				
66. I am aware of the DOE Differing Opinion process.										
Contractor Employee Concerns Programs	76.6%	*	*	**	97.8%	*				
67. I know how, or who to contact, to submit a concern with my company's Employee Concern Program.										
68. I believe senior management supports my company's Employee Concerns Program.										
69. If I were uncomfortable raising a concern through other means, I would raise the concern with my company's Employee Concerns Program.										
DOE Employee Concerns Programs	67.1%	*	**	**	96.8%	**				
70. I know how, or who to contact, to submit a concern with the DOE Employee Concerns Program.										
71. I believe senior management supports the DOE Employee Concerns Program.										
72. If I were uncomfortable raising a concern through other means, I would raise the concern with the DOE Employee Concerns Program.										
Detection & Prevention of Retaliation	76.9%	80.7%	*100.0%	*66.7%	*	**	87.4%			



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73. Within the past year I have <i>NOT</i> experienced retaliation for raising a safety issue/concern from:										
73a. My immediate supervisor										
73b. Any of my company managers										
73c. My peers										
73d. DOE										
73e. For the purpose of this survey, a chilling effect exists when an employee is unwilling or unable to raise a safety concern because he/she fears reprisal for doing so. In my opinion.										
74. A chilling effect does <i>NOT</i> exist in my immediate workgroup.										
75. If I were aware of a chilling effect, I would report it.										
Work Environment Assessment	45.9%	*	*	*	*	*				
76. The work environment in my company has improved over the past year.										
Organizational Trust	76.4%	84.1%	36.3%	*80%	94.1%	*				
77. I trust my company to do the right things to protect environmental and public safety.										
78. I trust my company to do the right things to protect workers' safety and health.										
Overall Satisfaction with Organization	71.6%	*	*	*	*	*				
79. I would recommend my company as a good place to work.										
Senior Management Assessment	49.6%	83.2%	*	*	94.4%	*				
80. In your judgment, with all things considered, how good a job is your senior management doing:										



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80a. In stating objectives clearly										
80b. Establishing priorities										
80c. Making decisions promptly										
80d. Providing leadership										
80e. Communicating with people										

* Not enough observations to make a thorough analysis

