



UCOR
URS | CH2M
Oak Ridge LLC

*Safely Delivering the Department of Energy's Vision
for the East Tennessee Technology Park Mission*

UCOR Nuclear Safety Culture Training Module 31238, Rev. 0



Training Objectives

This training should provide a basic understanding of :

- The Definition of Nuclear Safety Culture
- Principles of a Healthy Nuclear Safety Culture
- The Definition of a Safety Conscious Work Environment
- DOE's and UCOR's Leadership Commitment
- The Elements of Trust
- Actions that Impede Communications and Trust
- Types of Retaliation and Associated Actions
- Employee Responsibilities
- Leadership Responsibilities



Definition of Nuclear Safety Culture

- **Nuclear Safety Culture** – An organization's value and behaviors modeled by its leaders and internalized by its members that serve to make nuclear safety the overriding priority.

Definition Encompasses

- Conventional/industrial safety
- Industrial hygiene
- Radiological safety
- Environmental safety

Principles of a Healthy Nuclear Safety Culture

1. **Personal accountability** - everyone assumes responsibility for safety
2. **Leadership display of values** – leaders demonstrate a commitment to safety in their actions
3. **Trust and respect** - permeates the organization
4. **Decision making reflects safety first** – planning and controlling work activities is implemented so that safety is maintained

Principles of a Healthy Safety Culture

5. **A questioning attitude is encouraged and embraced** – avoid complacency and continuously challenge existing conditions
6. **Problem identification and resolution** – issues are properly and expeditiously identified, evaluated, and corrected
7. **Organizational learning** - embraced and apparent
8. **Safety undergoes constant examination** – continuous learning

Safety Conscious Work Environment (SCWE)

A work environment in which personnel feel:

- empowered to raise safety questions without fear of retaliation
- management wants to hear and willingly listens to concerns
- issues are managed through constructive and timely processes



Leadership Commitment

The Safety Conscious Work Environment Policy Statement outlines DOE's and UCOR's commitment to foster and maintain an environment where employees are encouraged to raise safety concerns and where concerns are addressed promptly.



Safety Conscious Work Environment Policy Statement

This policy establishes Oak Ridge Office of Environmental Management's (EM) and UCOR's commitment to foster and maintain a safety-conscious work environment in all facilities and for all work. This policy is based on the following principles:

- Safety is a prerequisite for all work. Our expectation is that every employee goes home in the same condition in which he or she came to work. Our goal is zero injuries.
- All employees are encouraged and expected to promptly report all injuries and illnesses.
- All employees are encouraged and expected to have a questioning attitude and suspend/stop work if they feel a job cannot be done safely.
- All members of the EM and UCOR leadership team, up to and including the EM Acting Manager and the UCOR President and Project Manager, have an open door policy, especially pertaining to safety.
- Employees have, and are encouraged and expected to use, multiple venues to express safety concerns. These include but are not limited to their management chain and Employee Concerns.
- Employee involvement is the cornerstone of our safety culture and is essential to the successful implementation of the Integrated Safety Management System (ISMS), Nuclear Safety, the Voluntary Protection Program, Behavior Based Safety, and other ESH&QA program elements.
- Employees are encouraged to raise safety issues and concerns without fear of reprisal. The EM/UCOR leadership team will address and resolve issues and concerns in a timely manner.

Signature of Leo Sain

Leo Sain
UCOR President & Project Manager

Signature of Sue Cange

Sue Cange
Acting Manager, DOE
Office of Environmental Management

The Elements of Trust



1. Openness and honesty
2. Demonstrated concern for safety
3. Competence - leadership
4. Reliability – reliable and consistent in communication and actions
5. Identification – identifies with the goals and values of the organization



Actions that Impede Communications and Trust

- **Body Language**
 - Eyes rolling
 - Sighing
 - Moaning/groaning
- **Response**
 - Questions
 - Confrontational
 - Answers
 - Dismissive
 - Untimely

Definition of Retaliation

- Retaliation is action taken against an employee in response to an issue or concern that person has made.
- Actions including intimidation, threats, restraint, coercion, or similar action taken against an employee with respect to employment (e.g., discharge, demotion, or other negative action with respect to the employee's compensation, terms, conditions or privileges of employment) as a result of the employee's disclosure of information, participation in proceedings, or refusal to participate in activities described in Title 10 of the Code of Federal Regulations Part 708.5.

Examples of Retaliation

- Adverse actions may include:
 - hostile attitudes
 - undeserved changes in job assignments or shifts, time off without pay, and terminations
 - undeserved negative performance evaluations
 - undeserved demotions
 - undeserved wage reductions
 - undeserved disciplinary measures

Employee Responsibilities



1. Maintain a questioning attitude
2. Focus on performing work safely
3. Adhere to all procedures and policies
4. Adhere to high ethical and performance standards
5. Raise concerns promptly and suspend/stop work if necessary
6. Escalate concern if not addressed
7. Act professionally and treat others with respect
8. Respect the right of others to raise concerns
9. Demonstrate a concern for safety
10. Honesty in communication and actions

Leadership Responsibilities

- Demonstrate safety leadership
- Field presence
- Decision making
- Communicate
- Listen
- Respect – demonstrated through all actions
- Facilitate employee involvement



Leadership Responsibilities



- Internalize the elements of trust
- Encourage raising concerns without retaliation
- Hold accountable (culpable) anyone who engages in retaliation
- Appropriate decision making
- Provide sufficient resources and time to complete a task
- Follow site policies and procedures
- Observe work and provide feedback
- Investigate concerns promptly and provide feedback
- All employee responsibilities previously listed

Case Study 1 – Discuss the following:

1. The supervisor's actions
2. Paul's reactions
3. Paul's team members' reactions
4. Forms of retaliation that occurred from supervisor and team members
5. How the employees' actions could lead to failure to stop work for safety related issues
6. The effectiveness of the work planning process

Case Study 2 – Discuss the following:

1. Discuss the directive that Phil and Paul should use to resolve the technical decision (PROC-CT-1515, Differing Professional Opinion Process).
2. According to PROC-CT-1515, what actions should Phil take?
3. What is the process for a Differing Professional Opinion to be reviewed?

Questions?

