

**United States Government****National Nuclear Security Administration (NNSA)****Savannah River Field Office (SRFO)**

# Memorandum

**DATE: September 11, 2014****REPLY TO****ATTN OF: NA-00-SV (Voldness, 803-208-1517)****SUBJECT: Defense Nuclear Facilities Safety Board (DNFSB) Recommendation 2011-1 Implementation Plan  
Action 2-12, Safety Culture Sustainment Tools****TO: James McConnell, Associate Administrator for Infrastructure and Operations (NA-00)**

*The U.S. Department of Energy Implementation Plan for Defense Nuclear Facilities Safety Board Recommendation 2011-1* (December 2011) requires that proposed site-specific safety culture sustainment tools be submitted to Programs Secretarial Officer (PSOs) for approval, including concurrence by the DOE Chief of Nuclear Safety, NNSA Chief of Defense Nuclear Safety, or the Office of Science Chief of Nuclear Safety.

This memorandum meets this commitment by identifying those actions which the Savannah River Field Office (SRFO) will implement with the intent of developing a well-defined safety culture program with continuous improvement as a primary attribute of the program. SRFO actions include:

Action #1: SRFO will conduct a self-assessment for the purpose of identifying the state of the field office safety culture. Although SRFO was included in the scope of an assessment of NNSA safety culture conducted in April and May of 2013, the information contained in the report was not sufficient to adequately identify strengths and weaknesses of the field office safety culture. Actions to improve and sustain the field office safety culture (e.g., training, assessments) will be identified using the results of this assessment. This self-assessment will be completed in September 2015.

Action #2: SRFO will work with the DOE-SR office to exchange lessons learned and to standardize the site safety culture program and contractor expectations where possible. This will include participation in a proposed SRS Safety Culture Monitoring Panel which will include DOE-SR and all major site contractors.

Action #3: SRFO will monitor implementation and verify effectiveness of the Savannah River M&O contractor Safety Culture Sustainment Plan (attached) in SRS Defense Program facilities.

Action #4: An SRFO Point of Contact (Chuck Voldness) has been designated who will serve as a focal point for safety culture-related actions, issues and concerns pertaining to SRFO and SRS Defense Programs facilities. Specific responsibilities will include evaluating assessment and survey results, proposing actions necessary to correct and/or strengthen the safety culture and acting as the SRFO safety culture liaison between SRFO and the M&O contractor, DOE-SR, NNSA-HQ and other NNSA sites.

If you have any questions or need any additional information, please contact Chuck Voldness of my staff at (803) 208-1517.

Sincerely,

A handwritten signature in black ink, appearing to read 'Doug Dearolph', written over a large, loopy circular flourish.

Douglas J. Dearolph  
Manager

SV:CMV:ark

COR-SRFOMA-9.11.2014-592757

Attachment:  
SRNS Safety Culture Sustainability Plan

cc:  
D. Nichols, NA-SH-1  
D. Alldridge, SRFO  
N. McFall, SRFO  
C. Voldness, SRFO

# SRNS Safety Culture Sustainability Plan



Prepared by: SRNS Environment, Safety, Security & Health  
August 2014  
SRNS-IM-2014-00040

## **Introduction**

The SRNS Safety Culture Sustainability Plan provides implementation schedules for specific tools that have been or will be developed to foster and sustain the SRNS safety culture. Safety Conscious Work Environment (SCWE) is an important element in our Integrated Safety Management System (ISMS). However, it is not treated as an independent, stand-alone program by SRNS. As a component of ISMS, SCWE has a synergistic relationship with:

- Behavior Based Safety
- Human Performance
- Performance Metrics
- Differing Professional Opinions
- Employee Concerns
- Self-Assessments and Corrective Action Management

The health of these components has a direct influence on safety culture and continued monitoring of them is necessary. The tools employed for that purpose are described within this plan.

## **Initial Safety Culture Assessment**

An independent team performed an initial self-assessment of SRNS safety culture in March 2012. The six person team was comprised of both corporate and academic resources. Using available information from the U.S. Department of Energy (DOE), Institute of Nuclear Power Operators (INPO) and Energy Facility Contractor Group (EFCOG) the team utilized approximately 40 lines of inquiry to interview over 120 personnel representing a cross section of SRNS. The self-assessment concluded that the overall safety culture at SRNS is healthy and improving, and that employees and managers do not allow production or schedule to compromise safety. The analysis resulted in both positives and areas in need of leadership / management attention.

Positive areas identified:

- Increased emphasis on safety by senior leadership
- Strong personal accountability associated with roles and responsibilities
- Expectations to follow procedural requirements in the execution of work are understood and mature across the Site
- Personnel are aware of the employee concerns program and other avenues available to them for reporting issues

Areas identified for improvement:

- Perception that some managers have a "shoot the messenger" attitude when bringing up problems or bad news
- Employees perceive mixed messages with respect to management support of, and employee participation in, Behavior Based Safety activities
- Employees perceive a different set of safety standards exist for subcontractors
- Awareness and understanding of the Differing Professional Opinion process and Employee Concerns Program
- Avenues for employee recognition are not well understood

Based on this input and other safety issues and concerns, SRNS took the following corrective actions:

- Implementation of the “Call to Action” safety improvement initiative.  
“Call to Action” was a comprehensive transformation of the SRNS safety culture focused on improvements in ten specific areas; Communication, Safety Leadership, Training, Safety Vision and Culture, Metrics, Recognition/Celebration, Individual Accountability, Safety Organization, Willingness to Challenge, and Workforce Change Management.
- Evaluation of methods to focus the SRNS safety culture vision on new employees and subcontractors
- Establishment of routine safety culture feedback surveys, including birthday month surveys
- Employee Concerns Program / Differing Professional Opinion briefings and associated quarterly employee communications
- Reinforcement of management commitment for Local Safety Improvement Teams

Since the 2012 self-assessment, SRNS has conducted / participated in the following:

- May 2012 : Written Employee Engagement Survey
- May 2013 : Structured Interview of Random SRNS sample
- July 2013 : Electronic survey using the 7 DOE-HQ questions
- July 2013 : Independent Oversight Evaluation Line Self-Assessment of SCWE
- July 2014 : Electronic survey using the 7 DOE-HQ questions
- July 2014 : Field implementation self-assessment of safety climate

Each of these efforts provided valuable feedback to SRNS and played a critical role in the development of current practices.

**The table below outlines current practices to sustain the SRNS Safety Culture:**

| ATTRIBUTE                                                              | SUSTAINABILITY                                                                                                                                                          |
|------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Leadership</b>                                                      |                                                                                                                                                                         |
| Demonstrated safety leadership                                         | Mentoring Circles, Feeder Forums, All manager meetings with safety culture discussions, monthly safety meetings                                                         |
| Management engagement and time in the field                            | Leadership Development Forum, President’s Safety Council, Management Field Observations, Senior Supervisory Watches                                                     |
| Open communication and fostering and environment free from retribution | “Ask Carol”, VP All Hands meetings, management round table discussions, Management Newsletter, Dedicated safety communicator, “Observer” newsletter, Annual Safety Expo |
| Clear expectations of accountability                                   | State of the Plant / Program, Executive Field Observation Metric, Leadership 101 sessions                                                                               |

| <b>Employee/Worker Engagement</b>                    |                                                                                                                                                                                                     |
|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Teamwork and mutual respect                          | Leaders Emerging Among Professionals (LEAP), Aspiring Mid-Career Professionals (AMP), safety communication campaigns, Local Safety Improvement Teams (LSITs), IDEAS, safety and general recognition |
| <b>Organizational Learning</b>                       |                                                                                                                                                                                                     |
| Credibility, trust and reporting errors and problems | Error Reporting, fact finding, "See Something – Say Something" campaign                                                                                                                             |
| Effective resolution of reported problems            | Corrective action process                                                                                                                                                                           |
| Performance monitoring through multiple means        | Statistical Process Control metrics, Independent Evaluation Board, periodic assessments (VPP review), safety culture birthday month surveys                                                         |
| Questioning Attitude                                 | Senior Supervisory Watch, BBS, Time-Out Program,                                                                                                                                                    |

### **Description of Ongoing and Additional Tools that will be used to Sustain and Improve Safety Culture**

#### **Safety Culture Steering Team**

SRNS established a cross functional SCWE Steering Team in November 2013. The team served as program advocates and as the review board, for both the safety culture survey results and corrective action development. The charter of this team will be broadened to encompass the additional tools detailed within this sustainability plan.

#### **Safety Culture Self-Assessments**

SRNS conducted safety culture self-assessments, consisting of electronic surveys and employee interviews. Corrective actions will be developed as necessary and results of these efforts will be shared with employees. Monthly safety culture electronic surveys will resume in January 2015. Those results will serve as a safety culture leading indicator.

#### **Review of DOE-HQ Developed Lines of Inquiry**

SRNS will review DOE-HQ-developed lines of inquiry and perform an annual self-assessment. VPP recertification, scheduled for October 2014, will be credited as an independent review. SRNS plans to conduct an additional independent review in FY16 pending available funding.

#### **Benchmarking**

Benchmarking discussions were held with the Fluor Government Group Director of Health, Safety, and Environmental in October 2013. Session topics included SCWE, Human Performance Improvement (HPI), Work Planning & Control, Contractor Assurance, and performance metrics. SRNS also hosted a Lawrence Livermore National laboratory (LLNL) benchmarking visit in April 2014. Topics included ISMS, employee engagement in safety

programs, SCWE, and employee recognition. SRNS and Savannah River Remediation (SRR) regularly share opportunities and best practices. The Site's Integrated Safety Management Integration Council (ISMIC) provides an exchange forum for all Site tenants to discuss safety issues and lessons learned. Opportunities within EFCOG for benchmarking, mentoring and self-assessments will be explored. A benchmarking trip to a DOE-Complex site will take place in FY15.

#### Incorporation of Safety Culture Concepts

SRNS incorporates safety culture concepts into most briefings and forums. SRNS will continue to utilize every opportunity to reinforce safety culture concepts through these venues. To further this effort, Consolidated Annual Training (CAT) 2016 will be modified to incorporate safety culture concepts. SRNS will also participate in planned National Training Center safety culture training and will explore opportunities to bring safety culture subject matter expert speakers to SRS.

#### Lessons Learned

SRNS will continue to monitor lessons learned as shared throughout the complex and incorporate safety culture into site lessons learned communications. A recent example of lessons learned application is the conduct of an extent of condition review of the Safety Culture Judgment of Need (JON) within the WIPP Radiological Release Event Report.

#### Webpage and Performance Measures

SRNS will consolidate safety culture information on a single webpage. SRNS currently monitors many aspects of safety culture on the company scorecard. Both leading and lagging indicators are tracked, utilizing statistical process control techniques. These performance indicators will be reviewed, modified as necessary, and placed on an individual "Safety Culture" page within the scorecard. Examples of performance measures currently being measured and a prototype layout of the scorecard follow:

| SRNS Safety Culture               |     |     |     |
|-----------------------------------|-----|-----|-----|
|                                   | Apr | May | Jun |
| <b>Organizational Learning</b>    |     |     |     |
| SRNS Employee Concerns            |     |     |     |
| SRNS Employee Concerns (Safety)   |     |     |     |
| SRNS Self Assessment Quality      |     |     |     |
| SRNS Self Assessment Timeliness   |     |     |     |
| SRNS Corrective Action Quality    |     |     |     |
| SRNS Corrective Action Timeliness |     |     |     |
| SRNS PMs Deferred                 |     |     |     |
| SRNS PMs Delinquent               |     |     |     |
| <b>Management Leadership</b>      |     |     |     |
| Executive Team MFO Performance    |     |     |     |
| MFO Performance                   |     |     |     |
| <b>Employee Engagement</b>        |     |     |     |
| SRNS Corrective Actions           |     |     |     |
| SRNS BBS Observations             |     |     |     |
| SRNS BBS % Safe Behaviors         |     |     |     |

### Schedule for Tool Development and Implementation

| Tool                                                                                                                                            | Implementation Schedule |
|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| 1. Broaden SCWE Steering Team charter to address sustainability tools                                                                           | 12/31/14                |
| 2. Compile results of survey / interviews and communicate results and corrective actions                                                        | 12/31/14                |
| 3. Initiate monthly employee safety culture survey                                                                                              | 01/31/15                |
| 4. Review the DOE-HQ lines of inquiry regarding safety culture                                                                                  | 04/30/15                |
| 5. Perform an annual self-assessment of safety culture                                                                                          | 07/31/15                |
| 6. Complete VPP recertification                                                                                                                 | 10/31/14                |
| 7. Conduct an independent review of SRNS safety culture                                                                                         | 10/31/16                |
| 8. Explore opportunities within EFCOG for benchmarking, mentoring and self-assessments                                                          | 04/30/15                |
| 9. Conduct a benchmarking visit to a DOE-complex site                                                                                           | 10/31/15                |
| 10. Review and modify employee Consolidated Annual Training (CAT) 2016, incorporating safety culture concepts                                   | 07/31/15                |
| 11. Participate in National Training Center safety culture training                                                                             | 12/31/15                |
| 12. Explore opportunities to bring safety culture subject matter expert speakers to SRS                                                         | 03/31/15                |
| 13. Develop a path forward for incorporating safety culture into site lessons learned communications                                            | 03/31/15                |
| 14. Consolidate safety culture information on a single webpage                                                                                  | 06/30/15                |
| 15. Review safety culture performance measures, modify as necessary, and place on an individual "Safety Culture" page within the SRNS Scorecard | 12/31/14                |

These tools and schedule are tracked in the Site Tracking, Analysis & Reporting system (STAR), Ref: 2014-CTS-009907.

As described in this plan, SRNS management involvement and oversight of efforts to sustain and improve our safety culture will continue. SRNS recognizes a positive safety culture is vital to the success of the SRS mission and that its dynamic components require continuous management focus.

