UNITED STATES GOVERNMENT **DEPARTMENT OF ENERGY**

memorandum

National Nuclear Security Administration
Los Alamos Field Office
Los Alamos, New Mexico 87544

DATE: SEP 11 2014
REPLY TO ATTN OF: Kimberly Davis Lebak
SUBJECT: Submission of Safety Culture Sustainment Plan for Los Alamos Site

TO: James J. McConnell, Acting Associate Administrator, NA-00, NNSA-HQ

Don F. Nichols, Chief Defense Nuclear Safety, NA-SH-1, NNSA-HQ

Reference:
1. DOE Guidance 450.4-1C, *Integrated Safety Management System Guide*, dated September 29, 2011
2. NNSA Memorandum to Distribution (Field Office Managers), from James J. McConnell, Acting Associate Administrator, NA-00, Subject: *Request for Safety Culture Sustainment Plans*, dated June 30, 2014 (COR-OPS.7.8.2014-583961)

In accordance with Reference 2, attached are Plans for the Safety Culture Sustainment of the Los Alamos Site. The Plans propose specific safety culture sustainment tools for approval by the Programmatic Secretarial Officer with concurrence by the Chief of Defense Nuclear Safety.

The Plans consist of one for Los Alamos National Laboratory (LANL), operated by Los Alamos National Security, LLC (LANS), and a separate Plan for the Los Alamos Field Office (NA-LA). The Plans identify specific sustainment tools to be used, describes the tools, and includes plans and schedules for implementation of the tools.

LANL has linked its safety culture process to the Voluntary Protection Program (VPP); therefore, many of the safety culture sustainment tools that LANL will use are part of the VPP.

If you have any questions, please feel free to contact John Krepps at (505) 665-6352 or Fred Bell at (505) 665-4856.

Kimberly Davis Lebak
Manager

Attachments

cc w/attachments:
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S. Shook, PCM-DO, LANS, MS-M722
Records Center, NA-LA
Official Contract Files, NA-LA

OPS:26RM-592032

Attachments

1. LANS Letter ADESH-14-043, Subject: *Transmission of the Los Alamos National Security, Safety Culture Sustainment Plan (2011-1 IP Action 2-12) for Review and Comment*, dated August 19, 2014
2. NA-LA Safety Culture Plan, Improving and Sustaining Our Safety Culture, dated September 3, 2014

NA-LA Safety Culture Plan

September 3

2014

Improving and Sustaining Our Safety Culture

NA-LA Safety Culture Plan

Plan Development

Weaknesses identified in the NNSA Organizational Safety Culture Evaluation that could be recognized as being specifically applicable to NA-LA were tabulated and cross walked with similar issues from the 2013 Federal Employee Viewpoint Survey Results, Los Alamos Site Office 3rd Level Subagency Comparison Report, and the Criticality Safety Program Weaknesses Resulting in an Operational Pause at the Plutonium Facility - A Root Cause Analysis of Federal Oversight, dated April 2014.

The weaknesses tabulated in the Safety Culture Crosswalk were then binned and rolled up to a small number of higher tier issues. Actions were then identified that could be used to mitigate the high level issues.

Not all issues were included and a corresponding action isn't identified for every issue that is included. Instead, actions were identified that are believed to be initially achievable and within our local span of control. We believe that when we start to show progress addressing some of the higher tier issues, those actions or the methods used to implement those actions, will serve to begin addressing the set of isolated weaknesses not specifically addressed.

Implementation and Improvement Plan

An Evaluation of Organizational Safety Culture at the U.S. Department of Energy National Nuclear Security Administration, dated July 2, 2013, states:

> *In addressing improvements, the Areas in Need of Attention should be considered and used as examples for an action that would address a behavior that would help several if not all of these points. It is not the intention that each Area of Need result in a corrective action. Developing a massive amount of corrective actions only perpetuates a compliance mentality, which is not conducive to creating and promoting a 'healthy safety culture'.*

Consistent with the statement above, the following upper tier focus areas will be addressed as part of this plan:

- Communications;
- Employee Involvement;
- Inadequate Staffing Levels; and
- Feedback and Improvement.

Safety Culture Sustainment Tools

Implement a Communication Plan with the initial goals of: • Ensuring all staff get the available information they need; • Ensuring reinforcement of important information; and • Ensuring safe methods for identifying concerns.	3/6/2015 AMBA
Charter a Safety Culture/Worker Safety Team with the initial goals of: • Being volunteer run with a management champion; • Having cross-organization rotating membership; and • The first task to establish high level goals endorsed by the NA-LA Manager.	12/12/14 AMNSM
Implement a Workload Stress Management Plan with the initial goals of: • Confronting the issue that reduced staffing results in additional and often excessive work for remaining staff; • Formalizing support requests to NA-SH and other organizations to cover areas of inadequate staffing; and • Developing exemption requests for work activities where no staff support can be identified.	3/6/2015 OOM
Implement a Feedback and Improvement Plan with the initial goals of: • Completing recurring short surveys at all hands meetings for instant feedback and current perception measurement; • Rolling up Employee Concerns to identify commonalities and lessons learned; and • Verification and communication of the disposition of identified issues.	12/12/14 AMOPS
Continuous Improvement Review with the goals of: • Validating the effectiveness of identified tools and completed actions; and • Identifying the next steps and new tools as necessary for continuous improvement in, and sustainment of, Safety Culture.	9/1/15 OOM

The NA-LA Manager is our Champion for the implementation of these tools and retains the approval authority for any necessary changes to this plan.

Next Steps

Inherent in the implementation of the identified tools is the development of stepwise actions and milestones managed through a formal management process. These actions will be developed with consideration of the specific areas in need of improvement as identified and utilized in the binning process that developed the upper tier actions identified in this plan. Assistant Managers will be assigned as champions for each identified tool and action owners will be assigned for each implementing action. Milestone dates will be tracked through the ePegasus Information Management System.

Closing

A strong safety culture requires continuing organizational learning and improvement utilizing feedback from internal and external stakeholders. These sustainment tools are intended to set initial improvement goals, identify and take actions to work toward meeting those goals, and engage management and staff to complete the actions, evaluate their effectiveness, and redefine goals and actions accordingly.

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EST. 1943

Environment, Safety, and Health
P.O. Box 1663, MS K491
Los Alamos, New Mexico 87545
505-667-4218/Fax 505-665-3811

Date: August 19, 2014
Ref: ADESH-14-043

John Krepps, Assistant Manager for Operations
Los Alamos Site Office, MS A316
Los Alamos, NM 87545

Dear Mr. Krepps:

Subject: Transmission of the Los Alamos National Security, Safety Culture Sustainment Plan (2011-1 IP Action 2-12) for Review and Comment.

Reference: NA-LA Letter OPS: 26RM-584081, dated July 13, 2014, to Dr. Carl Beard, PADOPS, LANS from John A. Krepps, Assistant Manager for Operations, NA-LA, Subject Request for Safety Cultural Sustainment Plan.

The enclosure includes LANL's Safety Culture Sustainment Plan as requested in reference 1 step 4. The plan is based on assessment findings and identifies specific sustainment tools to be used, describes the tools, and includes plans and schedules for implementation of the tools. The transmission of this sustainment plan for NA-LA consideration fulfills actions 1-4 of the referenced request.

Please contact Matthew Hardy, LANL Safety Culture Sustainment Plan Team Lead at 505-667 6335 if you have any questions.

Sincerely,

M. Sharp for MT Brandt

Michael T. Brandt, DrPH, CIH
Associate Director for Environment, Safety, & Health

GE/bjb

Attachment: LANL Safety Culture Sustainment Plan

Cy: Carl A. Beard, PADOPS, A102
Michael T. Brandt, ADESH, K491
Jose Munoz, DOE/LAFO, A316
Frederick Bell, DOE/LAFO, A316
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LANL's Safety Culture Plan

August 19

2014

Guidance provided in DOE G 450.4-1C Attachment 10 identifies three safety culture focus areas 1) leadership, 2) active employee/worker involvement and 3) continuous organization learning and several attributes associated with each one that offer the greatest potential for achieving excellence in both safety and production performance. It is LANL's belief that the success of our safety philosophy relies on the fundamentals of a deliberate safety culture, and pivot on the noted qualities of sound leadership, active employee/worker involvement and continuous organizational learning. Enclosed, based on the Safety Conscious Work Environment Assessment completed in 2013, is LANL's Safety Culture Sustainment Plan.

Sustaining and Improving Our Safety Culture

Executive Summary

LANL's recently completed 2013 self-assessment of our Safety Conscious Work Environment concluded that LANL has made substantial progress in establishing a safety conscious work environment and has a maturing safety culture. LANL's fundamental goal is to sustain the progress made while simultaneously taking actions to continue improving the implementation of DOE O 450.2 *Integrated Safety Management* and the DOE's *Voluntary Protection Program*. Aligning and implementing these programs will sustain LANL's safety culture and be a catalyst to the maturation process.

Guidance provided in DOE G 450.4-1C Attachment 10 identifies three safety culture fundamentals: 1) leadership, 2) active employee/worker involvement and 3) continuous organization learning and several attributes associated with each one that offer the greatest potential for achieving excellence in both safety and production performance. It is LANL's belief that our success relies and pivots on the noted fundamentals of a deliberate safety culture.

LANL will continue to use the continuous improvement cycle represented in Figure 1 to achieve our fundamental safety culture goals of improvement and maturation. In so doing, LANL will also continue to use and advance existing tools that have proven to be effective in establishing an improved safety culture while developing and implementing new tools that will further our progress. LANL believes that this approach is with merit given the positive feedback provided by DOE's Voluntary Protection Program review team.

Figure 1 Continuous Improvement Cycle

Implementation and Improvement Plan

It is LANL's belief that our success relies on the fundamentals of a deliberate safety culture, including sound leadership, active employee/worker involvement and continuous organizational learning. This belief is reflected in the current activities to align LANL's safety cultural efforts: SCWE, VPP and other institutional undertakings into an integrated program (see Attachment 1) that is demonstratively successful. Each of the stated attributes below is inclusive of all three fundamentals and was derived from ISM-DOE G 450.4-1C Attachment 10, INPOs presentation on "Principles for a Strong Nuclear Safety Culture, November 2004" and LANLs VPP program.

Leadership

- Ensuring that managers regularly communicate to the workforce important decisions and their bases, as a way of building trust and reinforcing a healthy safety culture. Worker understanding is periodically checked.
- Requiring that managers and supervisors practice visible leadership in the field by placing "eyes on the problem", coaching, mentoring, and reinforcing standards.
- Driving strategic decision making regarding future improvement, using five circular tenants to sustain a robust safety culture: set new annual goals and objectives, plan actions to address goals and objectives, engage the work force, monitor progress, review and analyze data.
- Promoting and inspiring operational excellence and enabling the Laboratory's mission by emphasizing leadership, employee engagement, and organizational learning.
- Reinforcing the need that LANL leadership considers the employee perspective in understanding and analyzing issues and that leadership addresses and resolves issues and concerns in a non-retaliatory and timely manner.
- Creating a work environment with a continuous improvement focus that challenges everyone from workers to managers to take of ourselves and each other.
- Understanding that management incentive programs reflect a bias toward long-term performance and safety.

Organizational Learning for Performance Improvement

- Ensuring a deep, holistic understanding that facilitates and supports significant and sustained cultural improvement.
- Ensuring that safety is a precondition for all work.
- Enabling and encouraging all employees to report all work related injuries and illnesses in a timely manner.
- Welcoming and respecting differing opinions. When needed, fair and objective methods are used to resolve conflict and unsettled differing professional opinions.

- Ensuring that employees are offered and are encouraged to use the available venues to raise safety issues and concerns without fear of reprisal or retaliation (WSST's, Safety Concerns Office, Safety Hotline, Ombudsman Program Management, etc.).
- Ensuring participation in safety culture assessments (benchmarking) at other DOE facilities, which enables information sharing and improves performance.
- Supporting a mix of self-assessment and independent oversight to reflect an integrated and balanced approach. This balance is periodically reviewed and adjusted as needed. Routine safety culture assessments are conducted and used as a basis for improvement.

Employee Engagement Focus Area

- Understanding that employee involvement is the foundation of VPP, ISMS and overall safety culture and is essential to implementation of the adopted principles.
- Creating and supporting opportunities for employee involvement (MOV's, BBS, Focus Groups, WSSTs) for the sharing of successes that impact the Laboratory's work environment.
- Ensuring that active worker participation in work planning (IWD, WMS) and improvement is present in every work place.
- Encouraging informal opinion leaders in the organization to model safe behavior and influence peers to meet high standards.
- Frequently communicating to ensure employees are well informed of the underlying lessons learned from significant industry and LANL events, and they are committed to not repeating these mistakes.

Safety Culture Sustainment tools

To validate a continued commitment to worker safety and improvement of LANL's safety culture the noted sustainment tools are listed and briefly described. Of the 55 tools listed, 47 are currently implemented. The aggregate implementation of these tools has significantly improved LANL's safety culture. LANL understands the need to update and improve existing tools, and to develop new tools that sustain performance and drive continuous improvement in our safety culture. Table 1, attached, also contains a description, purpose and the derived outcomes of these tools listed below. The tools describe in Table 1 are organized by process step as noted in the continuous improvement cycle contained in Figure 1.

A. Tools that LANL will update

1.	LANL Strategic Plan	Implemented
2.	Senior Management Performance Goals and Objectives Plan	Next update 1st Qtr. FY 2015
3.	Directorate-level Safety Improvement Plans (SIPs) Plan	Next update 1st Qtr. FY 2015
4.	Top 10 Safety Objectives Plan (Attachment 1)	Next update 1st Qtr. FY 2015
5.	Institutional Action Plan to achieve Top 10 Safety Objectives Plan	Next update 1st Qtr. FY 2015
6.	IWSST Safety Goals Plan	Next update 1st Qtr. FY 2015

B. Tools that LANL will improve

1. Facility Centered Assessment- A Safety Culture Survey will become part of the FCA.
   Improved by: November 21, 2014
2. SD100 ISM System Description Document -Revise the document to include a program description section on Safety Conscious work Environment. Improved by: September 18, 2015
3. ISM Office -Improve the organizational alignment and integration of the ISM Office with other programs that support a strong safety culture. Improved by: March 27, 2015
4. IWSST/WSST- An IWSST representative will be appointed to the Safety Culture Panel.
   Improved by: November 21, 2014
5. Safety Culture Assessment - Integrate ISM (SCWE) and VPP criteria into a single assessment.
   Improved by: September 18, 2015

C. Tools that LANL will develop and implement

1. Safety Culture Communications Program	Implemented by: November 21, 2014
2. ADESH Safety Program (metric)	Implemented by: September 25, 2015
3. WalkItDown Issue Resolution (metric)	Implemented by: September 26, 2014
4. MOV Performance (metric)	Implemented by: November 21, 2014
5. Safety Culture Panel (SCP)	Implemented by: November 21, 2014
6. Safety Culture Training Curriculum	Implemented by: June 26, 2015
7. Differing Professional Opinion (DPO)	Implemented by: March 27, 2015
8. Employee Award & Recognition Data (metric)	Implemented by: April 24, 2015

D. Tools with Ongoing Implementation

1. Leadership On Ramp Program
2. Strongly Endorsed Leadership Focus (SELF)
3. Directors Leadership Development Program
4. Integrated Leadership Development Program
5. Executive Risk Management
6. DOE Voluntary Protection Program
7. Management Observation & Verification process
8. ADESH Scorecard

9. Directorate-level SIP (metric)
10. Top 10 Safety Objectives (metric)
11. Total Recordable Case Rate (metric)
12. Days Away/Restricted or Transfer Rate (metric)
13. Occurrence Reporting and Processing System ORPS (metric)
14. Behavioral Based Safety Data (metric)
15. Occupational Injury and Illness Reporting and Investigation
16. Occurrence Reporting and Processing System
17. PAAA Program (Non Compliance Tracking System)
18. Performance Feedback and Improvement Process & Tracking System (PFI/PFITS)
19. Employee Concerns Program
20. Safety Concerns Program
21. Institutional Site Cleanup
22. Safety Culture Survey
23. Integrated Safety Management Annual Program Review
24. Participate in Safety Culture Assessments Off-site
25. Los Alamos Awards Program (LAAP)
26. Spot Awards
27. Virgin Pulse Health Initiative
28. Periodic Health and Safety Promotions
29. Focus Groups
30. Safety Committees
31. Safety Monthly Update (bi-fold)
32. Behavioral Based Safety Observations
33. WalkItDown Program
34. Industrial Hygiene Committee
35. Electrical Safety Committee
36. Institutional Radiation Safety Committee

Table One. Safety Culture Sustainment Tools

Tool [reference to number in Plan]	• Organizational Learning • Leadership • Employee Engagement	Description	Sustainment Plan Schedule Green currently utilized tools Yellow Tools to improve/ develop
Setting Goals & Objectives			
LANL Strategic Plan [A.1]	**Organizational Learning** **Leadership** **Employee Engagement**	**Description:** Today, national security threats are continually evolving and disruptive technologies have become the norm. These changes are occurring at a time of fiscal constraint. Challenging times call for exceptional technical leadership. Los Alamos can uniquely provide this leadership. We serve the nation by applying world-changing science and technology to current and emerging national and global security challenges. To fulfill our commitments, we will be cost effective, efficient, and operate with quality and reliability. We welcome a diverse workforce that ensures the talent necessary for our success. **Purpose:** To ensure: 1. We will deliver on commitments today while ensuring capabilities for an uncertain future, 2. We will make Los Alamos National Laboratory one of the best places in the world to work, and 3. We will be a laboratory that works seamlessly. **Outcome:** This document sets the stage for implementation plans that will take these themes from concepts to actions.	Implemented.
IWSST Safety Goal(s) [A.6]	**Leadership** **Employee Engagement**	**Description:** At the end of each calendar year, the IWSST reviews injury/illness data trends, safety culture survey results, and the VPP self-evaluation results to set the lab-wide annual safety goal(s) for the following year. The goal(s) are reviewed and endorsed by the LANL Senior Management Team and go into effect in January of the following year. **Purpose:** To create a safety goal(s) that is created and owned equally by	Implemented. Will be updated by January 2015.

Table One. Safety Culture Sustainment Tools

		LANL workers and managers in order to increase commitment to the goal(s). **Outcome:** Successfully meet or exceed our common annual safety goal(s) that everybody is working toward together.	
Top 10 Safety Objectives [A.4]	**Organizational Learning** **Leadership** **Employee Engagement**	**Description:** These are the objectives created and designed to meet the safety goal(s) for the year. Specific safety objectives are developed from multiple data sources. • DOE VPP Assessments and annual VPP Self-evaluations • Safety Culture Survey • Division Leader Engagement Team • SCWE Assessment **Purpose:** To increase visibility and efforts on LANL's top areas for safety improvements. **Outcome:** A team formed for each safety objective identified includes a Management Champion, WSST members, and Subject Matter Experts. This team creates a plan of action for the year to address their specific objective.	Implemented and monitored on a monthly basis. New objectives will be updated by February 2015.
Senior Management Performance Goals and Objectives [A.2]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description:** Derived from LANL mission, vision and values, the Laboratory sets long-term goals in each major mission area. Five-year strategies are developed to achieve the goals; commitments & objectives are set at the Directorate and functional level annually. **Purpose:** To create line-of-sight from functions and programs to the LANL mission and ensure demonstrable progress in achieving LANL goals. **Outcome:** Long-term outcome is achievement of goals; short-term outcome is achievement of significant strategic milestones.	Implemented.
SD100 ISM System Description Document [B.2]	**Leadership** **Organizational Learning**	**Description:** This document articulates the institutional safety requirements for all Laboratory operations and defines and elaborates on the critical aspects of the ISMS for its understanding and successful implementation to achieve Integrated Safety Management (ISM). This document is used by the entire Laboratory workforce. **Purpose:** The purpose of this document is to describe the model and construct ISM used to prescribe the procedures and processes necessary to do work safely at the Laboratory. This document fulfills the	Implemented. Action: Revise the document to include a program description section on Safety Conscious Work Environment.

		requirements under the DEAR 970.5223-1, *Integration of Environment, Safety and Health into Work Planning and Execution (Dec. 2000)* and the requirements under *10CFR 851,Worker Safety and Health Plan* **Outcome:** These requirements form the basis for the Laboratory's development of work processes, utilizing the ISM's core functions and guiding principles that flow through the organization to the site, the facilities and the workers.	
***Plans Actions to Address Goals and Objectives*- Investigation & Action Plans**			
Institutional Action Plan to achieve top 10 safety objectives [A.5]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description:** These are the detailed action plans that each of the Safety Objective Teams develop. **Purpose:** To partner workers, SMEs and manager in identifying actions that they believe will best help meet their team's safety objective. **Outcome:** A focused team, with the right mix of team members, that can successfully lead improvements in the safety area that they volunteered to address.	Implemented. Will be updated by February 2015.
Directorate-level Safety Improvement Plans [A.3]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description:** AD-specific safety improvement plans are developed and revised annually by each directorate in partnership with their WSST in order to identify a plan for improving their safety performance for the next year. **Purpose:** Identify the top areas in each AD that workers, managers and SMEs agree to target for improvements in the coming year. **Outcome:** A viable plan for addressing the top safety concerns in each directorate. The plan includes planned activities that meet the SMART criteria (Specific, Measurable, Achievable, Reasonable, and Time-bound).	Implemented and monitored on a quarterly basis. Will be updated by February 2015.
Occupational Injury and Illness Reporting and Investigation [D.15]	**Leadership** **Organizational Learning**	**Description:** A process for reporting and investigating all work-related injuries and illnesses. **Purpose:** To ensure: consistent and timely notification of events to Los Alamos National Laboratory (LANL or the Laboratory) management; consistent and timely investigation of events is performed and tracked, and that concerns are resolved; investigation data is analyzed for trends and lessons learned; and that the Department of Energy (DOE) and National Nuclear Security Administration (NNSA) are kept fully informed	Implemented. Implementation is ongoing.

		on a timely basis about events that could adversely affect the health and safety of the public or workers, the environment, the intended purpose of DOE facilities, or the credibility of DOE. **Outcome:** Trend analysis helps identify unhealthy actions, behaviors or hazardous conditions. This information is used to target occupational health and safety education activities and investment in infrastructure and engineered controls to prevent or reduce future employee work-related injuries and illnesses.	
Occurrence Reporting and Processing System [D.16]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description:** The occurrence reporting system provides managers and causal analysts with a structured approach for determining the level of rigor to be applied to an analysis, developing corrective actions, and documenting the analysis and actions. **Purpose:** To provide DOE with timely notification to the DOE complex of events that could adversely affect: public or DOE worker health and safety, the environment, national security, DOE's safeguards and security interests, functioning of DOE facilities, or the Department's reputation. The ORPS Program also requires timely investigation, analysis, and corrective action of ORPS events, based off of pre-determined DOE levels of significance per DOE reporting criteria. **Outcome:** Assists in the identification of operational safety issues that could impact worker safety. Engages LANL management and workers in the identification of the appropriate corrective actions that lead to incremental improvements to our work environment and culture.	Implemented. Implementation is ongoing.
PAAA Program (Non Compliance Tracking System) [D.17]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description:** The LANL Price-Anderson Amendments Act (PAAA) Program enhances nuclear safety/worker safety and health/classified information security by evaluating process conditions (operations, maintenance, and support functions). **Purpose:** PAAA helps LANL identify precursors so managers can take preventative steps to eliminate events, and by supporting Price-Anderson Points of Contact in identifying, reporting, and correcting nuclear safety/worker safety and health/classified information security non-compliances. **Outcome:** Assists in the identification of operational safety issues that could impact worker safety. Engages LANL management and workers in	Implemented. Implementation is ongoing.

Table One. Safety Culture Sustainment Tools

		the identification of the appropriate corrective actions that lead to incremental improvements to our work environment and culture.	
Performance Feedback and Improvement Process & Tracking System (PFI/PFITS) [D.18]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description**: The PFI process integrates institutional performance feedback ("performance feedback") and improvement methodologies at the Laboratory. **Purpose:** It is designed to provide flexibility by providing alternative approaches to collect, evaluate, and address positive and negative performance feedback. Its uses included tracking and managing. **Outcome:** Use of the system ensures that any corrective actions or improvements identified are corrected (provide object evidence) and is closed. Linked to culture corrective actions associated with ORPS and NTS reportable events.	Implemented. Implementation is ongoing.
Institutional Site Cleanup [D.21]	**Leadership** **Organizational Learning**	**Description:** To assist with cleanup issues, PADOPS has established the Site Cleanup Program (SCP), which targets removal of legacy material and equipment. **Purpose:** Program purpose is to provide for a coordinated effort to develop a functional, enduring, and efficient cleanup process that reduces cost. The program is leveraging budgets, sharing resources, and developing value-added tools by coordinating with other programs and organizations. In parallel with cleanup activities, tools for sustained good housekeeping and prevention of issues are being developed and implemented. **Outcome:** There is value in a cleaner obstacle free and safer work environment, which has a positive impact on worker perception and will lead to injury reduction.	Implemented. Execution is ongoing.
***Engagement*- Management Engagement**			
Safety Culture Panel (SCP) [C.5]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description/Purpose:** A panel of senior managers, safety program owners, and workers with diverse backgrounds who monitor the inputs most indicative of the health of the organization's safety culture to identify potential concerns in the work environment that merit additional attention by the organization. **Outcome:** The Safety Culture Panel (SCP) reports to the Site Leadership Team (SLT) that prioritize corrective actions that will lead to incremental	Action: Develop and implement a Safety Culture Panel.

Table One. Safety Culture Sustainment Tools

		improvements and create a safe work environment and improve the safety culture.	
Leadership On Ramp Program [D.1]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description:** Leadership Academy (training and development). **Purpose:** To train future leaders, this includes an understanding of the tenants of a great safety culture. **Outcome:** The Laboratory's ability to safely and securely realize mission is reliant on strong leadership across and within all Laboratory functions. The Laboratory's Talent Development Team has created more formal and reliable efforts to first identify and then develop strong leaders.	Implemented. Implementation is ongoing.
Strongly Endorsed Leadership Focus (SELF) [D.2]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description:** Strongly endorsed individuals from the Leadership On Ramp Program are invited to participate in a year-long Strongly Endorsed Leadership Focus (SELF) Program as a means of accelerating their leadership development. **Purpose:** The SELF Program begins with an off-site kick-off event that is crucial in building the cohort, gaining program commitment, and establishing foundational Individual Development Plans (IDP's). All activities during this two-and-a-half day off-site training is facilitated by Laboratory employees with leadership expertise. **Outcome:** A strong worker advocate, risk informed conservative decision making and open communication and fostering an environment free from retribution are all potential outcomes of LANL leadership training that will improve the overall safety culture.	Implemented. Implementation is ongoing.
Directors Leadership Development Program [D.3]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description:** Leadership development program to drive strategic work with quality and accountability; innovation and collaboration; and significant ROI for integrated, implementable solutions. **Purpose:** Assess & develop leadership abilities, solve significant institutional opportunities; align and renew strategic focus; build and strengthen relationship across directorates; and enable succession planning. **Outcome:** Development of senior level management.	Implemented. Implementation is ongoing.
Integrated Leadership Development Program	**Leadership** **Organizational Learning**	**Description:** The Integrated Leadership Development Program (ILDP) compliments the Director's Leadership Development Program (DLDP) and employs the same essential components for development. **Purpose:** Assess & develop leadership abilities, solve significant	Implemented. Implementation is ongoing.

[D.4]	**Employee Engagement**	institutional opportunities; align and renew strategic focus; build and strengthen relationship across Directorates; and enable succession planning. **Outcome:** Development of mid to senior level management.	
Executive Risk Management [D.5]	**Leadership**	**Description:** An Executive Management Review Board reviews institutional risk twice a month. **Purpose:** The MRB provides a formal forum where metrics and other indicators are reviewed, risk factors are evaluated, and the improvement path is discussed. **Outcome:** Risks are tracked and managed until an appropriate level of performance is achieved and risk has been reduced to a level acceptable to the Senior Management Team.	Implemented. Implementation is ongoing.
ISM Office [B.3]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description:** Integrated Safety Management (ISM) System defines how the U.S. Department of Energy (DOE) Office of Environmental Management (EM) integrates environment, safety, and health requirements and controls into Federal work activities, and oversees implementation of ISM and SCWE within EM federal and contractor activities. It explains our safety values, objectives and approach for ensuring protection to the public, worker and the environment, consistent with DOE Policy 450.4, Safety Management System Policy. **Purpose:** The LANL ISM office is established and responsible for overseeing the implementation of the core Integrate Safety Management System functions and guiding principles contained in DOE Order 450.2. **Outcome:** Improvement of the organization alignment (VPP,SCS, ISM, Etc.) Will help leverage resources and information sharing, which will lead to improvement in the effectiveness of our assessment/review processes and in our safety culture sustainment efforts.	Implemented. Action: Improve the organizational alignment and integration of the ISM Office with other programs that support a strong safety culture.
Engagement- **Employee Award & Recognition Programs**			
Los Alamos Awards Program (LAAP) [D.25]	**Leadership** **Employee Engagement**	**Description:** The LAAP award is one type of employee award generally issued for a significant contribution to the laboratory and is administered by the Los Alamos Awards Program. **Purpose:** The LAAP enables Laboratory managers to recognize exceptional contributions and noteworthy achievements of their	Implemented. Implementation is ongoing.

		employees in a timely manner. **Outcome:** Award programs that recognize workers on specific results and behaviors that are consistent with LANL'S safety culture can and do improve worker morale.	
Spot Awards [D.26]	**Leadership** **Employee Engagement**	**Description/Purpose:** The Spot Award allows for managers to provide an immediate, on-the-spot reward for performances, behaviors, or accomplishments that might go unrecognized under normal incentive awards procedures and that are more limited in scope and of shorter duration than accomplishments that would normally be acknowledged by the LAAP. **Outcome:** Award programs that recognize workers on specific results and behaviors that are consistent with LANL'S safety culture can and do improve worker morale.	Implemented. Implementation is ongoing.
VPP Star Award [D.6]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description:** This award is available to any badge-holding LANL worker for integrating safety and security into everything they do. Award recipients are announced at the biweekly IWSST meetings, receive a certificate and yellow foam star, and are featured on the VPP Star Award Recipients website. This program was created to help address one of our lowest scoring Safety Culture Survey questions. **Purpose:** To increase recognition of any LANL worker for their contribution to excellence in safety or security. This is most often a peer-to-peer acknowledgement, but anybody can submit a recognition request, and anybody can receive the recognition including LANL employees, contractors and managers. **Outcome:** To increase the level and frequency of positive recognition for any LANL worker.	Implemented. Implementation is ongoing.
Engagement **- Worker Engagement**			
IWSST/WSST [B.4]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description:** The Institutional Worker Safety and Security Team (IWSST) is comprised of a primary and alternate worker from each directorate and several management champions and is in place to address institutional safety issues. In addition to an institutional team, each directorate has a WSST at the division and/or directorate levels (80 team's total) to address local safety issues. IWSST representatives will	Implemented. Implementation is ongoing. Action: Appoint an IWSST member to the SCP when it is formed.

Table One. Safety Culture Sustainment Tools

		participate on the SCP. The IWSST Chair and Vice Chair routinely brief LANL's Director and Deputy Director on current worker safety concerns and successes. **Purpose:** To empower workers in providing safety program input and improving program implementations. Gain worker commitment to safety policies and procedures, and to give the workers meaningful input to safety and security related concerns. **Outcome:** Improved safety and security performance overall. This includes reducing the number of injuries, improving lessons learned, and increasing partnership and trust between workers and managers.	
Employee Concerns Program [D.19]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description:** The Employee Concerns Program (ECP) provides Laboratory employees and subcontractors with a mechanism to report employee concerns without fear of retaliation and to have those concerns addressed through an independent, objective evaluation. **Purpose:** LANL is committed to operating in accordance with the highest standards of ethics and compliance and with its core values of service to our nation, ethical conduct and personal accountability, excellence in our work, and mutual respect and teamwork. The ECP provides for an independent assessment of the stated commitments. **Outcome:** The program helps LANL demonstrate to customers and the public that the Laboratory is accountable for its actions and that it conducts business in a trustworthy manner. This has an overall positive impact on the organizational and safety cultures.	Implemented. Implementation is ongoing.
Safety Concerns Program [D.20]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description:** An easily web accessible safety concerns system that allows for immediate on the spot reporting. **Purpose:** This website offers a variety of Lab resources to help you find answers to safety-related questions and concerns and get your suggestions to improving workplace safety submitted to the proper person and organization. **Outcome:** The goal is to provide timely feedback and closure of issues to requests and suggestions.	Implemented. Implementation is ongoing.
Virgin Pulse Health Initiative [D.27]	**Leadership** **Organizational**	**Description:** Healthy habits prevent a range of chronic conditions and diseases and wellness has the power to transform your overall health and well-being. The Laboratory selected Virgin Pulse as its new wellness	Implemented. Implementation is ongoing.

Table One. Safety Culture Sustainment Tools

	Learning **Employee Engagement**	motivation program vendor to help employees take action. **Purpose:** The Virgin Pulse platform provides employees the tools to take an active role in their health and well-being by incentivizing physical activity and health enhancement opportunities via Health Miles (points) that translate into rewards toward health care deductible credit or cash in a Health Savings Account. **Outcome:** Improves employee morale and helps reinforce a "we care" attitude which is integral to our safety culture.	
Routine Health and Safety Promotions [D.28]	**Organizational Learning** **Employee Engagement**	**Description:** The Ergonomics, Health, and Wellness Team offers health and safety classes and fairs as part of the Laboratory's Occupational Medicine Health Promotion Program. **Purpose:** These activities are scheduled monthly and are ongoing, but include topics such as disease management (cholesterol, diabetes, etc.), injury prevention, stress management, fitness topics, and weight management. **Outcome:** Improves employee morale, reduces injury rates and helps reinforce a "we care" attitude which is integral to our safety culture.	Implemented. Implementation is ongoing.
Focus Groups [D.29]	**Organizational Learning** **Employee Engagement**	**Description:** Small teams of workers focused on solving a specific problem. They are convened to accomplish their task and then disbanded. **Purpose:** The formation of this type of team is a common occurrence through-out the laboratory given its predilection for problem solving. Team formation engages the worker in developing solutions. These types of teams are used in the VPP, SCS and ISM assessment processes. **Outcome:** Employee engagement in problem solving and driving solutions help to energize ideas and employee morale. When safety is part of this equation, which it is, it adds to the development of LANL's safety culture.	Implemented. Implementation is ongoing.
Safety Committees (General) [D.30]	**Organizational Learning** **Employee Engagement**	**Description/Purpose:** Teams of workers with expertise in a specific area who meet regularly to monitor, guide, and provide input to safety program owners and/or their management sponsor. **Outcome:** This type of focus group uses a group thought process, employee engagement and the expertise of SME's to derive solutions. The solutions created by committee are generally more effective and	Implemented. Implementation is ongoing.

Table One. Safety Culture Sustainment Tools

		considered. These groups encourage and demonstrate effective team work and allow for employee participation in work planning.	
Industrial Hygiene Safety Committee [D.34]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description:** The Laboratory Industrial Hygiene (IH) Committee recommends improvements for industrial hygiene policies, programs, and processes. The Laboratory IH Committee is chartered by and reports to the Associate Director for Environment, Safety, and Health (ADESH). **Purpose:** The recommendations assist in ensuring that Laboratory activities are conducted and workers are protected in an efficient manner and as required by the relevant regulatory requirements defined in the Laboratory's contract and consistent with accepted professional industrial hygiene practices. **Outcome:** Reduce injury and illness rates and helps ensure that safety is a precondition for all work.	Implemented. Implementation is ongoing.
Electrical Safety Committee [D.35]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description:** The ESC is the LANL Electrical Authority Having Jurisdiction (AHJ) for the Laboratory. **Purpose:** The AHJ, as specified by the National Electrical Code (NEC), will provide interpretations of the NEC and determine the acceptability of electrical equipment, assemblies, or materials. The ESC as the AHJ is the panel of peers that will provide solutions on how electrical safety can best be accomplished at the Laboratory. **Outcome:** The AHJ ensures that the Electrical Safety Program reflects best known methods and helps ensure the elimination of electrically related injuries and NEC noncompliance.	Implemented. Implementation is ongoing.
Institutional Radiation Safety Committee [D.36]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description:** The Institutional Radiation Safety Committee drives improvements in the LANL Radiation Protection Program and oversees implementation of ALARA Program policy, principles, and elements. **Purpose:** In accordance with 10 CFR 835 requirements to maintain worker doses as low as reasonably achievable (ALARA), LANL implements an ALARA Program as part of the LANL Radiation Protection Program (RPP). The Institutional Radiation Safety Committee (IRSC) is chartered by senior LANL management to oversee and help ensure implementation of the ALARA Program. The IRSC manages the ALARA goals process by reviewing, approving and tracking ALARA goals and	Implemented. Implementation is ongoing.

		dose optimization efforts by applicable line organizations. The IRSC reviews response to major radiation protection events and assessments, engages in radiological work planning, and advises Laboratory leadership on matters pertaining to occupational radiation protection. **Outcome:** The IRSC meets monthly, and additionally as necessary, to review ALARA goals, overall radiation protection program performance, and Laboratory radiation protection policy and processes. Applicable organizations specify individual and collective dose ALARA goals and commit to planned ALARA measures prior the beginning of each calendar year. Performance against these goals and implementation of committed ALARA measures are tracked throughout the year by line management and the IRSC.	
Differing Professional Opinion [C.7]	**Organizational Learning** **Employee Engagement**	**Description:** Provides a formal review process for resolving Differing Professional opinions when normal line processes and discussions have not lead to resolution. **Purpose:** A process intended to supplement, not replace, existing processes designed to address concerns. Employees first seek to resolve concerns with their first line supervisors or use established concern or complaint resolution systems. If these systems do not effectively deal with an ES&H technical concern, the concern may be submitted to the appropriate manager as described in the Attachment 2 of DOE O 442.2. **Outcome:** DPO is an element of a Safety Conscious Work Environment (SCWE) and it augments and supplements the Employee Concerns Program.	Implemented. Action: Develop a formal LANL DPO process that flows down the requirements of DOE O 442 into a LANL specific policy.
Engagement **- Training & Communications**			
Safety Culture Communications Program [C.1]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description:** An communication program designed to promote LANL's ISM , VPP and SCS integration and achievements and a range of other topics related to LANL's safety culture. **Purpose:** To supplement an already effective communication program that will continue to be used to communicate the expectations for a healthy safety culture, and the necessary behaviors. **Outcome:** This focused communication tool will help to create a more	Action: Develop a safety culture communications strategy.

Table One. Safety Culture Sustainment Tools

		informed populace which will enhance and help to sustain a strong safety culture.	
Safety Culture Training Curriculum [C.6]	**Organizational Learning** **Employee Engagement**	**Description:** An ongoing training program that provides initial and periodic refresher training on topics related to safety culture. **Purpose:** Development of a training program that helps to align LANL's organizational culture with its safety culture. **Outcome:** To assist managers and employees with an understanding of a Safety Conscious Work Environment (safety culture). Training will help realize a functional safety culture, which brings open communication, continuous improvement and increased productivity.	Action: Develop a safety culture training curriculum. Action: Deliver training to LANL employees.
Safety Monthly Update (bi-fold) [D.31]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description:** A monthly update on current injury and illness trends and "look-ahead" data on LANL's top injury sources provided to all managers and WSST members. **Purpose:** To keep management and workers up-to-date on recent injury trends and future risks so that they can take steps to help mitigate these risk areas. **Outcome:** Increased proactive activities that will prevent potential injuries and illnesses.	Implemented. Implementation is ongoing.
Monitor Progress- **Assessments, Surveys, Reviews**			
Safety Culture Survey [D.22]	**Organizational Learning** **Employee Engagement**	**Description:** An annual all-employee survey with around 50 questions that cover VPP criteria and ISMS/SCWE criteria. **Purpose:** To help measure LANL's safety culture and analyze the trending of responses from prior years. **Outcome:** The results of the annual survey are used as an input data source for setting the new year's safety goal(s) and objectives, and to help identify areas that Focus Teams can be formed to create and implement action plans for improvements.	Implemented.
Safety Culture Assessment [B.5]	**Organizational Learning** **Employee Engagement**	**Description:** This annual self-evaluation led by teams of WSST members and SMES covers VPP criteria and a subset of ISMS/SCWE criteria. Teams review other divisions within a different directorate than their own in order to have a more neutral set of eyes and to increase cross-directorate learning. This activity fulfills the DOE-VPP requirement for an annual site-wide self-evaluation.	Implemented. Will be updated by Action: Integrate VPP, ISM, and SCWE criteria into a single assessment.

Table One. Safety Culture Sustainment Tools

		Purpose: Self-evaluations are performed annually to determine where LANL's strengths and opportunities exist within each directorate, nuclear facility, and LANL as a whole. **Outcome:** The results of the Annual Safety Culture Assessment are used as an input data source for setting the new year's safety goal(s) and objectives, and to help identify areas that focus teams can be formed to create and implement action plans for improvements. It also results in a narrative report that is required to be submitted to DOE HQ in March of each year.	
Facility Centered Assessment [B.1]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description:** Facility Centered Assessments (FCAs) are a key Los Alamos National Laboratory (LANL) assessment mechanism for periodically monitoring and improving performance, and are specifically included in LANL's Contractor Assurance System (CAS). **Purpose:** Facility Centered Assessments are used and sanctioned by the Institutional Management Review Board (IMRB) and responsible Associate Directors to provide comprehensive reviews of work performance and compliance of key nuclear, moderate, and high-hazard facilities and activities. An ongoing assessment program that assesses areas of LANL based on the FOD unit. A broad range of functional areas are assessed, including areas related to safety culture. **Outcome:** FCAs provide feedback on a wide range of functional areas (FA), including, but not limited to safety basis, radiation protection, occupational safety and health, safeguards and security, quality assurance, programmatic and facility maintenance, operations, fire protection, engineering, emergency management, criticality safety, management systems, waste management, and environmental protection. This feedback inciudes the status of the "health" of these functional areas as well as Noteworthy Practice (NP), Finding (F), and Opportunity for Improvement (OFI).	Implemented. Action: Complete a safety culture survey as part of each FCA.
ISM annual program review [D.23]	**Leadership** **Organizational Learning**	**Description:** The annual ISM program reviews programs contained in the ISM document to determine performance over the past year. Programs such as Quality, Environment, Security and Contractor Assurance are evaluated and reported in the program review.	Implemented. Implementation is ongoing.

Table One. Safety Culture Sustainment Tools

	Employee Engagement	**Purpose:** To determine performance of the programs covered in the ISM document. **Outcome:** An annual review that evaluates a broad range of data and judges the implementation and effectiveness of the ISM program.	
Participate in Safety Culture assessments off-site [D.24]	**Leadership** **Organizational Learning**	**Description:** A Safety Conscious Work Environment (safety culture) bench marking/learning activity. This activity also supports LANL and other sites in the DOE/NNSA complex in evaluating their safety cultures. **Purpose:** Contributes to benchmarking, sharing information and ideas, and overall institutional learning. **Outcome:** As above this will improve the quality of our own safety culture by capitalizing on shared experience and learning.	Implemented. Implementation is ongoing.
Monitor Progress- **Field Observations & Feedback**			
MOV [D.7]	**Leadership** **Organizational Learning**	**Description:** A tool that enables managers to continuously improve their organizations by observing workers and the workplace, and verifying completion of corrective actions **Purpose:** Managers engage their personnel, observe work, ensure that workers have the needed skills and resources, and identify ideas or solutions to barriers to affect safety and work performance. **Outcome:** The tool can be used to facilitate, evaluate, and monitor change in organizations, including changes in the safety culture.	Implemented. Implementation is ongoing.
BBS Observations [D.32]	**Organizational Learning** **Employee Engagement**	**Description:** Behavior-Based Safety (BBS) is the process of observing and communicating another worker's safe or at-risk behaviors. **Purpose:** Observations provide direct, measurable information on employees' safe or at-risk work practices. It provides a safe avenue for meaningful discussions about safety among workers and managers with a "no name, no blame" approach. **Outcome:** The BBS dashboard is updated once a month showing number of observations, injury rates, observation topics (guidance cards used), and at-risk behavior summaries. Updated monthly. Continuously reinforcing safe behaviors, identifying and eliminating potential organizational weaknesses, and building robust and redundant defenses within systems.	Implemented. Implementation is ongoing.
WalkItDown Program	**Organizational Learning**	**Description:** A program that encourages worker to walk through the work spaces and identify safety concerns, non-compliances, and	Implemented. Implementation is ongoing.

[D.33]	**Employee Engagement**	conditions that are off-normal. **Purpose:** to provide data on poor work place conditions for timely response, evaluation, and mitigation. **Outcome:** As a result of LANL workers walking their spaces and reporting results, equipment and material that was obsolete, inactive, and/or unlabeled and potentially impacting the safety of our work environment was identified and is being addressed.	
Review and Analyze Data **- Metrics**			
ADESH Safety Program Metrics [C.2]	**Leadership** **Organizational Learning**	**Description:** A set of safety program metrics indicating a given program's level of implementation and effectiveness. **Purpose:** Track program effectiveness, productivity, compliance, or other milestones based on data availability from the program owner. **Outcome:** Monthly and quarterly metric data on a select set of metrics.	Implemented. Implementation is ongoing.
ADESH Scorecard [D.8]	**Leadership** **Organizational Learning**	**Description:** A tool used within ADESH to document implementation of all ESH programs, with input from both the field and the core programs. The tool also documents successes, emerging issues and trends for each program. **Purpose:** Documentation of ESH risks; communication tool for program owners (Core Programs) and the field (Deployed); communication tool between ESH and facilities and line managers. **Outcome:** Documentation of current risks across ESH programs that is shared internally and with FODs. Input to ESH business strategy and risk-based staffing.	Implemented. Implementation is ongoing.
Directorate-level Safety Improvement Plan [D.9]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description:** Quarterly metric tracking progress of SIP actions in each directorate. The data are derived from AD-specific safety improvement plans that are developed and revised annually by each directorate in partnership with their WSST in order to identify a plan for improving their safety performance for the next year. **Purpose:** Identify the top areas in each AD that workers, managers and SMEs agree to target for improvements in the coming year. **Outcome:** Metrics help SIP teams focus on the creation of a targeted plan. The plan includes activities that meet the SMART criteria (Specific,	Implemented and monitored on a quarterly basis. Will be updated by February 2015.

Table One. Safety Culture Sustainment Tools

		Measurable, Achievable, Reasonable, and Time-bound). Employee involvement is the foundation of VPP and safety culture improvements.	
Top 10 Safety Objectives [D.10]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description:** Monthly metric tracking the action plans defined by each Safety Objective Team. These are the detailed action plans that each of the Safety Objective Teams develop. **Purpose:** The data is used to measure effectiveness RE: To partner workers, SMEs and manager in identifying actions that they believe will best help meet their team's safety objective. **Outcome:** Monthly metrics are collected to track the progress of each action within the top 10 Safety Objectives Teams' action plans. These metrics are reported to the Senior Management Team and help is offered to any team that is reporting as either red or yellow.	Implemented. Implementation is ongoing.
TRC [D.11]	**Leadership** **Organizational Learning**	**Description:** The recordable incident rate (also known as the Total Recordable Case rate (TRC) rate) is the most prevalently used OSHA-based trailing indicator or measure. The TRC rate is a mathematical calculation that describes the number of OSHA recordable incidents which LANL experiences per 200,000 hours worked (e.g., 100 full-time employees) in any given period. **Purpose:** Safety professionals use various statistical methods to look at this trailing measure, to complete trend analysis, develop control charts and evaluate the effectiveness of safety initiatives. **Outcome:** The results of analysis are used to direct resource allocation and reduce or prevent future work related injuries and illnesses.	Implemented. Implementation is ongoing.
DART [D.12]	**Leadership** **Organizational Learning**	**Description:** DART is an OSHA-based trailing indicator measuring the Days Away, Restrictions or Transfers (DART) case rate, which describes the number of recordable injuries and illnesses per 200,000 hours worked (e.g., 100 full-time employees) that results in days away from work, restricted work activity, and/or job transfer that LANL has experienced in a given time period. **Purpose:** Safety professionals use various statistical methods to look at this trailing measure, to complete trend analysis, develop control charts and evaluate the effectiveness of safety initiatives . The results are also used to direct resource allocation to reduce or prevent future work related injuries and illnesses.	Implemented. Implementation is ongoing.

Table One. Safety Culture Sustainment Tools

		Outcome: The results of analysis are used to direct resource allocation and reduce or prevent future work related injuries and illnesses.	
ORPS [D.13]	**Leadership** **Organizational Learning**	**Description:** The Department of Energy's Occurrence Reporting Program (ORPS) provides timely notification to the DOE complex of events that could adversely affect: public or DOE worker health and safety, the environment, national security, DOE's safeguards and security interests, functioning of DOE facilities, or the Department's reputation. **Purpose:** Allows for timely investigation, analysis, and corrective action of ORPS events, based off of pre-determined DOE levels of significance per DOE reporting criteria. **Outcome:** A set of metrics that show the level of ORPS program implementation and effectiveness (updated monthly). This allows LANL to resolve and prevent future occurrence of safety related issues.	Implemented. Implementation is ongoing.
BBS data [D.14]	**Leadership** **Organizational Learning**	**Description:** Data compilation and analysis based on Behavior-Based Safety (BBS), which is the process of observing a worker's safe or at-risk behaviors. **Purpose:** Observations provide direct, measurable information on employees' safe or at-risk work practices. Safety observations take BBS a step further by incorporating one additional element: conditions. **Outcome:** The BBS dashboard is updated once a month showing number of observations, injury rates, observation topics (guidance cards used), at-risk behavior summaries (updated monthly) . Continuously reinforcing safe behaviors, identifying and eliminating potential organizational weaknesses, and building robust and redundant defenses within systems.	Implemented. Implementation is ongoing.
WalkItDown issue resolution [C.3]	**Leadership** **Organizational Learning**	**Description:** An integral data analysis facet of the WAlkItDown program that encourages worker to walk through the work spaces and identify safety concerns, non-compliances, and conditions that are off-normal. **Purpose:** Data analysis regarding poor work place conditions to ensure a timely response, evaluation, and mitigation. **Outcome:** A set of metrics that track the resolution of issues and concerns identified during WalkItDown campaigns. This includes tracking employee engagement and management response.	Data is available. Metric development is in progress. Action: Complete metric development. Action: Enter data and begin tracking performance.

Table One. Safety Culture Sustainment Tools

Employee Award & Recognition Data [C.8]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description:** A potential set of metrics that tracks the extent to which LANL's awards and recognition programs are utilized and to what purposed they are used. **Purpose:** The data can be used to promote and improve a sustainable safety culture. **Outcome:** An award program that recognizes workers on specific results and behaviors that are consistent with LANLS Safety Conscious Work Environment (safety culture).	Metric in in the conceptual stages. Data availability is unknown. Action: Evaluate the cost and benefit of developing the metric, acquiring data, and maintaining the metric.
Management Observation and Verification performance [C.4]	**Leadership** **Organizational Learning** **Employee Engagement**	**Description:** An integral data analysis facet of the MOV program. **Purpose:** The purpose of performing MOVs is to enable managers to continuously improve their organizations. Through MOVs, managers observe workers and the workplace, and verify completion of corrective actions. All managers are required to perform and document MOVs. **Outcome:** A set of metrics that indicate the overall health and effectiveness of the MOV program, which can be used to course correct and focus resources on priority safety concerns.	

Attachment 1.0 Top 10 Lab-wide Safety Objectives for CY 2014

Top 10 Objectives	Management Champion	Team makeup (WSST/Worker reps, SMEs)	Data Source	Focus Area
1. Provide timely feedback and closure of issues to employee requests and suggestions.	Cheryl Cabbil	WSST - Alice Trujillo, Jay Sessions, Gloria Salazar, Karen Walterscheid	SCS, SCWE, DLET	**Leadership**
2. Improve identifying and fixing the right things during event investigations.	Steve Young	WSST – Debbie Bryan-Ricketts, Howard Nekimken SMEs – Marc Clay, Kellie Art	SCS, SCWE	**Leadership, Organizational Learning**
3. Achieve better balance between benefit and risk that is appropriate for an R&D environment.	Paul Henry	WSST - Laura Wolfsberg, Brian Foley SME – Jim Stein, Lori Padilla, Heidi Hahn, Chris Leibman	SCWE	**Leadership, Employee Engagement**
4. Continue working toward a sustainable and effective IH exposure assessment process across all Directorates for all applicable hazards	Chris James	WSST – Lisa-Jo Dunham SME – Dina Siegel, Raeanna Sharp-Geiger	VPP Assess	**Leadership, Employee Engagement, Organizational Learning**
5. Ensure that production pressures to comply with negotiated agreements do not lead to errors by workers	Jeff Mousseau	WSST - Clare Webber, John Quintana, Bianca Lucero, Marlene Martin SME- Carla Breiner	VPP Assess	**Leadership, Organizational Learning**
6. Continue walking down procedures with a team of "hands-on" workers and SMEs to ensure procedures are workable, remove ambiguous language, clarify assumptions, and resolve the outstanding conduct of operations issues at TA-55. Share the approach and lessons learned lab-wide.	Jeff Yarbrough	WSST – Jason Krylowicz, Kellen Nelson, Anna Flores SME – Paul Fletcher	VPP Assess	**Employee Engagement, Organizational Learning**
7. Seek broader worker involvement in work planning, use WSSTs to help address conduct of operation issues, and allow workers to have a larger	Mike Brandt	WSST – Robin Dominguez SME – Matt Hardy, Raeanna Sharp-Geiger	VPP Assess	**Leadership, Employee Engagement**

role in solving tougher issues. (The corrective actions piece is addressed in #2)				
8. Increase managers' time on the floor and in employee work areas observing work, coaching and mentoring.	Jeff Yarbrough	WSST – Thomas Sisneros SME – Bethany Rich	SCS	**Leadership**
9. Increase worker recognition and rewards for contributions toward improving a safe work environment.	Jeff Mousseau	WSST - Robin Dominguez, Tina Vigil, Michelle Archuleta, April Maestas	SCS	**Leadership**
10. Improve infrastructure to help instill pride in the workplace.	Andy Erickson	WSST - Eric Larson, Marta Kutyreff, Terese Ford SMEs- Ken Schlindwein, Michelle Mas	SCWE	**Leadership, Organizational Learning**

(See back side for detailed data source information)

Data Sources for Top 10 Lab-wide Safety Objectives for 2014

FY13 Safety Culture Survey (SCS) Lowest 4 Scores

1. My manager spends time on the floor and in employee work areas observing work, coaching and mentoring. (Obj. #8 above)
2. I see closure results of safety issues. (Obj. #1 above)
3. Workers are recognized and rewarded for contributions toward improving a safe work environment. (Obj. #9 above)
4. Investigations identify the right things to fix. (Obj. #2 above)

FY13 SCWE Self Assessment 5 OFIs

1. Provide timely and professional feedback to employee requests and suggestions. *(Improve communication. Messages are lost from upper management to lower management and staff.)* (Obj. #1 above)
2. Achieve better balance between benefit and risk that is appropriate for an R&D environment. *(Reduce bureaucratic requirements and paperwork. Excess requirements are diluting what really needs to be done.)* (Obj. #3 above)
3. Simplify the critique process. (Obj. #2 above)
4. Improve infrastructure to help instill pride in the workplace. (*Ask Ken to present at IWSST.*)
5. Improve identifying and fixing root causes of issues. *(There is a tendency to address safety issues with a procedural change or additional training.)* (Obj. #2 above)

FY13 Top 4 DOE Assessment OFIs

1. LANL needs to continue working toward a sustainable and effective IH exposure assessment process across all Directorates for all applicable hazards. (Obj. #4 above)
2. LANL needs to ensure that production pressures to comply with negotiated agreements do not lead to errors by workers. (Obj. #5 above)
3. LANL needs to continue walking down procedures with a team of "hands-on" workers and SMEs to ensure procedures are workable, remove ambiguous language, clarify assumptions, and resolve the outstanding conduct of operations issues. (Obj. #6 above)
4. LANL needs to seek broader worker involvement in work planning, use WSSTs to help address conduct of operation issues, and allow workers to have a much larger role in defining corrective actions to issues. (Obj. #7 above)

Top 3 OFIs from Division Leader Engagement Team for Employee Concerns

1. Mindless compliance, bureaucracy, and over-reporting (Obj. #3 above)
2. Too little focus on the 'tough' problems (Obj. #7 above)
3. Problematic follow-through (Obj. #1 above)

Commonly colored highlights were combined into one objective noted in parenthesis.