

Safety Culture at WRPS

Briefing to HAB HSEP Subcommittee

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What Safety Culture Is

DOE's definition of safety culture:

- “an organization's values and behaviors modeled by its leaders and internalized by its members, which serve to make safe performance of work the overriding priority to protect the workers, public, and the environment.”

Olson's definition from 34 years of nuclear experience:

“An environment where worker safety is paramount and integral to every conversation, every decision, and every action taken by both management and the workforce every day”

Hands-on learning that was aided by life lessons early in my career:

- Describing to my wife why I showed up at home after a long night of shift work wearing coveralls and not my regular work clothes
- Telling a young newlywed that her husband would be OK after a trip to the hospital for a contamination issue
- Trying to defend to management why a second fire occurred in the same work area only months from the first one



How Safety Culture is Established



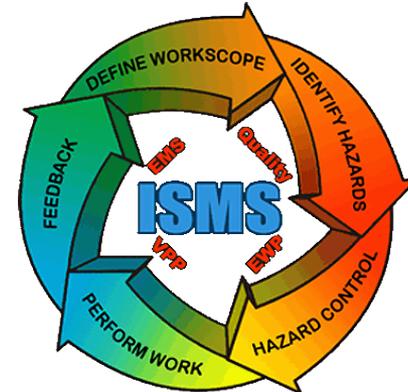
Leaders Demonstrate Commitment



Organizational Learning is Active



Workers are Engaged in the Process



Safety Conscious Work Environment is in Place

How Safety Culture is Measured

Leadership –

- Interactive time spent in the plant with workers
- Number, type and severity of identified issues

Workforce –

- Involvement in processes and decisions
- Timely and thorough resolution of identified issues

Learning –

- Active use of Lesson Learned program
- Number of repeat events or issues
- Activity level of training and drills program

Environment –

- Number and quality of surveys and assessments



Feedback from newly established Safety Culture Monitoring Panel

What are the Current Challenges to an Effective Safety Culture?

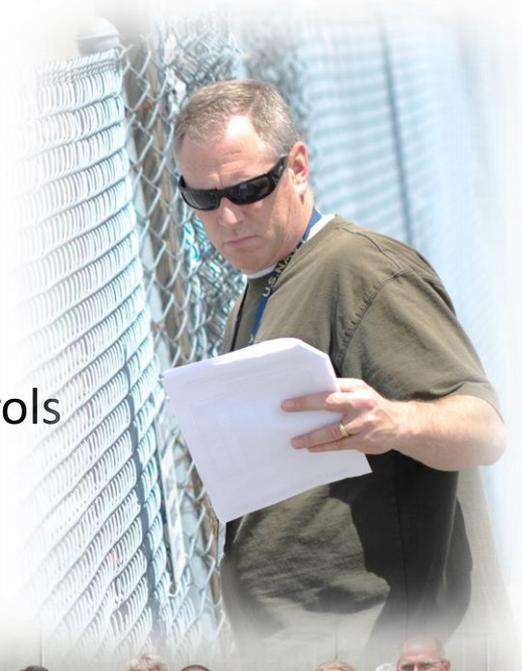
Scope has increased beyond peak of Recovery Act and pace of the mission has accelerated

Many new workers and supervisors with large percentage new to Hanford Site

- ✓ Integration into safety culture
- ✓ Training and qualification
- ✓ Quality of procedures and technical work documents
- ✓ Transfer of experience-based knowledge

How Healthy is the WRPS Safety Culture? “A President’s Perspective”

- A safety-first attitude is prevalent in the workforce
- Management-worker relationships are improving
- Site safety standards are assuring consistency
- Job planning is identifying and addressing hazards
- Work is done compliantly with requirements and controls
- Safety issues are being raised and resolved
- Feedback loops are providing learning opportunities



Survey Summary

- This was the third survey conducted since WRPS became the Tank Farms Operations Contractor (TOC)
- Provided a comparison to the prior 2 surveys (2009 & 2012) and allowed for analysis of improvement and sustainment actions to determine effectiveness
- Overall worker perception indicates WRPS has improved in all 3 DOE ISMS Safety Culture Focus Areas and 10 of 11 WRPS Safety Culture Attributes (1 remained the same)
- 73% of the workforce participated in completing the survey
- Safety Culture Monitoring Panel to help senior leadership team in determining focused improvement areas

Survey Data Summary – 2012 to 2014

DOE ISMS Safety Culture Focus Areas

Leadership	↑
Employee/Worker Engagement	↑
Organizational Learning	↑

WRPS Safety Culture/SCWE Attributes

Commitment	↑
Conservatism and Safety	↑
Problem Identification and Resolution	↑
Training	↑
Self-Assessment	↑
Trust and Accountability	↑
Communication	↑
Free Flow of Information	↑
Alternative Avenue	↑
People Management	↔
Prevention of Retaliation	↑



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protection solutions

**Protect the Public, the Environment,
and Our Workers**

Safety

Always Comes First

White Bluffs overlooking the Columbia River on the Hanford Reach