Department of Energy’s Safety Culture Journey

2017 DOE and DOE Contractor Industrial Hygiene Meeting

in Conjunction with the
2017 American Industrial Hygiene Conference and Exposition

June 5, 2017

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Office of Environment, Health, Safety and Security
U.S. Department of Energy
Calibrate with H&S SMEs

• Regarding Safety Culture, Are you:
  – Already familiar?
  – Engaged?
  – In need of help?
  – Able to provide help?
Some Background

• Addressed for Many Years:
  – Institute of Nuclear Power Operations (INPO)
  – International Atomic Power Agency (IAEA)
  – Energy Facilities Contractors Group
Some Background

- G 450.1-1 2004 Implementation Guide for use with DOE O 450.1, *Environmental Protection Program*
  - ... incorporates top management involvement, employee participation and other mechanisms that shift the **culture** of the organization towards the establishment of the environmental ethic that results in the continual improvement of environment, safety, and health performance.
Some Background

• Defense Nuclear Facilities Safety Board (DNFSB)
  – Recommendation 2011-1 *Safety Culture at the Waste Treatment and Immobilization Plant*
…the Department expects all organizations to embrace a strong safety culture where safe performance of work and involvement of workers in all aspects of work performance are core values that are deeply, strongly, and consistently held by managers and workers.
• **Definition:** Safety culture is 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.
G 450 Safety Culture Focus Areas

• Leadership
• Employee/Worker Engagement
• Organizational Learning
G 450 Focus Areas and Attributes

• Attachment 10, Safety Culture Focus Areas and Associated Attributes
  – General Attributes for each focus area
  – Detailed Attributes for each general Attribute
• Establishes Safety Culture Improvement Panel (SCIP):
  – Requirements
  – Responsibilities
MEMORANDUM FOR HEADS OF DEPARTMENTAL ELEMENTS

FROM: ERNEST J. MONIZ
SECRETARY OF ENERGY
ELIZABETH SHERWOOD-RANDALL
DEPUTY SECRETARY OF ENERGY

SUBJECT: Personal Commitment to Excellence in Health and Safety

December 2, 2015

The successful execution of DOE’s mission depends on thousands of Federal and contractor employees working across our Nation. We are tasked with extremely complex and technologically advanced endeavors that advance the national security and energy interests of the United States. Many of our missions pose unique safety challenges. Meeting our responsibilities in a safe and efficient manner requires a rigorous approach to planning, management, analysis, and monitoring of a broad range of activities. We must identify and control a wide array of hazards encountered while carrying out our mission, including nuclear, radiological, chemical, biological, ergonomic, and industrial hazards.

The Integrated Safety Management System provides the overarching framework to safely plan, execute, and monitor mission activities. These are all the basic components of a strong organizational safety culture. DOE’s Safety Culture Improvement Plan, established by the Deputy Secretary, is a comprehensive strategy to apply sustained leadership, consistent implementation, and an enterprise-wide cross-organizational focus to continuous safety culture improvement.

The Department’s ultimate health and safety objective is to experience zero accidents, work-related injuries, illnesses, regulatory violations, and/or reportable environmental releases. The following principles reflect our strong commitment to excellence in health and safety. We ask that you join us in advancing these leadership, employee engagement, organizational, and educational goals in your areas of responsibility:

- We will operate our facilities and conduct work activities in a manner that protects our employees, the public, and the environment. We recognize that meeting minimum requirements merely reflects the starting point in our pursuit of excellence.
- We will strive to ensure that each DOE employee understands his or her role and responsibility for safety and health. Each one of us is responsible and accountable for safety in our place of work.
- We will foster a Safety Conscious Work Environment across the entire DOE Organization. We will ensure that all DOE employees, contractor employees, and contractor work locations are aware of safety issues. We will identify and report issues related to the environment, safety, health, security, and quality, and ensure the effective implementation of programs and policies that promote our safety and health mission. The safety and health of DOE employees and contractors are our top priority. We will never compromise safety and health in pursuit of mission objectives.
- We will learn from our mistakes and experiences. We will report errors and problems, establish vigorous corrective action programs, monitor performance through multiple metrics, learn from operational experience, and encourage a questioning attitude.

Thank you for your leadership and commitment to ensuring the safe execution of our Department’s vital mission on behalf of the American people.
SCIP

• Chartered by Deputy Secretary-2015

• Purpose:
  – High-level organization devoted to promoting safety culture;
  – Provide cross-organizational leadership;
  – Create an ongoing forum.
Secretary Perry
2017

- [https://youtu.be/fxvjnOPK_l0](https://youtu.be/fxvjnOPK_l0)
  - 3:00
- [https://youtu.be/wywt6-Vgo2s](https://youtu.be/wywt6-Vgo2s)
  - 2:16
- (Use Google Chrome Browser)
SCIP

• Working Groups
  – Contract Language
  – Safety Culture Monitoring Means
  – Training
  – Soliciting Employee Involvement
  – Communications
  – Community of Practice
Training

- TLP-200, Safety Culture for DOE & DOE Contractor Leaders
- TLP-150, Safety Culture Training for Front Line Leaders
- TLP-100, Safety Culture Training for Workers
- DOE National Training Center
  – [https://ntc.doe.gov/](https://ntc.doe.gov/)
Communities of Practice

• Have an Identity Defined by a Shared Interest
• Engage in Joint Activities and Discussions
• Help Each Other, Share Information
• Members are Practitioners
  – Wenger-Trayner
SCIP Community of Practice
Work Group

• David Weitzman, Co-chair
• Conduit Between SCIP and DOE’s Individual Safety Culture CoPs
• Work Through CoPs’ Points of Contact
Points of Contact So Far

- Safety Culture Points of Contact from AU-1 Oct 25, 2016 Memo
- EFCOG Safety Culture Task Group
- DOE PSO Safety Culture Points of Contact
- Local Communities of Practice within PSOs
What is going on regarding safety culture at your location?
Contact

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