



U.S. DEPARTMENT OF  
**ENERGY**

OFFICE OF  
**ENVIRONMENTAL  
MANAGEMENT**

# Safety Culture

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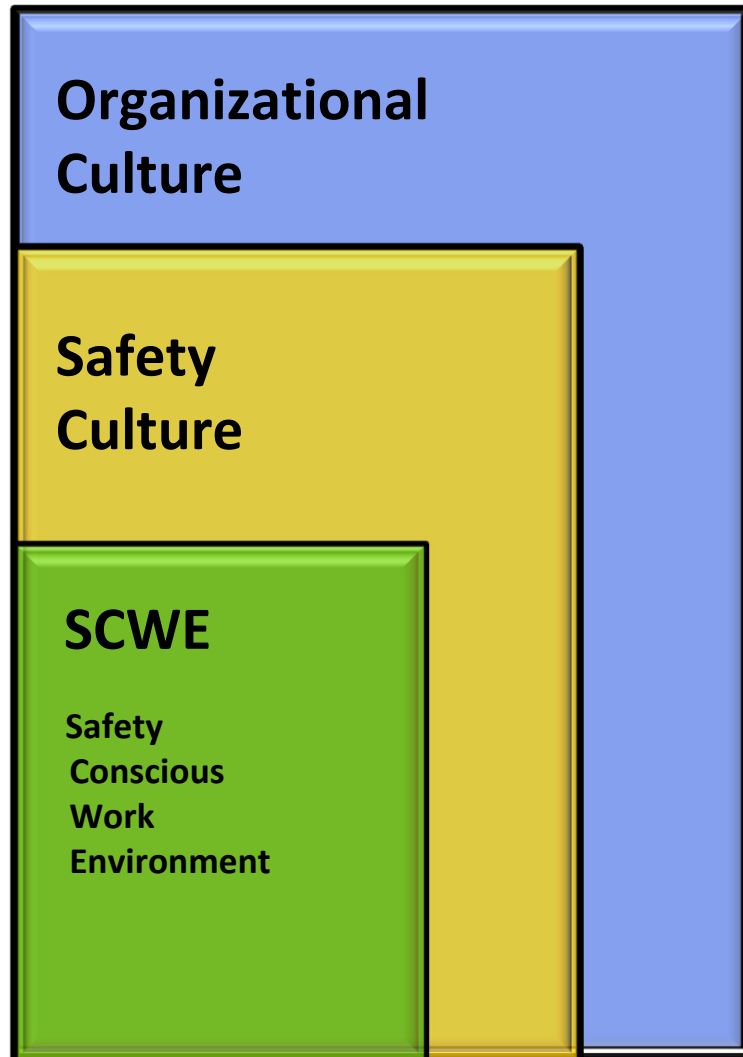
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# Safety Culture – DOE & EM

- DOE's Definition of Safety Culture
- DOE Safety Culture Activities
- Questions & Answers

# DOE's Definition of Safety Culture



## Organizational Culture

A set of commonly shared beliefs, expectations, and values that influence and guide the thinking and behavior of organization members, and are reflected in how work is carried out.

## 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, the public, and the environment.

## Safety Conscious Work Environment

A work environment in which employees feel free to raise safety concerns to management (or a regulator) without fear of retaliation.

- 2009 -- DOE recognized the importance of safety culture
  - Engaged with external organizations (e.g., EFCOG, NRC, industry)
  - Strategically began to implement safety culture into the existing Integrated Safety Management System requirements
- 2011 – DOE began to define expectations for safety culture
  - Issued DOE P 420.1, *DOE Nuclear Safety Policy*
    - encourages a questioning attitude
    - a work environment that fosters such attitude
    - embrace a strong safety culture (provides description)
      - safe performance of work
      - involvement of workers in all aspects of work performance
      - core values that are deeply, strongly, and consistently held by managers and workers

- 2011 – DOE expectations (cont.)
  - Issued DOE P 450.4, *Integrated Safety Management (ISM) Policy*
    - Process for core functions and guiding principles
    - Effective line management
    - Establish and maintain a strong safety culture
  - Issued DOE G 450.4-C, *Integrated Safety Management System Guide, Attachment 10, Safety Focus Areas and Associated Attributes*
    - Supplemental safety culture elements (behaviors) to focus attention and action in the right areas to create the desired environment
    - Promotes a shift from compliance towards excellence
    - Emphasizes continuous improvement and long-term performance
    - Broader application – applicable to all DOE missions/organizations (not limited to nuclear facilities)

- 2012 & 2013
  - Initiated independent safety culture (by Office of Health, Safety & Security) and SCWE Self-Assessments – 35 total
    - NNSA - 7
    - EM - 24 (ID, ORP, OR, WIPP, RL, ORP, CBC, SR, WVDP)
    - SC - 2
    - NNSA/EM (Joint) - 1
    - HQ/HSS - 1
  - Developed and issued SCWE Self-Assessment Guide
  - Developed & deployed *SAF-200 SCWE for DOE/DOE Contractor Sr Leaders* (8 hr course) across Department
    - Equips senior leaders to lead a positive shift in their organization and culture by fostering a work environment that promotes trust, a questioning attitude and a receptiveness to raising issues.
    - Over 2300 Sr. Leaders (Federal & Contractor) trained to date

## DOE Safety Culture (cont.)

- 2013
  - Secretary of Energy issued a Memorandum to DOE Heads of Departmental Elements, *Personal commitment to Health and Safety through Leadership, Employee Engagement, and Organizational Learning*
    - *“We will pursue a safety culture build on an environment of trust and mutual respect, worker engagement and open communication, an atmosphere that promotes a questioning attitude with effective resolution of reported problems, and continuous learning.”*
    - *“We will foster a safety conscious work environment across all Departmental operations. Federal, laboratory and contractor workers have the right to identify and raise issues that affect their safety and health or that of their co-workers openly, and without fear of reprisal....Our workers will receive a prompt, professional, and transparent evaluation and resolution of their concerns.”*



## DOE Safety Culture (cont.)

- 2014
  - DOE issued consolidated report on SCWE Extent of Condition Report which included three (3) high level recommendations:
    - Form a DOE Safety Culture Improvement Panel
    - Incorporate safety culture/SCWE concepts into training and develop qualified safety culture/SCWE self-assessors
    - Evaluate contractual language for consistent approach in implementing SCWE/safety culture
  - Sites developed Safety Culture Sustainment Plans, requested organizations to:
    - Identify improvement tools linked to
      - Safety Focus Areas (Leadership, Employee Engagement, Organizational Learning)
      - Opportunities for Improvement (Independent & Self-Assessments)
      - Department's SCWE Extent of Condition
    - Tailored to site conditions
    - Identify metrics/measurements for progression of safety culture



## DOE Safety Culture (cont.)

- 2014
  - Developed and delivered pilot course for first line supervisors, SCWE-199 Safety Conscious Work Environment for Front Line Leaders
    - 60+ attendees from across DOE (Federal and contractor - NNSA/EM/SC)
    - Implementation planned across the department; Course under revision
    - Targeted audience +/-10,000 front line leaders (Feds and contractors)
    - Evidence of direct application of tools in workplace by front line leaders
  - Safety Culture Assessment Training
    - +/- 60 DOE EM Federal and contractor staff
    - Tailored to DOE Safety Focus Areas of Leadership, Employee Engagement, and Organizational Learning
    - Provided template for future DOE safety culture/SCWE assessments

## DOE Safety Culture (cont.)

- 2015
  - Safety Culture Assistance Visit
    - Precedent setting as it utilized DOE's Safety Culture Focus Areas and Associated Attributes
    - Provided recommendations for improvement to safety culture
  - Contractual language expectations – revisions

Example: DOE Issues Final RFP for Idaho Cleanup Project Core  
<http://energy.gov/em/articles/doe-issues-final-rfp-idaho-cleanup-project-core>

C.8.3.08 Safety Culture: *The Contractor shall establish and maintain a strong safety culture as required by DOE's Nuclear Safety Policy (DOE P 420.1) and Integrated Safety Management Policy (DOE P 450.4A).*

## DOE Safety Culture (cont.)

- 2015
  - DOE Safety Culture Improvement Panel Charter drafted and pending approval.
  - EM conducted a comprehensive review of the 32 EM Safety Culture Sustainment Plans as submitted
    - 11 Federal and 21 Contractor organizations
    - Demonstrated high level of leadership commitment to safety culture & SCWE improvements
    - 66 Best Practices identified
- DOE & EM are committed to improving the safety culture and welcome your suggestions and feedback

## Questions & Answers