



Safety Culture Improvement Panel

Annual Meeting

2023

Building Safety
Culture into the
Department's
DNA

August 15 – August 17, 2023

Executive Summary

The Department of Energy's (DOE) Safety Culture Improvement Panel (SCIP) was chartered by the Deputy Secretary in May of 2015 to establish a permanent, high-level organization devoted to promoting safety culture; provide cross-organizational leadership focused on continuous safety culture improvement; and create an ongoing forum to exchange information and ideas that will establish, monitor, and sustain measures supporting a strong safety culture.

The goals and objectives defined in the SCIP Charter include meeting on an annual basis and developing and maintaining an annual plan that addresses major issues related to the Department's safety culture and the specific objectives of the SCIP related to these issues.

The Annual Meeting plays a key role in providing the SCIP Working Groups (WG) a forum to review their accomplishments and develop an Annual Plan for the next Fiscal Year (FY). The Annual Meeting provides an opportunity for the SCIP to broaden and strengthen their engagement with internal and external organizations. This collaboration will grow and further imbed safety culture and Safety Conscious Work Environment (SCWE) concepts into the DOE's DNA.

More information on the SCIP and DOE's safety culture can be found on the following external facing websites:

Safety Culture: <https://www.energy.gov/safety-culture/doe-safety-culture>

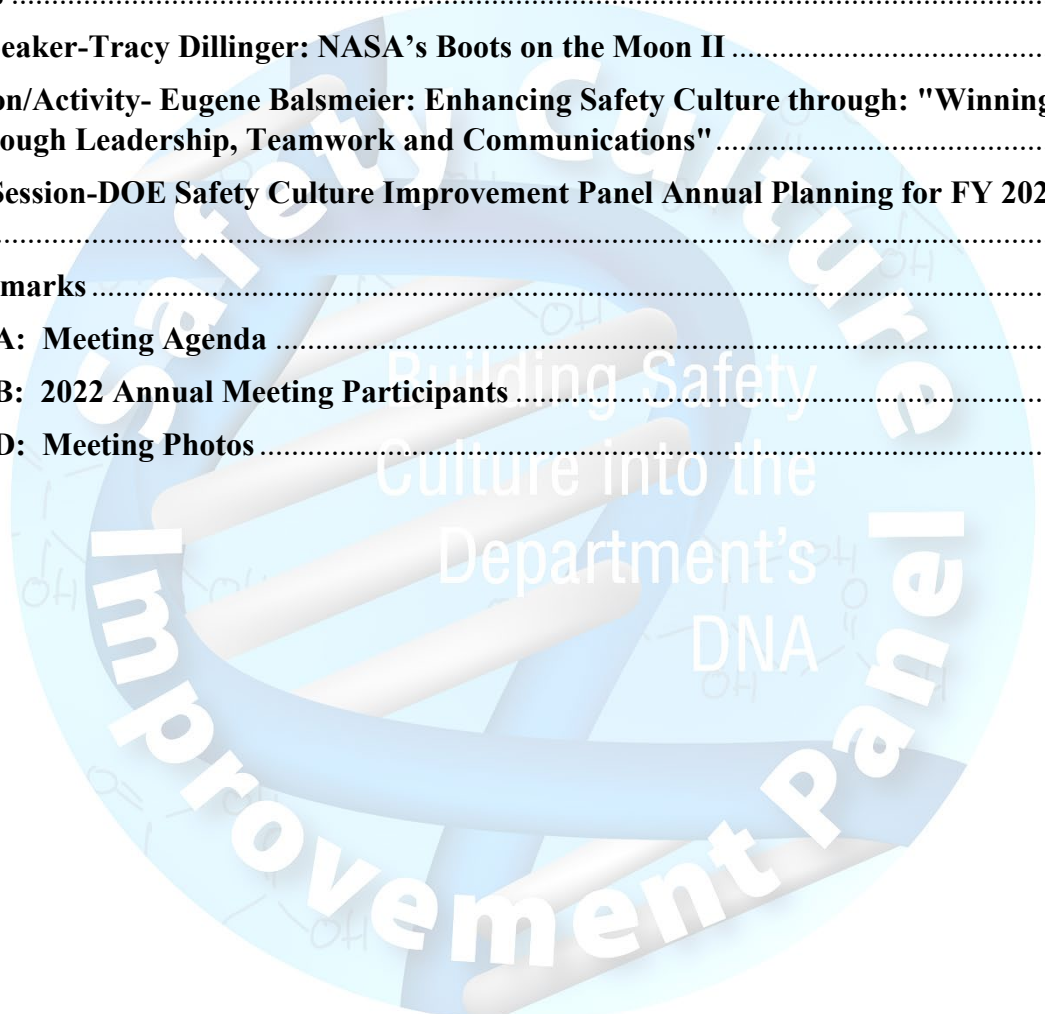
SCIP: <https://www.energy.gov/safety-culture/safety-culture-improvement-panel>

SCIP Powerpedia: https://powerpedia.energy.gov/wiki/Safety_Culture_Improvement_Panel

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DOE Safety Culture Improvement Panel Annual Meeting

Since 2015, the SCIP has worked diligently to strengthen safety culture throughout the DOE by providing high level management attention, providing a forum for the exchange of ideas, sharing about the implementation of sustainment tools, staying current in the advances of safety culture, and identifying opportunities to incorporate safety culture into training.



This year's SCIP Annual Meeting was held from August 15-17, 2023, at the Mountain America Center in Idaho Falls, Idaho. The meeting was structured as an in-person event, although plenary sessions were also broadcast virtually through Webex.

The meeting was facilitated by SCIP's **Julie Goeckner** and **Saprena Lyons** from the Idaho Environmental Coalition (IEC). This year's event hosted one of the largest historical participants for the SCIP Annual Meeting and Safety Culture Workshops, with 266 in-person attendees and 97 virtual viewers.



Julie Goeckner



Saprena Lyons

The meeting was broken into several sessions per day, with each day having three plenary sessions and up to nine breakout sessions. Attendees could choose to attend up to three breakout sessions per day. The 2023 SCIP Annual Meeting agenda can be found in [Appendix A](#).

Welcome and Opening Remarks

This year's meeting was initiated by a Presentation of Colors by the American Legion Bonneville Post #56. Upon their conclusion, leadership from the Idaho Cleanup Project, Idaho Environmental Coalition, Idaho National Laboratory, and Naval Reactor Facility provided their welcome remarks.

Connie Flohr, DOE Idaho Cleanup Project (ICP) Manager

Ms. Flohr welcomed the group to the 2023 Safety Culture Workshop. She thanked Julie Goeckner, the Department of Energy (DOE) Senior Advisor and SCIP Executive Secretary, Saprena Lyons, the Integrated Safety Management Systems (ISMS), Safety Culture, Human Performance, and Voluntary Protection Program (VPP) Program Lead, and the support team for their efforts in planning the event. In addition to focusing on all aspects of safety culture, she noted that the workshop would have an emphasis on psychological safety. Ms. Flohr shared that she believes psychological safety is subject to interpretation by individuals and that this presents different opportunities to evaluate and execute psychological safety and deviating our behaviors to better attune.



Connie Flohr



Ty Blackford

Ty Blackford, President and Program Manager, Idaho Environmental Coalition

Mr. Blackford thanked all the participants for visiting Idaho and joining the workshop. He noted that safety is always an important subject, however, different when looking at it from a psychological perspective. Mr. Blackford gave the department much credit for the work done in the last 30 years, championing the safety of workers and safety culture. The ability for workers to feel safe, a questioning attitude, and a sense of safety culture in day-to-day operations.

Eric W. Papaioannou, Idaho National Laboratory Environment, Safety, Health & Quality Director

Mr. Papaioannou noted that there have been many good and bad days that take place in shaping the work being done and how it's done. He shared that when the mission is done safely, it means getting organizational culture is done right, and that there should be an element of just culture in ensuring that reviews and corrective actions have measurable accountability. Mr. Papaioannou emphasized that the five Human Performance Improvement (HPI) principles and tools must be part of the way of executing work. He shared that if mistakes are made, then figure out how to do the work correctly and well. He encouraged workshop participants to take the knowledge and find opportunities to make each organization better for the safety of all workers.



Eric W. Papaioannou

Brian L. Novak, Oversight, Safety, and Quality Manager for the Naval Reactors Facility (NRF).



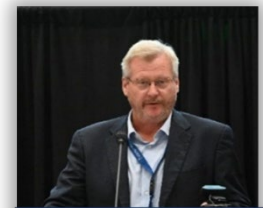
Brian L. Novak

Mr. Novak took a moment to reflect on his life, noting that people often see his life as being an example to others -- sometimes of what not to do. Growing up in Montana, he had to dig a hole. He dug it just wide enough to get inside. He then tested if he could crawl out by tying up his legs to a bench post and verifying he could still crawl out. In practice, unfortunately, this left him hanging upside down and he was stuck for two hours before someone found him. After this event, he realized the importance of safety and the impacts it can have on the lives of themselves and others. He encouraged others to plan safely and carefully prior to performing tasks.

DOE Safety Culture Improvement Panel Leadership Opening Remarks

Jack Zimmerman, DOE Environmental Management Consolidated Business Center Director, and the SCIP Co-Chair

Mr. Zimmerman thanked all the sponsors and team members responsible for coordinating the event. He added that the workshop's theme this year was on opportunities to foster an environment of psychological safety. He shared the workshop theme directly relates to the three DOE's Safety Culture Focus areas of Leadership, Employee/Worker Engagement, and Organizational Learning and presents the opportunity to reflect on an overall improvement of safety culture in the workplace.



Jack Zimmerman



Todd Lapointe

Todd Lapointe, Director for the U.S. Department of Energy (DOE) Office of Environment, Health, Safety and Security (EHSS), and the SCIP Co-Chair

Mr. Lapointe echoed appreciation for those involved in the planning of this event. He noted that everyone in the room is a leader in their respective organizations, in helping identify and move the safety culture perspective and mission. He highlighted the expertise present from the different organizations and government agencies, including a visitor from the Japanese government. Mr. Lapointe shared that the Annual Meeting & Workshop, including over 30 breakout sessions and discussions, provides an opportunity for participants to network, to meet new individuals, and to better gather a new perspective.

Special Address by SCIP Leadership Sponsor-David Turk

David Turk, Deputy Secretary, U. S. Department of Energy

Mr. Turk shared his remarks via a pre-recorded message as captured below.

“Thank you Todd Lapointe for the introduction, and thank you him for your dedicated service as the EHSS Director and SCIP Co-Chair, and thank you to all the individuals who helped organize the meeting to bring people together to discuss future safety culture priorities -- including leadership, employee engagement, and organizational learning. The workshop provides a historic opportunity for our Department and an important opportunity to double down on safe practices across our facilities and our 17 National Laboratories. We’ve got our fair share of responsibilities, but our greatest charge is to ensure that each and every one of our employees goes home safely at the end of every day.”

“In order, to fulfill the DOE’s missions of fuel clean energy investments, maintain an effective nuclear deterrent, to tackle environmental cleanup, develop technologies of the future, we have to operate with a culture of safety.” He emphasized that “we need to weave safe practices into everything we do – we have to enmesh it into our DNA – and we all have to buy in. This is particularly important as we continue to grow its workforce and accelerate clean energy investments nationwide.”



Deputy Secretary David Turk

Mr. Turk further shared that, “Over the past two years, as thousands of new hires have joined the Department. You have risen to the challenge -- not only by integrating these new folks into our culture of safety, but raising the bar for all of us. You haven’t just responded to safety incidents – you’ve proactive in creating workplaces with clear standards and practices. Where individuals feel comfortable speaking up if they identify a problem. And, because safety starts between our ears -- we are focused on creating physically and psychologically safe work environments. SCIP Working Groups have led the way —from messaging campaigns, to innovative training – they’ve kept safe performance of work top of line for all DOE employees. They’ve made sure our high standards are maintained through contract transitions, while helped field sites monitor and improve their safety culture.”

He further noted that, “No folks embody that better than the nominees and winners of this year’s Outstanding Safety Culture Awards -- those who have gone above and beyond to boost safety at your

workplaces. At NNSA’s Livermore Field Office, Doug Eddy successfully implemented the Safety, Analytics, Forecasting, Evaluation, and Reporting (SAFER) program, serving as a model for other field offices. As Acting Senior Director of Mission Assurance at MSTs, Stacy Alderson created an injury and illness review board to promote safety and accountability. And, at Sandia National Labs, CJ Backlund and Brian Thomson’s team led the launch of a new Safety Culture Program.”

“This is what SCIP is all about – providing tools and resources to help keep our people safe and our Department moving – and, all this good work notwithstanding, we can never afford to become complacent.” As DOE continues to innovate in the coming year, Mr. Turk challenged everyone to “maintain the high standards that we’ve has been set -- keep holding us all accountable and keep pushing us to improve. Together we can protect DOE’s greatest asset -- our people.”

In closing, Mr. Turk participants for their continued commitment to the Department’s safety culture. He shared he is grateful to have such reliable partners in this work. He asked participants to enjoy the meeting and shared he looks forward to hearing about the SCIP goals in the coming year.

EXCERPTS FROM THE MEETING

Keynote Speaker-Dr. Lisa Lande: Psychological Safety- A Holistic View of Safety Culture

Dr. Lisa Lande, Human and Organizational Factors Expert, Nuclear Power Engineering Section, International Atomic Energy Agency (IAEA)



Dr. Lande focused her presentation on the aspects of psychological safety, ways of defining it, how it is created and manifested, and shared experiences that relate to psychological safety. She shared her experiences from 2001, when she lived in Puerto Rico. On September 11, 2001, she was scheduled to fly out to work in New York City’s World Trade Center, Tower Two, with the New Jersey Port Authority. Afterwards, on September 12, she was scheduled to have a separate meeting in Tower One. On September 10, she was contacted by American Airlines of her flight delay. Initially, she was frustrated, but looking back now to reflect, she expressed gratitude for not being up in the air.

The event was a pinnacle experience in everyone’s lives, happening at the very turn of the century. Similarly, COVID-19 took place at the turn of 2020. These events, specifically 9/11, highlighted the importance of psychological safety, and are a reminder that there is more than physical safety at play in our lives. Destruction of physical safety has an extreme effect on psychological safety. Dr. Lande highlighted that post 9/11, the city had a significant smell from the destruction, which influenced people’s minds and emotions.

“

“It’s one thing to be safe, it’s another to *feel* safe.”

- Dr. Lisa Lande

She shared that there are two sides to safety -- Physical Safety, which focuses on procedures, protocols, and commitment to human performance objectives and Psychological Safety. It has taken approximately 20 years for the Department and industry, as a whole, to look at the importance of focusing on psychological safety.

Dr. Lande explained the VUCA Concept, introduced by Warren Bennis and Burt Nanus; Volatile, Uncertain, Complex, and Ambiguous (VUCA). VUCA has been a construct of psychological implications to our physical safety if we do not attend to humans as a valuable entity to the organization. Physical safety is important, but it is important to attend to the unseen.

What is Psychological Safety?

Dr. Lande shared that by definition, Psychological Safety is the belief that you can bring your whole self to work, speak up without fear of retribution, and feel safe to take risks and make mistakes without being ridiculed or punished. However, there is no perfect definition of what psychological safety is, because everyone has a different interpretation and view as to what they believe psychological safety is. Feeling unsafe can provide us an opportunity to evaluate what is happening in our surroundings and take time to reflect. You must keep your eye on psychological safety, and be aware when psychological safety isn't present. Everyone is responsible for understanding the benchmark of psychological safety for everyone on the team. It is independently defined, but everyone has a concept of it.

The benefits of ensuring that everyone is psychologically safe are seen through worker engagement. It encourages open communication and feedback, boosts creativity and innovation, and fosters a sense of belonging and teamwork. If employees feel welcome and respected by each person on the team, then that individual has the comfort of being open to sharing their thoughts. Dr. Lande noted that an example of good self-management is being able to have self-awareness when and when not to say certain things, due to it potentially not being the right time to address our thoughts. However, it may also be the mind's intuition in understanding that something may not be right at that moment, a prime example of psychological safety. Signs of psychological safety in the workplace are evident, highlighting that individuals can speak up in meetings taking place, mistakes being used as an opportunity for professional growth, collaboration among teams, and an environment where there is a sense of camaraderie.



Dr. Lisa Lande

Ways to Create Psychological Safety

It must start with us as individuals. We must look at our own behaviors that foster the behaviors of others. We, as leaders, have the responsibility to be an example and represent psychological safety before we ask others to be a part of psychological safety.

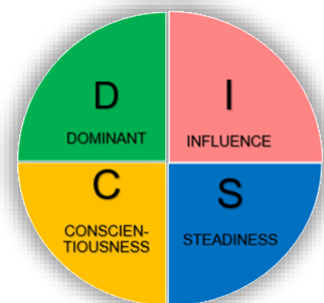


Management in Parallel for Physical Safety

Generally, managers care about plans and controls, which define success through data, metrics, and details procedures. Managers also care about the stability, reliability and consistency of performance, controls and discrete measurable elements, and grounding workers. Leaders see things differently -- they have a vision, can see linkages between discrete elements, and recognize that it is about empowering and engaging others to be part of the journey. Leadership is relational among each other, issues, and data, being able to see linkages among a holistic entity. Leaders are adaptive by nature, and non-linear, attending to their surroundings. Leaders care about feeling safe. She emphasized that leadership and management are dynamic with each other to form decisions based on the context, and building competence in reading the context that is taking place.

Dr. Lande explained that everyone has different leadership styles. It is important to identify what kind of leader you are and to be able to understand that others may have a different learning and management style. This opens the mind to develop individual tolerance. Psychological safety is the foundation for trust being genuinely and easily extended. Although individuals may choose to trust even though they aren't psychologically safe, they are doing that with risk recognition. Trust is a manifestation of psychological safety. Risk is always at the heart of making judgments.

She further shared that the core capability of psychological safety are awareness, context, and action. Awareness allows an individual the ability to open their lens in different ways. Diversity being an important capability, along with understanding individual DiSC leadership styles to create innovation. It may slow down production, but to be effectively productive, you must slow down. Then when you move forward in reaching awareness, speed up. As leaders, you must ask yourself key questions in evaluating the context of your environment. Being aware and a part of the environment you are in. The final core capability questions how you take action, make decisions and understand what the end result of the actions is. This is an evolution of BOIDS Observe-Orient-Decide-Act (OODA) Loop.



Dr. Lande closed her presentation with the history of the Performance Iceberg. Under the waterline are the intangibles that translate what we say or do, which are the beliefs, values, attitudes, and emotions. Above the Iceberg, focuses on the tangible and observable safety culture. They both work in tandem with each other, to form an evolving safety culture. Leaders are encouraged to evolve within the performance iceberg to identify the unseen, along with the observable, but also accounting for their role in helping their colleagues be a part of a psychologically safe work environment.

FY 2023 SCIP Report on Annual Accomplishments

In accordance with the DOE SCIP Charter, the SCIP “shall develop and maintain an annual plan that addresses major issues related to the Department's safety culture and the specific objectives of the SCIP related to these issues, and activities necessary to resolve the issues in a timely manner.” The FY 2023 SCIP Annual Plan was approved and issued on November 8, 2022, which included 15 goals with 157 supporting milestones. Of the 157 milestones, 138 were closed (88%) and the remaining 19 were in progress and/or deferred to FY 2024. Two of the seven working groups completed their overall task and were sunsetted -- the Community of Practice Working Group and the Safety and Security Culture Working Group.

In accordance with the FY 2023 Annual Plan, the five SCIP Working Groups reported on their group’s accomplishments throughout the fiscal year.

COMMUNICATIONS WORKING GROUP

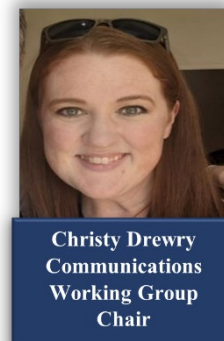
GOAL 01: Promote long-term sustainability of safety culture & SCWE concepts through highlighting SCIP activities and tools [awareness of duty, responsibility, common safety & security culture language core values].

Quarter 1

- 01A-Develop & issue biannual SCIP Bulletin. (Closed 12/7/2022)
- 01B-Identify additional internal POCs to SCIP Executive Secretary. (Closed 12/7/2022)
- 01C-Share the proposed SCIP Social Media Guide with SCIP (presentation at SCIP monthly meeting, Bulletin, PowerPoint, SharePoint). (Closed 12/7/2022)
- 01D-Request SCIP PSO Reps to identify a PR POC. (Closed 12/7/2022)
- 01E-ISM Update from EHSS-10. (Closed 12/7/2022)

Quarter 2

- 01F-Review energy.gov SCIP and safety culture websites; provide recommendations to SCIP Exec Sec. (Closed 4/5/2023)
- 01G- Explore the use of technology (QR code) to include in SCIP communications. (Closed 4/5/2023)
- 01H- Engage with SCIP members to develop sharable social media products for distribution. (Closed 4/5/2023)
- 01I-Prepare draft SCIP 101 briefing for use by SCIP Members to share (e.g., what SCIP is doing and why it is important to them). (Closed 4/5/2023)
- 01J-Revisit safety culture posters (design/print); send templates to the sites for printing/posting. (Deferred to FY 2024)



Quarter 3

- 01K- ISM Update from EHSS-10. (Closed 6/7/2023)
- 01L- Develop & issue biannual SCIP Bulletin; requested support from SCIP Executive Secretary (Deferred to FY 2024)
- 01M- Implement social media approaches (Closed 5/3/2023)
- 01N- Prepare and submit content to appropriate DOE POCs for posting. (Closed 5/3/2023)
- 01O- Leverage support from PR POCs to distribute SCIP messages and information. (Closed 5/3/2023)

Quarter 4

- 01P- Engage with SCIP members to develop sharable social media products for distribution. (Deferred to FY 2024)
- 01Q- Prepare and submit content to appropriate DOE POCs for posting. (Deferred to FY 2024)
- 01R- Review PowerPedia SCIP and safety culture websites; Issue list of recommendations to SCIP Executive Secretary. (Deferred to FY 2024)

GOAL 02: Expand safety and security culture “pop-up” campaigns to broaden audience.

Quarter 1

- 02A- Review and update safety and security culture pop-ups messages (remove outdated). (Closed 11/2/2022)
- 02B- Transmit to SCIP Exec Sec to distribute for SCIP community for review/comment. (Closed 11/2/2022)
- 02C- Disposition comments from SCIP community. (Closed 12/7/2022)
- 02D- Transmit to SCIP Exec Sec for SCIP member approval. (Closed 1/4/2023)
- 02E- Run one-week campaign from the message inventory. (Closed 2/1/2023)

Quarter 2

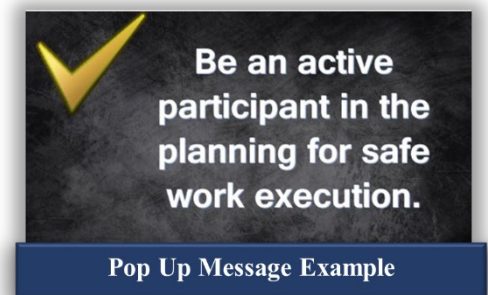
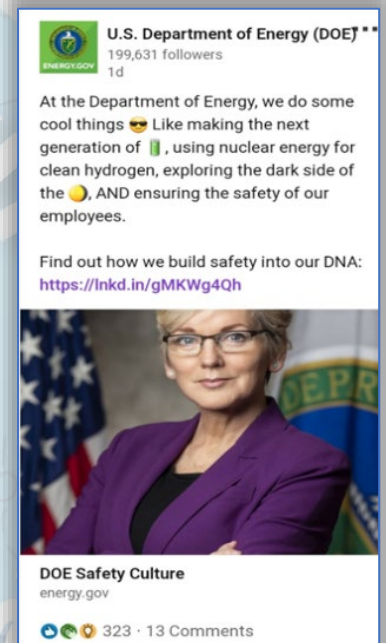
- 02F- Determine other means to use pop-up messages. (Deferred to FY 2024)
- 02G- Request SCIP PSO Reps identify POCs to expand reach of pop-up messages to additional locations/sites. (Closed 5/3/2023)
- 02H- Run one-week campaign. (Closed 2/1/2023)
- 02I- Update safety culture pop-up message posters to include SCIP reference and add QR code. (Deferred to FY 2024)
- 02J- Explore the use of multimedia to make pop-ups more interactive. (Deferred to FY 2024)

Quarter 3

- 02K- Run one-week campaign. (Closed 2/1/2023)

Quarter 4

- 02L- Run one-week campaign. (Closed 2/1/2023)



COMMUNITY OF PRACTICE

GOAL 03: Indoctrinate SCIP CoP tools for information sharing into established DOE organizations, tools, and processes.

Quarter 1

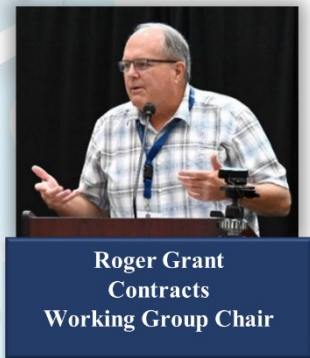
- 03A- Transfer tasks for maintaining the CoP directory to EHSS. (Closed 3/8/2023)
- 03B- Identify established DOE databases and other digital tools that promote the exchange of ideas and lessons learned. (Closed 12/7/2022)
- 03C- Communicate DOE databases and digital tools that promote the exchange of ideas and lessons learned; present information at SCIP monthly meeting. (Closed 3/8/2023)
- 03D- Transfer all records to SCIP Executive Secretary. (Closed 3/8/2023)

CONTRACTS WORKING GROUP

GOAL 04: Identify actions to sustain or improve safety culture during contract transitions.

Quarter 1

- 04A-Solicit and collect contract data from the selected sites. (Closed 1/4/2023)
- 04B-Evaluate and interpret information from the selected sites. (Closed 1/4/2023)
- 04C-Develop a standard approach for organizing data for evaluation. (Closed 1/4/2023)
- 04D-Follow up with sites for additional clarification. (Closed 1/4/2023)



Quarter 2

- 04E-Continue to evaluate and interpret information from the selected sites. (Deferred to FY 2024)
- 04F-Continue to follow up with sites for additional clarification. (Deferred to FY 2024)

Quarter 3

- 04G-Identify best practices and lessons learned to increase focus. (Deferred to FY 2024)
- 04H-Summarize the conclusions and present recommendations to SCIP. (Deferred to FY2024)

Quarter 4

- 04I-Prepare the report and obtain approval from SCIP. (Deferred to FY2024)

GOAL 05: Continue to promote the use/application of the standard safety culture clause in contracts.

Quarter 1

- 05A-Identify how many contracts have the standard safety culture clause (MA-62). (Closed 12/7/2022)

Quarter 2

- 05B-Collect safety culture Performance Objective Measurement & Commitments (POMC) / Performance Evaluation & Measurement Plan (PEMP) language. (Closed 3/8/2023)
- 05C-Evaluate POMC/PEMP language and identify commonalities. (Deferred to FY2024)
- 05D-Determine if a data call to HCAs and Procurement Directors is appropriate. (Closed 12/7/2022)

Quarter 3

- 05E-Prepare a summary of POMC/PEMP evaluation and present the data at a SCIP monthly meeting. (Deferred to FY2024)
- 05F-Solicit and obtain input from EFCOG. (Closed 5/3/2023)

Quarter 4

- 05G-Determine whether there are any recommended updates to the standard clause. (Deferred to FY2024)

MONITORING MEANS AND METHODS (MMM) WORKING GROUP

GOAL 06: Pilot the process and framework to monitor & measure the health of safety culture -- for use by DOE organizations and the SCIP.

Quarter 1

- 06A-Collect data from Pilot organizations 1, 2, & 3. (Closed 2/1/2023)
- 06B-Solicit for the 4th organization (federal) to pilot. (Closed 1/4/2023)

Quarter 2

- 06C-Continue to collect and evaluate feedback. (Closed 5/3/2023)
- 06D-Prepare and present bi-annual status update to SCIP. (Closed 5/3/2023)

Quarter 3

- 06E-Continue to collect and evaluate feedback. (Closed 6/7/2023)

Quarter 4

- 06F-Continue to collect and evaluate feedback. (Closed 10/4/2023)
- 06G- Prepare/present bi-annual status update to SCIP. (Closed 10/4/2023)



SAFETY AND SECURITY CULTURE INTEGRATION

GOAL 07: Propose revisions for DOE G 450.4-1C Attachment 10 to include security culture.

- 07A- Complete comment disposition from SCIP members and submit proposed recommendations to EHSS-10 (copy SCIP Executive Secretary). (Closed 12/7/2023)
- 07B- Discuss opportunities to promote common culture principles for DOE enterprise w/Comm WG Chair. (Closed 12/7/2023)
- 07C- Discuss SSCI recommendations with SCIP Training WG. (Closed 12/7/2023)
- 07D- Conduct meeting with EHSS Security Strategy Culture Working Group to (transfer Att. 10 info recommendations). (Closed 12/7/2023)
- 07E- Transfer records to EHSS (AU) SCIP Executive Secretary. (Closed 12/7/2023)
- 07F- Sunset the working group. (Closed 12/7/2023)

TRAINING WORKING GROUP

In conjunction with the Training Working Group, DOE's EHSS, and DOE's National Training Center (NTC), the SCIP supported SME/lead instructions for 34 classroom deliveries of NTC safety culture courses, including nine sessions of TLP-200, *Safety Culture for DOE/DOE Contractor Senior Leaders*, 17 sessions of TLP-150, *Safety Culture for Front Line Leaders* (supervisors), and seven sessions of

TLP-100, *Safety Culture Leadership Fundamentals* (for employees) for nearly 800 Federal and contractor leader/employee participants. EHSS SMEs supported certification of 17 new instructors at multiple DOE sites for TLP-150 and TLP-100 through teaching, monitoring, and evaluation. The SMEs participated in a Comprehensive Review of DOE NTC Safety Culture course materials to bring the three courses into alignment and promote consistency in approach and methodology. These SMEs also developed a tracking tool now utilized by DOE NTC to better plan, prepare, and support delivery of courses to meet the level of demand for the courses across the DOE complex. They also engaged with DOE NTC in the early planning stages of the pilot Safety Culture Assistance Visit process, which will enable DOE NTC to evaluate team member and team lead qualifications and experience, as well as build the foundation for a new course that will be developed in FY24 called TLP-175, *SCA Visit Team Lead and Team Member* training.

GOAL 08: Provide established safety culture courses to all levels of the organization.

Quarter 1

- 08A-Complete TLP-200 course maintenance. (Closed 11/2/2022)
- 08B-Deliver TLP-200 course as needed. (Closed 1/4/2023)
- 08C-Complete TLP-150 post-pilot revision for classroom and virtual. (Closed 11/2/2023)
- 08D-Deliver TLP-150 as needed. (Closed 1/4/2022)
- 08E-Deliver TLP-100 as needed. (Closed 12/7/2022)



Quarter 2

- 08F-Complete TLP-200 course maintenance. (Closed 4/5/2023)
- 08G-Deliver TLP-200 course as needed. (Closed 4/5/2023)
- 08H-Complete TLP-150 post pilot revision for classroom. (Closed 4/5/2023)
- 08I-Deliver TLP-150 as needed. (Closed 4/5/2023)
- 08J-Deliver TLP-100 as needed. (Closed 6/7/2023)

Quarter 3

- 08K-Complete TLP-200 course maintenance. (Closed 7/14/2023)
- 08L-Deliver TLP-200 course as needed. (Closed 6/7/2023)
- 08M-Complete TLP-150 post pilot revision for classroom. (Deferred to FY2024)
- 08N-Deliver TLP-150 as needed. (Closed 6/30/2023)
- 08O-Deliver TLP-100 as needed. (Closed 6/30/2023)
- 08P-Conduct comprehensive review of TLP suite to ensure alignment of course content. (Closed 7/14/2023)

Quarter 4

- 08Q-Complete TLP-200 course maintenance. (Deferred to FY2024)
- 08R-Deliver TLP-200 course as needed. (Closed 9/30/2023)
- 08S-Complete TLP-150 post pilot revision for classroom. (Deferred to FY2024)
- 08T-Deliver TLP-150 as needed. (Closed 9/30/2023)
- 08U-Deliver TLP-100 as needed. (Closed 9/30/2023)

GOAL 09: Increase Certified Instructor Pool for Safety Culture Courses.

Quarter 1

- 09A-Solicit for and identify Federal and contractor interested/qualified individuals. (Closed 2/1/2022)

Quarter 2

- 09B-Report status of qualified instructors. (Closed 4/5/2023)
- 09C-Solicit for and identify Federal and contractor interested/qualified individuals. (Closed 4/5/2023)

Quarter 3

- 09D-Report status of qualified instructors. (Closed 6/7/2023)
- 09E-Solicit for/identify Federal & contractor interested/qualified individuals. (Closed 6/7/2023)

Quarter 4

- 09F-Report status of qualified instructors. (Deferred to FY2024)
- 09G-Solicit for and identify Federal and contractor interested/qualified individuals. (Deferred to FY2024)

GOAL 10: Evaluate and develop ISM and safety culture onboarding & refresher concepts (e.g., eLearning).

Quarter 1

- 10A-Solicit for and identify team members (SCIP PSO Representatives). (Closed 11/2/2022)
- 10B-Initiate meetings with HC, NNSA HC, PMAs, others on adding TLP-200 and TLP-150 to required leadership core training. (Closed 7/30/2023)
- 10C-Presentation to FTCP to discuss adding TLP-150 (or TLP-200) for consideration into FR/SSO quality standards. (Closed 12/7/2022)

Quarter 2

- 10D-Develop a Roadmap - benchmark & collect data, review relevant SCIP Annual Meeting ideas, evaluate a tailored approach, and identify roles & timelines for onboarding and refresher module. (Closed 6/30/2023)

Quarter 3

- 10E-Develop recommendations for SCIP. (Closed 6/30/2023)

Quarter 4

- 10F-Create a rapid development team for onboarding course. The course is in development with support from Tracy Rogness/Argonne National Laboratory. (Deferred to FY2024)

GOAL 11: Promote safety and security culture concepts in NTC and NNSA courses.

Quarter 2

- 11A- Create a universal executive leadership safety culture module for inclusion in appropriate training (e.g., NELT, SELT, STSM, EMLT). (Deferred to FY2024)

Quarter 3

- 11B-Incorporate module into course materials, as appropriate. (Deferred to FY2024)

SAFETY CULTURE ASSISTANCE (SCA) WORKING GROUP

GOAL 12: Develop safety culture assistance tools (agency survey instrument and safety culture assist visit process).

Quarter 1

- 12A-Identify Executive Sponsor. (Closed 11/2/2022)
- 12B-Identify working group members from PSOs. (Closed 11/2/2022)
- 12C-Complete benchmarking of Duke Energy Safety Culture Assessment (June 22, Aug 22, Oct 22). (Closed 1/4/2023)
- 12D-Obtain input from DOE assessment team members. (Closed 2/1/2023)
- 12E-Develop a Charter. (Closed 12/7/2022)



Quarter 2

- 12F-Meet with stakeholders to clarify difference between self-assessment, safety culture assist visit, and oversight. (Closed 2/1/2023)
- 12G-Establish a Roadmap. (Closed 2/1/2023)
- 12H-Prepare Safety Culture Assist Visit (SCAV) process. (Deferred to FY 2024)
- 12I-Prepare EHSS safety culture assist visit process -- feeds into development of TLP-175). (Deferred to FY 2024)
- 12J-Obtain comments on SCAV process (Deferred to FY 2024 after pilot).
- 12K-Comment disposition. (Deferred to FY 2024 after pilot)

Quarter 3

- 12L-Finalize SCAV process. (Deferred to FY 2024 after pilot)
- 12M-Gather data on safety culture survey instruments and methods. (Deferred to FY 2024)
- 12N-TLP-175 – NTC establish rapid development team and evaluate path forward. (Deferred to FY 2024)
- 12O-TLP-175 – NTC develop materials. (Deferred to FY 2024)

Quarter 4

- 12Q-Provide summary of data and recommendations to SCIP. (Deferred to FY 2024)
- 12P-TLP-175 NTC conduct a pilot. (Deferred to FY 2024)
- 12R-Prepare recommendations for survey and present to SCIP. (Deferred to FY 2024)
- 12S-Identify next steps. (Deferred to FY 2024)

CROSS-CUTTING ACTIVITIES WORKING GROUP

GOAL 13: Promote SCIP and Safety Culture concepts across the DOE Enterprise and externally (including safety and security culture, and SCWE).

Quarter 1

- 13A-Evaluate Outstanding Safety Culture Award guidance and timeline. (Closed 12/7/2022)
- 13B-Engage with FTCP, EFCOG, DOE HC, and others to promote awareness of SCIP. (Closed 6/30/2023)
- 13C-PSOs engage with FRs & SSOs on safety culture and obtain feedback. (Closed 6/7/2023)
- 13D-Collaborate with HC, Ombuds, others to assist in developing safety culture/TRAC behaviors into performance plans. (Closed 1/4/2023)

- 13E-Identify panel participants for WM Symposium; prep material. (Closed 2/1/2023)
- 13F-Present SCIP information at NITAM Workshop 11/16-17/2022. (Closed 12/7/2022)
- 13G-Finalize SCIP Annual Meeting Summary; submit to S2. (Closed 2/1/2023)

Quarter 2

- 13H-Participate in WM 2023 panel. (Closed 3/8/2023)
- 13I-Arrange for safety culture panel for National Cleanup Workshop (NCW) 2023. (Closed 6/7/2023)
- 13J-Develop and deploy a SCIP presentation for HQ and site all-hands meetings. (6/7/2023)
- 13K-SCIP Co-Chairs and select core members presentation to DOE Directives Board on SCIP activities and objectives; identify how to better accomplish SCIP Charter III. B Activities 1 & 2. (Deferred to FY 2024)
- 13L-In collaboration with NTC, establish a small team to explore supplemental videos for SCIP. (Deferred to FY 2024)

Quarter 3

- 13M-Under DOE NTC lead, send out safety culture pop up message posters; gather video footage and/or send NTC out to record footage. (Deferred to FY 2024)
- 13N-Identify topic/panel members for NCW 2023. (Closed 6/7/2023)
- 13O-Convene panel members and prepare for NCW 2023. (Closed 6/7/2023)

Quarter 4

- 13P-Participate in EM NCW 2023. (Deferred to FY 2024)

GOAL 14: Bridge a wide array of safety culture practices and practitioners (Federal, contractor, national laboratories).

Quarter 1

- 14A-Identify and implement ways to promote more discussion amongst leaders at monthly meetings (Closed 12/7/2022)
- 14B-EA presentations to SCIP on CRAD and safety culture assessments. (Closed 1/4/2023)
- 14C-Identify panel participants, arrange for speaker fees, and secure funding for psychological safety panel members. (Closed 6/30/2023)

Quarter 2

- 14D-Identify and implement ways to promote more discussion amongst leaders at monthly meetings. (Closed 4/5/2023)
- 14E-SCIP monthly meeting with focus on psychological safety. (Closed 6/7/2023)
- 14F-Evaluate stories for potential case study development, and for dissemination in OpEx or OrgEx. (Closed 5/3/2023)

Quarter 3

- 14G-Identify and implement ways to promote more discussion amongst leaders at monthly meetings. (Closed 6/30/2023)
- 14H-Dialogue to prompt discussions within SCIP – focus on short case studies (similar to ADR presentation). (Deferred to FY 2024)

Quarter 4

- 14I-Identify and implement ways to promote more discussion amongst leaders at monthly meetings. (Deferred to FY 2024)

- 14J-Implement case studies at SCIP meetings. (Deferred to FY 2024)
- 14K-Broadly distribute case studies for use by HQ and field/sites. (Deferred to FY 2024)

GOAL 15: Maintain SCIP structure and renew SCIP Strategic direction.

Quarter 1

- 15A-Update Communications WG Charter (Closed 2/1/2023)
- 15B-Update MMM WG Charter (Closed 2/1/2023)
- 15C-PSOs requested to assist with identifying potential members to backfill WG members. (Closed 12/7/2022)
- 15D-Brief Deputy Secretary on FY 2023 Annual Plan. (Administratively Closed 8/7/2023)
- 15E-Evaluate DOE's Diversity Equity Inclusion & Accessibility Strategic Plan to support implementation. (Closed 12/7/2022).
- 15F-Pilot SharePoint collaborative working space for working groups. (Closed 2/1/2023).

Quarter 2

- 15G-Review DNFSB 2011-1 Implementation Plan actions and SCIP activities and identify actions to consider (Closed 4/5/2023).
- 15H-PSOs request to assist with identifying potential members to backfill/fill working group member's needs (Closed 4/5/2023).
- 15I-Begin rollout of SharePoint as a collaborative space for all other working groups (in phases). (Closed 5/3/2023).

Quarter 3

- 15J-PSOs request to assist with identifying potential members to backfill/fill working group member's needs. (Closed 6/30/2023)
- 15K-Finalize evaluation of the Implementation Plan actions and SCIP activities and provide recommendations to SCIP for consideration (to support SCIP Strategic Plan revision). (no actions - Closed 6/30/2023)

Quarter 4

- 15L-PSOs request to assist with identifying potential members to backfill/fill working group member's needs (current needs: Training and Communications). (Deferred to FY 2024)
- 15M-Evaluate and propose revisions to the SCIP Strategic Plan. (Deferred to FY 2024)

Plenary Speaker- Dr. Rachel Seely: Flight Plan 21 and the FAA’s Safety Culture Journey

Dr. Rachel Seely, Safety Culture Team Lead, Federal Aviation Administration (FAA)

Dr. Seely co-leads the FAA's Flight Plan 21 Safety Culture initiative and leads the Safety Culture Team for the Air Traffic Organization. She presented information of the breakthroughs in major accident rates since 1946, showing a large decline over the years. Flying is the safest mode of transportation, safer than driving, biking, and kayaking. It is helpful to understand the background of the lessons learned, bringing the agency to large successes and the level of safety seen today. The first primary factor includes the different systems and technologies that have assisted in increasing the safety of passengers. The second factor is the process improvements within aviation. The work that the FAA has been doing is within the Safety Management System (SMS), managing safety and partnering with industry to focus on safety measures and safety culture. It is essential that safety culture is actively practiced, and that people believe in the mission of focus. If team members are not engaged and don't believe in it, the minimum requirements become maximum performance. Trust and psychological safety are crucial to have an effective program.

Dr. Seely added that safety is created by people. The more that safety is achieved, the harder it gets to determine different safety aspects. That's where people within the organizations come into the conversation. At the FAA, there are different investigations that take place, which focus on analytics to help drive the work forward. This establishes a strong foundation, with caveats tagged to it.

The FAA was looking at a paradigm shift that would help to shift the future of safety within aviation. The analytics presented represent the strengthening of the core within SMS, Safety Culture, and looking at additional factors through enforcement, compliance, and commitment to the safety mission -- people who are working to meet beyond the minimum standards.



Flight Plan 21

Dr. Seely explained Flight Plan 21 and the approach. Flight Plan 21 is a framework created to address the many new challenges. The FAA looked at the different complex challenges that have been presented and looked at identifying the needs of the community and the 21st century. The FAA approach was to conduct stakeholder outreach and do benchmark assessments. There were presentations, including the DOE, which shared best practices to help be a more resilient organization -- an added insight into the

diversity of thinking, new survey instruments, and looking at human capital within the organization to assist in analyzing the problems. One of the tools the FAA has leveraged is the book, ‘The Influencer’, which talks about overdetermining success. The FAA is looking at building awareness, safety workshops, and leaderships perspective, in support of Flight Plan 21 and the aviation community.

Safety Culture is Key

Dr. Seely noted that in the FAA, safety culture starts at the top. The organizational leadership sets the foundation and expectations to how safety culture is delivered. Leaders set the foundation to what is rewarded, supported, accepted, and promoted, with an expectation and prioritization of deliverables. The FAA safety culture team has been working with the leaders to understand what safety culture means to them.



Within FAA, there are open discussions to understand the values, intent, and to discuss initiatives that can drive safety culture. Roundtables are used to open conversations that can correlate data information. Data is a strong tool to raise and create awareness. FAA is also evaluating "intent versus impact" – as individuals may believe that certain scenarios or situations are an overall definition of who their leader may be (i.e. a leader having done something that didn't resemble the same messaging that they delivered on safety culture practices). Leadership is knowing that there is accountability tied to our behaviors and messaging and being aware that everyone is watching how you show up as a leader.

Connecting the Dots

When the FAA safety culture campaign was launched, there was a discussion on psychological safety and initial thoughts were that it didn't apply to them. However, part of the mission has been to connect the dots with how safety culture connects to the overall mission of the campaign. The FAA's campaign focuses on three components -- data, organization, and leadership. Data provides an informed culture - using the data as a quantitative and qualitative tool to improve decision-making. The Culture of the organization gives the ability to influence and guide the thinking and behaviors of members in the organization. Leaders have the opportunity to reflect on how leaders interact with one another in their teams. These are necessary foundations to improve the safety culture.



Personal Well-Being and Public Safety

Dr. Seely shared that the FAA has been working on drawing a connection between psychological safety and aviation safety -- helping individuals to draw the connection and seeing it play out in increasing safety. In an electronic bulletin, the FAA published an article on Promoting, Maintaining and Supporting Mental Well-Being in Aviation During the COVID-19 Pandemic, which highlighted that “Personal well-being influences the organization’s culture. It is essential to promote the psychosocial safety of persons working within the aviation industry to support the safety goals of the industry, its stakeholders, and the public.

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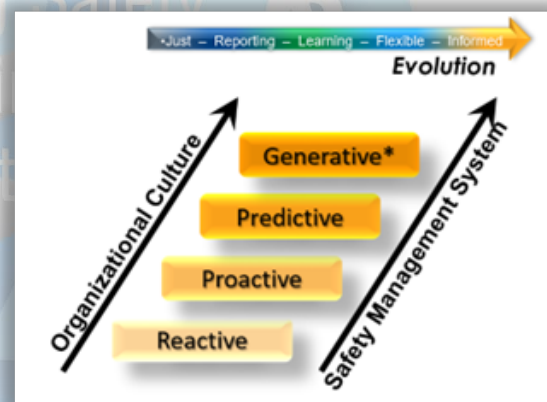
“We want to be beyond proactive or predictive.”
-Dr. Rachel Seely

Tools for Measuring Safety Culture

DOE and the FAA are in a similar position within the tools being used and/or developed for measuring safety culture. The FAA has developed safety culture assessments, leveraged the Federal Employee Viewpoint Survey (FEVS), and evaluated the data that is available. Dr. Seely shared that data helps people see how safety outcomes are tied to employee engagement, and psychological safety, which assists in developing a model for safety culture.

Inter-Relationship

The FAA is looking to ensure that their Safety Management System (SMS) is robust. The SMS framework is only as effective as the culture which enables information to flow into it and impactful change to flow out of it. Ensuring positive safety culture is achieved. Understanding that Employees’ attitudes, values, and beliefs towards safety can influence the decisions they make and whether they hold safety in high regard. If employees place a high value on safety, they are less likely to act in an unsafe manner and more likely to participate in SMS activities. The FAA is looking to move forward from being reactive and proactive to looking at ways to have open dialogue, understanding it’s okay to make mistakes and learn from that, and being more generative in the evolution of safety culture.



Plenary Speaker-Jeffrey Avery: Building a Healthy Safety Culture

Mr. Jeffrey Avery, Principal Deputy Assistant Secretary, Office of Environmental Management

Mr. Avery discussed the importance of psychological safety, as it helps make better decisions, facilitates risk management, and mobilizes the teams' talent. He shared that safety is fundamental to the mission of the DOE's Office of Environmental Management (EM) and that "success in EM's mission is only achieved when we eliminate the nation's greatest environmental liabilities while holding the highest standards of industrial nuclear radiological safety, and responsible conduct of operations, which hold important values to what the clean-up looks like today and decades later."



Part of maintaining and strengthening a strong safety culture is to never be fully satisfied with where we are at or conclude that the work is done. The complex systems that are overseen and managed demand a focus on continuous improvement. The environment DOE operates today highlights that foundational safety principles are important. There is unprecedented recapitalization and construction across the department, which provide an analysis of the current operating facilities being used past their intended lifetimes, along with new missions and projects supporting national security, clean energy, and environmental clean-up missions. Meeting the challenges has required increasing the volume of construction projects, while simultaneously ensuring that aging facilities are maintained, and effective safety controls. At EM, there are many complex and technically challenging projects in their portfolio, including the treatment of tank waste. Additionally, EM is experiencing high rates of workforce retirement, which have decades of experience and the ability to judge risks properly. Collectively, the challenges create a dynamic where it is even more important to ground the work within the strong safety principles, behaviors, and methods.



Mr. Avery noted that it is important to stress psychological safety and its importance within the work being done. Day-to-day operations interface with technologies, which demand rigor, discipline, defense, depth, and conservatism within the design and operations to protect the safety of workers, the public, and the environment. Fielding the technologies demands technical decision-making based on facts. Rank, power, fear, office politics, and undue production pressure cannot play a role in the decision-making factors. Organizational culture and training must empower individuals to make the correct technical decisions.

The DOE offers Diversity, Equity, Inclusion, and Accessibility (DEIA) training that incorporates compelling content on the intersection of psychological safety and organizational excellence. Those who embrace that training and concepts outperform the competition. EM is fully embracing the important principles. Mr. Avery shared that EM-HQ has held an off-site retreat to feature the importance of

psychological safety in the work being executed. These engagements unlock the full potential of the workforce, honoring different points of view, and creating an inclusive safe, and open environment. The DOE’s process and policies support differing opinions and ensure multiple paths are available to voice their opinions – all employees are free and should feel free to raise concerns without fear of retaliation.

“Mature, risk-based decision making is a critical safety culture attribute.”
-Jeffrey Avery

Mr. Avery shared that a recent report from the Office of Enterprise Assessments, Office of Enforcement, highlighted that, “at Hanford Integration Mission Solutions, they make sure that they use consistent terms and methods to make it easy for workers to report problems.” The importance of this is

highlighted by the dynamic organization with thousands of workers and multiple organizations working together to perform environmental cleanup of some of the most complex and challenging waste forms of the Department.

Mr. Avery shared that leaders have a responsibility to create an open and welcoming environment, by being approachable and thinking about the unintended consequences when reacting. Understanding the power dynamics involved in conversations with others -- to never create an environment where differing opinions being shared are taken personally, and to not make it about oneself and ego. Leaders champion development, which should provide an opportunity to look at oneself personal challenges, weaknesses, and growth opportunities, to develop as well, as expected of team members. He shared that respect is important within the workplace, and creating a partnership with the workforce where successes are celebrated in which everyone had a role in mobilizing the talent, team, and mission. Finally, he encouraged participants to take the input received, and take the decision-making authority to make changes.



Plenary Speaker-Ayako Araki: Current Safety Culture Activities by NUMO in Harmony with INPO's Traits of a Healthy Nuclear Safety Culture



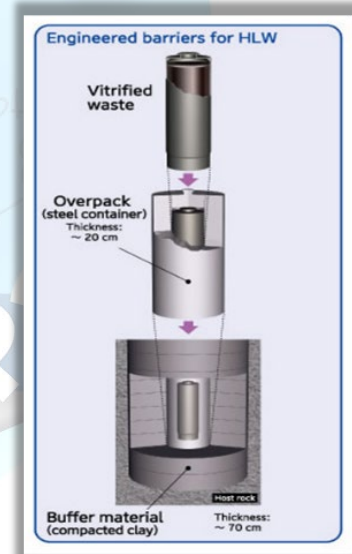
Ayako Araki

Ms. Ayako Araki, Chief of the Technology Integration Group at the Nuclear Waste Management Organization of Japan (NUMO)

Ms. Araki shared how Japan's Nuclear Waste Management approaches safety culture. NUMO was established in 2000 and is responsible for the geological disposal of high-level radioactive waste in Japan. It is authorized to operate under governmental supervision. The NUMO headquarters are in Tokyo, Japan and consists of approximately 200 staff of which 70 are technical staff. NUMO is an implementer of geological disposal, meaning they facilitate the disposal of high-level radioactive waste by securing it 300 meters or more underground. Their process is in accordance with Japanese law following studies that show the efficacy and reliability of geological disposal. NUMO is currently performing additional surveys and studies on geological disposal as well as working on development of their technology.

To perform geological disposal, NUMO follows several steps. First, they select a repository site. This includes performing a literature survey, a preliminary investigation, and a detailed investigation. Then the facility construction on the site. Once a repository site is prepared, nuclear waste is assembled for disposal. Vitrified waste is contained in a capsule then placed in a second steel container. Finally, the container is insulated by a buffer layer of compacted clay.

Japan's history with nuclear technologies leads to a lot of scrutinization from the local population about the country's nuclear work. It is crucial for the Japanese government and NUMO to maintain positive relations with the Japanese populace and gain their trust and support for the nuclear remediation processes being put in place, and the recent technologies being developed. Safety culture is a large part of NUMOs public messaging, and a way to demonstrate that their organization is diligent about safety both inside and outside of their organization. NUMO emphasizes that their safety culture is in line with the Institute of Nuclear Power Operations (INPO) 10 Traits of a Healthy Nuclear Safety Culture, which includes: Personal Accountability; Questioning Attitude; Safety Communication; Leadership Accountability; Decision-Making; Respectful Work Environment; Continuous Learning; Problem Identification and Resolution; Environment for Raising Concerns; and Work Process.



Ms. Araki referenced the 2011 Fukushima Daiichi Nuclear Power Plant accident and how NUMO is continuing to learn and improve from this incident. In any nuclear operation, the organization needs to have a safety-first attitude to organizational and human factors. Safety incidents could be prevented by efforts such as implementing a system for human errors, increased communication, and creating a safe environment where workers feel comfortable raising concerns.



NUMO discovered in a survey conducted with their staff that employees highly value accountability and communication but place a lower emphasis on raising concerns and confidence in leadership. Typical Japanese culture emphasizes being modest, diligent, cooperative, and insightful. Typical communication is less explicit, and individuals need to interpret subtle meanings through tone, body language, and context. This can lead to a culture where workers lose confidence because of perceived criticism, even if it was

misinterpreted, or are afraid to report concerns they feel will reflect poorly on them or their teams. To address this, NUMO has implemented a mentoring system as well as a more robust pre-job briefing program to review procedures and tasks thoroughly before new hires begin their work. Additionally, NUMO is working with management and leadership to demonstrate communication behaviors that can help foster a more psychologically safe work environment. This includes showing gratitude by saying “thank you,” relaxing body language by not crossing arms, smiling more, and making eye contact. They are also enacting new policies such as informal meetings in communal spaces with sofas as opposed to desks, and a new open-door policy for the executive’s office.

In conclusion, Ms. Araki shared with the audience the Japanese phrase “Go-Anzen-Ni!” which means “wishing each other’s safety,” which is used as a greeting when passing in the hallway or as the closing remark to end a meeting. Small communications like this help NUMO keep safety culture on everyone’s mind and promote the continuous growth of a physically and psychologically safe work environment. NUMO will continue to operate and expand their Safety Culture initiatives to reduce the risk of future incidents as well as to continuously garner trust and support from the Japanese people.

Presentation of the FY 2022 Outstanding Safety Culture Awards

The Outstanding Safety Culture Awards represent the highest non-monetary recognition for the Department’s individuals and teams that promote the effective implementation of safety culture concepts. The awards recognize individuals and teams that epitomize the dedication and commitment necessary to shift the focus from compliance to excellence, while emphasizing continuous improvement and long-term performance.



For FY 2022, there were two nominations for the Individual DOE Employee Award, six nominations for the Individual Contractor Employee Award, and six nominations for the Team Award. All nominees were recognized at the DOE Safety Culture Improvement Panel June 8, 2023, Monthly Meeting. For more information see the [meeting presentation](#) on Powerpedia.

FY 2022 Outstanding Safety Culture Awards Recipients

DOE INDIVIDUAL OUTSTANDING SAFETY CULTURE AWARD RECIPIENT



Doug Eddy

Doug Eddy, Senior Technical Safety Advisor, NA-LL, NNSA Livermore Field Office, U. S. Department of Energy

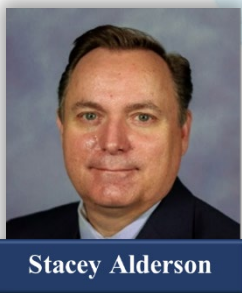
In FY 2022, Douglas Eddy (Doug) demonstrated excellent leadership to see the successful implementation of the NNSA Safety, Analytics, Forecasting, Evaluation, and Reporting (SAFER) program at the Livermore Field Office (LFO). As the LFO Champion for SAFER, Doug established a plan with goals and a schedule that engaged management and the key stakeholders at LFO, Lawrence Livermore National Laboratory (LLNL), and NNSA NA-50/NA-ESH to ensure the SAFER platform included the right decision makers. Mr. Eddy’s involvement did not stop at LFO/LLNL but extended to building out and expanding the LFO Field Office page to include the Technical Qualifications Program (TQP), staffing/organization, and general Field Office resource information and data. Because of Mr. Eddy’s vision and achievements, the LFO SAFER platform was shared with the NNSA safety groups and committees, Headquarters (HQ), and all of the NNSA Sites. Mr. Eddy’s achievements at LFO were essentially mirrored at the other NNSA Field Offices.

The planning and coordination of the SAFER project was complex involving a large team of experts, including directly working with the NNSA subcontractor Palantir Technologies Inc. Because of Mr. Eddy's leadership, NNSA successfully developed a new type of software system for the DOE/NNSA that established the first common operating platform for securely sharing information and facilitating the management of knowledge for performance monitoring from multiple databases, which included: various facility specific information such as Mission Dependency Index (MDI) and operations, issues, occurrences/events, assessments, effects of infrastructure aging and degradation, utilities management, infrastructure projects, fire protection program information, safety basis documentation, and other standard maintenance program data such as work orders and nuclear facility maintenance program compliance.

After LFO completed a pilot for the Maintenance Safety Management Program (SMP), Mr. Eddy continued developing SAFER further. Although the Maintenance platform had achieved successful implementation, Mr. Eddy was determined to expand and develop other programs such as Fire Protection, Safety Basis, and Utilities. Because of Mr. Eddy's drive for continuous improvement and having a clear understanding of NNSA's mission and safety program requirements and goals, he was instrumental to direct and coordinate NNSA's efforts to collect, analyze, and communicate safety performance and outcomes via SAFER to LFO management, LLNL, HQ, and even across the NNSA enterprise. Mr. Eddy's vision for SAFER included the greater NNSA.

Mr. Eddy's work effort included a collaborative effort with our LLNL partners to help ensure DOE's Integrated Safety Management System (ISMS) and oversight systems were a part of the development process from day one. Mr. Eddy successfully included a vision to increase efficiency and effectiveness in safety oversight by using subject matter experts more effectively through the use and application of SAFER. By doing this Mr. Eddy successfully focused on risk and problem-solving in support of NNSA's mission and goals for increased safety.

CONTRACTOR INDIVIDUAL OUTSTANDING SAFETY CULTURE AWARD RECIPIENT



Stacey Alderson, Acting Senior Director Mission Assurance, Mission Support and Test Services (MSTS), NNSA Nevada Field Office

Mr. Alderson's dedication and commitment to safety culture implementation at the NNSS has undoubtedly resulted in the lowest 12- month rolling average Total Recordable Incident Rate (TRIR of 0.31) in the past 13 years for an M&O contractor at the Nevada National Security Site and the MSTS retention of DOE Voluntary Protection Program (VPP) Star Status and expansion to outlying locations for the award period.

Mr. Alderson has demonstrated significant achievements in the following Safety Culture Focus Areas including Leadership, Organizational Learning, and Employee Engagement. Mr. Alderson, through his leadership, has directly and personally influenced the implementation and continuous improvement of the BeyondZero safety culture employed at MSTS.

Mr. Alderson led the DOE VPP recertification process readiness strategy. He led the development of a corporate communication plan that consisted of print and digital article distributions, posters, lanyard

cards, and briefing materials for supervisors and managers. Additionally, he briefed Business Agent representatives from all 23 collective bargaining units, provided monthly status updates, met with employee-led safety committees, and advised senior leadership on interview protocol. Mr. Alderson also developed a specific package of information that was provided to the DOE VPP on-site review team that provided emergency, police, medical, pharmacy, restaurant, and grocery information applicable to the team's hotel location. The level of personal engagement and oversight in the implementation of the readiness strategy contributed significantly to the recertification.

TEAM OUTSTANDING SAFETY CULTURE AWARD RECIPIENT



CJ Backlund



Brian Thomson

CJ Backlund, ES&H Coordinator and Distinguished Technical Staff, Sandia National Laboratory, U.S. Department of Energy

Brian Thomson, Human Performance Improvement & Safety Culture Program Lead, Sandia National Laboratory, U.S. Department of Energy

In the fall of 2022, SNL launched a very successful safety culture program as one of many initiatives to improve Sandia's overall safety and organizational culture with a focus on achieving overall operational

excellence through safe execution of work. Sandia National Laboratories' Safety Culture Program is working to radically change the overall culture of Sandia – such that effectiveness of its leadership is significantly improved, leadership and worker engagement is increased exponentially, and organizational learning is a continuous and never-ending reality. Instead of focusing solely on motivating people to speak up and creating both a physical and psychological safe environment, Sandia's ES&H Organization is also focusing on skill-building to help ensure people not only understand what a safety culture looks, sounds, and feels like, but also master the behaviors and skills necessary to achieve and maintain a safety culture.

Sandia's Safety Culture Program consists of five key components, with the first being supported and reinforced by the other four. All are intentionally designed to develop and accelerate proficiency in five interdependent focus areas: Safety Culture Academy and a 1-day leadership development workshop designed to enhance the ability of managers/leaders to influence/create a stronger safety culture across Sandia. This workshop strengthens participants' awareness of their critical role in fostering a healthy and shared safety culture and provides them with a "safe" and structured environment to practice the principles, language, and behaviors that help them create productive and safe working environments. The workshop focuses on physically safe environments with additional emphasis on psychologically safe environments. Participants also learn how to improve engagement with direct reports, co-workers, and peers to enhance organizational learning and performance.

The Safety Culture Academy is based upon the former Safety Academy for Excellence (SAFE) course, Battelle's Laboratory Operations Supervisor Academy (LOSA), and the DOE's Safety Culture courses for Sr. Managers and Front-Line Supervisors (TLP-200 and TLP-150, respectively). This process has been piloted in October 2022-March 2023 with an expected labs-wide roll out to begin in Spring 2023.

This workshop is based in part on the DOE’s safety culture course for workers (TLP-100) with scenario-based application. The other elements of this safety culture academy include Leading at the Speed of Trust, Crucial Conversations, Crucial Accountability, and Human Performance Improvement. Sandia’s Safety Culture Program is 100% in line with focus areas and attributes outline in DOE G 450.4-1C, Integrated Safety Management Guide, Attachment 10, Safety Culture Focus Areas and Associated Attributes. Most notably, the following focus areas/attributes are highlighted in Sandia’s safety culture program are centered around leadership including demonstrated safety leadership, risk-informed, conservative decision-making, management engagement and time in the field, staff recruitment, selection, retention and development, and clear expectations and accountability.

Plenary Speaker-Adrienne King and Dr. Davyda Hammond: Understanding the Relationship Between Safety Culture and Safety Performance Indicators in the US Nuclear Waste Cleanup Operations

Dr. Davyda Hammond, Manager/Technical Project Manager, Oak Ridge Associated Universities (ORAU)

Adrienne King, Quality Assurance Specialist, Pacific Northwest National Laboratory

Dr. Hammond and Ms. King presented their research on if an organization’s safety culture quantifiably impacts the site’s safety performance. As safety culture professionals, Dr. Hammond and Ms. King regularly promote the idea that investment in safety culture will improve the safety performance of our organizations. They decided to quantifiably prove this point by measuring key performance indicators to understand safety culture metrics and assess DOE’s culture to determine where improvements could be made. Previously, there had not been a clear relationship between safety culture and safety performance within the DOE complex. The relationship has been difficult to decipher due to a lack of high-quality data for analysis, data accessibility issues, and contradicting results in previous studies outside of the DOE workforce.

Dr. Hammond and Ms. King dedicated the presentation in memory of and to Dr. Cindy Caldwell, past Energy Facilities Contractors Group (EFCOG) Safety Culture Co-Chair, social scientist, and mentor.



**Dr. Davyda
Hammond**



Dr. Cindy Caldwell

To launch their presentation, Ms. King provided the audience with background information. There were two guiding questions for this project:

- 1) How do we know that safety culture programs work and go beyond just having faith?
- 2) How can organizations use this evidence to make the best decisions in support of a healthier safety culture at their facilities?

For this research, they defined Safety Culture as “*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 workers, the public, and the environment.*” And they defined Safety Performance as “the analysis of safety processes and procedures to determine how well those systems’ function that involve checking the levels of risk, identifying potential hazards, evaluating safety policies and regulations, and carrying out accident investigations.”



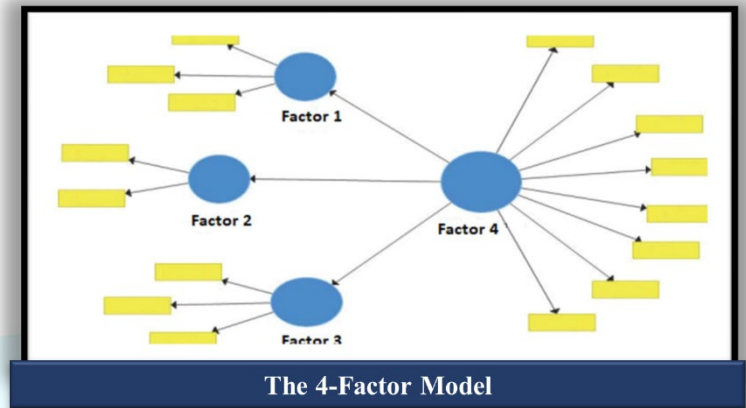
Adrienne King

Their research began when ORAU was contracted by Washington River Protection Solutions (WRPS) at the Hanford Nuclear Reservation to conduct two safety culture evaluations, when WRPS held the Hanford contract for tank waste from 2008 to 2023. The tank waste includes 56 million gallons of liquid and semi-solid radioactive and chemical waste stored in 177 underground tanks at the Hanford Site Tank Farms. WRPS contracted ORAU to perform an initial safety culture evaluation in 2017, which included an all-employee voluntary survey, focus groups, and interviews. The ORAU survey was repeated in 2020. The results of the 2020 Safety Culture evaluation showed

statistically significant improvement in several areas compared to those of the 2017 evaluation, specifically in the areas of organizational learning, decision making, the identification and resolution of safety concerns, and work processes. This study provided an example of using existing data to identify potentially meaningful data for safety culture monitoring within an organization.

The first organizational safety outcome of interest is the number of safety incidents (e.g., occupational injuries and illnesses) recorded over the relevant time frame of safety culture survey assessment, followed closely by near misses. However, safety incidents and even near misses at DOE energy facilities are so rare that they serve as poor outcome variables. Additionally, not all variations in safety performance are attributable to an organization’s safety culture. Natural disasters, human error, preventative maintenance, and even properly functioning safety systems can also adversely affect performance metrics. WRPS identified 29 organizational performance measures, or key performance indicators (KPIs), for inclusion in the analysis, which included a variety of personal safety and operational indicators. The WRPS Contract Award Fee metric was not included in the analysis since it did not meet the temporal data criterion (e.g., quarterly or monthly data capture); however, the WRPS Contract Award Fee increased (i.e., improved) during the study timeframe. Organizational performance data were collected to correlate performance with the safety culture survey periods. A majority of the KPIs were measured via WRPS protocols and activities with limited external influence (i.e., internal authority).

Results from both the 2017 and 2020 Exploratory Factor Analysis (EFA) indicate that multiple safety culture traits are correlated, and that a 4-factor model better fits the data than a 10-factor model. Confirmatory factor analyses (CFA) further supported that each item had statistically significant factor loadings for the 4-factor model. All correlations for both the 2017 and 2020 datasets were significant at the 0.001 level. Using these results, the ten safety culture traits were combined into four new factors:



1. Decision Making & Work Processes
2. Personal Accountability & Questioning Attitude
3. Respectful Work Environment & Environment for Raising Concerns; and
4. Leadership Safety Values and Actions & Effective Safety Communication.

For the remainder of the presentation these were referred to as Safety Culture Factors 1–4.

Results

The results revealed 15 significant relationships between the safety culture factors and various performance measures. The performance measure with the most statistically significant results was Self-Identified Issues - Self-Revealing, which was significantly associated with Factor 3 and Factor 4. Safety Culture Factor 3, Respectful Work Environment & Environment for Raising Concerns, showed a significant negative linear relationship with the Self-Identified Issues - Self-Revealing parameter for 2020.

Take Away #1

The result suggests that as the work environment improved regarding trust and fewer incidents of retaliation, there was a reduction in the number of unpredictable site events. Between 2017 and 2020, WRPS implemented safety books to improve efficiency in addressing minor safety issues and several other initiatives to improve trust and reduce retaliation, which included new manager training improvements, the Speak Up Listen Up (SULU) training, a new position devoted to leadership development, and the Good Catch program.

Take Away #2

These initiatives were noted in the survey comments as contributors to the improved safety culture. Because a majority of the WRPS self-revealing events were not natural disasters, there was a greater likelihood of preventing them through an emphasis on routine and comprehensive maintenance. This result illustrates that when employees are able to raise concerns using formal and informal channels, and those raised concerns are acknowledged and addressed by leadership, organizations are better able to prioritize regular repairs to critical systems that prevent events which lead to work stoppages, emergency solutions, and significant schedule impacts.

Safety Culture Factor 4 (Leadership Safety Values and Actions & Effective Safety Communication) showed a significant ($p < 0.01$) positive linear relationship with the *Self-Identified Issues - Self-Revealing* parameter for 2020. As the leaders become more engaged in safety decisions, this finding implies an increase in the number of unpredictable site events. The majority of the survey questions that examine leadership focus on executive and organizational leadership, not supervisors and first-line managers.

Therefore, as senior leaders become more involved in the day-to-day safety communications and actions, there is a higher likelihood of more self-revealing events since management visits can be perceived as a distraction if the visiting manager is not “imbedded” or has an office in the work environment. Survey comments suggest that when senior leaders visit the work areas to observe worker performance, these occurrences often drive unusual changes to the workflow, where a greater emphasis is placed on organizing the work areas and providing a favorable experience for the executive observer. Although a majority of workers want to interact with executives and express their concerns, they do not want this opportunity presented in an artificial manner where all the preparations for the executive visit lead to work distractions and an overemphasis on visual appearance.



Take Away #3

Another explanation for the positive relationship between Safety Culture Factor 4 and the *Self-Identified Issues - Self-Revealing* parameter is that when leaders are engaged in healthy safety behaviors and prioritize safety communication as a core value, trust in senior management is increased among the workforce and can lead to complacency among employees.

Research has shown that when senior management is considered trustworthy and committed to ensuring that all work will be conducted in a safe manner, workers may exhibit a more complacent attitude. As such, workers may be less proactive about addressing routine maintenance and noticing leading indicators of an impending event. This result serves as a reminder that strong safety leadership works best when it empowers employees to take ownership for addressing issues instead of leaders solving all the concerns for employees without their involvement and engagement.

Results of the regression of the safety culture factors against the quarterly performance measures revealed 25 significant relationships. Safety Culture Factors 1 and 3 showed a significant negative linear relationship with the *Self-Identified Issues - Self-Revealing* parameter for 2017. Unexpected site events decrease as organizations make improvements in the work and decision-making processes that govern the safe execution of work and reinforce positive work climate expectations. The key discriminator for developing this type of positive work environment and culture is employee empowerment rather than transactional leadership. A 2019 study found that employee empowerment positively predicted employees’ safety behaviors and served as an effective mediator to improve employee behavior under a transactional leadership environment.

Between 2017 and 2020, WRPS chartered several dedicated working groups in which employees were able to contribute to the decision processes for safety concern response implementation. These results imply that unexpected, negative work events can be prevented when employees are empowered to voice concerns and encouraged to participate in the decision-making process to plan shutdowns for repairs, prioritize maintenance tasks, and serve on cross-functional teams to address wide scale safety concerns.

Take Away #4

Safety Culture Factors 2 and 4 showed a significant positive linear relationship with the Self-Identified Issues - Self-Revealing parameter for 2017. Efforts to promote greater accountability and questioning attitude among employees along with leadership involvement and communication around the safe conduct of work may lead to an increase in the number of unanticipated work site events. In many work environments, it is a challenge to hold all employees accountable for work behaviors in a consistent manner without accusations of retaliation and retribution. This result seems to suggest that as organizations increase expectations around holding employees accountable, displaying a questioning attitude, and communicating those expectations, that there may be self-imposed pressure among employees to focus on self-preservation and less on team performance.



This potential degradation in teamwork may result in some negative consequences in catching the warning signs of a critical safety event due to less collaboration among work teams and decreased cooperation between work groups that belong to different departments or divisions. WRPS survey commenters noted that, in the past, accountability has sometimes been unevenly applied due to union involvement, favoritism, lack of visibility (back shift operations), and lack of management skill and discretion on reinforcing work team expectations. ORAU found support for the study's hypothesis linking safety culture to organizational safety performance.

However, in some cases, improvements in safety culture resulted in decreased safety performance, indicating that when training or management observations are applied too intensely, or in a regimented fashion, may impede safety performance. This result highlights the importance of using a mixed methods approach to evaluating safety culture rather than exclusively using survey data.

There is no single organizational metric which corresponds to overall organizational performance or can be used as a measure of safety culture. Hence, organizational metrics should be taken in aggregate. This study used 29 organizational metrics in the analysis and a vast majority of the metrics did not produce significant results. The metrics used to characterize the organizational performance were predominately internal measures, which lends this data to greater subjectivity. Therefore, when collecting and applying organizational performance data for research purposes, the inclusion of diverse viewpoints (including safety professionals, nuclear workers, line management, and external regulators) is relevant to the development of sound and defensible conclusions.

The results of this peer reviewed paper are not universally applicable to all contractors, as each contractor has their own mission, culture, performance goals, and performance monitoring. Dr. Hammond and Ms. King’s paper provides a roadmap for other organizations to identify which of their performance metrics are relevant to, and correlate with, their safety and organizational culture.

The benefit of identifying these metrics is that first, it provides a validated tool for management and oversight to monitor culture. Second, if large-scale evaluations, surveys, etc. of culture are conducted periodically, relevant performance indicators can be monitored between these efforts to provide early indicators of change. Third, this provides another way to check for measurable efficacy of actions undertaken to improve culture or address issues.

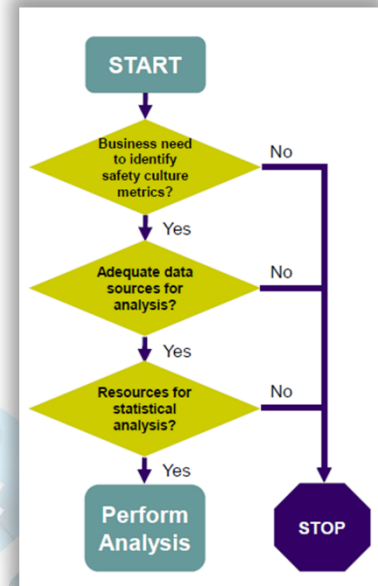
Dr. Hammond and Ms. King addressed if duplication of this study would be a valid option for other sites. In order to evaluate this question, the speakers asked sites to ask themselves three questions first.

1. Do you need to identify performance indicators relevant to safety culture?
2. Do you have at least two data streams showing statistically significant change to compare?
3. Do you have the resources to perform statistical analysis (expertise, time, software)?

If the answer to any of these questions is “no,” duplication is not possible.

The EFCOG Safety Culture CoP is working on developing a comprehensive guide on survey instruments, which will be of use to those organizations that want to establish or validate their own survey instrument as a data stream for analysis against performance metrics. Additionally, there are existing documents from the SCIP Monitoring Means and Methods Working Group and EFCOG that provide examples of “what good looks like.”

Ms. King concluded the presentation by thanking the event organizers for the opportunity to present at the 2023 SCIP Annual Meeting and Safety Culture Workshop, and Dr. Jeff Miller from ORAU who sponsored making this publication open access. Dr. Hammond and Ms. King’s publication on this study (Understanding the relationship between safety culture and safety performance indicators in US nuclear waste cleanup operations, 2023) is currently publicly available online.



Plenary Speaker-Tracy Dillinger: NASA's Boots on the Moon II



Dr. Tracy Dillinger

Dr. Tracy Dillinger, Manager of Safety Culture and Human Factors, Office of Safety and Mission Assurance (OSMA) at the National Aeronautics and Space Administration (NASA) headquarters

Dr. Dillinger was joined by several of her team members from NASA's Safety Culture Working Group (SCWG) including **David Sheldon** from the Katherine Johnsons IV & V facility in Fairmont, West Virginia, **Kody Carr** from the Armstrong Flight Research Center in Edwards, California, and **Larrin Moody** from the Kennedy Space Center in Merritt Island, Florida.

Dr. Dillinger shared that when she first started with NASA, she was tasked with developing a Safety Culture Program and conducting a Safety Culture survey. The goals were to increase awareness and insight, increase informed individuals across the workforce, improve individual, team, and organizational performance, and mishap prevention. One of Dr. Dillinger's initial steps was the formation of a small group that later evolved into the SCWG. This group has been critical to the recent advancements in NASA's safety culture program. One of Dr. Dillinger's goals for the group was to develop new promotional materials that diverge from the serious tone and subject matter of previous promotional materials, which resulted in the development of the videos Boots on the Moon I and II, which can be viewed on NASA's OSMA website ([Safety Culture: Boots on the Moon \(nasa.gov\)](https://www.nasa.gov/osma/safety-culture-boots-on-the-moon)). Dr. Dillinger wanted these videos to show what was happening at all the NASA facilities and all the different individuals and processes that go into missions such as Artemis I and II. These videos were designed to appeal to a younger audience to develop NASA's Safety Culture initiatives in a modern direction that is relatable to individuals across the complex. Dr. Dillinger shared both the Boots on the Moon I and II videos.

Mr. Sheldon shared NASA's Safety Culture Elements outlined in NASA-HDBK-8709.22, which includes Safety & Mission Assurance Acronyms, Abbreviations, & Definitions, as well as how Safety Culture is the value placed on safety as demonstrated by people's behavior -- it is the way safety is perceived, valued, and prioritized in an organization. It reflects the commitment to safety at all levels in an organization and is also described as "how an organization behaves when no one is watching." Safety Culture is expressed and observed via individual and group attitudes and behavior, as well as organizational processes.

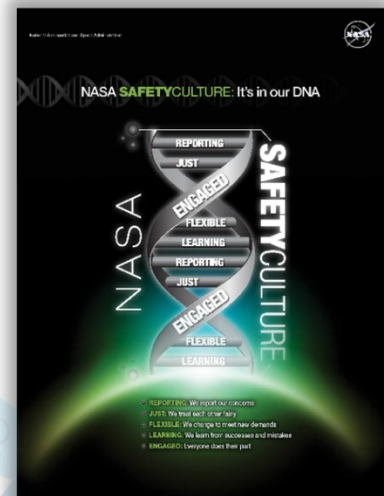


David Sheldon

NASA employs a 5-Factor model of Safety Culture reporting which makes for a strong and healthy safety culture. The 5- Factors are:

1. Reporting: We report our concerns;
2. Just: We treat each other fairly;
3. Flexible: We change to meet new demands;
4. Learning: We learn from successes and mistakes; and
5. Engaged: Everyone does their part.

While the five elements of NASA’s Safety Culture Program are static, the actions and tasks related to each element have evolved over the 15 years since the program was established by OSMA in 2009. The five elements that drive NASA’s Safety Culture program are: Assessments, Education, Media/Tools, Guidance, and Engagement.



Assessment



Kody Carr extrapolated on the five elements of NASA’s Safety Culture. He explained that, currently, NASA administers the Safety Culture Survey (SCS) every two years per NPR 8705.6 regulations and both federal and contractor employees are required to participate in these surveys. The SCS was first conducted in 2010 and provides a bi-annual, agency level out brief that is then used by leadership to develop Action Plans based on the survey results. In addition to the bi-annual SCS, NASA also conducts regular Aviation Climate Survey’s as well as the Institutional Safety Program Assessment (ISPA).

Education

NASA has several initiatives to help inform current and new employees about the organization’s Safety Culture expectations. They are currently providing two Safety Culture Courses on their System for Administration, Training, and Educational Resources for NASA (SATERN) platform. These two courses include: Orientation to NASA Safety Culture, which has been completed over 29,137 times, and Safety Culture for Supervisors which has been completed over 4,229 times. Over 33,366 NASA employees and contractors have completed one or both training courses to date. The SATERN team is currently updating these courses to provide more examples and scenarios reflective of today’s hybrid work environment in order to ensure these courses remain relatable and relevant to employees and supervisors.

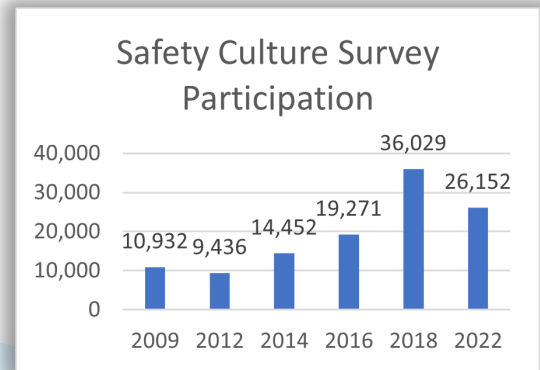
Media/Tools

As part of a continually evolving Safety Culture, the OSMA team has worked to improve and expand upon the media and tools they use to communicate Safety Culture news and expectations. The team has developed and distributed numerous resources throughout the organization, including the [OSMA Safety](#)

[Culture Website](#), the Safety Culture Working Group SharePoint site, Posters, Brochures, Fliers, Promotional Giveaway items, a Quick Start Guide, and a Safety Culture Checklist.

Guidance

NASA provides its community with several guidance documents to help individuals understand and support the organization’s Safety Culture objectives. Included in this library of resources is NASA Policy Directives (NPD 8700.1) which lays out the organizations philosophy, NASA Policy Requirements (NPR 8705.6) which lays out requirements which emanate from NASA’s Policy Directives, and various handbooks that outline how to implement requirements and philosophy goals.



Engagement

Larrin Moody from the Kennedy Space Center presented on the fifth element of NASA’s Safety Culture drivers, community engagement. Ms. Moody highlighted two engagement opportunities from across the NASA complex, the Yes, If Program and the Caught Doing Right Program.



Larrin Moody

When asked, “Is this possible?” the response should be, “Yes, if…” instead of “No, because…” The “Yes, If” program is known for its emblematic award coin. Recipients of the “Yes, If” coin exemplify the spirit of ingenuity, creativity and commitment to safety that the agency was built upon. The recognition coin was developed by Safety Culture Program Manager Dr.

Dillinger for the former Chief of Safety and Mission Assurance, Bryan O’Connor. Today, anyone within NASA can nominate another individual for recognition under the “Yes, If” program.

The Caught Doing Right initiative celebrates the NASA family’s commitment to practicing proper safety procedures. All too often individuals are quick to point out when colleagues are being careless with safety, and although it’s important to correct unsafe behavior, there should be equal emphasis on those who faithfully incorporate safety measures into their daily work. The Caught Doing Right program encourages NASA employees to take photographs of individuals performing good safety measures or promoting NASA’s Safety Culture expectations. These photographs are referred to as “Safies” and can be submitted to the SCWG for recognition. Employees can submit photographs through OSMA’s Safety Culture web page. At the end of the year, a team of NASA safety professionals will assess the "safies" and decide on one to feature on a poster for all NASA centers.



In closing, Dr. Dillinger shared how the construction of the DOE Safety Culture Program and NASAs are extremely similar, and that Dr. Dillinger and NASA's SCWG has been interfacing and sharing ideas and initiatives with the SCIP's Executive Secretary, Julie Goeckner, for several years. The sharing of ideas and similarities between both programs provides additional support and resources that has allowed both programs to grow and flourish.

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“Safety is the verb; it's how we do the mission. It's not the flavor of the month, it's how we do the work all the time.”

-Dr. Tracy Dillinger

Presentation/Activity- Eugene Balsmeier: Enhancing Safety Culture through: "Winning Hearts & Minds Through Leadership, Teamwork and Communications"

Mr. Eugene Balsmeier, Consultant – Subject Matter Expert in Operational Readiness and Conduct of Operations



Eugene Balsmeier

Mr. Balsmeier provided a dynamic and engaging presentation with facilitated exercises and videos for the second plenary presentation on the final day of the event. He emphasized that psychological safety is an environment that is created through employee engagement. Part of this principle is having communication among peers, which can be extremely difficult.

He shared The Institute of Nuclear Power Operation's definition of what a leader is, which is “any individual who influences the actions of others or of organizational processes.” He stated that any person can be a leader and that there are two choices when it comes to leadership -- individuals can lead by building up or they can lead by tearing down. Similarly, attitude is important when it comes to leadership and influencing others. Eugene shared that it is important to show up with a great attitude and work harder than those around you.

Eugene shared the concept of Extreme Ownership, written by Jocko Willink and Leif Babin, which highlights that there are no bad teams -- just bad leadership and bad coaching. Within military organizations, the leader is the responsible one for their unit. Eugene noted that coaches of a football team are always on the field even during practice to emphasize his point that leaders are in the field. He believes leadership is a continuous improvement journey, and the attitude leaders show up with filters through to each employee.

“

Even if it is not your job, you always can help others.”

-Eugene Balsmeier



Eugene further explained the concept of Extreme Ownership, which is the concept of taking complete ownership over one’s domain, actions, and mistakes. Part of being in a great team is the ability to be a great teammate and understanding how to communicate with one another. Additionally, leaders should have 100% responsibility and zero excuses for actions taken. It is a leader's role to help the team be successful.

Mr. Balsmeier shared two quotes from Simon Sinek on leadership, “the rank of office is not what makes someone a leader --leadership is the choice to serve others with or without any formal rank,” and “Leaders are not in charge, they are responsible for the care of those in their charge” to care, mentor, and coach. He shared that there should not be excuses for falling into day-to-day process – that leaders are on the field of play coaching the team.

Mr. Balsmeier shared the story of The Idaho National Engineering and Environmental Laboratory CO2 event that occurred on July 28, 1998, in which 13 workers were exposed to inadvertent discharge of nearly three tons of CO2 while performing preventative maintenance. One fatality occurred and four workers were injured in this mishap. This event necessitated a delay in work for months. When reviewing the incident, management concluded that:

- Electronic cutouts are never a substitute for lockout tagout protocols;
- During the pre-job briefs, there was a failure to identify the building’s exits in the event of an emergency – and almost all workers were within 10 feet of an exit that would have taken everyone to fresh air; and
- The building’s self-contained breathing apparatus’ (SCBA) had been removed two years previously to save money on equipment management.

If any of these three factors had been different, death and injury could have been prevented. Mr. Balsmeier stated, “When change is not needed, don’t do it. If change is required, be sure to get management on board. To have errors is human, but to have errors without management buy-in is unforgivable.”

Eugene highlighted that to have continuous improvement, a winning team’s philosophy should include the understanding that they are not as good as they think they are, and that they are not as good as they ought to be. This can provide everyone with the humility to stop and think before making a decision and leaves the understanding and potential for continuous improvement.

Part of leadership is that leaders are not in charge, but rather they are responsible for the care of those in their charge. Eugene presented the video of Simon Sinek’s presentation, Leaders versus Manager. He shared that micromanagers exist because they know the job and think they could do it better. That is why they are in a higher position, but that is not a leader.



Eugene shared the Idaho Environmental Coalition (IEC) Core Values, which are shared with all current and new employees:

- We do things right;
- We aim higher;
- We change the accepted; and
- We live inclusion.



Mr. Balsmeier explained that confirmation bias is real and creates hazards. Teams should be prepared to overcome confirmation bias in their roles and understand that Leadership is not about authority. People may be in senior positions without being leaders. Individuals often do as they say because they have authority over them, but when it comes to following that person, they do not have followers. Leadership is all about service and helping others.

Eugene concluded this presentation by outlining that everyone will make a difference and has the ability to make a difference. It is important to choose what kind of legacy to leave, because good or bad choices, those actions have impacts for generations.

Listening Session-DOE Safety Culture Improvement Panel Annual Planning for FY 2024 and Beyond

The final plenary session of the event was the Listening Session, organized by **Julie Goeckner, Jay Timms, Dr. Lisa Lande, and Jonathan Graziano**. The purpose of this session was to stimulate conversation amongst attendees and generate a list of ideas on tangible actions the SCIP can implement to continue the evolution of the DOE's safety culture and support Organizational Excellence.

Facilitated Discussion: Participants of the SCIP Annual Meeting and Safety Culture Workshop were divided into groups to discuss the facilitated questions. Each group had a designated speaker to present the common themes and discussion points for the facilitated discussion.

The discussion groups were presented with the question: We have made notable progress, yet we are still having fatalities and near misses. What are the specific things that SCIP can do to help narrow or bridge that gap?

Upon the conclusion of the time allotted for group discussion, the designated speaker for each group came forward to present their groups' notes.

Feedback from the discussion groups was documented in real time and resulted in the following list of suggestions for actions for SCIP consideration:



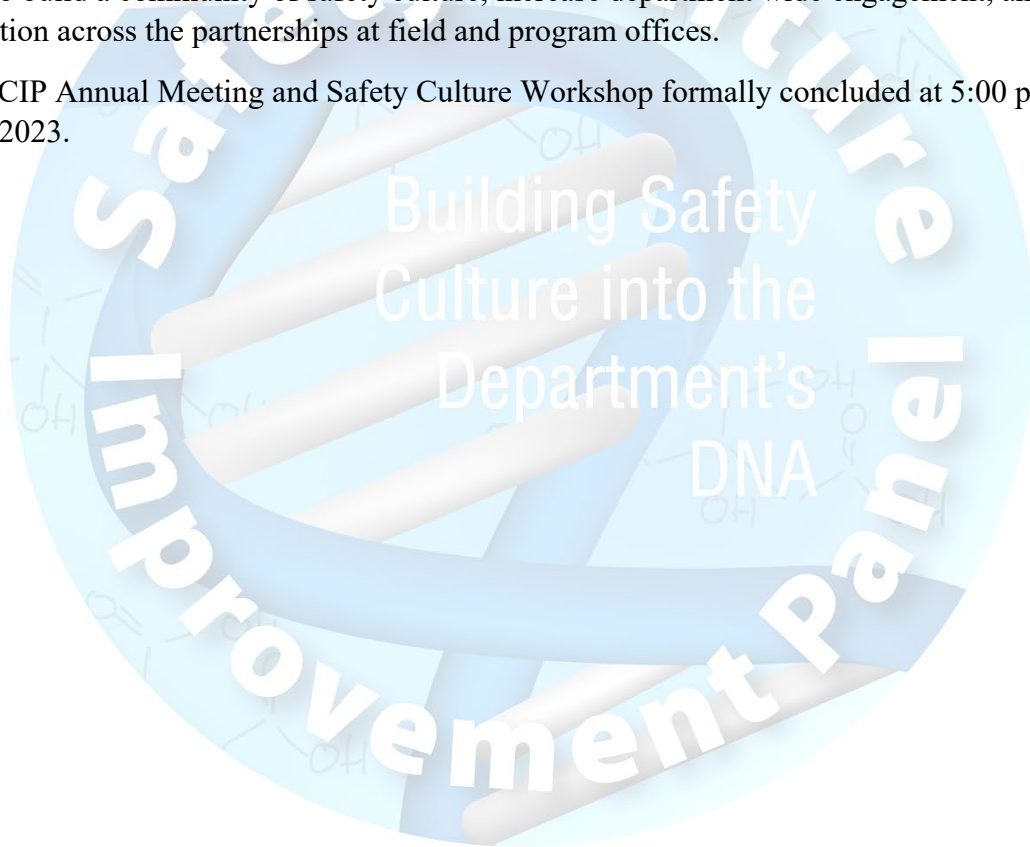
- Explore how to hold people at all levels accountable;
- Explore how to transfer not only knowledge but also the heart of the experience;
- Explore how SCIP can better reach out internally or externally to ensure all are included;
- Explore how SCIP can support simplification of messaging and alignment of programs;
- Draft deliberate guidance on how to lead and foster safety culture;
- Develop language to encourage reporting;
- Develop more specific guidance for specific job positions and environments;
- Develop a traveling working group/roadshow that could visit sites and bring targeted tools per site;
- Develop standard metrics for safety culture evaluation;
- Develop a Leadership Academy for next generation of employees that would be available to all DOE employees and reinforce “what good looks like”;
- Promote site learning teams that can take the tools and apply them to the site-specific culture;
- Build onto Attachment 10 on the application of behaviors;
- Develop multimedia resources of accidents to learn from;
- Create an alignment on competing standards and regulations from different organizations;
- Develop guidance on how to speak up, as opposed to mandatory compliance;
- Distribute communications emphasizing the wide variety of hazards across the workplace;
- Promote incident visibility and communication so all sites can learn;
- Encourage priority on worker led safety teams;
- Assist with development of more opportunities to engage with employee led safety teams and their visibility in the workplace;
- Survey what inhibits leadership administratively from being more active in the field;
- Develop psychological safety training at all levels;
- Investigate how can SCIP leverage its influence to promote consistency in safety culture processes, practices, and terminology across the complex;
- Establish clear expectations of psychological safety and safety culture at the work planning level;
- Reinvestigate current reporting process and how to better catch lower-level incidents or potential incidents;
- Assist organizations understand what a Just Culture is and promote consistency of fairness at all levels;
- Explore how to get consistent risk perception down to the worker level; and
- Provide safety culture tools to Work planners to bridge the gap in the workforce.

The SCIP and its working groups were tasked with developing the FY 2024 Annual Plan and encouraged to use these suggestions to drive goals and milestones for the coming year. Participants were encouraged to share additional feedback on how SCIP can better support the progression of DOE’s safety culture. Sites and individuals were invited to submit any additional suggestions or request for assistance from the SCIP by sending an email to SCIP@hq.doe.gov.

Closing Remarks

In closing of the 2023 SCIP Annual Meeting and Safety Culture Workshop, Connie Flohr thanked everyone for their engagement and discussion throughout the event. She expressed gratitude to Julie Goeckner, Saprena Lyons, and the planning committee members, for the time and effort involved in planning and hosting the event. Ty Blackford also expressed his gratitude to all gathered for their attendance, to the organizers who planned and facilitated the event, and thanked the speakers for their presentations. Finally, SCIP Co-Chair Todd Lapointe thanked attendees for being engaged in helping the department grow and exemplifying the importance of safety in the workplace. He shared there were many key takeaways from this event but emphasized that the most important is the opportunity for leadership to build a community of safety culture, increase department wide engagement, and improve communication across the partnerships at field and program offices.

The 2023 SCIP Annual Meeting and Safety Culture Workshop formally concluded at 5:00 pm on August 17, 2023.



Appendix A: Meeting Agenda

TUESDAY 8/15/2023	
All times listed in Mountain Time Zone	
7:00 am – 8:00 am	Check-In Light Breakfast
8:00 am – 8:20 am	Presentation of Colors Welcome and Opening Remarks American Legion Bonneville Post #56 Connie Flohr , DOE Idaho Cleanup Project Ty Blackford , President, and Program Manager–Idaho Environmental Coalition Eric Papaioannou , ESHQ Director, Idaho National Laboratory Brian Novak , Senior Manager, Naval Reactors Facility
8:20 am – 8:30 am	Opening Remarks – DOE Safety Culture Improvement Panel (SCIP) Co-Chairs Jack Zimmerman , DOE Environmental Management Consolidated Business Center Todd Lapointe , DOE Office of Environment, Health, Safety, and Security
8:30 am – 8:45 am	Special Address by SCIP Leadership Sponsor David Turk , DOE Deputy Secretary
8:45 am	BREAK
9:00 am – 10:00 am	Plenary Keynote Speaker: Psychological Safety Dr. Lisa Lande , PhD., Senior Nuclear Human Resources Development International Atomic Energy Agency
10:00 am	BREAK
10:15 am – 11:30 am	DOE Safety Culture Improvement Panel Report on FY 2023 Annual Plan Accomplishments - Communications Working Group Chair - Contracts Working Group Chair - Monitoring Means and Methods Working Group Chair - Safety Culture Assistance Working Group Chair - Training Working Group Chair - Cross-Cutting Goals Christy Drewry , DOE NNSA Nuclear Production Office Roger Grant , EM Consolidated Business Center Terry Jackson , DOE NNSA Nuclear Production Office Julie Goeckner , DOE Office of Environment, Health, Safety and Security Evan Dunne , DOE National Training Center Office of Enterprise Assessments Julie Goeckner , DOE Office of Environment, Health, Safety and Security
11:30 am – 12:30 pm	LUNCH (Provided) Plenary Speaker: FAA’s Flight Plan 21 Dr. Rachel Seely , Safety Culture Team Lead, Federal Aviation Administration
TUESDAY 8/15/2023 (Continued)	
All times listed in Mountain Time Zone	
12:30 pm -	BREAK

NOT AVAILABLE VIA ONLINE BROADCAST (in person attendance only)				
	TRACK 1 LEADERSHIP	TRACK 2 EMPLOYEE/WORKER ENGAGEMENT	TRACK 3 ORGANIZATIONAL LEARNING	TRACK 4 SITE TOUR
12:45 pm – 2:00 pm	01A: Check Your Bias at the Door - How Unconscious Bias Interferes with Your Leadership Presenter: Devon Jackson - Idaho Environmental Coalition Description: We all have unconscious biases that creep into our thoughts and affect our decision making. Having unconscious bias does not make you a bad person or leader if you do not act from them. Bringing conscious awareness to these biases improves your decision making in dealing with people issues and makes you a more just leader.	02A/B/C: TLP-100, Safety Culture Leadership Fundamentals Lead Instructor: Julie Goeckner Instructors: Kirk Wilkie - Idaho Environmental Coalition Trisha Zamarron-DOE Office of Environmental Management Jonathon Graziano-RSI EnTech Description: The purpose of this course is to train DOE personnel on how to establish and maintain a trusting and collaborative safety culture where all employees feel free to raise concerns. This course will help organizations create a strong safety culture where "safe performance of work and involvement of workers in all aspects of work performance are core values."	03A: Setting Expectations for a Solid Safety Culture Presenter: Max VanValey - Insulfoam Description: Building on support systems and the roll of the safety professional including examples of safety programs that will last.	Site Tour: Join us for a guided tour of several Idaho Site facilities via bus from 1230 pm – 500 pm. Participants will visit the Experimental Breeder Reaction-1 (EBR-1) and the Hot Fuel Examination Facility (HFEF). EBR-1: Have you ever seen a nuclear reactor? Ever wonder how electricity is generated from nuclear energy? Satisfy your curiosity by visiting the EBR-I Atomic Museum, located on U.S. Highway 20/26 between Idaho Falls and Arco (see map). The facility, a National Historic Landmark where usable electricity was first generated from nuclear energy in 1951. It’s the only place in America you can see four nuclear reactors —
2:00 pm	BREAK			
2:15 pm – 3:30 pm	01B: The Power of Trust: Unlocking Productivity through Psychological Safety		03B: The Intersection of HPI and Safety Culture Presenter: Michael Petrowski - Los Alamos National Laboratory	

	<p>Presenter: Dr. Lisa Lande - International Atomic Energy Agency, Jay Timms- Legendary Leaders</p> <p>Description: Everyone knows that safety is top priority. Safety for workers, the public, and the environment. But how to you ensure safety, allow your team the opportunity to engage their intelligence at the highest levels, identify and adjust for opportunities to increase safety, all while getting the work done daily with excellence?</p> <p>In this workshop, you will learn the psychology behind productivity, and how small shifts in communication can lead to an increase in trust throughout the organization. You will also learn how research shows that trust not only increases overall safety within your work environment, but how it creates a place where your employees are motivated to perform at their peak every day, driving innovation, productivity, and the development of culture forward.</p>	<p>Note: This course meets the initial and refresher training requirement(s) identified for SCIP members in the DOE SCIP Charter.</p> <p>NOTE: Pre-registration is required. This session is limited to 45 participants. All participants must have a current or establish a learning nucleus to obtain credit through the DOE National Training Center.</p>	<p>Description: This presentation will explore the relationship between HPI and Safety Culture. Topics under consideration include:</p> <ul style="list-style-type: none"> - HPI is defined as behaviors plus results. - The relationship between ISMS (DOE G 450.4-1C, Attachment 10) and DOE-HDBK 1028-2009, Volume 1, Chapter 4, Culture (Safety Culture, page 4-2 thru 4-10) - An overview of principles to include: <ul style="list-style-type: none"> o The DOE HPI Principles and their relationship to Safety Culture; o The currently accepted HPI principles and how they relate to Safety Culture; o Error Likely Situations (Error Precursors) that impact Safety Culture; o A Strategic Approach: Re + Mc; and <p>Other HPI tools that support Safety Culture Principles</p>	<p>including two aircraft nuclear propulsion prototypes, a reactor control room, remote handling devices for radioactive materials, radiation detection equipment, and much more.</p> <p>The museum also includes colorful, interactive displays that tell the story of EBR-I's sibling, Experimental Breeder Reactor No. 2 (EBR-II), the reactor that once powered much of the site, operated with a novel closed fuel cycle and demonstrated its inherent safety.</p> <p>EBR-I Fast Facts</p> <ul style="list-style-type: none"> • On December 20, 1951, EBR-I became the first power plant to produce electricity using atomic energy. • EBR-I was the first reactor built in Idaho at the National Reactor Testing Station (forerunner to today's INL) • In 1953, testing at EBR-I confirmed that a reactor could create (or breed) more fuel than it consumes. • This pioneering reactor operated for 12 years before being shut
<p>3:30 pm – 3:45 pm</p>	<p>BREAK</p>		<p>BREAK</p>	<p>down for the last time in December 1963.</p>
<p>3:45 pm – 5:00 pm</p>	<p>01C: UCOR's Safety Culture Journey to Mission Readiness</p> <p>Presenters: Michelle Keever; and Leah Beckworth - United Cleanup Oak Ridge LLC</p> <p>Description: UCOR will share the timeline of its efforts to develop and sustain a robust safety culture through implementation of a shared governance leadership approach. As the journey unfolds, the audience will learn about actionable initiatives that can be replicated to strengthen safety cultures through management leadership, worker engagement, and organizational learning.</p> <p>A brief history of UCOR's unique Mission Ready Program and aspects such as daily self-health checks that assist the workforce with determining if they are physically and mentally ready to perform tasks will be discussed. The workshop will highlight the importance of developing strategic, management control, and safety initiative plans serve</p>		<p>03C: Safety Culture Best Practices</p> <p>Facilitator: Jan Preston- Fluor Mission Solutions</p> <p>Panel Members: Tracy Rogness- Argonne National Laboratory, Heather McMurdo - Bechtel National Inc / Waste Treatment Plant, Larrin Moody- National Aeronautics and Space Administration, Larry James- Tennessee Valley Authority, and Shilo Terek- Pacific Gas and Electric</p> <p>Description: Subject Matter Experts from multiple DOE sites will share some of their best practices for sustaining a positive safety culture and a Safety Conscious Work Environment.</p>	<p>• President Lyndon Johnson dedicated EBR-I as a National Historic Landmark in 1966.</p> <p><u>Hot Fuel Examination Facility (HFEF)</u></p> <p>The HFEF is Idaho National Laboratory's flagship facility for conducting post-irradiation examinations of fuels and materials. HFEF, located at the Materials and Fuels Complex, is a national research asset with the largest inert atmosphere hot cell dedicated to nuclear materials research in the U.S.</p> <p>HFEF provides the ability to remotely handle and perform detailed nondestructive and destructive examination of highly irradiated fuel and material samples. Its argon-atmosphere hot cell, labs and special equipment handle a variety of fuel forms, including tiny particles, four-foot research reactor plates and full-sized commercial rods. HFEF supports INL's mission of research and development of safer and more efficient fuel designs.</p>

to identify, communicate, aid with implementation, and measure progress against safety culture and operational performance goals. Total worker health and workforce development initiatives that foster a psychologically safe work environment, along with technologies that strengthen the safety culture by increasing situational awareness, enhancing hazard recognition skills, and promoting worker engagement will be presented.			<p>Note: This tour is limited to 45 participants. Proof of identification and US Citizenship will be required (e.g., driver's license, or HSPD-12 badge). Casual dress is encouraged and closed toe shoes are required.</p> <p>Note: List of participants will be required by July 21, 2023.</p>
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WEDNESDAY | 8/16/2023
All times listed in Mountain Time Zone

7:15 am – 7:30 am	Check In Light Breakfast	
7:30 am - 8:45 am	Plenary Speaker: Building a Healthy Safety Culture	Jeffrey Avery , DOE Principal Assistant Deputy Secretary Office of Environmental Management
8:45 am	BREAK	
9:00 am - 10:00 am	Plenary Speaker: Current Safety Culture Activities by NUMO in Harmony with INPO's Traits of a Healthy Nuclear Safety Culture	Ayako Araki , Chief, Technology Integration Group, Science and Technology Department, Nuclear Waste Management Organization of Japan (NUMO)
10:00 am	BREAK	
10:15 am - 11:00 am	SCIP Recognition Presentation of the FY 2022 Outstanding Safety Culture Awards to: <ul style="list-style-type: none"> - Individual Federal Employee Recipient - Doug Eddy, Livermore Site Office - Individual Contractor Employee Recipient – Stacy Alderson, Mission Support Test Services - Team Recipient – Cynthia Backlund and Brian Thomson, Sandia National Laboratory 	Todd Lapointe , SCIP Co-Chair Jack Zimmerman , SCIP Co-Chair Julie Goeckner , SCIP Executive Secretary
11:00 am – 11:30 am	Official Photos	Award recipients and organizational leaders
11:30 am – 12:45 pm	LUNCH (Provided) Plenary Speaker: Understanding the Relationship Between Safety Culture and Safety Performance Indicators in the US Nuclear Waste Cleanup Operations	Adrienne King , Governance/Risk Compliance Consultant, Pacific Northwest National Laboratory Dr. Davyda Hammond , Oak Ridge Associated Universities (ORAU)
12:45 pm	BREAK	

	TRACK 1 LEADERSHIP	TRACK 2 EMPLOYEE/WORKER ENGAGEMENT	TRACK 3 ORGANIZATIONAL LEARNING
1:15 pm – 2:15 pm	01D: Integration of Human Performance in the Workplace – Presenter: Jared Davis-Idaho National Laboratory Description: In this session, learners will begin to understand the fundamentals of Human Performance Improvement and why it is important to understand latent organizational weaknesses. Learn about the “resiliency scale” and how it can benefit your team towards a failing safety initiative. Learn how your employees can apply basic tools such as Behavior Based Safety to incorporate an employee driven safety atmosphere as well as other methods to incorporate resiliency in the workplace.	02D: Safety Culture and Industrial Hygiene Presenter: Debra Nims - Idaho Environmental Coalition Description: Inside the black box called “Industrial Hygiene Program” You may think you know what your local industrial hygienist does to support workers’ health and safety – but do you? This presentation will provide you with peek inside the black box that is called “Industrial Hygiene Program” and better acquaint you with the many different things that industrial hygienists do, behind the scenes and under the radar, that contribute to the care and feeding of a healthy safety culture.	03D: Sustaining Safety Culture During a Period of Site and Workforce Transition Presenters: Ray Raffel, Frank Martinet, and Darren Boone, Safety Culture Improvement Council members – CH2MHill BWXT-West Valley, LLC Description: Over the past approximately two years, CHBWV has been utilizing the framework of its Safety Culture Improvement Plan to address various transitional aspects of site operations, to include: a significant transition of a workforce that had previously been extremely stable over the past 30 – 40 years; mission scope evolution from a former operating facility, through facility deactivation, readiness, and startup of demolition of the former Main Plant Process Building; impending contract completion and transition for the next phase of cleanup; and changes associated with the evolution of Covid restrictions. During this time of transition, and with respect to workforce transition, the importance of maintaining a strong nuclear safety culture is highly recognized. Workers who “grew up” to a large degree with the entire DOE Complex as it developed clarity on expectations for safety culture, are now moving on. The need to focus

			on attributes of a strong safety culture is more important now than ever before. This session will demonstrate how West Valley is using the framework of its safety culture sustainment plan to focus improvement initiatives.
2:15 pm	BREAK		
2:30 pm – 3:45 pm	<p>01E: Panel - What is the difference between overly conservative & risk informed conservative decision making.</p> <p>Facilitator: Greg Sosson - DOE Office of Environmental Management</p> <p>Panel Members: Robert Boston- Office of Nuclear Energy, Mark C. Brown- DOE Idaho Cleanup Project, Teresa Robbins- National Nuclear Security Administration, Rick Verhaagen- Office of Safety and Security- Office of Science</p> <p>Description: Establish a common understanding of the meaning of risk-informed decision making among senior DOE and DOE contractor leaders. What it is and what it is not. Methods to communicate the message to key leaders so they embrace it.</p>	<p>02E: Effective Communication in the Workplace</p> <p>Presenter: Janelle McPherson – Idaho National Laboratory</p> <p>Description: Attendees will have a better understanding of the role relationships play in effective communications, know what everyday skills will prepare attendees for unexpected circumstances, and how to give new life to an old message.</p>	<p>03E: Bystander/Upstander Training</p> <p>Presenter: Jason Eliaser- DOE Office of Alternative Dispute Resolution</p> <p>Description: When you discover behaviors in the workplace that are harassing, abusive, minimizing, or otherwise not conducive to a workplace where everybody is psychologically safe and supported, employees can quickly become unproductive and disengaged, and can contribute to a chilled work environment. In our Bystander/Upstander Intervention Workshop, we'll be discussing and practicing when it may be appropriate to stand up for others (and ourselves) when faced with this sort of behavior. Most importantly, we'll discuss how you might be able to intervene, and practice doing exactly that!</p>
3:45 pm	BREAK		
4:00 pm – 5:00 pm	<p>01F: Leadership Perspectives on Safety Culture -- Fostering an Open Work Environment</p> <p>Facilitator: Saprena Lyons- Idaho Environmental Coalition</p>	<p>02F: Fact or Fiction – Our Workplace Safety Culture is Steller</p> <p>Presenter: Jack Griffith –Central Plateau Clean-up Company, Union Safety Representative.</p> <p>Description: The fact is most companies believe</p>	<p>03F: Does Safety Culture Really Impact Safety Performance? Where's the Evidence?</p> <p>Presenters: Adrienne King- Pacific Northwest National Laboratory, Dr. Davyda Hammond- Oak Ridge Associated Universities, Cheryl MacKenzie- Sandia National Laboratory, and</p>
	<p>Panel Members: Connie Flohr- Manager, DOE Idaho Cleanup Project, Mark Brown– Idaho Cleanup Project, Ken Whitham- Idaho Environmental Coalition</p> <p>Description: This panel will discuss:</p> <ul style="list-style-type: none"> - Methods and approaches being implemented. - Individuals feel safe from reprisal when reporting errors and incidents. - Individuals at all levels of the organization promptly report errors and incidents and offer suggestions for improvements. - A variety of methods are available for personnel to raise safety issues and line managers promptly and effectively respond to personnel who raise safety issues. - Methods for proactively detecting situations that could result in retaliation and take effective action to prevent a chilled work environment. - Ways to promote accountability (reinforcement and consistent/fair disciplinary processes) - that the organization addresses disciplinary actions fairly and consistently 	<p>they have a Strong or Steller Safety Culture. A safety culture is a set of shared attitudes, beliefs, and practices demonstrated by workers at all levels of the company. A positive safety culture connects everyone in the company around a common goal to reduce near misses or incidents. It goes beyond following safety rules and procedures, it's getting buy-in from the workforce. This session will cover management leadership and employee involvement which are the key to achieving a strong safety culture. Attendees will have a better understanding; an effective safety culture is only present when employees at all levels are responsible for creating and maintaining a safe work environment.</p> <p>With that said, <i>"What is the status of your Safety Culture?"</i></p>	<p>Renee McLaughy- Pacific Northwest National Laboratory</p> <p>Description: EFCOG CoP leaders will share changes to 2023 Activities including a discussion on safety culture survey question guidance, a safety culture question bank, and a summary of the inclusion of safety culture documents in DOE's OPEXShare.</p>
5:00 pm – 6:30 pm	SOCIAL HOUR: Light hors d'oeuvres will be served. No-host bar.		

THURSDAY | 8/17/2023
All times listed in Mountain Time Zone

7:00 am – 7:30 am	Check-In Light Breakfast		
	TRACK 1 LEADERSHIP	TRACK 2 EMPLOYEE/WORKER ENGAGEMENT	TRACK 3 ORGANIZATIONAL LEARNING
7:30 am – 8:45 am	<p>01G: Office of Nuclear Assurance Contributions to Lab Culture Presenter: Keith Fox – Idaho National Laboratory Description: The mission of the Office of Nuclear Assurance (ONA) is to drive continuous improvements in regulatory compliance and nuclear safety performance of INL nuclear facilities by acting as a support and enabling function to the Department of Energy (DOE) regulatory process. ONA staff are selected for their background and experience in DOE nuclear safety regulation as well as inspection experience in NRC-licensed nuclear facilities (particularly power reactors). ONA performs oversight, inspection, and assessment activities to ensure compliance with regulatory requirements, DOE Contractual requirements, and effective implementation of nuclear industry standards of excellence. Inspection protocols for oversight activities are developed from established standards of</p>	<p>02G: Positive Mental Health Presenters: Ronald Wallace- Jacobs Description: The wellbeing of our people at Jacobs is essential. We are committed to addressing mental health and wellbeing through three core objectives. Raising awareness of mental health conditions and reducing stigma; Preparing our business to be able to better support our staff impacted by a mental health condition; and creating a supportive workplace environment. This session will outline specific activities and programs that demonstrate how these objectives are being implemented within Jacobs.</p>	<p>03G: Monitoring Safety Culture: Recognizing and Addressing Drift with a 60% New Workforce Presenter: Nicholas Miller, Kristin Creed, Bradley Clark, and Sandra Simons - Savannah River Nuclear Solutions, LLC Description: Through safety culture monitoring, Savannah River Nuclear Solutions identified a drift in workforce basic safety hazard recognition and control, which led to a series of actions to address the concerns. The workshop session will provide an overview of safety culture steering measures being conducted and actions taken. Some examples include the Safety Culture Steering Committee Task Team holding focus groups/interviews; analyzing leading and lagging indicators and injury data; and reviewing training and procedures. Additionally, the committee is leveraging several initiatives already underway to positively measure and influence safety culture identified in the current Safety Culture Sustainment Plan.</p>
	<p>excellence in the nuclear industry, including areas addressed by the Nuclear Regulatory Commission (NRC) and the Naval Nuclear Propulsion Program. Monitoring for compliance with DOE regulations and requirements are performed analogous to functions performed by the licensing department of a commercial nuclear facility. Facility performance is assessed utilizing inspections, review of internal and external assessments, and comprehensive data analysis. Performance issues, insights, and recommendations are provided directly to the affected facility management and the INL Laboratory Director.</p>		
8:45 am	BREAK		
9:00 am – 10:15 am	<p>01H: Overview & Demonstration of Sandia National Laboratories' Safety Culture Academy Presenters: Brian C. Thomson and Cynthia (CJ) Backlund – Sandia National Laboratory Description: Sandia's Safety Culture Academy enhances the ability of managers/leaders to promote a stronger safety culture, by creating physically and psychologically safe work environments that promote trust, a questioning attitude, and receptiveness to raising concerns, and by demonstrating and practicing proven behaviors and actions that improve</p>	<p>02H: Employee Well Being – A Holistic Approach Presenters: Cydnee Radford & Tyler Atkinson - Idaho National Laboratory Description: A healthy employee is a safe employee, and a safe employee is a healthier employee! Do you want to increase your employee engagement and retention? INL is leading the way with their improved well-being program that offers benefits such as wellness programing, fitness centers, onsite medical clinics, physical therapy, employee assistance program, and the world's largest most comprehensive digital health and engagement platform.</p>	<p>03H: How to Untangle a Problem; Flipping the Negative to a Positive Presenter: David Boyce - Idaho National Laboratory Description: Review and compare behavior design strategies and introduce appreciative inquiry and solution focused methods known to untangle performance problems quickly and effectively. The goal is that those attending will walk away with increased psychological safety and an increased ability to conquer their individual and organizational behavior design struggles.</p>

	<p>engagement with direct reports and peers and enhance organizational learning and performance.</p> <p>The Safety Culture Academy features presentations, large group discussions, and application through “safe” and structured role-playing scenarios that are based on real-life work problems that students participate in and work through. Each scenario incorporates Safety Culture concepts, principles and behaviors using adult learning methodologies to enhance participant learning and retention.</p>		
10:15 am	BREAK		
10:30 am – 11:30 am	<p>01: Leveraging DOE Available Technology to Improve Environment, Emergency Management, and Safety Culture Communication</p> <p>Presenter: Christopher Beattie and Stephen Chiusano- DOE Fossil Energy & Carbon Management</p> <p>Description: Sharing lessons learned and templates developed in FY23 as we walk through Fossil Energy & Carbon Management’s journey implementing Microsoft Power Platform solutions to routine ESS&H problems.</p> <p>Attendees can transition from the gerbil wheel of meetings and emails as being their primary communication source, to instead leveraging SharePoint, Microsoft Power BI,</p>	<p>02: Promoting an Engaged Workforce</p> <p>Presenters: Jason Eliaser – DOE Office of Dispute Resolution</p> <p>Description: A training aimed at empowering employees and supervisors to more accurately and succinctly identify what workplace needs are and help each other meet those needs.</p>	<p>03: Mistakes Are Used for Opportunities to Rather Than to Blame</p> <p>Facilitator: Renee McGaughy, Pacific Northwest National Laboratory</p> <p>Panel Members: Michael Bessler, Washington River Protection Services, Saprena Lyons, Idaho Environmental Coalition, Tamara Shokes, Idaho National Laboratory, Cheryl MacKenzie, and Caren Wenner, Sandia National Laboratory</p> <p>Description: This panel will explore how to promote credibility and trust to continuously nurtured so that a high level of trust is established in the organization. Panel members will discuss:</p> <ul style="list-style-type: none"> - Ways in which the organization, managers and line supervisors can provide accurate,
	<p>Microsoft Power Apps, and Microsoft Power Automate Tools and resources.</p> <p>The presentation will focus on discussing the advantages of MS Sharepoint as a communication tool:</p> <ul style="list-style-type: none"> • To facilitate safety and health program metrics transparency by hosting program element Microsoft Power Business Intelligence (BI) Dashboards on the intranet. • To meet security requirements by having some sensitive dashboards private teams group facing, and others public intranet facing for front line staff awareness. • To house safety and health newsletters, and track eyeball clicks from the SharePoint page. • To house supplemental training workflows for COOP annual requirements, as a means to run training without meetings. <p>This is a proof of concept for future use as appropriate for other routine in house inspections.</p>		<p>relevant and timely information to employees</p> <ul style="list-style-type: none"> - Methods and approaches to prepare managers so they are skilled in responding to employee questions in an open, honest manner; - How to reinforce self-reporting of issues; ways appreciate, recognize, and reward self-identification of errors and issue reporting; - Ways managers and line supervisors can demonstrate consistency in approach and a commitment to the vision, mission, values and success of the organization as well as the individuals (people). <p>Lastly learn how to recognize and reward individuals for demonstrating behaviors consistent with the safety culture principles.</p>
11:30 am	BREAK		
12:00 pm – 1:00 pm	LUNCH (Provided)	Tracy Dillinger, PsyD, National Aeronautical Space Administration (NASA)	
1:00 pm	BREAK		

1:15 pm – 2:30 pm	PRESENTATION/ACTIVITY Enhancing Safety Culture through: "Winning Hearts & Minds Through Leadership, Teamwork and Communications"	Eugene Balsmeier , Operations Technical Advisor, Amentum
2:30 pm	BREAK	
2:45 pm – 3:45 pm	LISTENING SESSION – DOE Safety Culture Improvement Panel Annual Planning for FY 2024 and Beyond Meeting participants will be provided an opportunity to share recommendations on areas of focus for SCIP in FY 2024 and beyond	Facilitator: Julie Goeckner , SCIP Executive Secretary
3:45 pm	BREAK	
4:00 pm – 4:45 pm	LISTENING SESSION (Continued)	Facilitator: Julie Goeckner , SCIP Executive Secretary
4:45 pm - 5:00 pm	Closing Remarks	Ty Blackford , Idaho Environmental Coalition Connie Flohr , DOE Idaho Cleanup Project Jack Zimmerman , SCIP Co-Chair Todd Lapointe , SCIP Co-Chair



Appendix B: 2022 Annual Meeting Participants

Full Name	Company	Category
Clay Miller	Ames National Laboratory	DOE Contractor
Tracy Rogness	ANL	DOE Contractor
Nolan Wheeler	BBSI	DOE Contractor
Michael Smart	BBSI	DOE Contractor
Cody Page	BEA	DOE Contractor
Kimberly Evans Ross	BEA	DOE Contractor
Shaun Comba	BEA	DOE Contractor
Frederick Gholson	BEA	DOE Contractor
Allisha Gneiting	BEA	DOE Contractor
Laurel Flynn	BEA	DOE Contractor
Heather McMurdo	BNI/WTP	DOE Contractor
Richard Provencher	Cavendish Nuclear USA	DOE Contractor
Sarene VanName	CHBWV	DOE Contractor
Cheryl Wozniak	CHBWV	DOE Contractor
Frank Martinet	CHBWV	DOE Contractor
Darren Boone	CHBWV	DOE Contractor
Raymond Raffel	CHBWV	DOE Contractor
Steve Brown	CNS	DOE Contractor
Kimbel Leffew	CNS	DOE Contractor
Blake Scott	CNS	DOE Contractor
Diane McDaniel	CNS	DOE Contractor
Lauri Minton	CNS	DOE Contractor
Jack Griffith	CPCCo	DOE Contractor
Jan Preston	Fluor Mission Solutions	DOE Contractor
Nathan Heinrich	FMP	DOE Contractor
Amber Bellamey	FRNP	DOE Contractor
Steve Maiuri	HAMTC	DOE Contractor
Billy Brown	HMIS	DOE Contractor
James Dewey	HMIS	DOE Contractor
Amanda Plumb	Honeywell FMT	DOE Contractor
Rebecca Escott	IEC	DOE Contractor
Angel Neil	IEC	DOE Contractor
Lynnette Warnberg	IEC	DOE Contractor
Rebecca Escott	IEC	DOE Contractor
Dré Layson	IEC	DOE Contractor
Ashlee Murdock	IEC	DOE Contractor
Rachell Coon	IEC	DOE Contractor
Thomas Simms	IEC	DOE Contractor
Jeff Ellis	IEC	DOE Contractor
Dawson Bell	IEC	DOE Contractor
Travis Campbell	IEC	DOE Contractor
Justina Freilich	IEC	DOE Contractor
Taylor Houck	IEC	DOE Contractor
Aubrey Johnson	IEC	DOE Contractor
LeeRoy Jones	IEC	DOE Contractor
Robyn King	IEC	DOE Contractor
Hayden Lien	IEC	DOE Contractor
Erika Lin	IEC	DOE Contractor
Matt Reyes	IEC	DOE Contractor

Jose Rodriguez	IEC	DOE Contractor
Taylor Sandow	IEC	DOE Contractor
Gerald Schmitt	IEC	DOE Contractor
Norlene Schneider	IEC	DOE Contractor
Todd Smith	IEC	DOE Contractor
Jaden Steadman	IEC	DOE Contractor
Stephen Stewart	IEC	DOE Contractor
Anthony Vivino	IEC	DOE Contractor
Nathan Wegener	IEC	DOE Contractor
Ed Wilson	IEC	DOE Contractor
Russell Wood	IEC	DOE Contractor
Jennifer Lloyd	IEC	DOE Contractor
Sara Albano Rolfe	IEC	DOE Contractor
Chris Bennion	IEC	DOE Contractor
Ty Blackford	IEC	DOE Contractor
Christian Breffle	IEC	DOE Contractor
Kevin Brown	IEC	DOE Contractor
Jarred Chaney	IEC	DOE Contractor
Jordan Cotterell	IEC	DOE Contractor
Dan Coyne	IEC	DOE Contractor
Cindy Dabb	IEC	DOE Contractor
Michel Dayley	IEC	DOE Contractor
Jason Hayne	IEC	DOE Contractor
Cecelia Hruska	IEC	DOE Contractor
Jennifer Keene	IEC	DOE Contractor
Daniel McCombs	IEC	DOE Contractor
Eric Mickelsen	IEC	DOE Contractor
Aaron Moore	IEC	DOE Contractor
Dekan Peterson	IEC	DOE Contractor
Brandon Speirs	IEC	DOE Contractor
Austin Steed	IEC	DOE Contractor
Haley Taylor	IEC	DOE Contractor
Justin Tueller	IEC	DOE Contractor
Arendina Van Hulten	IEC	DOE Contractor
Sherad Young	IEC	DOE Contractor
Steve Higdon	IEC	DOE Contractor
Brian Petersen	IEC	DOE Contractor
Ty Blackford	IEC	DOE Contractor
Ken Whitham	IEC	DOE Contractor
Saprena Lyons	IEC	DOE Contractor
Kirk Wilkie	IEC	DOE Contractor
Holly Huggins	IEC	DOE Contractor
Lisa Katseanes	IEC	DOE Contractor
Allen Nellesen	IEC	DOE Contractor
Tyson Packer	IEC	DOE Contractor
Jesse Gardner	IEC	DOE Contractor
Carter Harrison	IEC	DOE Contractor
Tresa Hyde	IEC	DOE Contractor
Brian Perkes	IEC	DOE Contractor
Heather Warnberg	IEC	DOE Contractor
Deaette Hartley	IEC	DOE Contractor

Maribel Ochoa Martinez	IEC	DOE Contractor
Kristy McCandless	IEC	DOE Contractor
Devon Jackson	IEC	DOE Contractor
Joy Wilkie	IEC	DOE Contractor
Ben Christensen	INL	DOE Contractor
David Fry	INL	DOE Contractor
Grayson Downs	INL	DOE Contractor
Juan Alvarez	INL	DOE Contractor
Michael Christensen	INL	DOE Contractor
Mitch Motley	INL	DOE Contractor
Diedra Hollins	INL	DOE Contractor
Ron Sommers	INL	DOE Contractor
Tyler Atkinson	INL	DOE Contractor
David Boyce	INL	DOE Contractor
Keith Fox	INL	DOE Contractor
Janelle McPherson	INL	DOE Contractor
Eric Papaioannou	INL	DOE Contractor
Cydnee Radford	INL	DOE Contractor
Tamara Shokes	INL	DOE Contractor
Chere Morgan	INL	DOE Contractor
Chad Takishita	INL	DOE Contractor
Daniel Baderstadt	INL	DOE Contractor
Beverly Portis	INL	DOE Contractor
Jennifer Nadeau	INL	DOE Contractor
Natalie Kern	INL	DOE Contractor
Jared Davis	INL	DOE Contractor
Corrinne Jones	INL	DOE Contractor
Dee Gray	Jacobs	DOE Contractor
Michael Koch	Jacobs	DOE Contractor
Ronald Wallace	Jacobs	DOE Contractor
John Culley	Jacobs	DOE Contractor
Courtney Perkins	LANL	DOE Contractor
Michael Petrowski	LANL	DOE Contractor
Jeff Warga	LLNL	DOE Contractor
Stacey Alderson	MSTS	DOE Contractor
Keith Knotts	NETL/Amentum	DOE Contractor
Travis Butterworth	NRF/BWXT BWSR	DOE Contractor
Pete Gardner	NRF/BWXT BWSR	DOE Contractor
Quinton Gneiting	NRF/BWXT BWSR	DOE Contractor
Shelby Hall	NRF/BWXT BWSR	DOE Contractor
Russell Moss	NRF/BWXT BWSR	DOE Contractor
Charles Muller	NRF/BWXT BWSR	DOE Contractor
Tiffany Sermon	NRF/BWXT BWSR	DOE Contractor
William B Torngren	NRF/BWXT BWSR	DOE Contractor
Dallin Hilton	NRF/BWXT BWSR	DOE Contractor
Billy Fullmer	NRF/BWXT BWSR	DOE Contractor
Ted Giltz	NTC	DOE Contractor
Jeremy Lynn	NTF/BWXT FMP	DOE Contractor
Hunter Berg	NTF/BWXT FMP	DOE Contractor
Jeffrey Dalisay	NTF/BWXT FMP	DOE Contractor
Jeremy Haderlie	NTF/BWXT FMP	DOE Contractor

Jeffrey Messaros	NTF/BWXT FMP	DOE Contractor
Marshall Brown	NTF/BWXT FMP	DOE Contractor
Nancy Kenner	NTF/BWXT FMP	DOE Contractor
Ryan Rotramel	NTF/BWXT FMP	DOE Contractor
Daniel Wiseman	NTF/BWXT FMP	DOE Contractor
Christian Roberts	NTF/BWXT FMP	DOE Contractor
Martha Guevara	PEC	DOE Contractor
Chris Pineda	PEC	DOE Contractor
Allison Gross	PEC	DOE Contractor
Austin Brauer	PEC	DOE Contractor
Renee McGaughy	PNNL	DOE Contractor
Adrienne King	PNNL	DOE Contractor
Bonnie Aman	RSI EnTech	DOE Contractor
Darin Dobbins	RSI EnTech	DOE Contractor
Carrie Marklin	RSI EnTech	DOE Contractor
Jonathon Graziano	RSI EnTech	DOE Contractor
CJ Backlund	SNL	DOE Contractor
Stephanie Salinas	SNL	DOE Contractor
Callan Pope	SNL	DOE Contractor
Jeff Heath	SNL	DOE Contractor
Brian C. Thomson	SNL	DOE Contractor
Caren Wenner	SNL	DOE Contractor
Cynthia (CJ) Backlund	SNL	DOE Contractor
Cheryl MacKenzie	SNL	DOE Contractor
Kent Rosenberger	SRNS	DOE Contractor
Kristin Creed	SRNS	DOE Contractor
Bradley Clark	SRNS	DOE Contractor
Nicholas Miller	SRNS	DOE Contractor
Sandra Simons	SRNS	DOE Contractor
Cameron Lynn	UCOR	DOE Contractor
Clinton Wolfley	UCOR	DOE Contractor
Michelle Keever	UCOR	DOE Contractor
Leah Beckworth	UCOR	DOE Contractor
Jeremy Wheeler	Wheeler Electric, Inc	DOE Contractor
Michelle Bertrand	WTCC	DOE Contractor
Sarah Laylo	BPA	DOE Federal Employee
Vincent McRoberts	BPA	DOE Federal Employee
Matthew Monroe	BPA	DOE Federal Employee
Palmi Byron	DOE	DOE Federal Employee
Douglas M Pruitt	DOE	DOE Federal Employee
Brian Stewart	DOE	DOE Federal Employee
Carolyne Thomas	DOE	DOE Federal Employee
Mark Bollinger	DOE	DOE Federal Employee
Robert Geray	DOE	DOE Federal Employee
Michael Overfield	DOE	DOE Federal Employee
Tracy Ribeiro	DOE	DOE Federal Employee
David Young	DOE	DOE Federal Employee
Garrett Smith	DOE	DOE Federal Employee
Brenda Hawks	DOE	DOE Federal Employee
Karen Edson	DOE	DOE Federal Employee
Rebecca Blackwell	DOE	DOE Federal Employee

Stephanie Dovalina	DOE	DOE Federal Employee
Rodger Dotson	DOE	DOE Federal Employee
Ana Rosado-Gonzalez	DOE	DOE Federal Employee
Gabriel Pugh	DOE	DOE Federal Employee
Nick Balsmeier	DOE	DOE Federal Employee
Mike McAnulty, PE	DOE	DOE Federal Employee
Ronald Johnson	DOE	DOE Federal Employee
Moises Atilas	DOE	DOE Federal Employee
Wallace Czapla	DOE	DOE Federal Employee
Rick Denning	DOE	DOE Federal Employee
Connie Martin	DOE	DOE Federal Employee
Jamie Brown	DOE	DOE Federal Employee
Charles Maggart	DOE	DOE Federal Employee
Glenn Gamlin	DOE	DOE Federal Employee
Douglas Eddy	DOE	DOE Federal Employee
William West	DOE	DOE Federal Employee
Sarah Gately	DOE	DOE Federal Employee
Jennifer Cate	DOE	DOE Federal Employee
Matthew Ramsey	DOE	DOE Federal Employee
Heidi Dahmer	DOE	DOE Federal Employee
Jim Hutton	DOE	DOE Federal Employee
Andrew Sandoval	DOE	DOE Federal Employee
Scott McCabe	DOE	DOE Federal Employee
Stan Branch	DOE	DOE Federal Employee
Kevin Dressman	DOE	DOE Federal Employee
Anna Kornak	DOE	DOE Federal Employee
Christopher Roscetti	DOE	DOE Federal Employee
Trisha Zamarron	DOE	DOE Federal Employee
Julie Goeckner	DOE	DOE Federal Employee
Roger Grant	DOE	DOE Federal Employee
Jason Eliaser	DOE	DOE Federal Employee
Jack Zimmerman	DOE	DOE Federal Employee
Connie Flohr	DOE	DOE Federal Employee
Evan Dunne	DOE	DOE Federal Employee
Todd Lapointe	DOE	DOE Federal Employee
Jeffrey Avery	DOE	DOE Federal Employee
Greg Sosson	DOE	DOE Federal Employee
Christopher Beattie	DOE	DOE Federal Employee
Robert Boston	DOE	DOE Federal Employee
Teresa Robbins	DOE	DOE Federal Employee
Christy (Holt) Drewry	DOE	DOE Federal Employee
Naris Lankford	DOE	DOE Federal Employee
David Lords	DOE	DOE Federal Employee
Mark Brown	DOE	DOE Federal Employee
Stephen Chiusano	DOE	DOE Federal Employee
Terry Jackson	DOE	DOE Federal Employee
Krisee Shuttleworth	IEC	DOE Federal Employee
Debra Nims	IEC	DOE Federal Employee
Kevin Smith	FAA	Federal Employee
Rachel Seely	FAA	Federal Employee
Tonya Benton	FAA	Federal Employee

Matthew MacNamara	FAA	Federal Employee
Kody Carr	NASA	Federal Employee
Donald Helton	NASA	Federal Employee
David Sheldon	NASA	Federal Employee
Larrin Moody	NASA	Federal Employee
Tracy Dillinger, PsyD	NASA	Federal Employee
Eugene Balsmeier	Amentum	Invited Guest
Ken Moss	Constellation	Invited Guest
Ed Woodford	Eastern Idaho Safety Consultants	Invited Guest
Debbie Borek	Eastern Idaho Safety Consultants	Invited Guest
Jennifer Landis	Evergy / WCNOG	Invited Guest
Brian Novak	Flour Marine Propulsion	Invited Guest
Lisa Lande	IAEA	Invited Guest
Dennis Sanz	Industry	Invited Guest
Jay Timms	Legendary Leaders	Invited Guest
Ayako Araki	Nuclear Waste Management Organization of Japan (NUMO)	Invited Guest
Davyda Hammond	Oak Ridge Associated Universities (ORAU)	Invited Guest
Max VanValey	OSHA Region X	Invited Guest
Shilo Terek	Pacific Gas and Electric Company's Diablo Canyon Power Plant	Invited Guest
Karson Volkmer	STP Nuclear Operating Company	Invited Guest
Larry James	TVA	Invited Guest
Mike Storer	Wheeler Electric, Inc.	Invited Guest



Appendix D: Meeting Photos



