

Safety Culture

Benchmarking
October 2014

Benchmarking and Being Benchmarked

- Benchmarking
 - See best practices in action and hear about things that did not work
 - Should be routine
- “Being Benchmarked”
 - Routinely, inviting others to look at how you are doing
 - Self-critical Self-Assessments
 - Constant uneasiness

NPO/Contractor Benchmarking

- 3 Benchmarking Trips
 - Diablo Canyon Nuclear Power Plant
 - Callaway Energy Center
 - Nuclear Fuels Services
- Best Practices
 - The level of formality and professionalism in all work activities (meetings, operations, maintenance, issues management, etc.)
 - Conduct of Meetings – Agenda, Devil’s Advocate, Minutes, Critique, Energy Level Check, Preparation, Focus
 - Management Focus
 - Getting Safety Culture right vs. meeting production goals and measures
 - Majority of performance indicators are on how work is getting done and not on production outcomes
 - Performance plans primarily focused on safety culture and teamwork
 - Continuous Learning Organization (“learn from it or become it”, constant uneasiness)

When you focus on Safety Culture – improved performance is the outcome

NPO/Contractor Benchmarking (cont)

- Problem Identification and Reporting System
 - Single unified system
 - Easy access for all employees
 - Anonymity
 - Feedback to employee
 - Timely closure
 - Close to Trend
 - Senior Management Focus and Attention
- Communication
 - Frequent
 - All levels – down, up and across
 - Accessibility of Senior Leaders (Walkthroughs, Field Time, Cross Organizational Assessment)
 - Use of Digital Media
 - Common Messages – Monthly INPO Trait
- Employee Engagement
 - Strong employee led teams – management is team member
 - Employees taking ownership of message and themes
 - Trust Model
 - Peer and Leader Accountability

Trust Building Behaviors

- + Make, meet, & exceed commitments
- + Follow up in a timely manner
- + Renegotiate when things change
- + Follow through to closure
- + Hold ourselves and others accountable for achieving excellent results
- + Do your best
- + Know, meet, and exceed 'Industry Best' standards

- + Maintain or enhance the dignity and self-esteem of others
- + Communicate face-to-face when appropriate
- + Show empathy and compassion
- + Display loyalty to the absent
- + Proactively communicate decisions that affect others
- + Actively listen
- + Seek first to understand, then to be understood

- + Tell the truth
- + Be consistent
- + Do what we say we will do (Walk the Talk)
- + Admit mistakes, accept responsibility, and apologize
- + Maintain confidentiality

Commitment to Excellence

Respect

Integrity

- Δ Breaking our commitments and promises
- Δ Not following up when things change
- Δ Losing focus
- Δ Accepting less than excellence

- Δ Belittling others
- Δ Talking behind someone's back
- Δ Berating the group for individual behaviors
- Δ Not returning phone calls or email

- Δ Inconsistency of word and action
- Δ Deception
- Δ Dishonesty

Trust Damaging Behaviors

Trust Building Behaviors

- + Recognize and acknowledge current reality
- + Forgive in order to move forward
- + Find solutions
- + Take responsibility
- + Meet & exceed expectations

- + Treat people, not equipment, as our greatest assets
- + Focus resources on key priorities
- + Ensure adequate resources
- + Continually seek to improve processes
- + Appropriately consider people in business decisions

- + Volunteer to help co-workers
- + Engage all stakeholders to arrive at team solutions
- + Coach teammates
- + Seek opposing opinions
- + Execute the team plan with loyalty to team decisions
- + Share knowledge

Accountability

Stewardship

Teamwork

Trust

- Δ Ignore or deny issues
- Δ Make excuses
- Δ Blame others
- Δ Resist involvement
- Δ Hold a grudge

- Δ Letting emergent issues undermine priorities
- Δ Allowing waste and inefficiency
- Δ Inhibiting personal growth and development
- Δ Wasting resources

- Δ Autocratic decision-making (silos)
- Δ Putting personal agendas above the team



Trust Damaging Behaviors

NPO/Contractor Benchmarking (cont)

- Safety Culture Monitoring Panel
 - Chartered Team with Representation of ECP, DPO, Ops, Maint, Issues Management, Performance Assurance, Quality, etc
 - Periodically assess performance indicators
 - Discuss “faint signals”
 - Report to senior leadership health of safety culture and recommended focus areas for improvement
- Employee Handbook Tools
 - Stop work expectations
 - Human Performance Tools
 - 2 minute drill (stop, think, act, review)
 - Event Prevention Tools (Callaway Core 4)
 - Trust Model
 - Tips for Pre-job Briefs, self checking, questioning attitude, etc.

Key Safety Culture Takeaways

- It is a journey not something you focus on for awhile
 - Can't be "flavor of the month"
 - Requires Management commitment and energy
- Walk the talk – Trust & Respect
- Communicate, Communicate, Communicate
- Mechanism for Employee input and feedback to employee

NNSA must be successful in our National Missions. To be successful NNSA must:

- 1.) enable the success of our employees; and*
- 2.) prioritize the safety of our employees*

Safety Culture is Key to Mission Success

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