



Pantex Plant Trust Model

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Name: R. A. Barr, CNS PX CO Date: October 15, 2014

Inspiration for a Pantex Trust Model...

Nuclear Safety Culture Monitoring Panel:

- Benchmarked Nuclear Power Industry
- Discovered “Trust Model” tool
- Asked for Pantex volunteers
- Provided support and direction
- Avoided influencing team

TRUST MODEL – OUR VALUES

<ul style="list-style-type: none"> + Make, meet, and 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' practices 	<ul style="list-style-type: none"> + 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 	<ul style="list-style-type: none"> + Tell the truth + Be consistent + Do what we say we will do/Walk the Talk + Admit mistakes, accept responsibility, and apologize + Maintain confidentiality 	<ul style="list-style-type: none"> + Recognize and acknowledge current reality + Forgive in order to move forward + Find solutions + Take responsibility + Meet and exceed expectations 	<ul style="list-style-type: none"> + 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 	<ul style="list-style-type: none"> + 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 	TRUST-BUILDING BEHAVIORS
Commitment to Excellence	+ Respect	+ Integrity	+ Accountability	+ Stewardship	+ Teamwork	= Trust
<ul style="list-style-type: none"> △ Breaking our commitments and promises △ Not following up when things change △ Losing focus △ Accepting less than excellence 	<ul style="list-style-type: none"> △ Belittling others △ Talking behind someone's back △ Berating the group for individual behaviors △ Not returning phone calls or e-mails 	<ul style="list-style-type: none"> △ Inconsistency of word and action △ Deception △ Dishonesty 	<ul style="list-style-type: none"> △ Ignore or deny issues △ Make excuses △ Blame others △ Resist involvement △ Hold a grudge 	<ul style="list-style-type: none"> △ Letting emergent issues undermine priorities △ Allowing waste and inefficiency △ Inhibiting personal growth and development △ Wasting resources 	<ul style="list-style-type: none"> △ Autocratic decision-making (silos) △ Putting personal agendas above the team 	TRUST DAMAGING BEHAVIORS

Rev. 2, May 5, 2008

AmerenMissouri - Callaway Energy Center
Fulton MO

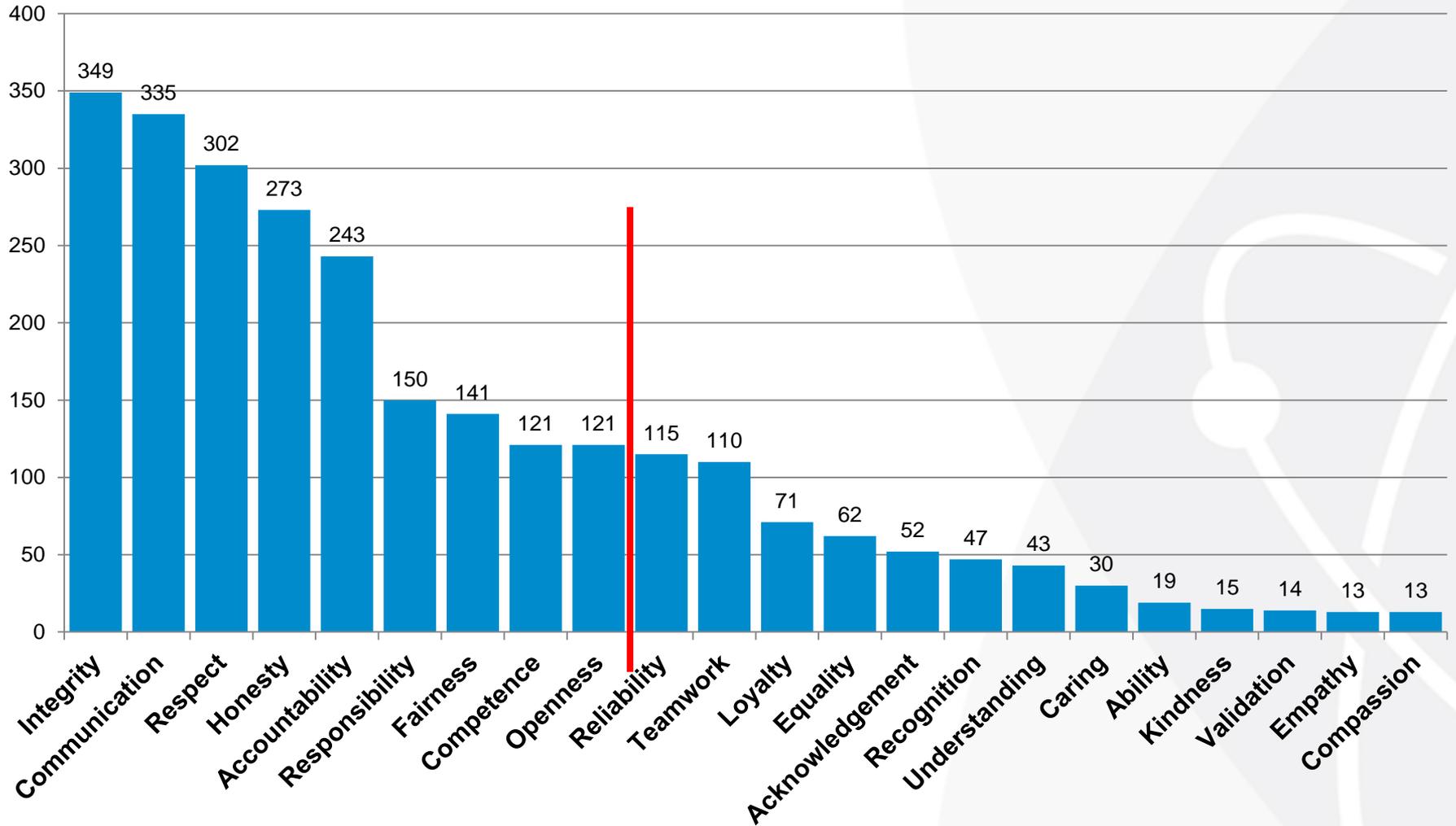
Trust Model Team (TMT) Actions

- Learned more about trust
- Looked at other tools
 - Callaway NPP Trust Model
 - Netflix® Reference Guide on Freedom & Responsibility Culture
- Wanted plant-wide input
- Focused on positive traits/behaviors
- Did not want to address specific trust issues
- Developed questionnaire
- Protected anonymity of respondents

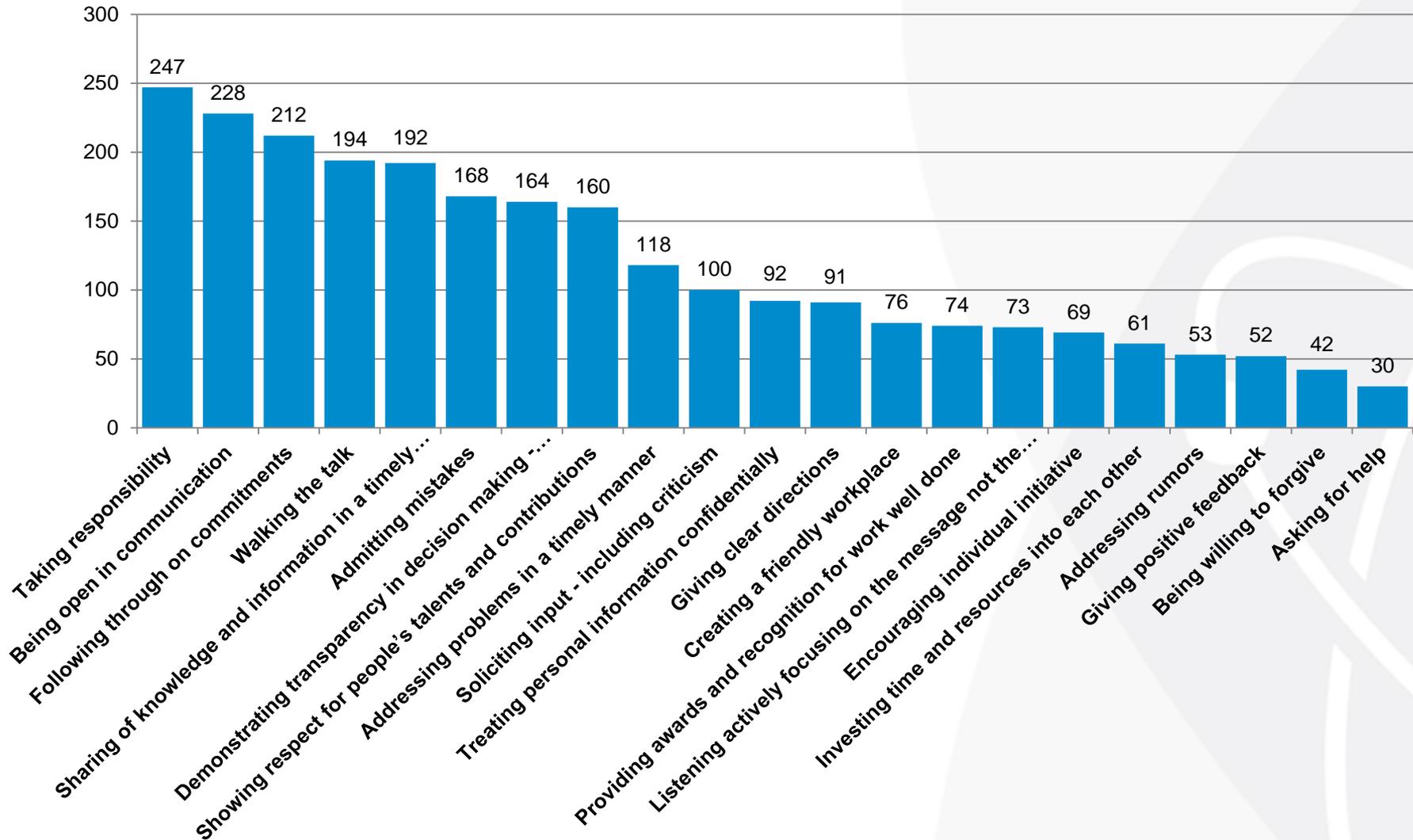
Questionnaire Results

- Gave questionnaire electronically (SharePoint) and hard-copy, available plant-wide
- Received responses for two weeks
 - 540 respondents
 - 150 comments
- Put Trust Model in order of results

Questionnaire Results - Traits



Questionnaire Results - Behaviors



Trust at Pantex = These Traits

Integrity

- Do what is best for Pantex
- Respect others' privacy
- Protect personal information
- Lead by example
- Make decisions despite ambiguity
- Inspire others
- Invest in Pantex's success

Communication

- Encourage open communication
- Avoid gossip
- Ask clarifying questions
- Actively listen to better understand
- Respond to requests in a timely manner
- Share knowledge
- Answer questions directly
- Communicate concisely and accurately

Respect

- Treat everyone professionally
- Value others, even when they disagree with you
- Acknowledge others' knowledge, talent, and contributions
- Refuse to accept disrespectful behavior
- Be a team player
- Remain calm in stressful situations
- Be a coach, not a critic

Honesty

- Exhibit ethical behaviors
- Use facts to make decisions
- Challenge inconsistent facts
- Tell the truth
- Be sincere and genuine

Accountability

- Have a questioning attitude
- Make appropriate decisions
- Follow through on commitments
- Set measurable and achievable goals
- Admit mistakes
- Correct root causes, not symptoms
- Own your decisions

Responsibility

- Follow procedures
- Build quality into your products
- Express concerns
- Report issues
- Follow up
- Focus on achieving great results

Fairness

- Share recognition
- Discourage preferential treatment
- Provide clear expectations
- Help others be successful
- Appreciate and celebrate the success of others

Openness

- Offer honest feedback to others
- Encourage feedback from others
- Demonstrate transparency in decision making
- Address rumors
- Share information
- Avoid excluding others
- Discuss conflicts quickly
- Be aware of your emotions
- Be considerate of others' emotions

Competence

- Learn and know your job
- Perform work to the best of your abilities
- Seek ways to improve your performance
- Learn from mistakes
- Foster improvement efforts
- Contribute
- Minimize complexity
- Be consistent

In order to work WITH and FOR people who embody these traits, WE must first embody them ourselves!

TMT Insights

- Lots of definitions of trust
- Important topic to employees
 - Received feedback reflecting concerns when questioned
 - Numerous comments on questionnaires
 - Themes consistent with SC surveys
- Employees are watching for behaviors
- Respondents wanted to remain anonymous

TMT Suggestions

- Demonstrate endorsement by senior management
 - Engage in walk-arounds and coaching
 - Ensure managers are the first to learn these skills
- Messaging about the Trust Model needs to continue and the behaviors demonstrated
 - Messages need to be conscientious, thoughtful, and reflected in actions
 - Messages need to be consistent and coordinated between teams and organizations
- Ensure the Trust Model is visible in all work areas
 - Serves as a reminder of behaviors
 - Use it as a follow-up tool for meeting critiques
- Make trust-related information available plant-wide through the Safety Culture SharePoint site

TMT Suggestions (Cont.)

- Make Trust a foundational expectation for employees through
 - General Employee Training, and reinforced through Leadership Training
 - Annual performance expectations and reviews
 - Selection for promotion based on the demonstration of these behaviors at work
- Identify a Trust Model Implementation Group responsible for the following:
 - Developing a communication plan
 - Providing suggestions on how to develop interpersonal relationships that could enhance trust
 - Providing recommendations on how to mentor employees to better set expectations for trust
 - Identifying, planning, assigning and monitoring short-term, multi-discipline trust building projects
 - Identifying, planning and implementing a long-term trust improvement strategy

Lessons Learned

- Team approach was helpful
 - Members from different organizations
 - More of a balanced perspective
- Volunteers elevated level of enthusiasm
- Recognized that some groups were not represented – Important to reach out to everyone
- Keeping the tone “positive” was important to having a positive outcome

Final Words

- Trust is important to everyone
- The Trust Model is a tool
- Everyone needs to work to create and maintain trust
- Bonus: Used comments as input to interim assessment



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