

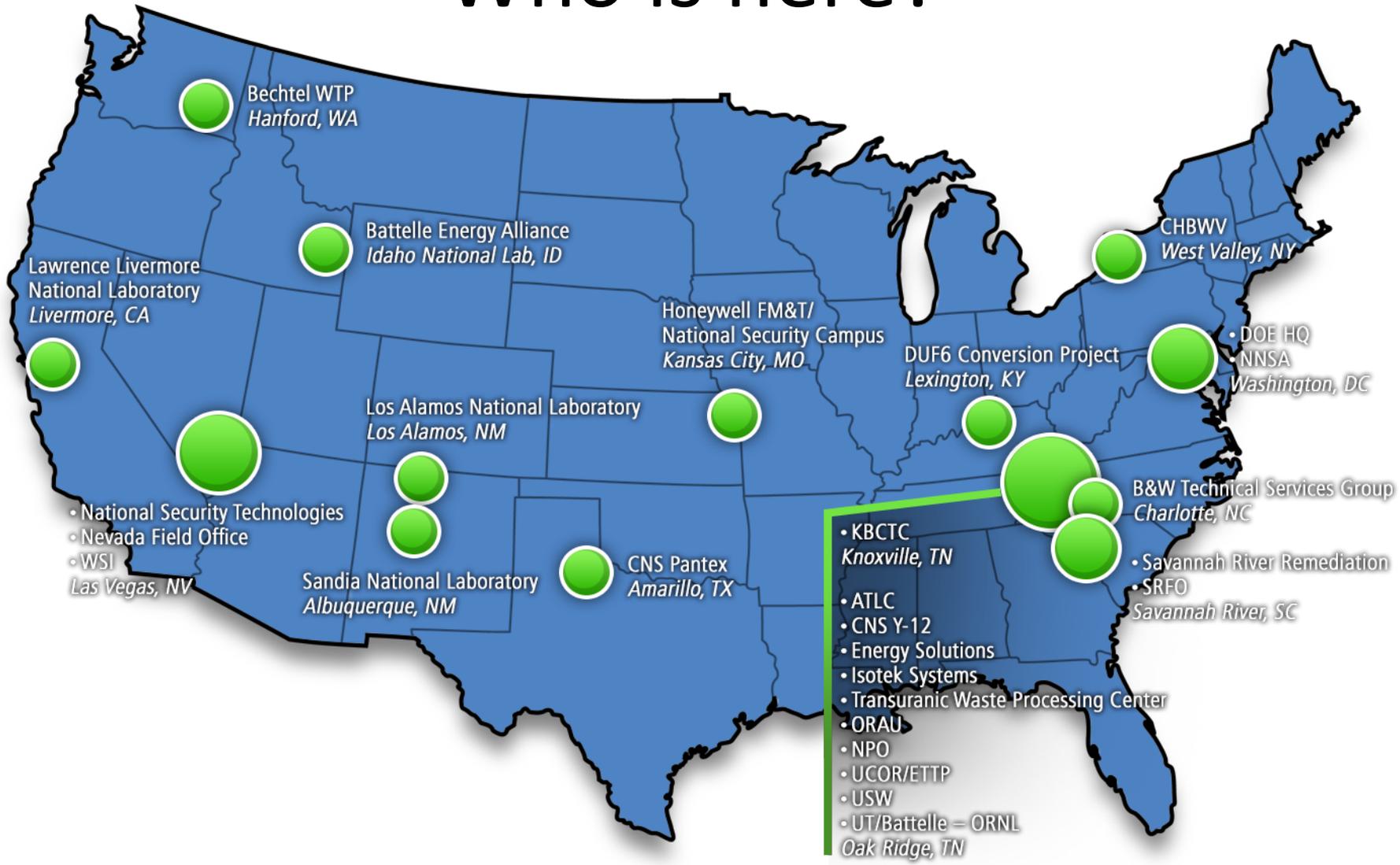


Conversation on Culture Applications in the Office of Environment, Health, Safety and Security (AU)

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Who is here?





Let's start the conversation

To ensure that the Department of Energy (DOE), including the National Nuclear Security Administration (NNSA), systematically integrates safety into management and work practices at all levels, so that missions are accomplished efficiently while protecting the workers, the public, and the environment.

(DOE O 450.2, *Integrated Safety Management*)

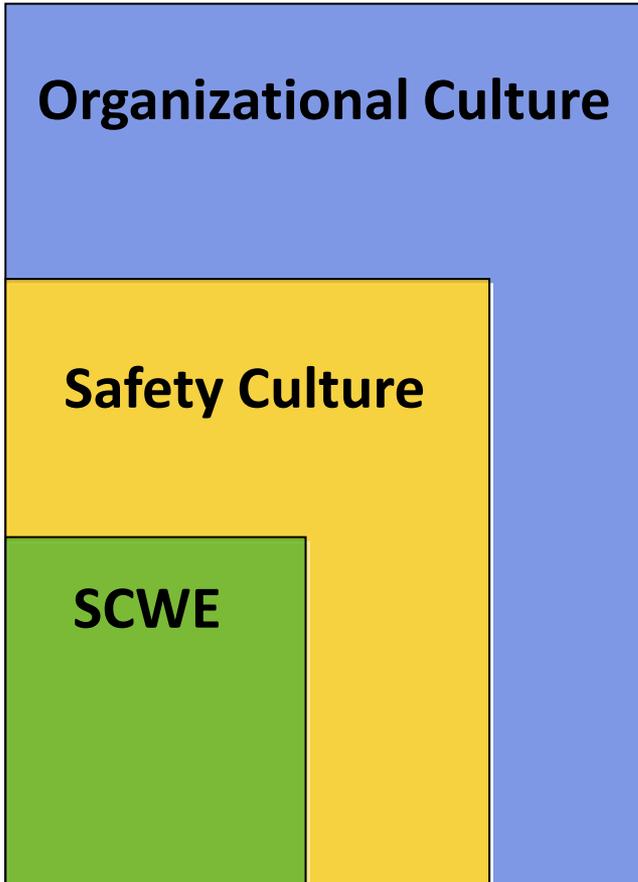
Active listening ✓

Emotional Intelligence ✓

Sense of humor ✓



DOE Definitions Elements of Culture



Organizational Culture

A pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

Safety Culture

An organization's values and behaviors modeled by its leaders and internalized by its members, which serve to make safe performance of work the overriding priority to protect the workers, the public, and the environment.

Safety Conscious Work Environment

To be successful, we must target/influence the organization in all three elements of culture



Organizational Culture

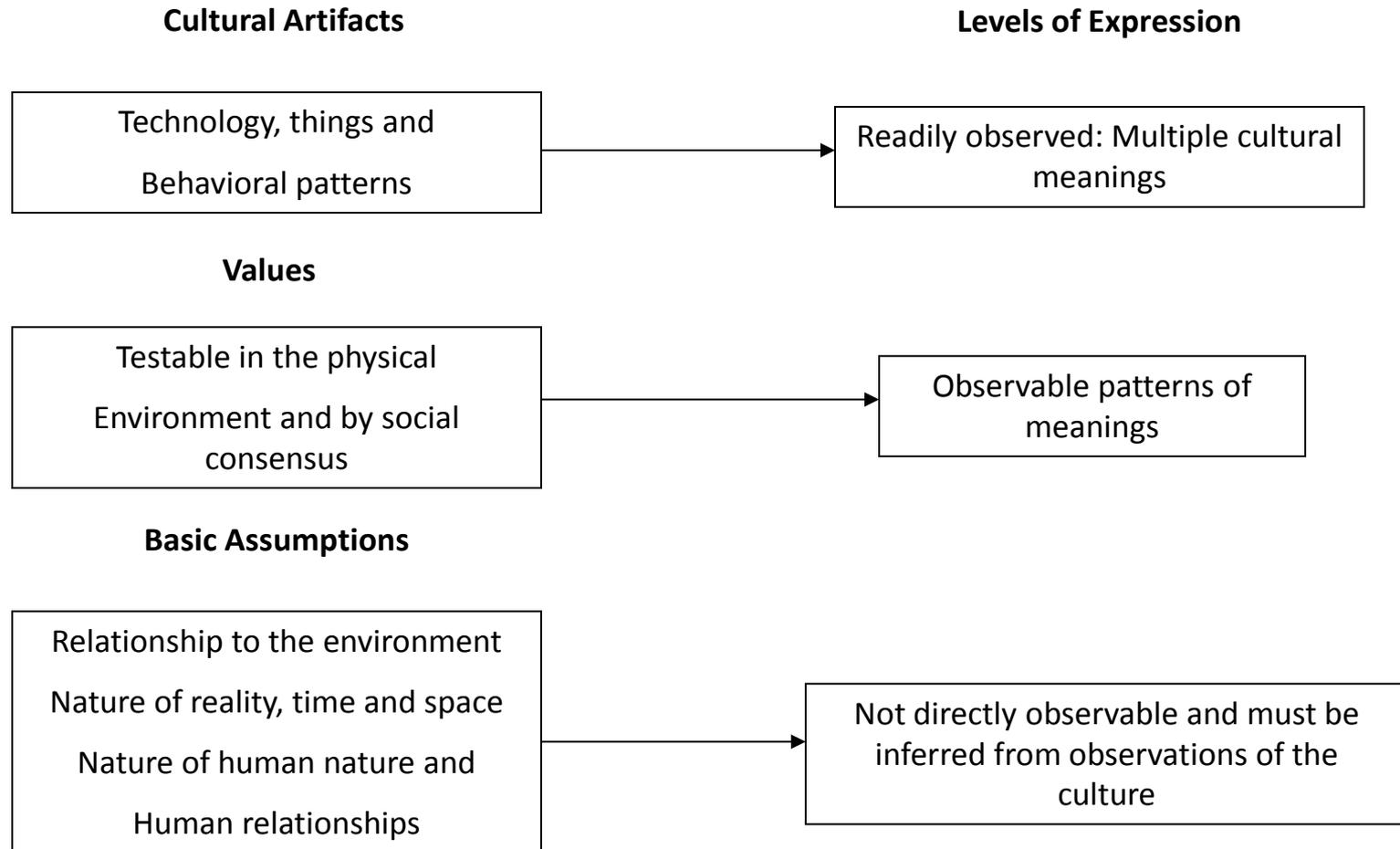
Shaped by leaders and workforce, it's a group dynamic

- Informal, undefined, unwritten, somewhat nebulous, evolutionary
- Truth is, it's real and tangible
- Multi-faceted: You can see it, touch it
- How it feels to be at work and how we do work
- Positive AND Negative
- Reflected in:
 - Physical Environment
 - Business Practices
 - People, more than anything else





Three Levels of Organizational Culture





Three levels explained

Level One: Artifacts

Artifacts provide easily observable clues to the culture of the workplace. They include elements such as the architecture, décor and space design, whether there are doors between work stations, if people dress informally or formally, whether actions are fast-paced or careful and deliberate.

Level Two: Espoused Values

An organization's values will shape why it functions the way it does. These values are usually learned and adopted. For example an organization may say it believes in teamwork but the espoused value shows that most decisions are made without involving employees.

Level Three: Shared Tacit Assumptions

Tacit assumptions are informed and influenced by the values, beliefs and assumptions of the founders and key leaders that made an organization successful. For example, if a founder of an organization is responsible for developing a product that responds to a high market goods and service need, he or she may favor a highly disciplined organization. The organization may attract people who like discipline and order, and as they succeed, they also come to take it for granted that hierarchy, discipline, and order are the only way to run an effective organization.



DOE SC Definition

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.

Safety Culture Focus Areas

- Leadership
- Employee/Worker Engagement
- Organizational Learning



How did we get here?

2007
DOE/EFCOG
ISMS

2011
DOE G 450.4-1C, DOE
Integrated Safety Management System Guide

2012
HSS issued the independent assessment of Safety Culture at WTP

2012
HSS Independent Assessments begin

June 2011
DNFSB Recommendation on 2011-1

2011
SEC Chu memo on Nuclear Safety at DOE
“A strong safety culture is embedded in the Department’s objective of management and operational excellence.”

2012
SCWE Training and Self Assessment Guidance



How did we get here?

2013

HSS Independent Assessment issued:

WTP

Chemistry and Metallurgy Research Building Replacement (CMRR) – Los Alamos

Uranium Processing Facility – Y-12

EM Headquarters

Sodium Bearing Waste Treatment Facility

Pantex

Salt Waste Processing Facility

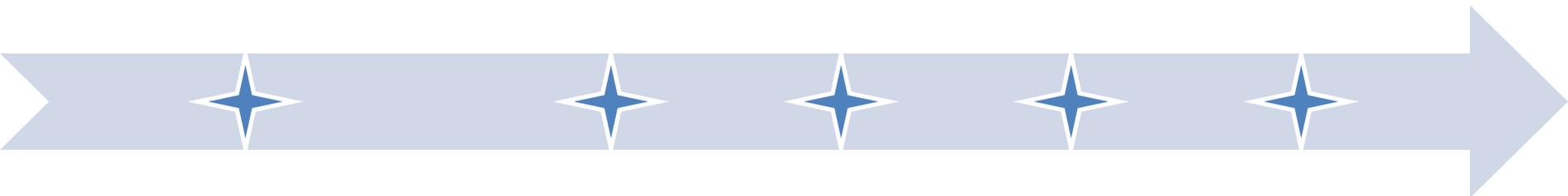
2014

Defense Nuclear Facilities Safety Board

Public Hearing on Safety Culture and Board Recommendation

Present

DOE continues enterprise wide effort on Safety Culture



2013

Sites continue to complete SCWE Self Assessments

Team 2011-1 begins to consolidated assessments

2014

Consolidated Report for Defense Nuclear Facilities Safety Board Recommendation
2011-1 Actions 2-8 and 2-9



Where do we want to go?

The objective of ISM within DOE is to incorporate safety into management and work practices at all levels, addressing all types of work and all types of hazards to ensure safety for the workers, the public, and the environment. To achieve this objective, DOE has established guiding principles and core safety management functions.



ISM systems

The planning and performance of all types of work, including but not limited to

construction

- operations
- maintenance
- decommissioning
- design
- conceptual studies
- environmental analyses
- safety analyses
- hazard reduction analyses
- pollution prevention/waste minimization
- risk analyses

Improving safety culture is necessary,

but not sufficient.

We also need to improve our organization culture!

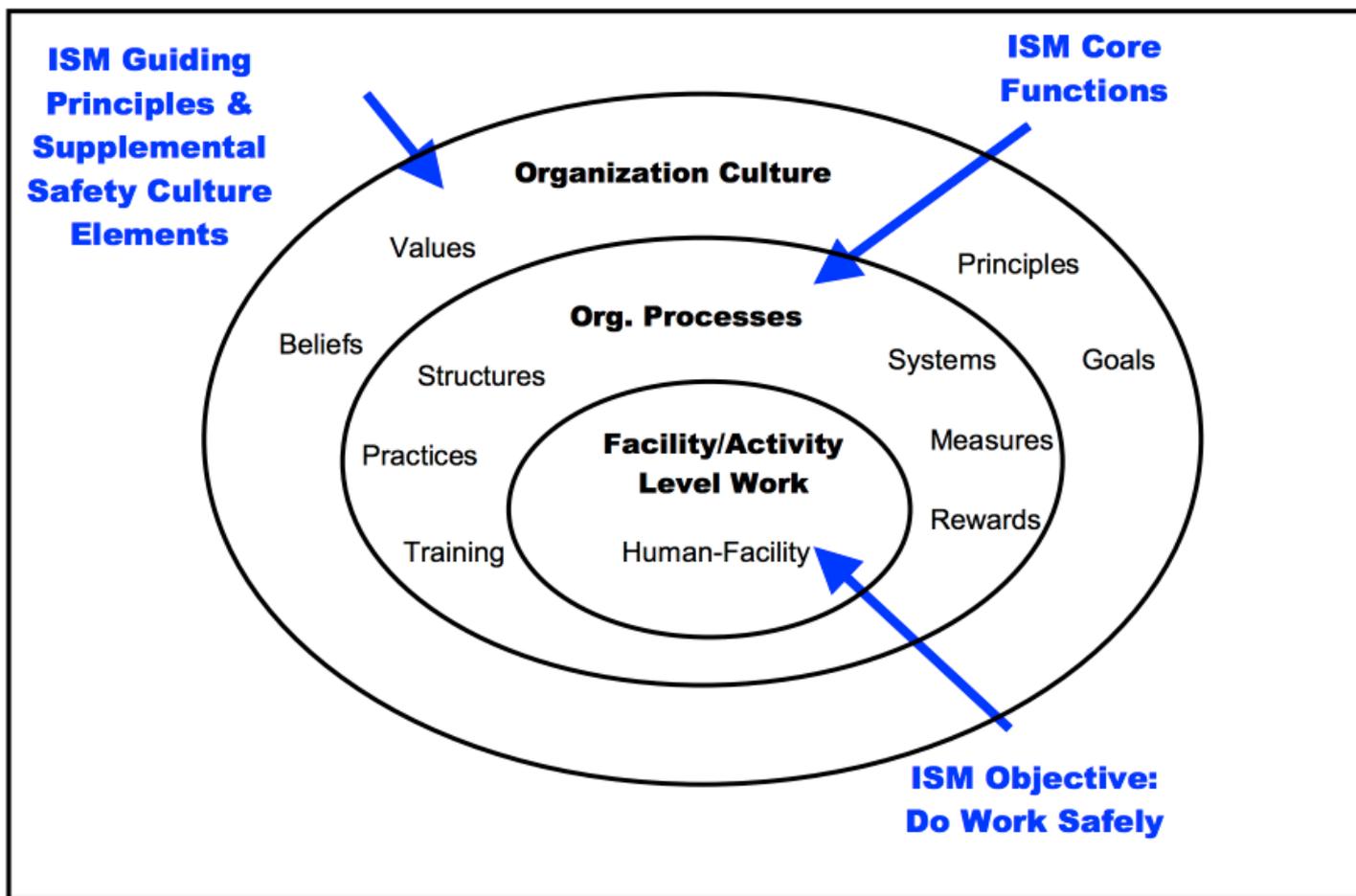


Organization Culture





Relationship: ISM Principles, Functions, Operational Work, and Performance Results





How are we going to get there?

Start conversations on Safety Culture

Sites and DOE HQ working together

Sites taking initiative

- Leadership engaged
- Employees engaged
- Learning organization



AU Actions to Address Org Culture



Organizational Culture Group

- Core Values
- Mission Statement
- Strategic Plan
- Focus groups
- Relook SOPs
- Leadership coaching
- Learning Team
 - AU Development Plan



Cultural Change

Change of culture is a major investment of time and resources

- Attempts to change organizational culture can be harmful if there is no strategic plan or vision
- In some situations organizational change should not be tried (any examples of these situations?)
- Challenge of those embedded in the culture to see their reality as something they constructed and see meaning in what is taken for granted
- Value attached to assumptions
- Culture taken for granted – not discussed and therefore seemingly unconscious
- Emotional investment leads to being defensive rather than examination (of assumptions)



Potential Metrics

- VPP
- ISMS
- EVMS
- ORPS
- Lessons Learned
- Maintenance posture
- Slips/Trips/Falls

WHAT ELSE?



Evidence based data collection

- Self-assessments
- Post-job review
- Problem reporting
- Observations
- Performance indicators & trending
- Operating experience
- Benchmarking
- Management oversight & involvement
- Causal analysis
- Interviews
- Focus groups

METRICS

METRICS

EVERYWHERE



WIPP



- What happened?
- What metrics told them they were a mature culture in 2013?
- What metrics would have told them they were in trouble in 2014?
- What should they have been looking for?

Are you looking at the right things for your organization?



Self Assessments

- Are they good?
- What worked for you? How would you do it next time?
- SCWE vs. Safety Culture
- Is the NRC tool the best tool? What others are there?

QUESTIONING
ATTITUDE



Leadership: most influential component of any organizations' culture

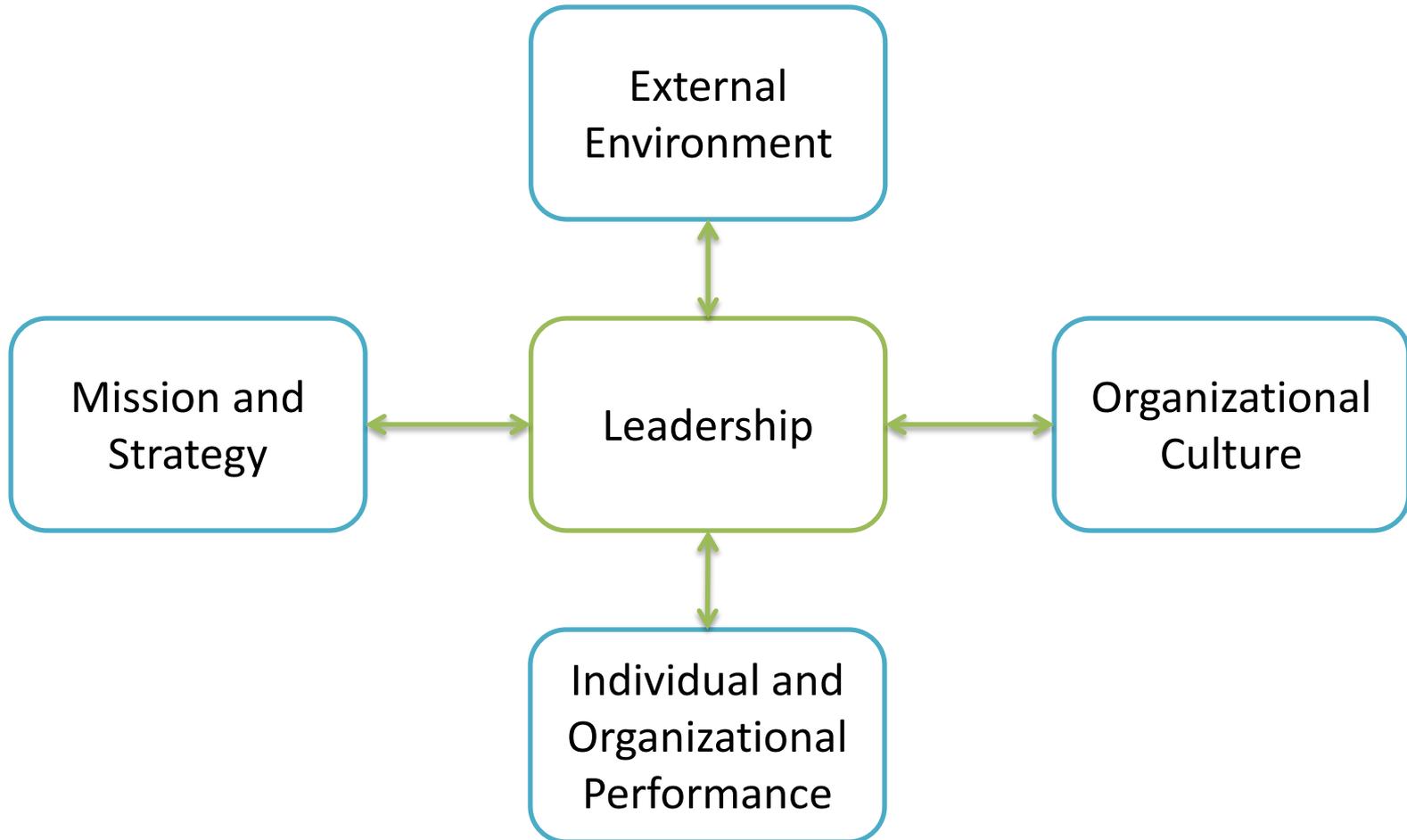
Leadership means influencing people by providing purpose, direction, and motivation to accomplish a task.

- Purpose- Gives employees a reason to accomplish the mission.
- Direction- Gives them the guidance to accomplish the mission.
- Motivation- Motivation gives them the will to accomplish the mission.

Leaders must interact and communicate with their subordinates.



Leadership influence





- Take ownership of the status quo
- Engage employees
- Foster a learning organization
- Continually assess and improve yourself and your organization



DNFSB REC 2011-1



- Formation of DOE Safety Culture Improvement Panel (SCIP) & Assigned Initial Improvement Action
 - SCIP Charter under production
- Incorporation of Safety Culture and SCWE Concepts/Practices Into Training and Development of Qualified Safety Culture and SCWE Self-Assessment Assessors
 - NTC developing training with the SCIP
- Evaluation of Contractual Language for Consistent Approach in Implementing Safety Culture and SCWE
 - Task awaiting convening of SCIP



Questions?



Take home thought.

IS YOUR ORGANIZATION READY FOR CHANGE?