



Safety Culture Advocates

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

Background

Brian Bailey - Metal Trades Council (MTC)

Elton Bradley II - Pantex Guards Union (PGU)

Sherry Philyaw - Balance of Plant

Texas Tech Survey (High Reliability Organization) and HSS Survey (Safety Culture)

- Gap analysis showed:
 - Lack of Trust
 - Quality-of-Life – Workplace Improvements
 - Safety Communications

The Cross Functional Team suggested the Nuclear Safety Culture Advocate positions to provide an avenue for employees to voice their concerns, acting somewhat as an OMBUDSMAN

Safety Culture Advocate

- **Complex System**

- Manager
- Worker
- Organization

- **Trust is Important**

- Safety
- Culture



Safety Culture Advocate

- **Help Facilitate Concern Resolution**
 - Acting in a manner free of bias
 - Assisting both Workers and Managers
- **Act as Communication Buffer**
 - Empowerment of all Employees
 - Help bridge communications between management and workers
 - Support and encourage everyone to have a questioning attitude
- **Make Recommendations for Improvement**



Fiscal Years 2013 and 2014

Quality-of-Life (QoL) List

- Sometimes referred to as the General Workplace Improvements

Spreading the Message

- Ensuring the general workforce has basic knowledge of Nuclear Safety Culture

Quality-of-Life (QoL) List

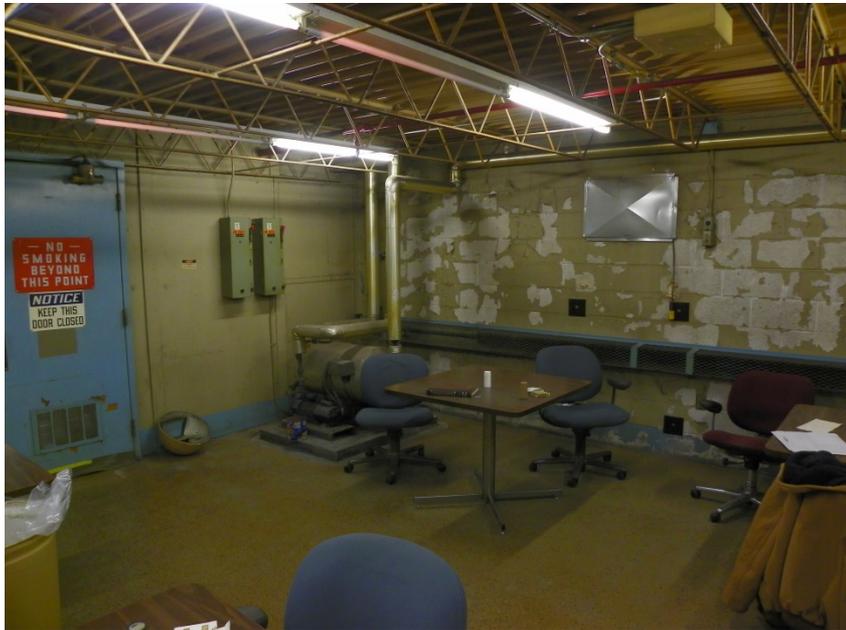
Original List

- Created by the Cross Functional Team to address issues identified in both surveys
 - Employees felt as though their issues were not addressed, this caused trust issues
- Priorities

Getting the Work Done

- Maintenance Division - Maintenance
- Projects Division - Modifications

Quality-of-Life Projects – Before and After Pictures



Quality-of-Life Projects – Before and After Pictures



Quality-of-Life Projects – Before and After Pictures



Quality-of-Life Projects – Before and After Pictures



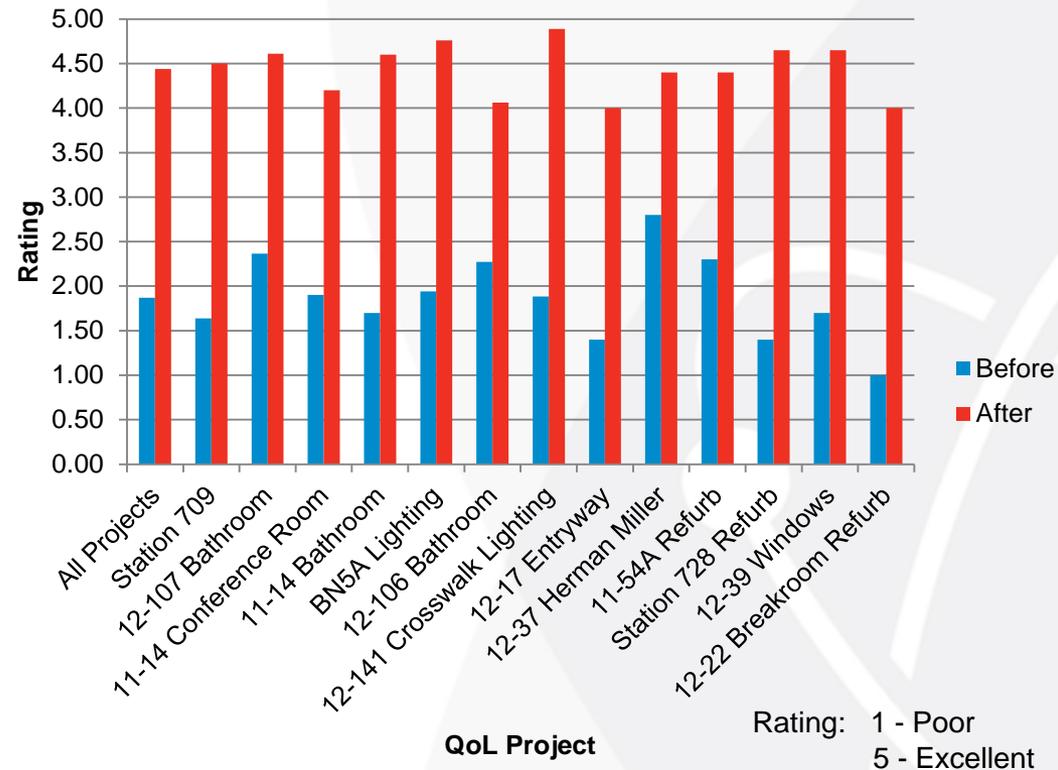
Quality-of-Life Projects – Before and After Pictures



Satisfaction Surveys

- Two questions
 - How did you feel about the Quality-of-Life before the project
 - How did you feel about the Quality-of-Life after the project
- Rating was 1 thru 5
 - 1 – Poor
 - 5 – Excellent

Quality-of-Life (QoL) Effectiveness Survey



Spreading the Message

Meetings and Presentations

- Monthly Managers Meetings
- Pantex Safety Council
- Safety Meetings
- Standups
- Safety Culture Monitoring Panel



Key Values and Absolutes

- Promote our Key Values and Absolutes
 - **Key Values**
 - Integrity
 - Trust
 - Respect
 - Teamwork
 - **Absolutes**
 - Safety
 - Security
 - Mission Delivery
 - Quality
 - Cost Efficiency



Traits of a Healthy Nuclear Safety Culture

- **Traits**
 - Personal Accountability
 - Questioning Attitude
 - Safety Communications
 - Leadership Accountability
 - Decision Making
 - Respectful Work Environment
 - Continuous Learning
 - Problem Identification and Resolution
 - Environment for Raising Concerns
 - Work Processes



Pulse of our Culture

Walkaround

- We walk around with members of management, including our Site Manager
 - Set the tone and atmosphere – These are not inspections
 - It allows employees to show off and to feel comfortable with the Manager
- Personnel
 - How are things going?
 - Two questions (which lead to follow on questions)
- Facility
 - Look at QoL issues already addressed
 - Check on those issues on the list
 - Get new issues from employees

Fiscal Year 2015

Embedding

- Hiring and Promotion Process
 - Interview Questions – Past behavioral-related question
- Initial General Employee Training (GET)
- Birth-Month Training
- Leadership Training
- Performance Appraisals

Questions

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