Department of Energy
Washington, DC 20585

November 25, 2013

The Honorable Peter S. Winokur
Chairman
Defense Nuclear Facilities Safety Board
625 Indiana Avenue, NW, Suite 700
Washington, DC 20004

Dear Mr. Chairman:

This letter is to inform you that the Department of Energy (DOE) has completed Action 2-3 of the Department's Implementation Plan (IP) for Defense Nuclear Facilities Safety Board (Board) Recommendation 2011-1, *Safety Culture at the Waste Treatment and Immobilization Plant* (WTP).

The deliverable for Action 2-3 is a letter to the Board discussing completion of the training. The development of the Safety Conscious Work Environment course was sponsored by the Secretary and the Deputy Secretary and briefed to the Board on August 15, 2013. In December 2011, a team of Federal and contractor subject matter experts was assembled from across DOE, The National Nuclear Safety Administration (NNSA), national laboratories, and DOE site contractors. This team worked with the DOE National Training Center (NTC) to design, develop and deliver a unique course, titled SAF-200, Safety Conscious Work Environment (SCWE). The team used the systematic approach to training to develop the course, based on best practices in the commercial nuclear industry, the oil and gas industry, and other high hazard industries.

The course material is aligned with the DOE Integrated Safety Management System (ISMS), and focuses on the newly developed DOE ISMS guide, the DOE Safety Culture focus areas of Leadership, Employee Engagement, and Organizational Learning, and the associated attributes and behavioral elements. Managers are introduced to a standard of excellence for leadership behavior, based on the ISMS guide. Leaders and managers are also introduced to the concepts of Safety Culture and SCWE. The goal of the course is to equip senior managers to lead a positive shift in their organization and culture, by fostering a work environment that promotes trust, a questioning attitude, and a receptiveness to raising issues. The course also introduces managers to personal leadership tools that can be immediately applied in the work place to improve an organization's work environment, accountability, positive conflict resolution and communication. A unique feature of the course is that it is delivered to both DOE and contractor senior leaders and managers from all functional areas participating together in a small class size of about 24, improving interaction and providing an opportunity for partnering and sharing perspectives.

The team undertook an unprecedented training effort. In one year, from August 2012 to August 2013, the course was delivered 70 times to approximately 1,700 DOE and contractor managers and leaders at both DOE Headquarters and sites across the DOE complex. Approximately 1400 of the attendees were associated with leadership and management of Defense Nuclear Facilities. Feedback from those attending the course has been overwhelmingly positive. DOE has scheduled additional courses over the next year, and plans to continue this training as needed in the future. The team has also begun work in conjunction with the NTC on design and development of SCWE training for first line supervisors.

Also enclosed with this letter is a summary report from the Richland safety conscious work environment self assessments, as described in our letter dated September 30, 2013.

If you have any questions, please contact me, at (202) 586-5151, or Mr. James Hutton, Associate Deputy Assistant Secretary for Safety, Security, and Quality Programs, at (202) 586-0975.

Sincerely,

Matthew Moury
Deputy Assistant Secretary for
Safety, Security, and Quality Programs
Environmental Management

Enclosure

United States Government **Department of Energy**

memorandum

Richland Operations Office

DATE: NOV 15 2013

REPLY TO ATTN OF: AMSE:JEP/14-AMSE-0005

SUBJECT: SAFETY CONSCIOUS WORK ENVIRONMENT (SCWE)/SAFETY CULTURE SUMMARY DOCUMENTS

TO: J. A. Hutton, Associate Deputy Assistant
for Safety, Security and Quality
EM-40, HQ

As requested, attached are the Richland Operations office (RL) and RL's prime contractor's summary statements regarding the SCWE/Safety Culture analysis and improvement actions in response to EM's 2012 Integrated Safety Management declaration direction and the Implementation Plan for Defense Nuclear Facilities Safety Board Recommendation 2011-1. If you have any questions, please contact Stacy L. Charboneau, Assistant Manager for Safety and Environment, at (509) 373-3841.

Matt McCormick
Manager

Attachments:
1. RL Safety Culture Improvement Plan
2. CHPRC Summary of SCWE Activities
3. MSA Safety Culture Improvement Plan Summary
4. WCH Safety Culture Summary and Path Forward

Safety Culture Improvement Plan
(Revision 0)

U.S. DEPARTMENT OF ENERGY
RICHLAND OPERATIONS OFFICE

Approved by Matt McCormick, Manager: Doug A. Shoop for Date 11/15/13

Richland Operations Office (RL) Safety Culture Improvement Plan

Introduction

In 2012, the U.S. Department of Energy (DOE) RL led an independently managed safety culture/safety conscious work environment (SCWE) survey to provide the Hanford Site management (both federal and contractor) with insights into the state of Hanford's safety culture. This survey was based on the three key focus areas that define DOE's safety culture as well as an evaluation to determine if a functional safety conscious work environment exists for each organization.

Results of the survey demonstrated that, overall, the safety culture at RL is at an acceptable level with an average scoring of 4.16 out of a perfect positive scoring of 5.0. In relation to the overall Hanford score, the RL office was slightly higher than the site average, but the scores revealed relative weaknesses in the areas of job characteristics, use of operational experience, and internal avenues of redress. While still considered a reasonable overall score, RL management evaluated and discussed the results of the survey to determine where improvements could be made regarding programs and behaviors within the RL organization. Feedback received from the Employee Viewpoint Survey and the RL employee led Safety Culture Focus Group were also used to identify areas for improvement.

Survey Evaluation Methodology

In order to better understand the meaning of the survey results, an RL employee led Safety Culture Focus Group was formed to evaluate the RL specific results of the survey and provide RL leadership with some insight into the basis of the weaker results.

The focus group used a four step process to arrive at the analysis and recommendations: 1) reviewed the RL distribution results of each question and analyzed those questions that resulted in either a low mean score, or by the nature of the topic represented, an area that warranted further discussion; 2) met with the RL staff on a peer-to-peer level to present the focus group's analysis; 3) gathered the feedback from the peer-to peer meetings and combined those with the focus group's analysis; and 4) synthesized the combined information into the results and recommendations noted below.

Results

The employee focus group determined that the RL component of the site wide safety culture survey identified six areas of potential improvement. (Noted with each area of improvement is the corresponding DOE corporate safety culture attribute that best categorizes the potential area of improvement):

- Individual behavioral expectations within the organization should be clearly defined and modeled by leadership. (Clear expectations and accountability)
- Quality and/or safety appear to be unbalanced in relation to production. (Risk informed, conservative decision making)
- Feedback mechanisms are in need of strengthening. (Effective resolution of reported problems)
- Flow down of decisional information to staff needs improvement. (Participation in work planning and improvement)
- Organizational boundaries (including scope, roles and responsibilities) need to be better defined and communicated to staff. (Team work and mutual respect)
- Qualification, competency, and development opportunities are lacking emphasis. (Staff recruitment, selection, retention, and development)

Evaluation of Focus Group Results by RL Senior Management

In July of 2013, the RL SCWE lead briefed the senior management team on the results of the employee focus group. RL senior management determined that a senior management retreat was necessary to more fully discuss the results and to develop an improvement plan to address the focus group feedback. An RL senior management retreat was held in August 2013 to identify which areas the senior management team felt were the most important areas to address and to develop a path forward for how to address those areas. The employee viewpoint survey was also considered in developing the following RL improvement actions.

RL Improvement Actions

The senior management team decided to take actions to address five of the six areas of potential improvement identified by the RL employee team. The areas of improvement and the actions to address those areas are provided below:

Recommendation #1: Individual behavioral expectations within the organization should be clearly defined and modeled by leadership.

The RL executive team felt that supervisory training would provide a basis for supervisors to learn how to communicate behavioral expectations and hold employees accountable. In addition,

leadership training for a broader audience would reinforce behavioral modeling by the leadership team and employees.

The executive team also felt a common framework for conflict resolution was needed that could be understood and implemented across the organization. One model that had been introduced at the DOE senior management SCWE training (the "Pinch/Crunch" model) was discussed and it was decided to evaluate and select an appropriate model for RL.

An additional action the executive team discussed was flowing down a safety culture/organizational improvement training course to RL employees. To date, only management has had the course.

Actions to Address:

- Provide formal supervisor training for new supervisors
- Provide ongoing supervisory training for all supervisors
- Provide voluntary leadership training to the entire organization
    - Routine leadership training for the management team
    - Leadership training for all employees
- Implement common framework for conflict resolution
- Evaluate safety culture/organizational improvement training for RL employees

Recommendation #2: Quality and/or safety should be balanced with production.

The team discussed our philosophy on safety versus production. It is RL senior management's philosophy that we "do work safely." This philosophy should be captured in the Richland Integrated Management System (RIMS) and in the functional responsibilities and accountability matrix (FRAM). In addition, the team decided to more clearly communicate this philosophy at various venues.

Another action the team felt would address this recommendation was to institute a weekly technical discussion with safety and project personnel modeled on the current Deputy Manager/AMSE technical open forum weekly meeting. This meeting between the RL Deputy Manager and the safety and project personnel will address technical issues early on with both organizations being able to present issues and risks to the Deputy Manager and/or Manager as appropriate.

Actions to Address:

- Ensure the RIMS captures RL's philosophy correctly.
- Communicate RL's policy on safety vs. mission balance (via FRAM and meetings with employees).
- Expand the weekly technical open forum discussion with employees.

Recommendation #3: Flow down of decisional information to staff needs improvement.

The team discussed that there are two types of decisions-policy and/or strategic decisions and routine tactical day to day decisions. To address more transparency in decision making at a policy or strategic level, the team committed to develop a standard process to better communicate these decisions with employees. For day to day tactical decisions, each senior manager committed to enhance their efforts at providing timely and meaningful feedback on decisions to affected employees and the issue owner.

In addition, one tool from the Senior Management SCWE training was embraced and a decision was made to implement the tool organization wide. The Ladder of Accountability is a visual tool that provides an effective, objective way for the organization to engage in self-evaluation of issues and to take responsibility for resolving issues by moving from victim behaviors to ownership behaviors. This tool promotes individual and organizational engagement, which supports a learning environment where productivity is increased and morale is improved.

Actions to Address:

- Define a process to communicate policy and strategic decisions including whether decision is final or still being evaluated.
- Reaffirm senior management commitment/goal to provide timely/meaningful feedback on decisions to affected employees and issue owner.
- Train employees on ladder of accountability promoting individual and organizational engagement.

Recommendation #4: Organizational boundaries need to be better defined and communicated to staff.

The executive team discussed the need to reemphasize roles and responsibilities at the Division level and to communicate with employees in a cross-organizational way. By better understanding other Divisions' roles and responsibilities, employees are able to more effectively do their jobs. Actions that will help reemphasize roles and responsibilities and socialize them across organizational lines include cross organizational partnering sessions, division briefings on scope and responsibilities, developing an interactive organizational chart which will house a visual representation of roles and responsibilities, and a discussion of the functional responsibilities and accountabilities document in RIMS.

Actions to Address:

- Hold cross-organizational partnering sessions.
- Provide division briefings on scope and responsibilities.
- Develop an interactive RL organizational chart with roles and responsibilities.
- Refresh the FRAM to better clarify roles responsibilities and summarize at all employee meeting.

Recommendation #5: Qualification, competency, and development opportunities need emphasis.

The executive team discussed the various qualification, competency and developmental opportunities that are currently available to employees. While a number of programs and opportunities currently exist, increased communication of qualification requirements during the hiring process, as well as qualification programs (e.g., Technical Qualifications Program, contracting officer, federal project director) may be necessary.

Actions to Address:

- Communicate qualifications considered during hiring process at all hands meeting.
- Increase leadership training opportunities.
- Emphasize development opportunities within RL, ORP, and HQ.
- Assign an employee development advocate.

Next Steps

Overall, the recommendations of the employee focus group were embraced by the RL senior management team and the excellent work of the team was acknowledged. It was acknowledged by the employee focus group and the senior management team that there is a broad spectrum of individual perceptions regarding the RL safety culture. No single management action will improve the overall safety culture in itself; nor will RL leadership's efforts to improve safety culture be accepted by all. However, by taking the above actions, RL leadership believes that RL's safety/organizational culture will continue to improve once sufficient time has been passed to ingrain these actions into the overall conduct of the organization. It is RL leadership's intent to continue to assess the effectiveness of these actions and the state of the overall safety conscious work environment periodically in the future. Additionally, in accordance with the Department's Recommendation 2011-1 Implementation Plan actions, RL will submit site-specific safety culture sustainment tools to EM-1 for approval, including concurrence by the DOE Chief of Nuclear Safety, by September 1, 2014.

Schedule

Action	Actionee	Due Date
Recommendation 1:		
Provide formal supervisory training	AMA	11/30/13
Provide ongoing leadership training for management	AMA	12/31/13
Provide voluntary leadership training opportunities for employees	AMA	12/31/13
Implement common framework for conflict resolution	AMSE	3/1/14
Evaluate safety culture training for all employees	AMSE	12/15/13
Recommendation 2:		
Ensure RIMS captures "do work safely" philosophy	AMSE	3/15/14
Communicate RL's policy on safety vs. mission balance	MGR	12/15/13
Expand weekly open forum discussions with Deputy	DEP MGR	1/1/14
Recommendation 3:		
Define process to document/communicate policy and strategic decisions	DEP MGR	3/1/14
Reaffirm senior management commitment to provide timely/meaningful feedback on decisions	Executive Team	12/15/13
Train employees on Ladder of Accountability	AMSE	3/31/14
Recommendation 4:		
Hold cross organizational partnering sessions	AMSE, AMRP, AMMS, AMA	3/31/14
Organize Division Briefings on scope and responsibilities	All	3/31/14
Develop interactive organizational chart with roles and responsibilities	COM	12/31/13
Recommendation 5:		
Communicate the hiring process at all employee meeting	AMA	1/31/14
Increase leadership training opportunities	AMA	3/31/14
Emphasize developmental opportunities	Executive Team	3/31/14
Assign an employee development advocate.	DEP MGR	1/31/14
Follow-on Action:		
Submit safety culture sustainment tools to EM-1	AMSE	09/01/14

CH2M HILL Plateau Remediation Company (CHPRC) Safety Culture Status 2013 Evaluation and Improvement Initiatives

CHPRC participated in two self-assessments on Safety Conscious Work Environment (SCWE)/Safety Culture issues.

One of the assessments was a Hanford-wide team looking at SCWE/Safety Culture good practices. This assessment was performed by a trained team of assessors that developed Lines of Inquiry using the revision C guidance (draft version) that was under development by Health Safety & Security. The combined DOE-contractor team evaluated three focus areas.

- Leadership
- Employee/Worker Engagement
- Learning Organization

The team performed in-depth interviews, walkthroughs, and document reviews that resulted in the identification of 46 good practices Hanford-wide, twelve specific to CHPRC.
The team found good practices in diverse areas within CHPRC, such as:

- Innovation in using software (QMap) to map personnel locations in non-facility areas across the Hanford Site for first responders
- Project Hazard Review Boards
- Conduct of Operations Mentors/Coaches

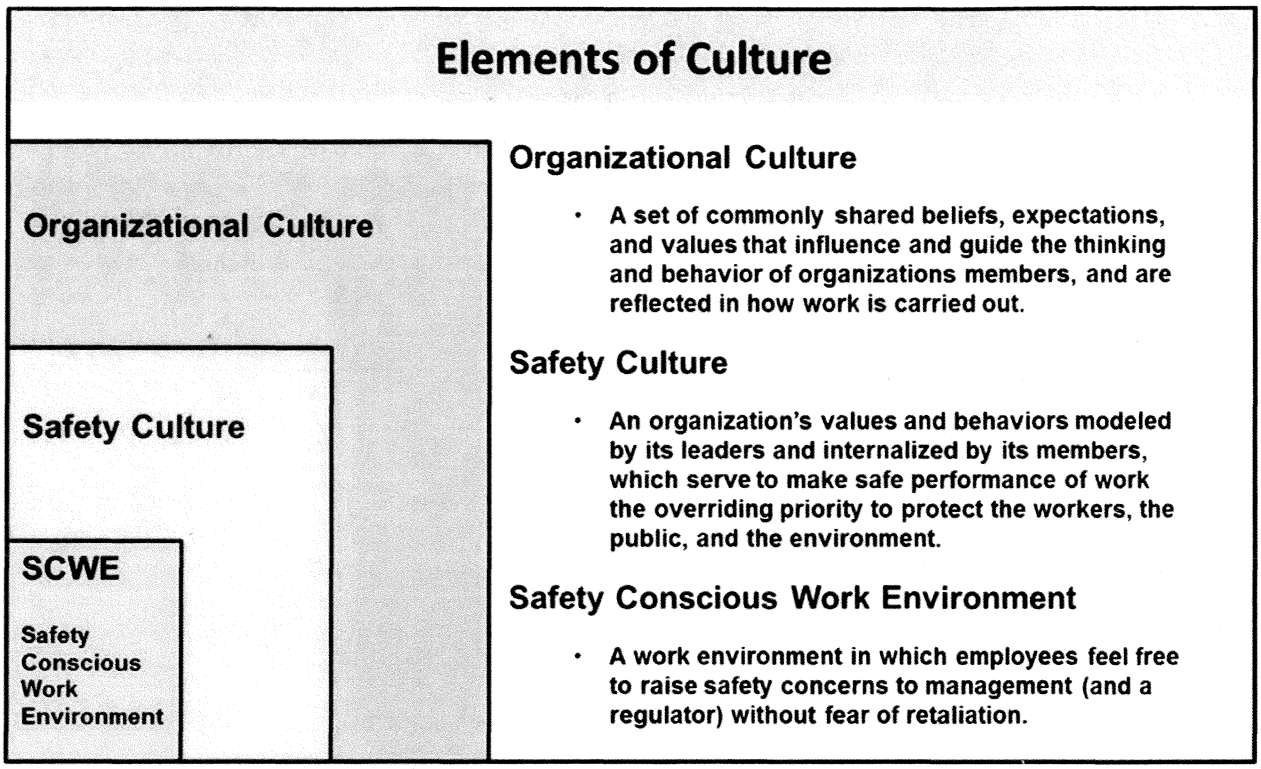
CHPRC personnel also participated in the Hanford Sitewide Safety Culture Survey administered by the Richland Operations Office (RL); 858 personnel took part in the survey of four focus areas and 21 factors. Sitewide, 6,582 employees completed the survey, with 2,964 of those under RL. CHPRC's employees provided input for four focus areas.

- Leadership
- Employee Engagement
- Learning Organization
- SCWE

While the results for CHPRC were slightly below the RL groups' average scores (~4 on a 5 point scale), overall scores reflected positively on CHPRC's safety culture. A review of the data provided insight into developing an overarching improvement strategy with a focus on Leadership Development Framework across our management team, including a particular emphasis on Front Line Leadership. The framework focuses on core leadership principles and skill development designed to enhance managers' skills to more effectively engage with the work force. CHPRC developed Leadership Impact workshop modeled from best practices used at another CHPRC project that is being provided to first line supervisors and managers at all levels within CHPRC. CHPRC is committed to instilling best practices at every point of interface with the workforce and focusing on leadership development of supervisors and

managers will be a significant investment in our people. Surrounding the workshops will be other activities intended to strengthen the safety culture at CHPRC, including:

- Quarterly executive manager retreats
- Quarterly all manager meetings
- Bench strength monitoring of managers/supervisors
- Team development and training skills
- Leadership training for managers
- Additional supervisory training tools



The workshops build on the model depicted above by recognizing that SCWE is embedded in an organizations safety culture and their organizational culture. The focus of the workshops is to ensure a common understanding of CHPRC's beliefs, expectations, and values and how we expect those values and behaviors to be modeled by our leaders, from the first line supervisors to the president's office. The workshop then provides the leaders with varying perspective and tools to broaden their understanding and capability for dealing with day to day issues so that the approach taken is in line with the corporate beliefs, expectations and values. By taking this approach and instilling these skills and values in our leaders, the culture within CHPRC can be one that has the critical attributes necessary to allow for a health SCWE to exist and thrive. The table below depicts the modules of the leadership workshops and how specific attributes of SCWE are incorporated/addressed in the modules.

CHPRC's ORGANIZATIONAL and SAFETY CLIMATE FACTORS RESPONSE STRATEGY

CHPRC 2-DAY LEADERSHIP IMPACT INITIATIVE	Climate Survey - Very High Impact Factors							
	1. Open Communication and Environment Free of Retaliation	2. Credibility, Trust, and Reporting Error and Problems	3. Demonstrated Safety Leadership	4. Performance Monitoring Through Multiple Means	5. Management Support /Encouragement to Raise Safety Concerns	6. Effective Resolution of Reported Problems	7. Staff Recruitment, Selection, Retention, and Development	8. Management Engagement and Time in Field
DAY 1								
Fulton Expectations and Goals	X	X	X	X	X	X	X	X
PLI-Personal Leadership	X	X	X	X	X	X	X	X
Organizational Change				X	X		X	X
Leadership Trustworthiness	X	X	X	X	X	X	X	X
Leadership Behaviors	X	X	X	X	X	X	X	X
Communicating Effectively	X	X	X	X	X	X	X	X
Practical Coaching	X	X	X	X	X	X	X	X
The Art of Listening	X	X	X	X	X	X	X	X
Conflict Resolution Model	X	X		X	X	X	X	X
Thomas Kilman Styles Survey	X	X	X		X	X		X
Tough Day At Work	X	X	X	X	X	X	X	X
Leadership Critical Reflections							X	
DAY 2								
High Performance Teamwork	X	X	X	X	X	X	X	X
High Performance Scenarios	X	X	X	X	X	X	X	X
Toxic Waste Removal Exercise	X	X	X		X	X		X
Team Challenge/Simulation	X	X	X		X	X		
Mentoring Future Leaders		X	X	X	X		X	X
Growing and Developing People	X	X	X	X			X	X
Your Leadership Initiative								
Fulton Back-brief								

Implementation Status:

Quarterly Senior Manager and All Manager Meetings: (Senior Leadership Off-Site meetings precede the All Managers meetings)

Leadership 24/7 – March 2013 (completed)
Teamwork and Trust – June 2013 (completed)
Communicating for Results –October 2013 (completed)
Your Leadership Legacy – January 2014 (Scheduled)

Leadership Impact Workshops
Class 01 – August 2013 – Completed
Class 02 – September 2013 – Completed
Future classes are pending participant identification and scheduling – intent is to hold monthly until the leadership team has been through.

Mission Support Alliance, LLC (MSA) Safety Culture Status
2013 Evaluation and Improvement Initiatives

MSA has established a strong safety culture through a network of formal safety programs and policies, management leadership and employee involvement— this also includes the ease and comfort for which workers feel they can implement safety or raise concerns. A very important attribute of the good safety culture established at MSA is the positive relationship between workers and supervisors. Review and analysis of monthly/quarterly leading indicators has been established and will continue.

MSA recognizes that Safety Culture is dynamic and is affected by work environment, resources, social events, management priorities and leadership, and employee involvement. It must be monitored to determine positive or negative trends.

MSA Safety Culture and Analysis group has summarized safety culture activities associated with the 2012 Safety Conscious Work Environment (SCWE) MSA evaluation, the actions taken in conjunction with the results, the safety culture Opportunity for Improvement's (OFIs) and actions taken to continuously improve MSA Safety Culture.

Approach:

MSA has identified opportunities for safety culture improvement through review of:

- The annual Hanford General Employee Training survey.
  - 17 questions, 11 Related to Safety Culture tenets: (3) Management Leadership, (3) Employee Involvement, (5) Learning Organization
- MSA employee input derived from Voluntary Protection Program trimester evaluations/interviews and feedback.
- Ongoing Integrated Safety Management System (ISMS) Surveillance Team mentoring and analysis activities and reports.
- The 2012 Hanford Organizational Climate and SCWE Survey conducted by EurekaFacts, LLC.
- The Safety Culture Good Practices Review conducted in the 4th quarter of Fiscal Year 2012.
- The MSA January 2013 ISMS SCWE Self-Assessment.

MSA took a comprehensive approach to improve safety culture through review of the above data points and continuing monthly review of leading indicators:

- Safety Logs
- Completed Inspections

- Corrective Action Management System
- Issue Identification Forms
- Injury reports
- Safety Meeting Attendance Rates

Based on these indicators and data points, the Evaluation and Improvement Initiatives (E&II) plan was developed and approved. **This plan was developed in a team approach** with input from safety, management, bargaining unit, and employees.

The E&II plan identified the following **OFI:**

Focus Area 1: Leadership

- Set Clear expectations and accountability
- Improve demonstrated safety leadership

The "common themes" from the SCWE report associated with Leadership are as follows:

- Set clear expectations and accountability
- Prioritize safety over production, cost, and schedule
- Add staffing and skill deficiencies resulting from layoffs
- Improve resolution of reported problems

Focus Area 2: Employee Engagement

- Reinforce employee/personal commitment to everyone's safety
- Improve situational awareness of hazards and controls
- Define job characteristics and balance resources

The "common themes" from the SCWE report associated with Employee Engagement are as follows:

- Worker involvement
- Job characteristics/descriptions
- Streamline safety systems

Focus Area 3: Learning Organization

- Increase knowledge of and use of operational experience
- Reinforce support of questioning attitude

The "common themes" from the SCWE report associated with Learning Organization are as follows:

- Increase communications unilaterally between management and workers
- Listen to the workers

Focus Area 4: SCWE

- Improve awareness of internal avenues of redress
- Improve awareness of alternative problem identification process

The "common themes" from the SCWE report associated with Leadership are as follows:

- Reduce fear of retaliation for reporting safety concerns

The E&II plan identified the following **Safety Culture Improvement actions/activities:**

The plan identifies a number of actions to be completed over a 1 year period including:

- A Communications Plan
- Procedure Revisions to incorporate "safety culture" verbiage
- Training support and revisions
- Specific Assessment activities
- Effectiveness Reviews

The specific plan, actions, activities, scheduled completion dates, current status is below:

Number	**Focus Area OFI's (EurekaFacts Common Themes – Sec. 6)**	**Action**	**Due Date**	**Completed**
Reference Sec. 7.1	Overall Objective - Improve Safety Culture Leadership			
8.1.1	Improve safety communications EurekaFacts – Sec. 6.7	Complete actions in the communications plan.*	9/2014	On schedule
8.1.2	Emphasize expectations and accountability for safety EurekaFacts – Sec. 6.2	Revise MSC-5053 to include Safety Culture		8/27/12
8.1.3	Improve demonstrated safety leadership EurekaFacts – Sec. 6.8	Develop a strategy for enhancing supervisor/SME field leadership and mentoring of the workforce and assess implementation	11/30/13	On schedule
8.1.4	Improve demonstrated safety leadership EurekaFacts – Sec. 6.3	Participate and support the DOE-Wide Safety Culture Training	Ongoing	
8.1.5		Perform effectiveness assessment of Safety Culture Leadership improvement actions	2nd Qtr FY 2014	
Reference Sec. 7.2	Overall Objective - Improve Employee Engagement			
8.2.1	Improve employee awareness of hazards and hazard controls	Develop Safety Start on Hazards Awareness and Hazard Controls	FY 2013	1/14/12 3/11/13 5/13/13
8.2.2	Determine level of impacts due to reduced resources (Job Characteristic) EurekaFacts – Sec. 6.6	Perform employee workload assessment to ensure assigned work is performed safely	4th Qtr FY 2013	09/30/2013
8.2.3		Perform follow up assessment of Safety Culture Employee Engagement attributes.	9/30/14	
Reference Sec. 7.3	Overall Objective – Improve Learning Organization attributes			
8.3.1	Improve use of operational experience resources EurekaFacts – Sec. 6.1	Develop Safety Start on utilizing operational experience resources in communications	4th Quarter FY 2013	06/17/2013
8.3.2	Increase awareness of acceptance of a Questioning Attitude without retaliation EurekaFacts – Sec. 6.4	Develop & distribute General Distribution Message on raising safety concerns		12/12/12
8.3.3	Improve communications unilaterally between management & workers EurekaFacts – Sec. 6.7	Complete actions in attached communications plan. (draft)	9/2014	On schedule
8.3.4		Perform follow up assessment of Learning Organization attributes.	9/2014	
Reference Sec. 7.4	Overall Objective – Improve Safety Conscious Work Environment attributes			
8.4.1	Improve awareness of Internal avenues of redress EurekaFacts – Sec. 6.5	Develop Safety Start on MSA Corrective Action Management system.	3rdh Quarter FY 2013	06/17/2013
8.4.2	Improve awareness of Alternative problem identification process	Develop & distribute General Distribution Message on Differing Professional Opinions Process.		2/25/13
8.4.3	Reduce Fear of Retaliation for Reporting Safety Concerns EurekaFacts – Sec. 6.4	Continue the MSA sensitivity training for all employees	12/30/13	On schedule
8.4.4		Perform follow up assessment of Safety Conscious Work Environment attributes.	Ongoing	

*The MSA Safety Culture Communication Plan is below:

MSA Safety Culture Communication Plan – 2013

Purpose:

Hanford Advisory Board (HAB) letter, HAB Consensus Advice # 260, to DOE dated September 7, 2012, identified suggestions for improvement of "worker ownership of ISM Systems". Specifically, "augment safety culture associated attributes by.... open two-way communication on all issues with the employees and the externally interested public...".

Further review of MSA safety culture data indicates a need to improve communications emphasizing management leadership and expectations for safety and employee engagement and feedback. In addition, two of the SCWE Focus Areas recommend robust communications to enhance safety culture attributes for highly efficient companies.

Objective / Audience:

Utilizing established communication channels for distribution of information to employees, MSA will distribute safety culture information to MSA employees, other Hanford Site Contractors, and externally interested public as determined by MSA SHQ&T Deputy VP, thereby improving safety culture awareness of the designated audiences.

Goals & Tools:

1. Quarterly, develop a Weekly Safety Start with a focus on a safety culture attribute
2. Develop two posters on a safety culture theme for MSA distribution
3. Ensure 25% of selected safety slogans reflect attributes of safety culture
4. Share safety culture indicators at ZAC meetings on a quarterly basis
5. Communicate Safety Culture effectiveness assessment results to employees
6. Quarterly, include a status of safety culture activities at PZAC Meetings
7. Develop and distribute an employee message on safety culture from the MSA President & Chief Operations Officer
8. Develop and implement Safety Culture Training for MSA employees under the guidance of DOE-HQ Safety Culture Lead.
9. Utilize "Safety Sleuth" campaign to address safety culture weaknesses

Washington Closure Hanford LLC (WCH) Safety Culture Summary and Path Forward

Throughout Fiscal Year (FY) 2012, WCH conducted and/or participated on a number of self-assessments related to safety culture. These self-assessments included the following:

- Hanford Site Organizational Climate and Safety Conscious Work Environment (SCWE) Survey (conducted in the spring/summer 2012).
- DOE-RL Safety Culture Good Practices Evaluation (conducted in the summer 2012).
- Hanford General Employee Training (conducted throughout FY 2012) and Voluntary Protection Program (VPP) survey data.
- Annual Integrated Safety Management System (ISMS)/VPP Self-Assessment (Conducted in the fall 2012).

Results of the self-assessments were positive for WCH and provided validation that WCH employees are actively involved in the safety culture and programs at WCH and are willing to raise concerns and stop work.

In the fall of 2012 WCH met with several focus groups to review these results and identify areas to target for improvement of safety culture in FY 2013. The focus groups were comprised of bargaining unit, non-exempt, and exempt personnel from across the Projects/Divisions. Everyone involved acknowledged that there are multiple avenues to address problem resolution including the Large-Scale Integrated Test logbooks, which the bargaining unit and non-exempt workforce heavily rely upon versus the formal corrective action management (CAM) system. Results of the focus group meetings identified several recommendations to be considered. It was recognized that during FY 2013 WCH would significantly complete their base contract scope. Staffing reductions, as part of the closure process, began in FY 2012 and were expected to increase in frequency throughout FY 2013. Consequently, the WCH recommendations for improving safety culture were focused on employee feedback and overall improvement of the culture given the closure mission.

A Performance, Objective, Measure, and Commitment was included in the FY 2013 ISMS Declaration that stated, "Evaluate the Safety Culture Survey and develop initiatives to facility improvements in the overall safety culture of WCH. The plan for these initiatives will be developed by 05/31/13, with a schedule of activities to implement these initiatives with accomplishing 80% of these scheduled activities." A schedule of these activities was provided to the Richland Operations Office (RL) on 05/31/13.

In July 2013, WCH conducted an Independent Assessment on Performance Improvement Initiatives that were completed by management. Seven topical areas were evaluated

including safety culture. Results of the assessment were consistent with results of the 2012 RL safety culture review; however, interviews with workers and leadership did indicate that the safety culture is under pressure due to external factors acting on the workforce. These include items such as impending schedule pressure, staff turnover and subcontractor culture. An issue form was submitted into CAMS to track completion of the recommendation to develop a Management Control Plan (MCP).

The Safety Culture MCP is currently being issued and contains corrective actions to be completed during FY 2014 to ensure the safety culture continues to improve and is sustainable through FY 2014. Included within the scope of the MCP is an evaluation of safety culture risks to the organization and addresses both WCH and associated subcontractor personnel and schedule activities needed to close the contract. Listed below are actions (still being reviewed and subject to change), identified within the MCP, and will be followed to closure through the CAM system

1. Develop a new risk item, "Stressors on Safety Culture," that would be included in the WCH Risk Management Log. *[Demonstrated Safety Leadership, Risk-Informed, Conservative Decision Making]*
2. Schedule and complete Performance Excellence Refresher Training for Managers and Supervisors, reinforce expectations of behaviors, and educate personnel on the Management Control Plan and use of Appendices C and D to mitigate risks associated with programmatic or project-specific activities. [*Demonstrated Safety Leadership, Management Engagement and Time in Field, Clear Expectations and Accountability]*
3. Develop and execute Human Performance Improvement (HPI)/behavior-based training for project safety representatives, Local Safety Improvement Team Committee Chairs, subcontractor technical representative, construction subcontract engineering, and additional personnel as identified by Project Management. Train them to the overall Management Control Plan and Appendices C and D. *[Staff Recruitment, Selection, Retention, and Development, Clear Expectations and Accountability, Questioning Attitude]*
4. Incorporate HPI (accident prevention) principles and tools into the Conduct of Operations Coaches program and provide tools to be flowed down to the individual projects. Tools should include information related to recent events and issues. *[Staff Recruitment, Selection, Retention, and Development, Questioning Attitude]*
5. In the current plan-of-the-day/plan-of-the-week meetings, consider Appendices A and B activities for management control actions. This meeting will be used to identify the need to invoke Management Control Plan actions. [Demonstrated Safety Leadership]
6. Use HPI (accident prevention) material in plan-of-the-day/plan-of-the week meetings as part of routine meeting safety shares. *[Demonstrated Safety Leadership, Risk-Informed Conservative Decision Making, Questioning Attitude]*
7. Evaluate and implement, if appropriate, Closure Coaches at each of the projects. *[Demonstrated Safety Leadership]*

8. Tailor and optimize overall communication of safety messaging. Safety messaging and overall communications for the company should be refocused on the following *[Demonstrated Safety Leadership, Open Communication and Fostering an Environment Free From Retribution]*:

   - Minimize closure communications
   - Systematic approach - evaluate all communication mechanisms for the River Corridor Closure Project (RCCP) to ensure consistent messaging that reinforces positive behaviors and safety first regardless of severity of incident
   - Reduce number of publications to critical few
   - Focus safety messaging on prevention of undesired behaviors rather than conditions
   - Execute a method of communicating on a daily basis RCCP-wide sharing of issues and corrective actions.

An additional recommendation is that this plan be re-evaluated at the completion of FY 2014 to determine if further mitigation is necessary.