

Integrating Safety Culture into ISO (International Standards Organization)

Safety Culture Sustainment Best Practices Workshop
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Integrated Safety Culture at Lawrence Livermore National Laboratory (LLNL)

- LLNL management is committed to safety and its integration into all work activities

Integrated Safety at Lawrence Livermore National Laboratory (LLNL)

- Personalized Senior Management Environment, Health and Safety (ES&H) Contracts with the LLNL Director
 - Documented performance-based qualitative ES&H commitments
 - Management time in the field commitments
 - Safety awareness
 - All Hands/meeting safety moments
 - Training performance
 - Safety oversight commitments
 - Ergonomic evaluations
 - Contracts cover a one year period
 - Senior managers submit new contracts to the Director annually
- Institutional Issues Tracking System (ITS)
 - Detailed ES&H 4-tier trending capability
 - ITS is being upgraded to include trending of Safety Culture principles and attributes

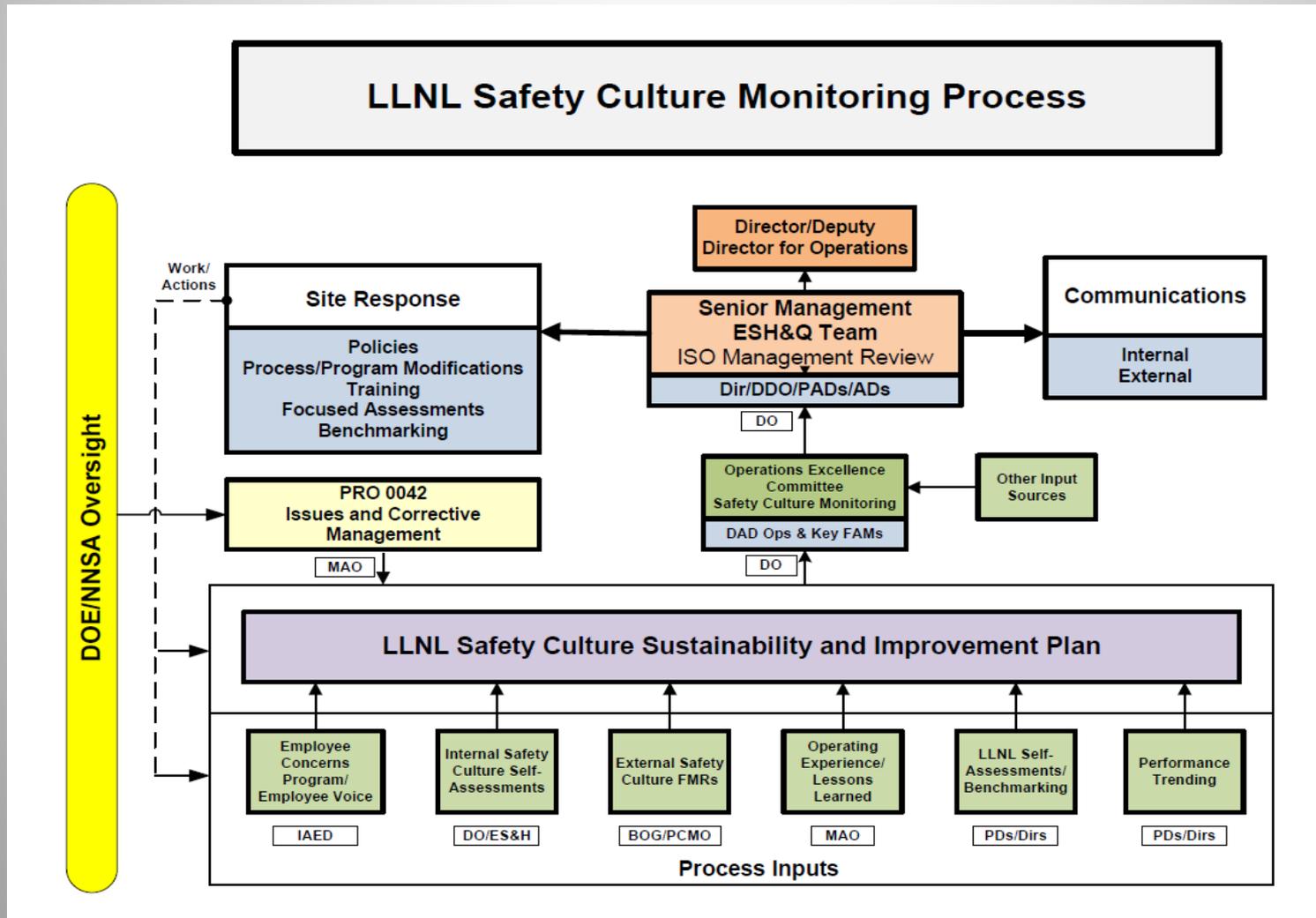
Integrated Safety Culture at LLNL

- LLNL management recognizes the importance of safety culture in strengthening integrated safety into all work activities
 - Safety conscious work environment self-assessment follow-up
 - Emphasize the importance of understanding employee views
 - Development and revision of institutional policies and procedures
 - Determining the health of ES&H programs
 - Assessment planning
 - Developing improved communication up and down management lines
 - Livermore Site Safety Culture Sustainability Plan
 - Safety culture trend monitoring

LLNL Safety Culture Improvement Plan	
Recommendation 3 "Ensure Consistency" - In order to continually promote the safe performance of work, it is recommended that like-processes employed by organizations across the site be unified so that they are institutionally standardized and consistently implemented.	
Action 4	Continue supporting the current institutional efforts to: <ul style="list-style-type: none"> • Unify and standardize the LOTO and Work Control/Authorization processes • Improve and strengthen housekeeping, space (facility) utilization, and work/life balance processes Develop a prioritized list identifying those safety processes that require support personnel to have to learn and perform work to differing organization-specific expectations (e.g., fall protection and roof access)
Recommendation 5 "Full Integration" - In order to strengthen the safe performance of work, it is recommended that existing SCV-supported NAG processes be reviewed to ensure HR principles are integrated into their implementation and that worker-follow-up feedback and notification capabilities	

LLNL Safety Culture Improvement Plan	
Recommendation 1 "Enhance Communication" - In order to promote continuous improvement of communications between management and workers, we recommend briefing materials be developed and provided to all levels of management ensuring the importance of open communication and addressing proper listening and response techniques.	
Action 2-1	Each AD will conduct 360° like reviews of their division-level (or equivalent) managers. The reviews will include solicited worker feedback to how well the workers feel the managers keep them informed, as well as evaluate the manager's solicitation, listening, and response skills in dealing with worker-identified concerns.
Action 2-2	Each Directorate will conduct a meeting of division-level (or equivalent) managers to discuss the SCV self-assessment communications-related worker feedback. The meeting will also include a discussion of the directorate's 360° like review results.
Action 2-3	The Human Resources and Training organizations develop and make available to each AD training materials addressing the importance of open communication building and maintaining worker trust; and provide training on proper solicitation/listening/response techniques.
Action 2-4	Nine months after the completion of Action 2-1, each AD will conduct a follow-up 360° like review of their division-level (or equivalent) managers to determine the level of improved communication obtained.
Recommendation 2 "Worker Usability" - In order to continually improve quality and value to the end-user of institutional documents, we recommend a review of current work control improvement efforts be expanded to include strengthening existing review processes and practices to ensure requirements are tailored to the Lab's work environment and written so as to be understood and meaningful to the workers, as well as be defensible to the regulator.	
Action 3-1	For worker-friendly work control documents, review processes be strengthened to address the following elements: <ul style="list-style-type: none"> • Validate requirements can be traced back to regulations and standards • Stakeholder Advisory Group review include demonstrated feedback from workers to ensure the written content of the documents is understood and meaningful to the workers
Action 3-2	Review and modify the E&H Organization "Health of the Program" process to ensure solicited user feedback is obtained to determine how well documents (e.g., SCV/Manual documents) are used in performing work and how well document content is understood by workers.
Action 3-3	Review and modify existing institutional NAG assessment processes to ensure the following elements are addressed: <ul style="list-style-type: none"> • Requirements are tailored to LLNL work environments and can be traced to regulations and standards • Workers are included in the assessment process - NAG solicit worker feedback to identify potential areas for assessment as part of the NAG assessment planning process
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Integrated Safety Culture Monitoring into ISO 18001 OHSAS



Integrated Safety Culture in LLNL's ISO 18001 OHSAS



- Safety culture integrated into the ISO Safety Management Plan (SMP) process
 - Safety culture commitments captured as SMP targets and/or objectives
 - Safety culture commitments become subject to external third-party review and verification (i.e., the performance to the safety culture commitment impacts the basis for LLNL's ISO accreditation)
- ISO safety culture SMP integrated into LLNL's SPOMC
 - SMPs and Environmental Management Plans (EMPs) constitute LLNL's Safety Performance Objectives Measures and Commitments (SPOMC)
- Safety culture integrated into the ISO Management Review process
 - Significant safety culture issues and/or trends are bi-annually reported to LLNL's most senior managers
 - Integrated into existing ISO reporting format

Conclusion

- LLNL has well established safety management systems and processes that are integrated into its work activities
- LLNL has well established third-party accredited ISO 14001, ISO 9001 and OHSAS 18001 management systems that are integrated into its work activities
- LLNL is strengthening these existing management systems and processes by:
 - Broadening their scope to address safety culture principles and attributes; and
 - Integrating new safety culture processes into existing processes

