

The UPF Project Safety Culture Working Group

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Name: **Scott Hope**

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Best Practice

A multidisciplinary safety culture working group can be a driving force for sustaining a healthy safety culture.

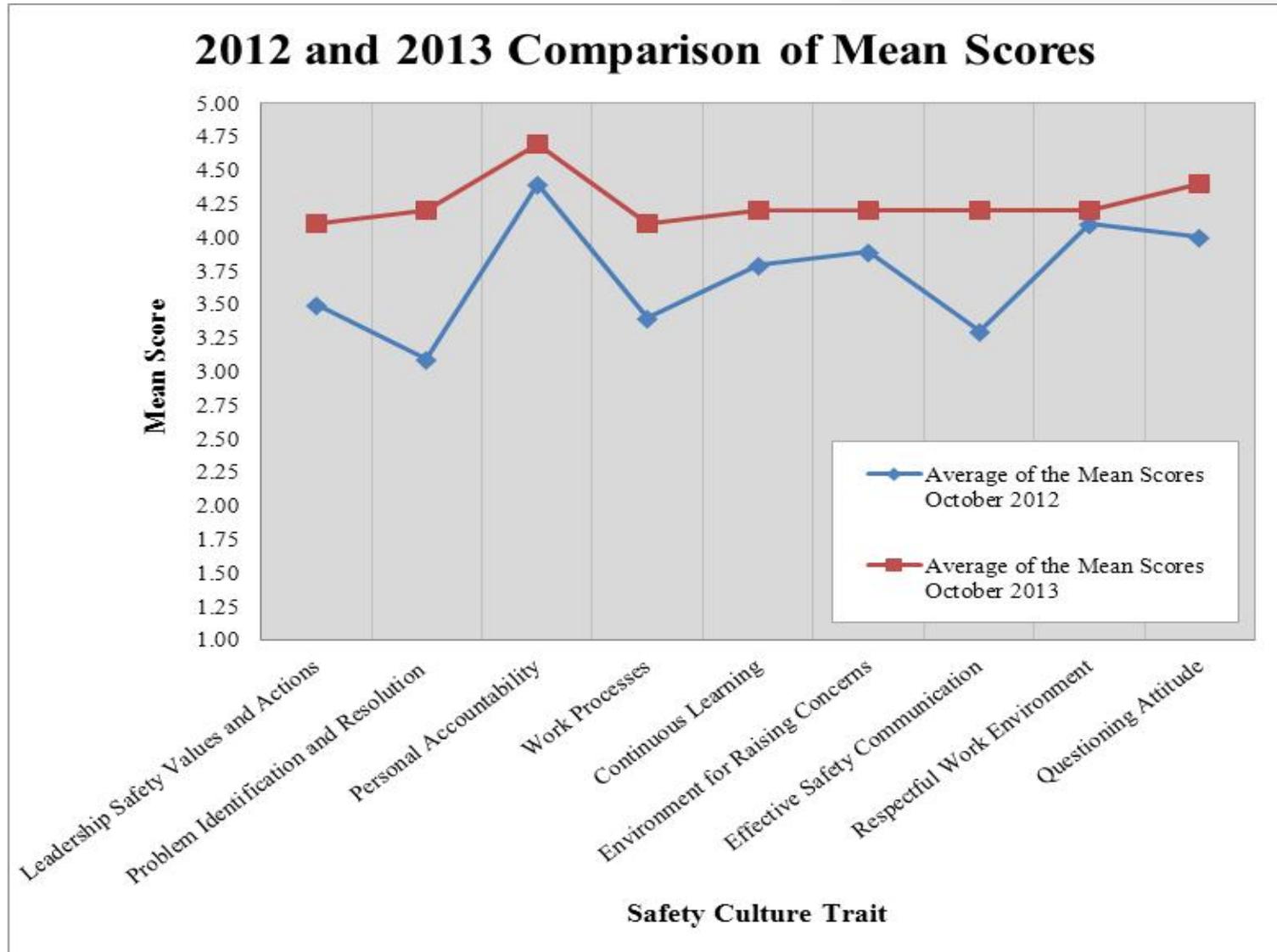
Objective

- 1. Share the safety culture success that the UPF Project has experienced**
- 2. Describe the UPF Safety Culture Working Group**
- 3. Share two key tools that keep us on track**

The Safety Culture Sustainment Process

1. Adopt a safety culture model
2. Get the leaders on board; establish policy
3. Develop a logic model
4. Establish objectives
5. Document everything in a written program plan
6. Execute the program plan
7. Track progress every week
8. Evaluate the program
9. Make adjustments; update steps 3-7; repeat

We have had Success



Our Success is the Result of Hard Work

Safety Culture Trait	Outcome			Process	
	Score 2012	Score 2013	% Increase	Activities Planned	Activities Completed
Leadership Safety Values and Actions	3.50	4.10	17	5	4
Problem Identification and Resolution	3.10	4.20	35	5	4
Personal Accountability	4.40	4.70	7	3	5
Work Processes	3.40	4.10	21	4	2
Continuous Learning	3.80	4.20	11	4	5
Environment for Raising Concerns	3.90	4.20	8	5	3
Effective Safety Communication	3.30	4.20	27	8	12
Respectful Work Environment	4.10	4.20	2	5	3
Questioning Attitude	4.00	4.40	10	3	3
Decision Making	--	4.18	--	--	--

The Working Group Performed that Hard Work

Working Group

- Multidisciplinary team
 - Engineering, ES&H, Procurement, Construction, Communications, UPO, Quality, Project Controls
- 13 members
- Weekly meetings

Agenda

- Updated weekly
- Provides structure
- One-hour time limit

Action Register

- Updated weekly; document completed activities
- Specify which objective/trait each activity relates to
- Provides evidence; are we working on the right things?

Our Agenda Keeps us on Track

- Safety Minute
- Observations
- Recognition
- Activities
- New Action Items
- Last Thoughts

UPF Safety Culture Working Group – Weekly Meeting

September 24, 2014 09:00 – 10:00

90 Union Valley, Conference Room C106

ATTENDANCE: ___ Gary Hagan, ___ Kathryn King, ___ Rhonda Martin,
___ Jeff Miller, ___ Jimmy Price, ___ Pam Gorman, ___ Kirk Morris,
___ Elaine Najmola, ___ Matt Crookshanks, ___ Courtney Russell,
___ Nathan Wallace, ___ Jim Sowers, ___ Andrew Huie ___ guests

DESIRED OUTCOMES:

- Report progress on safety culture action items
- Report safety culture observations and communications
- Plan for safety culture activities

FOCUS AREAS FOR 2014

- Environment for raising concerns
- Problem identification & resolution
- Respectful work environment

AGENDA:

1. Safety Minute (1 minute)
2. Observations/Communications since last meeting (7 minutes)
 - a. DNFSB Hearing on DOE SC 10/7/14
 - b. NRC order re CB&I violation of employee protection
 - c. _____
 - d. _____
3. Activities for 2014 (45 minutes)
 - a. #75 Develop Flight 1547 training material for Employee Team meeting – complete
 - b. #31 Recognize individuals for a job well done 3rd QTR FY14 – complete (Mark Ford)
 - c. #61 Participate in safety culture survey in September – 81 participants (39% response rate); 3rd reminder will be sent Friday AM.
 - d. #68 Increase visibility of SC policy – Distribute policy; create posters for each location & distribute
 - e. #36 Integrate SC into People Based Quality (PBQ) training – coordinate w/ Jim Sowers & Mike Sabbe
 - f. #70 Develop safety minute subjects that are more relevant to UPF work – Rhonda
 - g. #40 Hold Q1 planning meeting for Employee Team Co-leads – Rhonda, scheduled for 10/3
 - h. #72 Plan for accelerated construction schedule
 - i. #73 participate in CNS Safety Culture Best Practices Workshop (10/21-10/22) – presentations by Kathryn, Gary, Rhonda, Jeff
 - j. #77 Add Union representative to the SC Working Group – John E. to meet w/ Union Leadership
 - k. #32 Recognize individuals for a job well done 4th QTR – Request from USACE to recognize Avisco
4. New Action Items (5 minutes)
 - a. _____
 - b. _____
 - c. _____
 - d. _____
5. Last thoughts (2 minutes)

GROUP NORMS:

- Come to meetings prepared
- Start/end on time
- Discussions are confidential
- Proxy attendance acceptable, but not encouraged (send someone who can make decisions in your absence)
- No phone calls or email
- State objections in meeting, but support decisions once made
- It's OK to change your opinion, but bring it up to the team
- Freely share information
- Hold each other accountable
- Provide opportunity to all for "last thoughts"
- Push for others' engagement
- Bring facts and data and use them for decision-making
- When bringing up a problem – provide a solution/option (when possible)
- Each team member is responsible for catching up on information for meetings that they missed

Effective Communications is the Tide that Raises All Boats

Action Register

Item #	Trait	Objective #	Description	Owner	Support	Start	Finish
72	Respectful Work Environment	8.0	Create communications material on "trust building/trust damaging behaviors"	Kathryn		07/24/13	12/31/13
83	Respectful Work Environment	8.0	Create trust building damaging exercise for Employee Team meetings	Jeff		11/20/13	12/02/13
71	Questioning Attitude	8.0 9.0	Provide training for new Employee Team Leaders	Rhonda		07/24/13	11/05/13
5	Effective Safety Communication	7.0	Revise SC Alignment Series Poster	Kathryn	Jeff, Gary	09/11/12	01/31/13
65	Questioning Attitude	8.0 9.0	Add UPO personnel to Employee Teams	Rhonda	Pam	07/17/13	09/30/13
52	Questioning Attitude	8.0 9.0	Reform Employee Teams so groups are smaller	Rhonda	Gary	04/01/13	10/5/13
64	Continuous Learning	5.0 7.0	Provide SC/HPI training for UPO personnel	Andy, Jeff	Kathryn	07/15/13	08/15/13
46	Respectful Work Environment	8.0	Create table tents & posters with "meeting respect" message	Kathryn	Gary	02/26/13	06/30/13
60	Effective Safety Communication	7.0	Run Strock & Haynes Safety Culture Video during open house	Kathryn	Rhonda	06/26/13	07/31/13

Example communications activities completed in 2013

- Employee team meetings
- All-hands meetings
- Safety PAUSE meetings
- Manager/supervisor meetings
- Meetings with Sr. Managers
- Used MessageWorks® to learn how to write effective messages specific to our audience
- Safety Culture / Human Performance Improvement training for ~600 people
- Routine (daily/weekly) email messages
- Articles in Ysource, UPFront, Y-12 Times
- Website content updated and expanded

Conclusion

1. A Safety Culture Working Group can be a driving force behind safety culture improvement
2. Activities must be aligned with your plan and objectives
3. A structured agenda and action register are two tools to help you maintain discipline and consistency



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