
Transforming Safety Culture Panels to Sustain & Improve Safety Culture

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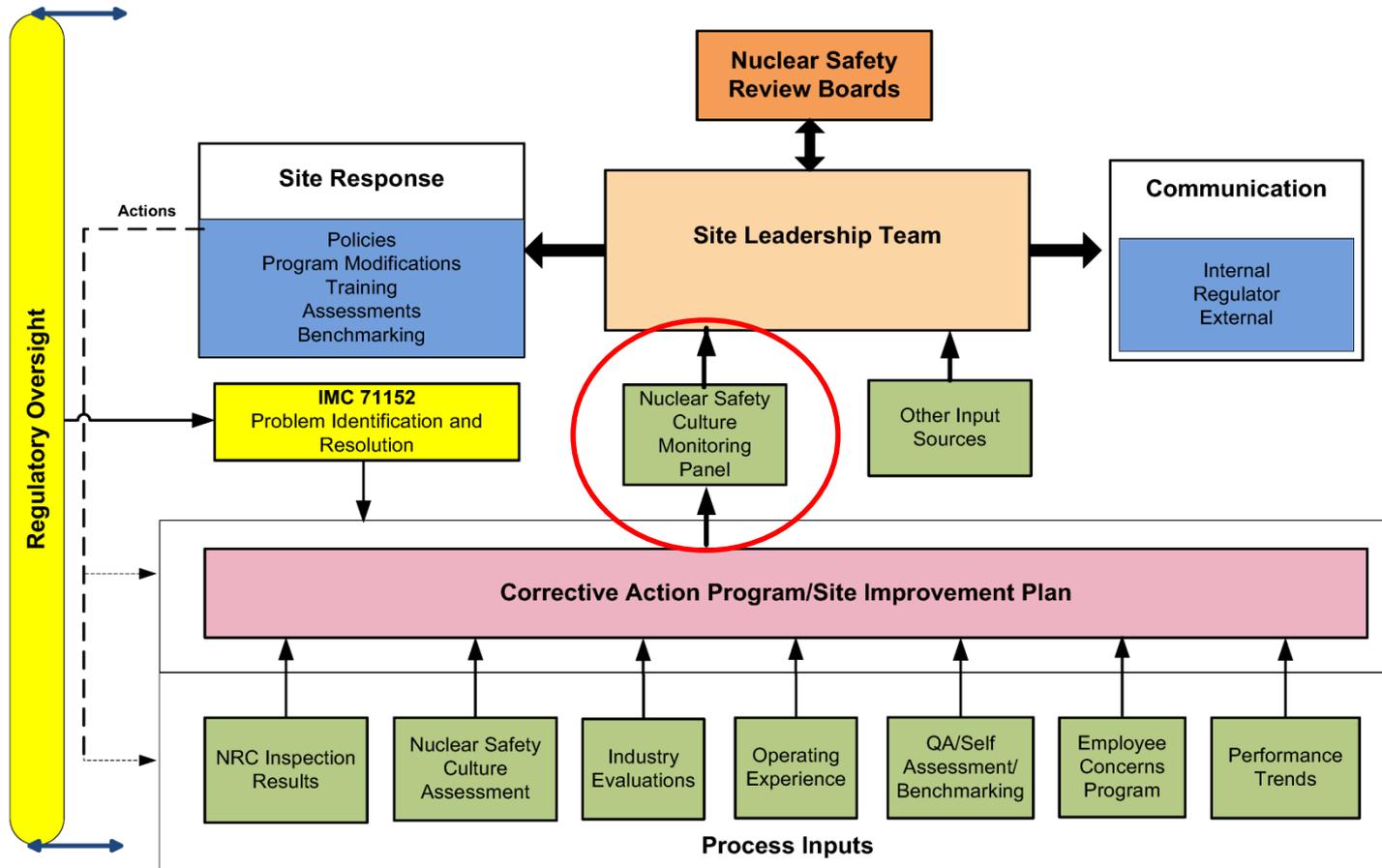
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Background

- DNFSB, DOE guidance suggest a Culture Panel as a tool to sustain safety culture
- These panels seem to follow Nuclear Energy Institute NEI 09-07 which describes functions of Nuclear Safety Culture Monitoring Panel
 - NSCMP Gathers data from site to review trends/emergent issues that pose a threat to site safety culture
 - NSCMP reports to Site Leadership on its findings and encourages site leadership to act upon data and sustain culture
- Membership limited to seasoned professionals experienced in managing facilities
- Focus is on relaying data to Senior Managers

NEI 09-07 Safety Culture Sustainment Process

Site Nuclear Safety Culture Process



Transuranic Waste Processing Center (TWPC)

- Located in Melton Valley area of ORNL outside of ORNL boundary
- Responsible for packaging and shipment of legacy defense and other TRU and Mixed Low Level Wastes
- Approximately 290 workers on site
 - Well over half of employees are process line operators, rad control, health and safety and analytical personnel.
- Managing contract is small business set-aside
- Excellent safety record with focus on Safety Culture

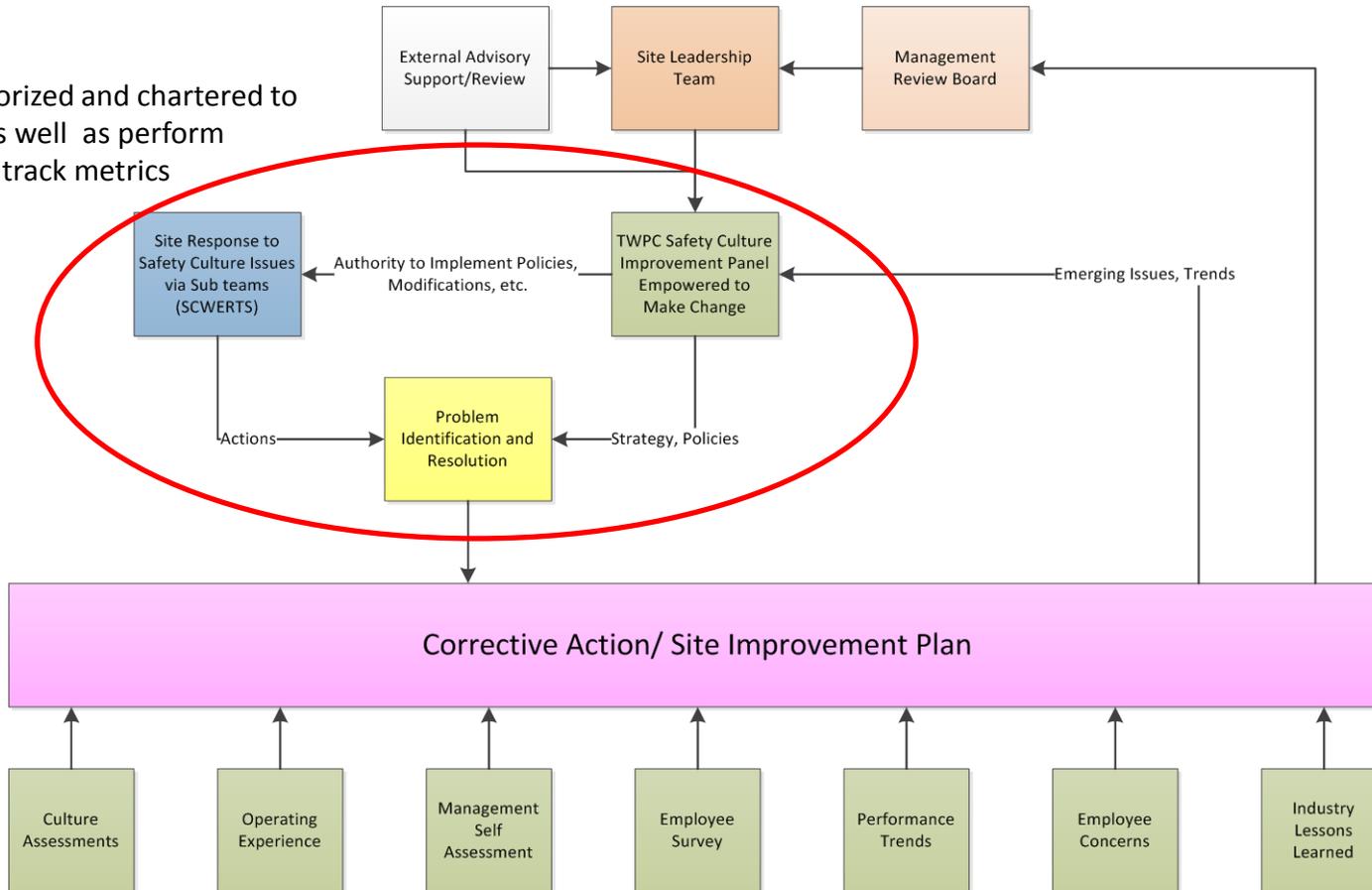
Transuranic Waste Processing Center (TWPC)

- The TWPC approach to safety culture is based on
 1. Applying the principles and practices of a continually improving organization to improvement of safety culture
 2. Utilizing resources effectively (TWPC is a relatively small site) to sustain safety culture
 3. Engaging and involving employees in the improvement process as much as possible.
 4. Determining and implementing improvements or corrections as close to work as possible.
- This approach requires merging aspects of the NEI definition of Safety Culture Panel (metrics and reporting) and roles of Continuous Improvement Steering Committees (problem identification, resolution and implementation strategy) into what the TWPC has termed its Safety Culture Improvement Panel (SCIP)

Empowered Safety Culture Panel

TWPC Safety Culture Improvement Process

Panel is authorized and chartered to take action as well as perform analyses and track metrics



Transuranic Waste Processing Center (TWPC)

- Advantages of TWPC Safety Culture Process
 1. Site leadership through line employees are directly involved in and work together to improve safety culture
 - These employees act as ambassadors (communicators) influencing their peers to sustain and improve safety culture at all levels
 2. Improvements needed are determined and implemented closer to the work
 3. The TWPC Safety Culture Improvement process mirrors other cultural and process improvement programs at TWPC (for example, VPP, Continuous Process Improvement)
 - Familiarity helps to build trust in the program

Critical Factors for Success

- Selection of SCIP team members
 - Group interview conducted to select members with appropriate TWPC experience, with knowledge of and aptitude for influencing behavior to achieve culture change.
- Training of SCIP team members
 - SCWE, Culture and Improvement Process training is required
 - Strengthen ability to lead cross functional teams may need to be refreshed for members
- Authority of SCIP to implement Improvements
 - Executive Leadership buy in and authority delegated to Senior Manager leading the SCIP

Best Practice Summary

- Chartering the Safety Culture Panel to review and report data as well as determine improvement project portfolio increases speed and efficiency of safety culture process and feedback mechanisms.
- Aligns well with traditional continuous improvement processes which strengthens trust in the safety culture process.
- Improvements are determined and implemented at the level of the work, either managerial or floor level
- Enables small sites/companies to implement culture improvement process in spite of limited resources.

Questions?

