



U.S. DEPARTMENT OF
ENERGY

OFFICE OF
ENVIRONMENTAL
MANAGEMENT

Department of Energy Savannah River Operations Safety Culture Improvement Initiatives and Oversight Process

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Safety Culture

An organization's values and behaviors modeled by its leaders and internalized by its members, which serve to make safe performance of work the overriding priority to protect the workers, public, and the environment.

SRS Safety Culture / Safety Conscious Work Environment (SCWE) self assessment(s) focused on:

- DOE G 450.4-1C, Integrated Safety Management System Guide, Attachment 10, Safety Culture Focus Areas and Associated Attributes including:
 - Leadership
 - Worker Engagement
 - Learning Organization

DOE-SR Safety Culture Improvement Initiatives

- SRS final SCWE self-assessment reports issued and site-wide evaluation submitted to Environmental Management Headquarters (EM HQ)
- SRS Safety Culture Sustainment Plans addressing sustainment tools and implementations plans were provided to EM HQ in September 2014
- DOE-SR Safety Culture Sustainment Plan approved by EM-1

DOE-SR Sustainment Tools Include:

- Cultural Growth Initiative (Champions and Staff Advisory Committee)
 - Training
 - On and Off Boarding Programs
 - DOE Dashboard
 - Contractor Partnering Sessions
 - Mentoring Program
- Safety Culture Monitoring Panel
- Self Assessments
- Benchmarking
- Performance indicators

DOE–SR Safety Culture Training:

- StrengthsFinder 2.0
- Beyond Service Excellence
- Performance Improvement Plan
- Holding Employees Accountable for Performance and Conduct (Managers)
- DOE Oversight and Implementation
- Site, Tracking, Analysis, and Reporting (STAR)
- Self Assessments
 - In development for DOE-SR federal workforce will include results in ISM declaration (end of CY 2015)

DOE-HQ Provided Training

- SAF-200: SCWE for Senior Leaders (DOE and Contractor)
 - Trained to the requirements of ISMS Guide, Attachment 10
- SCWE-200: SCWE for Front Line Leaders
 - New course under development for First Line Supervisors
 - Implementation to be decided by the Safety Culture Improvement Panel

DOE-EM Provided Training in Dec. 2014

- Overview of Safety Culture Assessment Process – based on best commercial industry practices
- Tailored to the DOE ISM Safety Culture Focus Areas of Leadership, Employee Engagement, and Organizational Culture
- Provides foundation to conduct safety culture and SCWE self-assessments in the future
- Training conducted December 2014

Oversight Program Drivers

- DOE Order 226.1B: Implementation of Department of Energy Oversight Policy
- DOE Order 414.1D: Quality Assurance
 - SRM 226.1.1E: *Integrated Performance Assurance Manual*
- DOE P 420.1, DOE Nuclear Safety Policy

*“2. Towards this end, DOE is committed to: Implementing the Department’s Safety Management System Policy including supporting processes for its core functions and guiding principles, and related activities for performing effective line management, establishing and maintaining strong safety culture, and **performing independent oversight.**”*
- DOE P 450.4, Integrated Safety Management Policy

“The ultimate responsibility and accountability for ensuring adequate protection of the workers, the public, and the environment from the operation of DOE facilities rests with DOE line management. The Department will meet this responsibility by:

 - **Establishing functions and clear lines of responsibilities, authorities, and appropriate accountabilities;**
 - **Measuring safety management performance**, with special emphasis on work related to high consequence activities by evaluating incident reports; using environment, safety, and health performance measures; and **assessing performance;** and
 - **Holding itself and its contractors accountable** at all organizational levels for safety performance through codified safety regulations, contract clauses, DOE directives, and the use of contractual and regulatory enforcement tools.”

- Assistant Manager for Nuclear Material Stabilization
 - Operations Division, Engineering Division, Program Division
- Assistant Manager for Waste Disposition
 - Operations Division, Engineering Division, Program Division
- Assistant Manager for Infrastructure and Environmental Stewardship
 - Infrastructure and Area Completion Division
 - Environmental Quality Management Division
- Assistant Manager for Organizational Culture, Safety, and Quality Assurance Management
 - Office of Safety and Quality Assurance
 - *Technical Support Division*
 - *Performance Assurance Division*
- Salt Waste Processing Facility Project Office
- Office of Safeguards, Security & Emergency Services

- DOE-SR evaluates federal and contractor operations through:
 - Operational Awareness Activities
 - Facilities, Operations and Program assessments
 - Contractor' Assurance Systems (CAS)
- DOE-SR validates the Contractor Assurance System through:
 - Requirement flowdown
 - Safety and health performance
 - Organizational Responsibilities and Accountabilities
 - Audits, Peer Reviews and Assessments
 - Self-Assessment results
 - Feedback and improvement activities
 - Contracting Officer communications
 - Trending and Analysis

Questions & Answers