“EFCOG’s Knowledge Portal Review”
2011 Waste Management Symposium
Safety Initiatives

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Continuous ISMS Improvement Thru Strengthening Safety Culture

Integrated Safety Management System (DOE M 450.4-1)

Guiding Principles
- Line Management Responsible for Safety
- Clear Roles and Responsibilities
- Competence Commensurate with Responsibility
- Balanced Priorities
- Identification of Standards & Requirements
- Hazard Controls Tailored to Work being Performed
- Operational Authorization

Core Functions
- Define Scope of Work
- Analyze the Hazards
- Develop & Implement Hazard Controls
- Perform Work Within Controls
- Provide Feedback & Continuous Improvement

Supplemental Safety Culture Attributes
- Individual Attitude responsible for Safety
- Operational Excellence
- Oversight of Performance Assurance
- Organizational Learning for Performance Improvement

Safety Culture Focus Areas
- Leadership
- Employee/Worker Engagement
- Organizational Learning

Tools to Improve
- VPP, BBS, HRO, HPI, SCWE, DPO

Tools to Assess
- Performance Metrics, Leading Indicators, Interviews, Surveys, Observations
- CFA, Assessment Criteria, Workshops

Reduce gap between ISM Principles/CF and safety culture artifacts observed at site
Assess gap between ISM Principles/CF and safety culture artifacts observed at site
Safety Culture Focus Areas and Example Attributes

- **Leadership**
  - Clear expectations and accountability
  - Management engagement and time in field

- **Worker Involvement**
  - Mindful of hazards and controls
  - Teamwork and mutual respect

- **Learning Organization**
  - Reporting errors and problems
  - Questioning attitude
Tools to Assess Culture

- Direct observation of workplace behavior
- Causal analysis
- Surveys
- Interviews
- Review of culture related processes
- Performance indicators
- Assessments (VPP, HPI, other)
Tools to Improve Culture

- Management commitment
- Expectations communicated
- Training
- Management time in the field
- Behavior change
- VPP
- Problem identification process
- HPI
Path Forward

- Created new EFCOG ISMS/QA Safety Culture Subgroup
- Continue to promote ISMS/Safety Culture improvement at EFCOG and DOE ISMS Champion meetings
- Update the model based on operating experience as needed