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DNF SAFETY BOARD

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The Honorable Peter S. Winokur
Chairman
Defense Nuclear Facilities Safety Board
625 Indiana Avenue, N W. Suite 700
Washington, DC 20004

Dear Mr. Chairman:

This letter is to inform you that the Department of Energy Office of Science (SC) has completed Action 2-13 for SC of the Department's Implementation Plan for Defense Nuclear Facilities Safety Board (Board) Recommendation 2011-1, *Safety Culture at the Waste Treatment and Immobilization Plant*.

The deliverable for Action 2-13 is associated with the approval of site-specific safety culture sustainment tools for defense nuclear facilities which is shown in the enclosure. The Office of Science has a single defense nuclear facility, Building 325 at PNNL.

If you have any questions, please contact me at (202) 586-5434.

Sincerely,

Joseph A. McBrearty
Deputy Director for Field Operations
Office of Science

Enclosure

cc:

S. Short, SC-3
C. Sohn, SC-3/PNSO
R. Snyder, PNSO
J. Erickson, PNSO
T. Pietrok, PNSO
J. Christ, PNSO
D. Sigg, AU 1.1
J. Hutton, EM-40





Department of Energy
Office of Science
Washington, DC 20585

NOV 29 2014

MEMORANDUM FOR ROGER SNYDER
MANAGER, PACIFIC NORTHWEST SITE OFFICE

FROM: JOSEPH A. MCBREARTY *Joseph A. McBrearty* 11/29/14
DEPUTY DIRECTOR FOR FIELD OPERATIONS
OFFICE OF SCIENCE

SUBJECT: Approval of Safety Conscious Work Environment Plans

In conjunction with the DOE 2011-1 Implementation Plan commitment 2-13, I am approving both the Pacific Northwest National Laboratory (PNNL) and the Pacific Northwest Site Office (PNSO) Safety Conscious Work Environment (SCWE) Plans (see Attachment) which define the tools to improve safety culture. Please advise me if actions are not completed per the dates in either of the plans. I appreciate the time and efforts both PNSO and PNNL have dedicated to improving the safety culture at their respective organizations.

Please contact me at (202) 586-5434 or Carol Sohn of my staff at (509) 375-2320 if you have any questions regarding this information.

Attachment:

Memorandum from J. Erickson to J. McBrearty, *Resubmittal of Safety Conscious Work Environment (SCWE) Sustainment Plans*, dated September 30, 2014

cc:

C. L. Sohn, SC-3
J. Hutton, EM-40,
D. Sigg, AU-1.1





Department of Energy
Pacific Northwest Site Office
P.O. Box 350, K9-42
Richland, Washington 99352

SEP 30 2014

14-PNSO-0345

MEMORANDUM FOR JOSEPH A. MCBREARTY
DEPUTY DIRECTOR FOR FIELD OPERATIONS
OFFICE OF SCIENCE, SC-3, HQ

FROM:

JULIE K. ERICKSON
ACTING MANAGER

A handwritten signature in cursive script, appearing to read "Julie K. Erickson".

SUBJECT:

RESUBMITTAL OF SAFETY CONSCIOUS WORK
ENVIRONMENT (SCWE) SUSTAINMENT PLANS

Attached is the resubmittal of the Pacific Northwest National Laboratory (PNNL) and PNSO SCWE Plans that were previously sent on September 15, 2015. This submittal now contains completion dates for improvement actions noted in the PNSO Plan section *4.0 Approach and Schedule for Implementation of the Tools/Activities*.

If you or your staff have any questions, please contact Carrie Swafford-Bennett, PNSO SCWE Lead, at (509) 372-4014.

Enclosure

cc w/encl:
C. L. Sohn, SC-3



Pacific Northwest
NATIONAL LABORATORY

*Proudly Operated by **Battelle** Since 1965*

Safety Culture Sustainment Plan

September 2014



Prepared for the U.S. Department of Energy
under Contract DE-AC05-76RL01830

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UNITED STATES DEPARTMENT OF ENERGY
under Contract DE-AC05-76RI01830

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Safety Culture Sustainment Plan

September 2014

Prepared for
the U.S. Department of Energy
under Contract DE-AC05-76RL01830

Pacific Northwest National Laboratory
Richland, Washington 99352

Summary

PNNL's Safety Culture Sustainment Plan was developed in response to DNFSB Recommendation 2011-1 implementation plan, Action 2-12, which requires each site to “*submit proposed site-specific safety culture sustainment tools to PSOs for approval*”.

Overall, PNNL has mechanisms in place to foster sustained improvement for Operational Excellence which includes safety culture. The annual PNNL Operational Excellence Evaluation provides an integrated approach to monitoring implementation of the four themes: leadership, risk management, engagement, and continuous improvement. Safety culture attributes based on DOE G 450.4-1C Integrated Safety Management System Guide Attachment 10, *Safety Culture Focus Areas and Associated Attributes* are embedded into the four themes. Each year the evaluation identifies strengths and weaknesses as well as associated actions to improve performance. The plan includes tools and activities that are in place as well as actions intended to improve or sustain our performance culture in the areas of leadership, employee/worker engagement, and organizational learning.

Acronyms and Abbreviations

CBP	Core Business Process
COO	Chief Operating Officer
CSM	Cognizant Space Manager
DNFSB	Defense Nuclear Facilities Safety Board
DOE	U.S. Department of Energy
DSOC	Directorate Safety Operations Council
EFCOG	Energy Facility Contractors Group
ES&H	Environment, Safety, and Health
HDI	How Do I? - PNNL's Standards-Based Management System
IMS	Integrated Management System
ISM	Integrated Safety Management System
ISO	International Organization for Standardization
LL	Lessons Learned
LSOC	Laboratory Safety and Operations Council
M&O	Management and Operations
NNSA	National Nuclear Security Administration
OE	Operating Experience
OSHA	Occupational Safety and Health Administration
PEMP	Performance Evaluation and Measurement Plan
PNNL	Pacific Northwest National Laboratory
PM	Project Manager
SCWE	Safety Conscious Work Environment
SME	Subject Matter Expert
TGM	Technical Group Manager
VPP	Voluntary Protection Program

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1.0 Introduction

1.1 Purpose

The purpose of this plan is to meet the requirements of U.S. Department of Energy (DOE) 2011-1 Implementation Plan, Action 2-12, which requires each site to “*submit proposed site-specific safety culture sustainment tools to the DOE Program Secretarial Offices for approval.*” This plan contains the safety culture sustainment tools and actions for the Pacific Northwest National Laboratory (PNNL).

1.2 Background

Over the years, the management of Environment, Safety, and Health (ES&H) programs at PNNL has evolved from a compliance-based inspection focus brought on by the Occupational Safety and Health Administration (OSHA) Act in the 1970s, to a desire to prevent workplace injuries. Procedures, training, and tools have been established and continuously improved to increase awareness, reduce risk, and assure compliance. These traditional ES&H program elements, although valid and necessary, were not by themselves sufficient to achieve excellence in an organization. The validation of integrated safety management (ISM) in 1998 and adoption of the voluntary protection program (VPP) in 2001 broadened the engagement of the workforce, combining management commitment and employee involvement, and further driving improvements in safety performance.

In FY 2010 PNNL implemented an innovative, holistic process to understand cultural attributes and improve operational performance through the lens of workforce engagement. This synergistic approach integrates VPP, ISM, and International Organization for Standardization (ISO) 14001 principles into a single set of organizing principles that address the hearts, minds, and actions of staff members and provide a single platform for continuous improvement that enables enhanced mission execution through *operational excellence*.

PNNL’s vision of operational excellence is that ES&H functions will be embedded into the Laboratory’s business processes and universally adopted. Looking beyond “safety programs” or “environmental programs,” PNNL’s intention is to excel in engaging all levels of operational management, resulting in outstanding research and development, while maintaining our commitment to safety, health, and environmental stewardship. In addition to establishing a strong ES&H culture, operational excellence also means the following:

- We serve every customer with distinction.
- We do not compromise the quality of our research, products, or reputation.
- Every staff member adheres to the highest levels of ethical, moral, and professional conduct.

1.3 Annual Operational Excellence Evaluation Process

PNNL's Credo for Operational Excellence defines the desired cultural attributes and is the basis for the measurement and analysis contained in this evaluation. The Credo focuses on four themes: leadership, risk management, continuous improvement, and engagement. The objectives of these themes align well with the tenets and sub-elements of VPP as well as the elements of ISM and ISO 14001. A summary of combined key surveys and associated contractor assurance processes is used in the development of observations and actions. Performance indices were developed for all four themes, and goals for each index were set to distinguish outstanding and world-class performance for quantitative measures as shown in Figure 1.1.

The evaluation includes all levels of workers (e.g., management, project management, researchers, and bargaining unit personnel) to enhance employee involvement in the process. The holistic approach of evaluating operational excellence is continually improving. Each year the process is improved to expand data inputs, strengthen the indicators, and mature the analysis. Strengths and weaknesses associated with each theme are identified along with actions to improve. The process for evaluating operational excellence was expanded to include safety-conscious work environment elements in 2013.

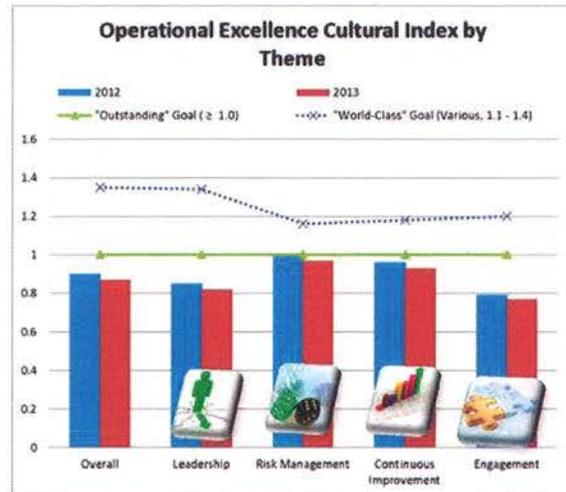


Figure 1.1. Operational Excellence Cultural Index

In addition to the commitment to continually improving the evaluation process, PNNL has actively participated in the Energy Facility Contractors Group (EFCOG) and currently serves as the co-chair for the safety culture subgroup.

In 2007 PNNL participated on a team of senior leaders representing major DOE and National Nuclear Security Administration (NNSA) contractors, subject matter expert advisors, and DOE and NNSA personnel that identified a consensus set of safety culture principles, along with implementation practices and participated in a safety culture pilot in 2008. Since then, PNNL has been actively working with the DOE and other contractors to develop self-assessment guidance, conduct safety conscious work environment (SCWE) training, and share lessons learned. The timeline below in Figure 1.2 provides a summary of key events associated with maturing safety culture at PNNL.

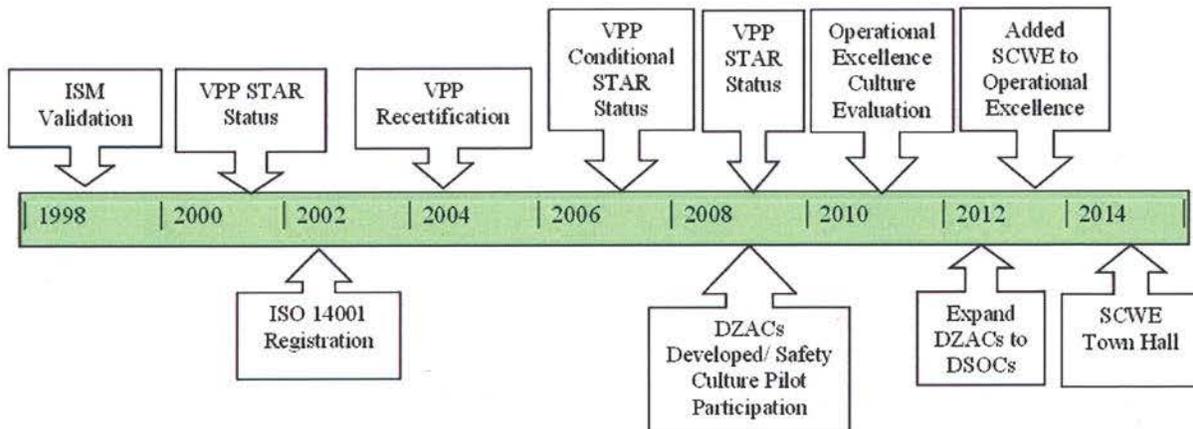


Figure 1.2. Operational Excellence Timeline

2.0 Overview of Tools/Activities by Safety Culture Element

PNNL uses various tools/activities to implement and assess safety culture across the elements of leadership, employee engagement, and organizational learning. This section provides a brief description of the key tools/activities used. Since many of the tools/activities are used to address more than one safety culture element, Table 2.1 shows the alignment of the tools/activities to the safety culture elements.

Table 2.1. Alignment of Tools/Activities Used in Operational Excellence and Safety Culture Elements

Operational Excellence Tool/Activity	Safety Culture Elements		
	Leadership	Employee Engagement	Organizational Learning
Annual Operational Excellence Evaluation	√		√
LSOC/DSOC	√	√	√
Training	√	√	√
Predictive Modeling	√		√
Hazard Specific Safety Committees	√	√	√
Wellness Program		√	
VPP Picnic		√	
Student Roadshow	√	√	√
Safety and Health Expo			
Lessons Learned	√	√	√
Battelle Communities of Practice	√		√
Performance Management	√		√
VPP Triennial Review			√

2.1 Leadership

PNNL management is committed to providing a safe and healthy workplace. Management expectations are key components of safety management and operational excellence. Line management expects all work to be performed in a safe manner. Leaders provide the Laboratory’s strategic focus and plan the necessary

resources and training to support that effort, thus creating a work environment where priorities are balanced. Within this balanced work environment, line management and workers prioritize their tasks based on Laboratory goals. The following tools and activities are used by leadership to improve and sustain the operational culture of the Laboratory.

2.1.2 Operational Excellence Evaluation

The annual operational excellence evaluation described in section 1.3 provides management a process to monitor, assess, and continuously improve PNNL's safety culture. Methods used to evaluate culture include interviews, focus groups, and staff surveys. The evaluation is reviewed with senior management and improvement actions are tracked.

- Staff surveys are used to collect feedback from staff members throughout the year. Survey data is analyzed and results are communicated to the staff via line management, websites, and electronic communications. The three primary surveys are used to collect data relative to operational excellence.
- Interviews include various levels of the staff and management cutting across operations, support, projects, and the nuclear facility. Identified personnel are individually scheduled for interviews and asked questions based on their roles and responsibilities associated with safety culture attributes.
- Typically, a series of three focus group discussions are held to support the annual evaluation. Focus group sessions are conducted representing equivalent roles: cognizant space managers (CSMs), support staff members, and bargaining unit employees. The group size ranges from seven to eleven participants and sessions are scheduled for 90 minutes.

2.1.3 LSOC/DSOC

Several years ago, Laboratory leadership established Directorate Safety Operations Councils (DSOCs) to provide an open forum for employees and managers to raise and resolve safety and operational challenges. The goal of DSOCs is to improve performance through communications, staff/management interactions and participation, and increased awareness. Senior management is also engaged via the Laboratory Safety and Operations Council (LSOC), where DSOC personnel, VPP representatives, and senior management meet to evaluate Laboratory-wide issues and reach strategic resolutions. DSOCs are highly valued and continue to generate outcomes that include a wide range of Laboratory operations/safety improvements for work and home. The robust collection of lessons learned and operating experience information available to the staff further enables solid ES&H practices. For example:



- Recently at an LSOC meeting the Associate Laboratory Director for the Operational Support Directorate led a discussion with the research directorates on “The safe conduct of research” based on principles for a strong safety culture developed by the Battelle Operations Council.
- Staff members’ concerns raised through DSOCs have led to improvements in pedestrian safety (e.g., crosswalks/parking), campus egress lighting, and foreign travel safety (e.g., availability of medical treatment).

2.1.1 Training

Competency-building activities are systematically planned and incorporated into recruiting and professional development activities. PNNL creates descriptions to identify minimum competence for each position commensurate with responsibilities. Individual electronic training plans are developed and tracked based on required training and professional growth goals. Several positions also require qualification cards to maintain necessary technical expertise and assure that staff members have the knowledge, skills, and abilities to perform assigned work. Training content is periodically reviewed and content is refreshed to incorporate changes and lessons learned.

Current efforts to strengthen training relative to safety culture include: 1) embedding the “operational excellence” concept into all-staff online refresher training; 2) adoption and communication of the Battelle “Safe Conduct of Research” publication; and 3) the rollout of Laboratory Operations Supervisor Academy Training that is designed to develop first-line supervisors’ skills, including elements of a strong safety culture.

2.1.1 Predictive Modeling

PNNL has developed an innovative predictive model to identify work groups that have the highest potential for future safety- and security-related incidents. Inputs to the model focus on data associated with three key variables: exposure to severe hazards, staff-member engagement, and past operational experience. The model predicts the number of future incidents in each workgroup and identifies higher-risk workgroups. Information specific to high-risk workgroups is provided to the directorate chief operating officers semi-annually. Directorates evaluate the information to better understand the factors that are driving risk within specific workgroups. The information has been used to plan assessments, mentor existing managers, orient new managers, provide additional context to retroactively understand incidents, and monitor progress of actions taken to reduce risk.

2.2 Employee Engagement

Staff members are routinely involved in the decision processes that affect their work, such as hazard analysis, accident investigation, health and safety training, self-assessments, program evaluations, and problem resolution. In addition to routine assessments, corrective actions, employee concerns, lessons learned feedback mechanisms, staff and management forums (such as the LSOC/DSOC) have been established to create dialogue/feedback between both groups to address worker environmental, health and

safety concerns. The following staff engagement tools and activities are used to improve and sustain the operational culture of the Laboratory.

2.2.1 Hazard-Specific Safety Committees

Hazard-specific safety committees are an integral part of PNNL operations and serve a variety of purposes, including obtaining employee involvement, providing independent oversight and safety-related information, and recommending program improvement. For example, the Electrical Safety Committee provides a competent technical resource for resolution of electrical safety issues. Several other feedback mechanisms exist through the VPP program and other such venues, including job planning meetings and readiness reviews.

2.2.2 Wellness Program

The PNNL Wellness Program focuses on building and maintaining a healthy workforce dedicated to promoting PNNL’s research agenda. In general, workplace wellness programs are an organized effort intended to foster awareness, influence attitudes, and identify alternatives so that individuals can make informed choices and change their behavior to reach an optimal level of wellness. The goal of the program is to increase staff awareness and participation in activities that promote health and well-being. Examples of wellness program opportunities for staff engagement include:



- Wellness Challenges
- A farmer’s market on the campus one day per week during the summer months.
- A series of presentations/workshops aimed at the fundamentals of safe lifting, proper body mechanics, stretching to prevent injury, and healthy living.
- The “Weight Watchers at Work” program.
- The annual flu shot clinics.
- Mini health screenings consisting of blood pressure, body fat, and weight checks conducted around the campus each month through the occupational medical contractor AnovaWorks.
- On-site mammogram screening.

2.2.3 Health and Safety Picnic

The VPP program treats staff members to an annual staff appreciation picnic that bring employees together in an informal setting where they share food and are able to visit an array of exhibits that display information on safety trends, equipment, wellness, and sustainability. A free lunch is provided along with an array of information booths including



wellness, safe driving simulation, safety equipment, and sustainability. Staff members look forward to the annual picnic, which is used to thank them for a year of great safety performance. The picnic is also precedent-setting having become the first Laboratory event to achieve 97 percent zero waste, a distinction it has continued for two years.

2.2.4 Student Roadshow

Each year the Laboratory hosts a series of sessions called “roadshows” for summer students. Many of these students come from high school, undergraduate, and graduate programs and are at higher risk for injury because they have not learned the safe behaviors and expectations of a strong safety culture. The roadshows emphasize expectations for maintaining a questioning attitude, reporting concerns, requesting help whenever the student is unsure, and stopping work if necessary - if the student perceives a risk to himself/herself or to others. The aim of the roadshow is to foster open-door communication with PNNL staff members and to engage each student in PNNL’s operational excellence culture, thus cultivating values that will extend to the student’s home life, academic life, and future career settings. The student roadshows interactively involve leadership and staff members as students engage in one-on-one discussions with subject matter experts (SMEs) and each other. Mentors are also encouraged to attend roadshow with their students, demonstrating a commitment to operational excellence on the part of the mentor, and strengthening the mentor-student bond.



2.2.5 Health and Safety Expo

PNNL participates in the annual Health & Safety Expo that draws more than 65,000 people and 260 vendors each year. This is a great place for people of all ages to learn, share, and have fun. The Health & Safety Expo is about the value we place on life. Everything about our lives is dependent on how healthy we are in body, mind, and spirit.

PNNL joins work groups from the Hanford Site and the local community to share what they are doing to improve their performance in the safety and health areas. Vendors exhibit their safety- and health-related products and equipment and explain or demonstrate the proper way to use them.



Although themes for the PNNL booth have varied over the years, the most recent focus has been on distracted driving, which was awarded “Most Interactive” out of more than 200 booths. The booth uses two arcade games to demonstrate how quickly driving quality can decrease when using a phone as attendees try to drive the car on the virtual road and use their cellphone at the same time. The booth’s front table displays a looping video of accidents caused by distracted driving.

PNNL volunteers also hand out a 25-Point Home Safety Checklist and challenge families to conduct a home-safety checkup.

2.3 Organizational Learning

Ongoing feedback and improvement is achieved in a variety of ways, including but not limited to: the Laboratory's annual improvement agenda that facilitates advancement of our strategic goals; the Operating Experience/Lessons Learned Program; formal performance reviews and monthly executive meetings with our DOE site office; the Event Reporting Program to track and analyze trends in off-normal incidents; the Laboratory's corrective action management and effectiveness evaluations; and our participation in Battelle Communities of Practice. The following organizational tools and activities are used to improve and sustain the operational culture of the Laboratory:

2.3.1 Lessons Learned

The Laboratory learns from the experiences of others both inside and outside the organization and is actively engaged in Communities of Practice that share information and reinforce mutual learning. The OE/LL Program continues to be a strong driver of organizational learning. The value of OE/LL is well integrated into the Laboratory's processes. Articles are accessed by a large cross section of staff members, as evidenced by five years of strong growth in readership. During 2013, 90 percent of all staff members in the Laboratory accessed and read at least one article. Strong partnerships with line/program managers enable sharing of high-impact experiences and lessons across the Laboratory. In 2013, 87 percent of all PNNL-based articles were developed based on managers' desire to share the information and promote learning from others' experiences.

The OE Program continues to broaden the topical content and expand the pathways for staff members to access targeted lessons through How Do I? (HDI) work controls/workflows and through Laboratory training. During FY 2013, 24 percent of all access to OE/LL content came from a new Laboratory training pathway where staff members can link directly to lessons that help reinforce the specific training information. The OE/LL Program also hosts a DSOC website, which contains much of the Laboratory's safety-related information that is shared through DSOCs.

2.3.2 Battelle Community of Practice

Sharing improvements and efficiencies among the other five Battelle-managed DOE national laboratories allows PNNL to leverage operating experience across the complex. For example, the Battelle Operations Council brings operational leadership together from multiple laboratories to share best practices and lessons learned, address crosscutting issues and performance needs, and respond to requests for assistance. In addition, Communities of Practice bring professional staff members in specific areas together to share best practices and generate new ideas, facilitate the joint development of systems and tools, assist with rapid response to issues across laboratories, and support the identification, recruitment, and development of experts and leaders. Both the EHS Community of Practice and the Integrated Performance Management Community of Practice have brought value to PNNL by: identifying and

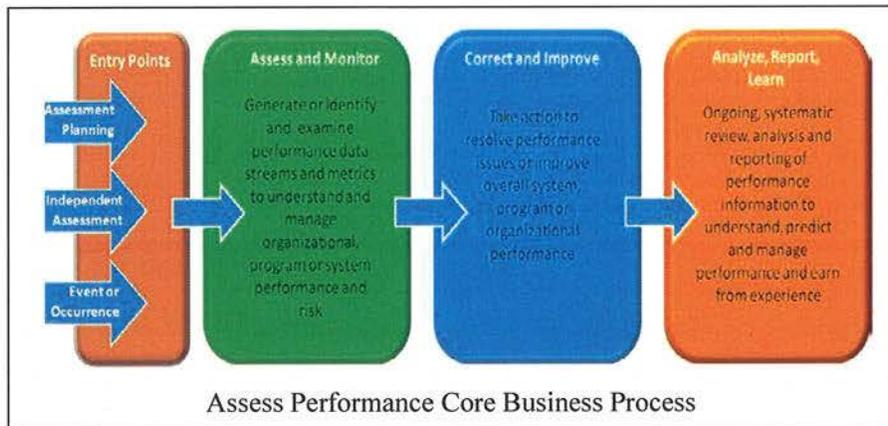
addressing performance trends across the Battelle-managed laboratories; sharing lessons learned and operating experience; and developing and spreading new knowledge and productive capabilities; and fostering innovation.

2.3.3 Performance Assurance

Assessments, internal and external audits, and performance analysis data are used to evaluate compliance and effectiveness, predict performance to help prevent events/accidents, and drive continuous improvement. Management assessments are risk-based, planned activities conducted by PNNL line management in areas key to managing strategic, mission, operational, and business performance. Once strategic and performance goals are defined and articulated in the Laboratory Agenda, management assesses progress and effectiveness against the goals. Line management is responsible for assessing performance for the functions it owns and the Management and Operations (M&O) programs and core business processes (CBPs) that it stewards. Each line organization establishes comprehensive self-assessment measures that address both the efficiency and effectiveness of the service delivery for its functions.

Independent assessments are conducted by internal audit, independent oversight, and external entities focused on business, operations, and research and development work. Internal assessments are planned each year by addressing key areas of risk and performance.

External entities include federal, state, and local agencies, DOE, certifying organizations (e.g., International Organization for Standardization [ISO]), and PNNL customers, who assess compliance and performance against standards, laws, regulations, and/or expectations/requirements applicable to PNNL.



Issues discovered as a result of an assessment, or an unplanned event or condition e.g., occurrence, are managed via a single integrated process. The basic steps in managing these issues are to determine the risk or significance level of the issue, conduct a critique to determine exactly what happened, establish the timeline of activities that led to the issue, conduct a causal analysis to determine the cause of the issue (as well as related causal factors), develop and complete a corrective action plan, and determine that the actions taken were effective in addressing the issue and achieving sustainable performance improvement.

Findings, conclusions, and recommendations identified as a result of assessments and reviews are documented. Issues and necessary corrective and preventive actions are identified and tracked to closure

in PNNL's Issue Tracking System. Management verifies that these actions have been implemented, and there is systematic follow-up to verify effectiveness.

Most notably, the Laboratory's robust integrated performance management process includes a regular analysis of key elements, focusing on the effectiveness and efficiency of the process and M&O program performance, focusing on the extent to which the programs' requirements are adequately deployed across the Laboratory. Some performance measures from the integrated performance management process are incorporated into the Operational Excellence Culture indexes.

2.3.4 VPP Triennial Reviews

PNNL achieved the DOE-VPP Star status in 2001. Adoption of this voluntary program encourages a stretch for excellence through systematic approaches that emphasize creative solutions through cooperative efforts by managers, employees and DOE. The DOE-VPP Star status is aimed at truly outstanding protectors of employee safety and health. Recognition in DOE-VPP requires a triennial on-site review by the Office of Environment, Health, Safety and Security DOE-VPP Team to determine whether the applicant is performing at a level deserving DOE-VPP Star recognition. DOE-VPP tenets align with PNNL's safety culture objectives—in particular, management commitment and employee involvement.



3.0 Approach and Schedule for Implementation of the Tools/Activities

Overall, PNNL has mechanisms in place to foster sustained improvement for Operational Excellence which includes safety culture. The annual Operational Excellence Evaluation provides an integrated approach to monitoring implementation of the four themes: leadership, risk management, engagement, and continuous improvement. Safety culture attributes based on DOE G 450.4-1C Integrated Safety Management System Guide Attachment 10, *Safety Culture Focus Areas and Associated Attributes* are embedded into the four themes. Each year the evaluation identifies strengths and weaknesses as well as associated actions to improve performance. Table 3.1 provides a summary of the primary opportunities for improvement identified in the 2014 annual evaluation (issued February 2014) and self-assessment process improvement actions planned for 2015.

Table 3.1. Actions to Improve Safety Culture

Theme	Primary Opportunities for Improvement	Action / Completion Date
Leadership	Project managers (PMs) may discourage reporting of concerns when they impact project cost or schedule. There is indication that the role of the technical group manager (TGM) and PM can conflict when project schedule or costs are tight. Project manager reaction to concerns may dissuade researchers and TGMs from raising concerns. <i>More information is needed to determine a trend.</i>	This issue was discussed with senior Laboratory management. PNNL will continue to monitor and collect additional data to analyze for trends during the FY2015 Operational Culture Evaluation (2/2015)
	The majority of staff members feel their concerns are respected and addressed; however, perceived overreaction discourages some staff members from raising concerns. Some staff are hesitant to report minor concerns because of the inordinate amount of time spent responding. <i>More information is needed to determine a trend.</i>	This issue was discussed with senior Laboratory management. PNNL will continue to monitor and collect additional data to analyze for trends during the FY2015 Operational Culture Evaluation (2/2015)
	Management acknowledges that Laboratory funding issues increases potential risk. Budget challenges have required the Laboratory to be extremely lean and efficient in the way that we deliver services and manage projects. Many times these efficiencies are asking staff to do more with less and can increase the potential for error.	Management will continue to monitor influences that may impose changes that could result in safety concerns as part of the performance assurance process. Ongoing
Engagement	Bureaucracy increases project costs and may encourage staff workarounds.	Continue to partner with research staff to improve efficiency and effectiveness of Laboratory processes. Ongoing
Other related to culture assessment	Review data streams and analyze data to evaluate performance across leadership, risk management, employee engagement, and continuous improvement.	Conduct Annual Operational Excellence Evaluation (2/2015)
	Develop a crosswalk of the Operational Excellence Credo and the safety culture attributes identified in DOE G 450.4 Attachment 10. Update Credo as needed based on gaps identified in crosswalk.	Evaluate Operational Excellence Credo for inclusion of Safety Culture Attributes (2/2015)
	Support continued maturity of safety culture evaluation process by participating in related EFCOG activities (e.g., self-assessment guidance development, training, sharing lessons learned).	Participate in EFCOG activities related to safety culture (2/2015)



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