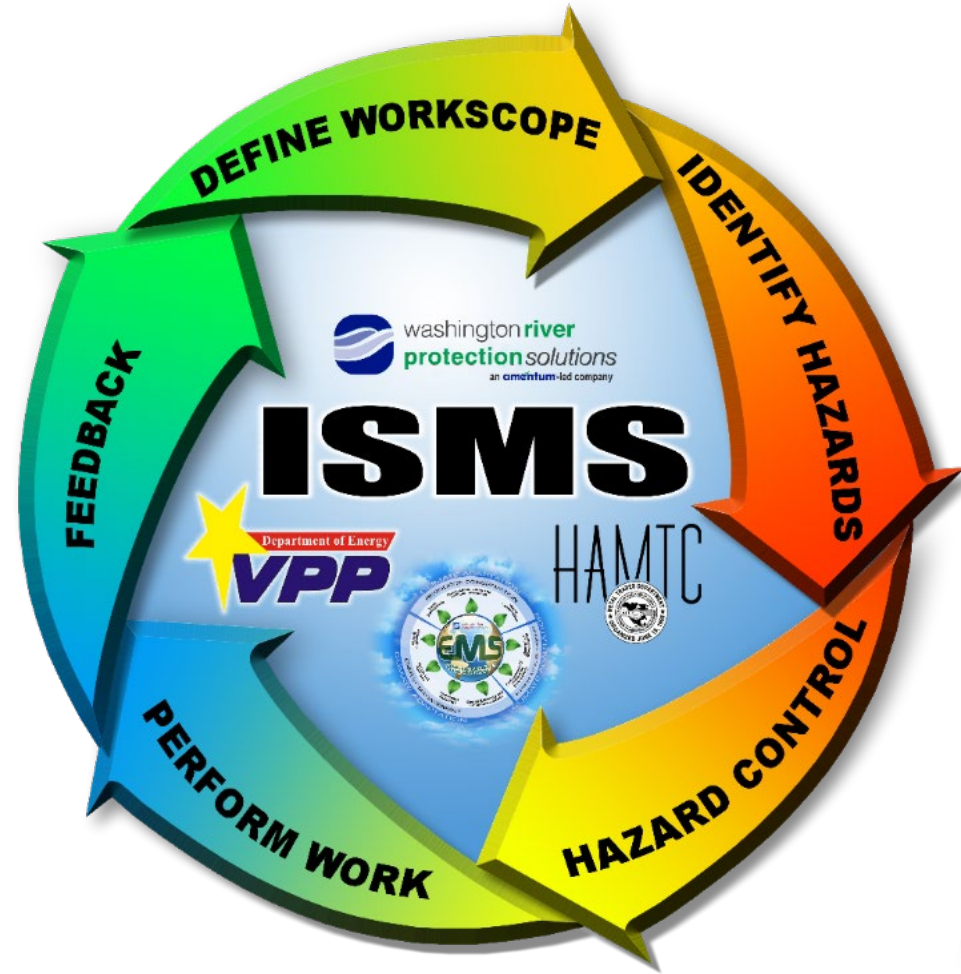


Integration of Safety Culture Metrics



Safety Culture Metrics

Safety Culture is defined by the Department of Energy (DOE) as “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.”

A strong safety culture can be observed through the behaviors and attitudes of the workforce.

WRPS is monitoring safety culture through changes in some key indicators:

- Condition Reports associated with ISMS / Safety Culture
- Management Observation participation and feedback
- Safety Team participation and performance
- Self-Identified Issues
- Total Recordable Case Rate (TRC / DART)
- Employee Concern frequency and nature

Safety Culture Metrics

Objective

Provide consistent measure of the WRPS ISMS/safety culture indicators, based on a combination of existing company-level metrics and current performance trends as identified by the organization.

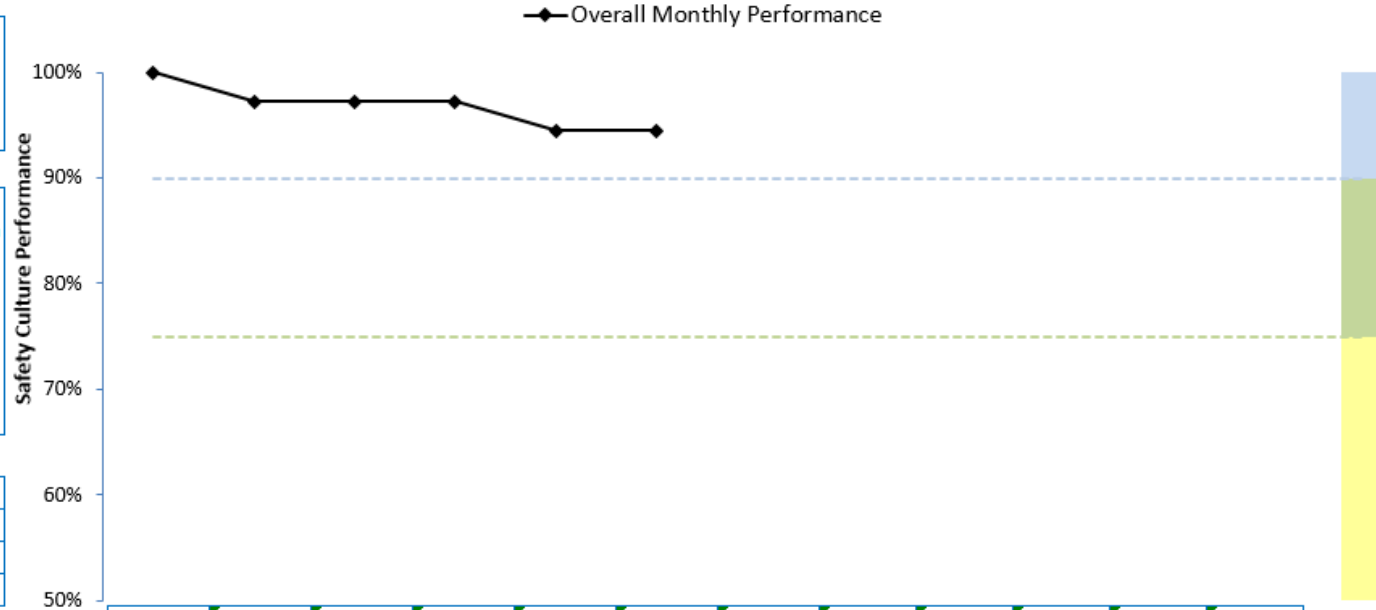
Measure

Company-level performance metrics representing attributes from the Safety Culture focus areas as well as a performance evaluation based on organizational trends.

Note: Individual metrics graded on a scale from 1 to 4, with grades 1-Adverse, 2-Declining, 3-Meets and 4-Exceeds. Performance is based on the monthly performance of the set of indicators and frequency of Adverse or Declining performance in totality.

Performance Thresholds

Exceeds	> 90%
Meets	> 75 and ≤ 90%
Declining	≥ 3 Declining Elements
Adverse	≥ 2 Adverse Element



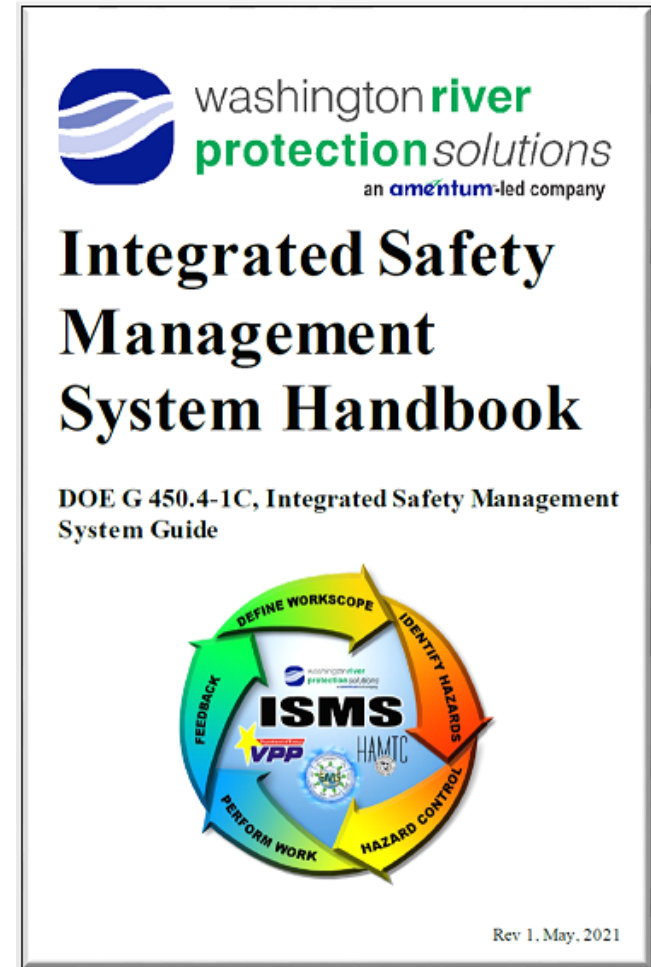
Performance Data

	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
Condition Reports (ISMS / Safety Culture)												
MOP/WSV Participation (KPI)												
EAPC Facility Inspections Performance (Department)												
Safety Council Membership Participation (Department)												
Self-Identified Issues(KPI)												
Total Recordable Case Rate (KPI)												
Days Away, Restricted or Transferred Case Rate (KPI)												
Stop Works Issued (KPI)												
Employee Concerns Received (Department)												
Overall Monthly Performance	100.0%	97.2%	97.2%	97.2%	94.4%	94.4%						

Safety Culture Metrics

Many of the data points used to measure safety culture metrics are not meant to be stand-alone indications. For example, a significant drop in Stop Works Issued may indicate an improvement in safety or may be an indication of a possible chilled work environment. This makes it necessary to conduct field observations and interviews as a follow up to the indication.

WRPS couples Safety Culture and ISMS metrics to provide efficient monitoring of both programs. ISMS metrics are categorized into the 5 Core Functions



Safety Culture Metrics

Define Work (20%) Exceeds:4 Meets:3 Declining: 2 Adverse:1
02A Scheduled vs. Worked Activities (KPI)
11A Corrective Maintenance Backlog (KPI)
11B Delinquent Preventive Maintenance (KPI)
11D Delinquent Fire Protection PMs (KPI)
11F Quality of Level 1 Work Packages (KPI)
Analyze Hazards (20%) Exceeds:4 Meets:3 Declining: 2 Adverse:1
02B Operations Drill Activity (KPI)
02E ConOps Performance Dashboard (KPI)
08A MOP WSV Participation (KPI)
08C Lessons Learned - OPEXShare Engagement (KPI)
EAPC Facility Inspections Performance (Department Level PI)
Hazard Controls (20%) Exceeds:4 Meets:3 Declining: 2 Adverse:1
02D LOTO Performance (KPI)
04A ECN Backlog Reduction (KPI)
05A Emergency Preparedness Evaluated Drill Performance (KPI)
05B Emergency Preparedness Activity (KPI)
06C Radiological Material and Equipment Release (KPI)
09IG Training - Percentage of Qualification TIM Position Employees (KPI)
Perform Work (20%) Exceeds:4 Meets:3 Declining: 2 Adverse:1
01A Days Away, Restricted or Transferred Case Rate (KPI)
01B Total Recordable Case Rate (KPI)
01F WRPS Vehicle Incident Rate (KPI)
02C TSR Violations (KPI)
06A Skin and Clothing Contamination Events (KPI)
06B Radiological Uptakes (KPI)
09A Vehicle Property Protection (KPI)
Feedback (20%) Exceeds:4 Meets:3 Declining: 2 Adverse:1
07A Self-Identified Issues (KPI)
07B PER Evaluation Timeliness (SIG, RES, TUF) (KPI)
07C PER Timeliness (SIG, RES, TUF) (KPI)
07D PER Backlog (All Significance) (KPI)
08D Assessment Program Health (KPI)
10A QA Surveillance Tracking (KPI)
Number of LEAN Workshops (Balanced Scorecard PI)

This data provides leading indicators based on the ISMS Core Functions. A weighting is applied to each of the ISMS Core Function areas, based on the number of indicators demonstrating health and/or performance expectations in the field.

Safety Culture Metrics

Information from the metrics are collected and used to determine follow up interview questions:

1. Are leaders commonly seen in your work areas observing, coaching, and reinforcing safety expectations?
2. Are personnel within your work group treated with respect?
3. Does the company provide high quality safety training?
4. Are safety problems reported promptly and addressed in a timely manner?
5. Do you feel free to raise a safety concern without fear of retaliation?
6. Are work activities planned, controlled, and executed so that safety is the overriding priority?
7. Does your immediate supervisor create an environment where you feel comfortable to raise a question, issue, or concern?
8. Do you feel the recognition program is effective and provides recognition for safe behaviors and actions?
9. Are safety standards enforced through all work groups and personnel?
10. Do you participate in work hazard recognition and planning for work being performed?

Safety Culture Metrics

Informal interviews are conducted on a regular basis to help determine a need for improvements in areas reflecting changes to the metrics.

Facility Inspections Performance (Department)					
Council Membership Participation (Department)					
Self-Identified Issues(KPI)					
Total Recordable Case Rate (KPI)					
Away, Restricted or Transferred Case Rate (KPI)					
Stop Works Issued (KPI)					
Employee Concerns Received (Department)					
Overall Monthly Performance	100.0%	97.2%	97.2%	97.2%	94.4%

A significant change to the Stop Works (KPI) would require additional field interviews to provide indications of the possible cause.

5. Do you feel free to raise a safety concern without fear of retaliation?
6. Are work activities planned, controlled, and executed so that safety is the overriding priority?
7. Does your immediate supervisor create an environment where you feel comfortable to raise a question, issue, or concern?

Safety Culture Metrics

Safety Culture metrics are a valuable tool when coupled with in person interviews and interactions and can provide near real-time indication of changes.

Identification of changes in safety culture and follow up interactions can identify problem areas, provide transparency, and help to build trust between the workforce and management.



“Leaders have a responsibility to create an environment where everyone feels comfortable coming forward with any safety concerns.” - Deputy Secretary David Turk