

EFCOG ISM & QA Spring Virtual Meeting  
May 2, 2023

# SAFETY CULTURE COMMUNITY OF PRACTICE

Davyda Hammond, ORAU    Paula Sellers, UCOR  
Cheryl MacKenzie, SNL    Adrienne King, PNNL  
Lindsay Spritzer, NREL

## Attendees included:

Hammond, Davyda  
Wilson, Jodi E  
King, Adrienne L  
MacKenzie, Cheryl  
Madson, Kenneth John  
Perkins, Courtney Ann  
Winters, Jacqueline H  
Twary, Ella  
Hobbs, John William  
Webb, Valerie  
Schreiber, Alyssa  
Pope, Callan  
Warga, Jeffrey Robert  
Dikeakos, Maria  
Brown, William S  
Goeckner, Julie A

Allgeyer, Kevin  
Frey, Stephen W  
Spritzer, Lindsay  
Lapointe, Todd  
Shokes, Tamara E.  
Gibson, Melanie  
McGaughy, Renee B  
Keever, Charlene Michelle  
Sellers, Paula  
Neyens, Mallory  
Braem, Maria  
Bridges, Troy  
McMurdo, Heather  
Vuletich, Kathy  
Motz, Lindsay

## SAFETY CULTURE CoP

- Welcome and Introductions
- Review of the Agenda
- FY23 Activities - Overview and Status
- Upcoming Meetings
  - EFCOG 2023 Annual Meeting
  - Safety Culture Improvement Panel (SCIP) Meeting

Please mute when not speaking!

# TODAY'S AGENDA

Time	Min.	Presentation/Discussion Topic	Speaker/Facilitator
10:30 am EDT 7:30 am PDT	(15 Min.)	Safety Culture Task Team – Welcome and Overview of CoP Activities	D. Hammond C. MacKenzie L. Spritzer
10:45 am EDT 7:45 am PDT	(30 Min.)	DOE Presentations <ul style="list-style-type: none"> <li>• Safety Culture &amp; Safety Culture Improvement Panel</li> <li>• OpEx Update</li> </ul>	J. Goeckner M. Dikeakos
11:15 am EDT 8:15 am PDT	(30 Min.)	Survey/Discussion: Cross-functional Safety Culture Teams	C. MacKenzie
11:45 am EDT 8:45 am PDT	(30 Min.)	<b>Break - We encourage participants to attend the "Performance Metrics" Presentation hosted by the CAS Group</b>	N/A
12:15 pm EDT 9:15 am PDT	(60 Min.)	DOE Central IRB Presentation	L. Motz
1:15 pm EDT 10:15 am PDT	(60 Min.)	HR Processes & Ethics Requirements Presentation	J. Wilson
2:15 pm EDT 11:15 am PDT	(30 Min.)	<b>Break - We encourage participants to attend the "Measuring and Monitoring Safety Culture" Presentation hosted by the CAS Group</b>	N/A
2:45 pm EDT 11:45 am PDT	(60 Min.)	Discussion: Culture survey question bank and guidance	D. Hammond L. Spritzer A. King
3:45 pm EDT 12:45 pm PDT	(30 Min.)	Eyes & Ears – Updates from the Sites/Announcements	All
4:15 pm EDT 1:15 pm PDT	(15 Min.)	COP Leadership Succession & Closing Thoughts	D. Hammond
4:30 pm EDT 1:30 pm PDT		Adjourn	C. MacKenzie

# SAFETY CULTURE CoP ACTIVITIES OVERVIEW & STATUS

Activity/Deliverable	Team	Status
Benchmark and Identify Best Practices in Safety Culture Process Efficiencies	Adrienne King, Heather McMurdo, Davyda Hammond, Valerie Webb, Ren McGaughy	In Draft/Review (2022 carry-over)
Publish Safety Culture Best Practices (to date) in OPEXSHARE	Jacki Winters, Valerie Webb-Klein, Adrienne King	In process
Develop a reader's guide for an upcoming peer-reviewed publication	Adrienne King	In process
Update the Safety Culture Timeline	Davyda Hammond	In process
Develop a culture survey question bank and guidance	Davyda Hammond, Adrienne King, Heather McMurdo, Jodi Wilson, Valerie Webb, Ren McGaughy, Lindsay Spritzer	In process; presentation topic

These activities were begun in 2022

- Benchmark - no updates from monthly meetings, looking for more participants that are not with Hanford
- The Safety Culture Task Team is partnering with Jacki and Val, WRPS OPEXSHARE/Lessons Learned Coordinator and Maria Dikeakos, to review and include current Safety Culture Task Team BPs into OPEXSHARE.
- The Safety Culture Timeline developed by Dr. Rick Hartley and presented at the Fall 2019 meeting has been posted to the Safety Culture Task Team webpage, and is currently in revision to update and reformat, with input provided by DOE (thank you Julie). Will share at Fall meeting.
- As of November 18, the Safety Culture Task Team is meeting monthly with members of the Project Management Working Group to collaborate on Safety Culture and the Environmental Factors model as part of a standing team meeting in alignment with other EFCOG Task Teams.
- Culture survey question bank and guidance - still taking people if you are interested

# SAFETY CULTURE CoP ACTIVITIES OVERVIEW & STATUS

Activity/Deliverable	Team	Status
Develop a white paper offering an integrated approach to culture, linking safety culture to other organizational aspects, like security, quality, etc.	Adrienne King, Heather McMurdo <b>REQUESTING INTERESTED PERSONS TO PARTICIPATE</b>	Pending
Develop guide on managing culture through contract transition	Lynn Serrato, Melanie Gibson <b>REQUESTING INTERESTED PERSONS TO PARTICIPATE</b>	Pending
Continue supporting development of ISM&QA (CAS) Guidance: <i>Establishing A Consistent Approach to Addressing Improvement in Conduct of Operations to Meet Performance Objective 5.5</i>	Multi-EFCOG discipline team; Jodi Wilson & Cheryl MacKenzie from SC CoP <b>REQUESTING INTERESTED PERSONS TO PARTICIPATE</b>	In draft; need to provide culture content review and feedback

These activities were begun in 2022

White paper - existing cross walks for safety culture - how the concepts interrelate so that there are not separate efforts

- Reach out to Julie

Guide - how to handle the transition so that the safety culture can remain stable - lessons learned

- Add Roger Grant on this project

CAS support - PEMP objective 5.5 - how to minimize the likelihood and severity of operational upsets - safety culture recognized as a key component

## PARTICIPATION – WHAT'S THAT LOOK LIKE?

- We need YOU!
- We all have various levels and types of expertise – feedback and diversity of thought always welcomed
- You decide the level of participation
- Typically set up a recurring meeting for status check in on individual tasks (compiling material, writing, commenting)
- Reach out to activity team members if you want to get involved or have a new project idea for the CoP

### **BENEFITS:**

- Networking
- Benchmarking
- Contributing valuable information to advance the field

• NOTEWORTHY MENTION:  
The CoP received the **FY23 EFCOG Teamwork Award** for publication of the *Safety Culture Practitioner's Resource Guide* (2022)

Revised and updated safety culture practitioner's guide update last year - won an EFCOG team award - presentation in June in DC

Guide link, for reference: [https://efcog.org/wp-content/uploads/Wgs/Safety%20Working%20Group/\\_Integrated%20Safety%20Management%20Subgroup/Safety%20Culture%20HRO/Safety%20Culture%20Guides/SC%20Practitioner%20Resource%20Guide\\_2022.pdf](https://efcog.org/wp-content/uploads/Wgs/Safety%20Working%20Group/_Integrated%20Safety%20Management%20Subgroup/Safety%20Culture%20HRO/Safety%20Culture%20Guides/SC%20Practitioner%20Resource%20Guide_2022.pdf)

## UPCOMING MEETINGS

- **EFCOG Spring Meeting**

- June 21 – 22, 2023
- Washington, DC
- Register: <https://efcog.org/event/efcog-2023-annual-meeting/>

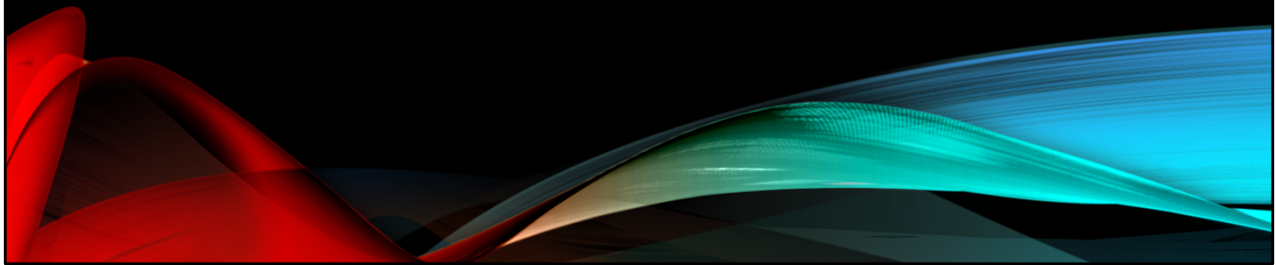
- **DOE's Safety Culture Improvement Panel (SCIP) Meeting**

- Week of August 14<sup>th</sup>
- Idaho Falls
- Questions? Contact the SCIP

Time to register for the June in-person meeting!

# DOE PRESENTATION SAFETY CULTURE & SAFETY CULTURE IMPROVEMENT PANEL

Julie Goeckner





# SAFETY CULTURE IMPROVEMENT PANEL UPDATE TO EFCOG SAFETY CULTURE COMMUNITY OF PRACTICE



**Julie A Goeckner**  
Senior Advisor for Safety Culture & SCIP Executive Secretary  
May 2, 2023



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The purpose of the Safety Culture Improvement Panel create an ongoing forum for the exchange of information and ideas to support safety culture.

For those of you that are new to this group, more information on the DOE SCIP is available here:

<https://www.energy.gov/safety-culture/safety-culture-improvement-panel>

More info on DOE Safety Culture expectations can be found here (including a link to the DOE Secretary's video):

<https://www.energy.gov/safety-culture/doe-safety-culture>

## DOE SCIP Update

### DOE SCIP Annual Meeting and Safety Culture Workshop

- Dates: August 15-17, 2023
- Location: Idaho Falls, ID
- Sponsor: Idaho Environmental Coalition (IEC) & DOE Idaho Cleanup Project (ICP)
- No registration fee
- Exempt from conference management (exemption E)
- Registration notifications in May 2023 via WHOVA app



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- Sponsored by the Deputy Secretary of Energy
- Permanent part of improving safety culture and organizational culture – classic example of demonstrated safety leadership
- SCIP Members are Federal employees
- (e.g., National and international labor partners, Ontario Power Generating facilities, NASA & NRC, National Association of Employee Concerns Professionals, EFCOG)
- If you are on the SCIP distribution, will receive the link. If not, reach out to SCIP so that you get monthly invites. Send in the next week.
- If you are interested in attending the SCIP meeting and getting on the distribution list, please reach out to [SCIP@hq.doe.gov](mailto:SCIP@hq.doe.gov) and provide your name, title, organization, phone number, and email

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## DOE SCIP Update

### DOE SCIP Annual Meeting and Safety Culture Workshop (cont.)

- Theme: Psychological Safety
- Plenary speakers:
  - International Atomic Energy Agency (IAEA)
  - National Aeronautical Space Administration (NASA)
  - Federal Aviation Administration (FAA)
  - External industry
  - National/local union representatives
  - DOE Senior Executives / Site Leaders /



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## DOE SCIP Update

DOE SCIP Annual Meeting and Safety Culture Workshop (cont.)

- Theme: Psychological Safety
- 26+ Breakout Sessions
  - 3 tracks (Leadership, Employee/Worker Engagement, and Organizational Learning)
  - TLP-100 Safety Culture for Leadership Fundamentals (for employees)
- Seeking 1-2 additional breakout sessions – contact Saprena Lyons or Julie Goeckner via email

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Also opportunity for a site tour

IF you are interested in presenting, interested in hearing what you are doing, opportunity to share across the complex - 300 participant cap - encourage to register very quickly as this will fill up very fast

- TLP 100 limit 45 people
- Each breakout has a cap of 100 people
- Tour limit 45 people

Hotels at a premium - after you register will get a link for hotels with gov rate

### DOE SCIP Monthly Meetings

- Organizational shares
- Sharing of experiences
  - How sites/contractors are implementing safety culture concepts
  - Promotes organizational learning
- Reach out to Julie Goeckner to propose presentations
- Eyes and Ears

## DOE SCIP Update



PLEASE ENGAGE & SHARE!!!

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### Upcoming DOE Safety Culture Training:

- 5/12/2023 - TLP-100 @ Kansas City;
- 6/6/2023 - TLP-200 @ Hanford;
- 6/7/2023 - TLP-150 @ Hanford;
- 6/8/2023 - TLP-150 @ Hanford;
- 6/12/2023 - TLP-100 @ Hanford;
- 6/13/2023 - TLP-100 @ Hanford;
- 6/14/2023 - TLP-100 @ Hanford;
- 6/15/2023 - TLP-100 @ Hanford;
- 7/11/2023 - TLP-200 @ Hanford;
- 8/1/2023 - TLP-200 @ Sandia/NTC;
- 8/2/2023 - TLP-150 @ Sandia/NTC;
- 8/3/2023 - TLP-150 @ Sandia/NTC;

Registration is required through DOE NTC. Contact your site POC or Catherine Zappia/NTC for registration

[czappia@ntc.doe.gov](mailto:czappia@ntc.doe.gov) or 505-845-2171

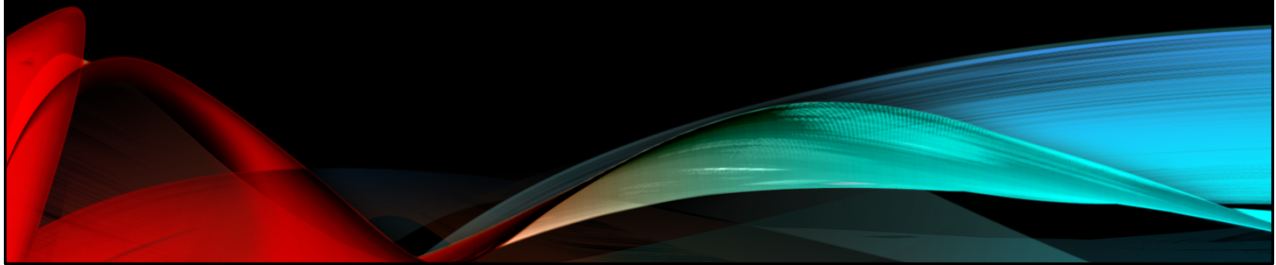


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Looking for presenters 10-12 min with 3-5 mins of Q&A at upcoming SCIP meetings; broad audience (DOE leaders, safety culture practitioners. There is an opening in July and September. Contact Julie if interested: [julie.goeckner@hq.doe.gov](mailto:julie.goeckner@hq.doe.gov)

# DOE PRESENTATION OPEX PROGRAM UPDATE

Maria Dikeakos





# DOE Operating Experience (OpEx) Program Highlights

## EFCOG Safety Culture Community of Practice

Maria Dikeakos

DOE Corporate Operating Experience and  
Lessons Learned Program Manager (EHSS-23)

May 2, 2023

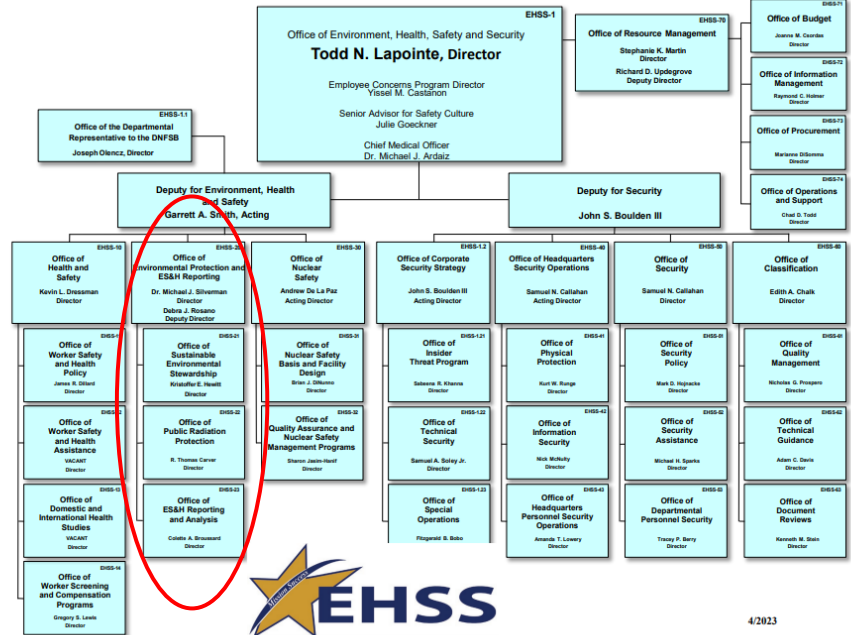


<https://doeopexshare.doe.gov/>

[maria.dikeakos@hq.doe.gov](mailto:maria.dikeakos@hq.doe.gov)



# Office of Environment, Health, Safety and Security



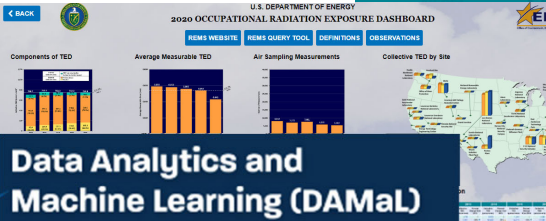
4/2023



# ORPS

Occurrence Reporting & Processing System

## A Decade of REMS

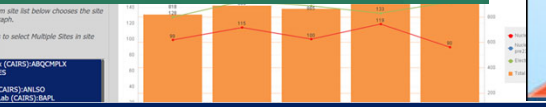


### Data Analytics and Machine Learning (DAMaL)

### Corporate Safety Performance Dashboard



### DOE Accident Prevention and Investigation Program



# CAIRS

Computerized Accident/Incident Reporting System

### Fire Protection Reporting System

### DOE OPEXShare

Operating Experience | Lessons Learned | Best Practices





## The DOE Corporate Operating Experience (OpEx) Program

### DOE Safety Culture Focus Areas

Leadership

Employee/Worker Engagement

Organizational Learning

### *DOE O 210.2A, DOE Corporate Operating Experience Program (April 2011)*

Purpose: To institute a **DOE wide** program...

... for the management of operating experience complex-wide to prevent adverse operating incidents and **facilitate the sharing** of good work practices **among DOE sites**

... while enabling **tailored** local operating experience programs.

Operating experiences can be found in all disciplines.

### **Key OpEx Program Tools**

- Operating Experience Committee (OEC) & OpEx Coordinators
- Operating Experience Documents
- DOE OPEXShare
- Reporting Databases and Dashboards

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## What will we cover today?

- Program Updates
  - DNFSB: Status of OpEx program staff review
  - DOE policies & directives: Status of updates
  - Communities of Practice “Phone Book”
  - DOE OPEXShare
    - Enhancement projects & enabling EFCOG BP publication
    - Project Management Lessons Learned & GAO
  - Upcoming meetings (virtual and in-person)
  
- Your feedback and questions (throughout)



## DNFSB - Staff Review

- **Status: In progress**
  - Initial Data Call (July 2021)
  - EHSS: Corporate Implementation (March 2022)
  - NNSA & EM: Program Office (October 2022)
  - Los Alamos & Savannah River: Site-Level (**Now**)



## EHSS-23 Policy Updates

What to expect in FY2023, FY2024, FY2025:

- Updates to Guidance and Policy Documents
  - **NEXT:** DOE O 231.1B, ES&H Reporting
  - DOE O 232.2A, ORPS
  - DOE O 210.2A, DOE Corporate Operating Experience Program
  - DOE-STD-7501-99, The Corporate Lessons Learned Program
- Incorporate feedback from DNFSB staff review
- Need Directives Review Board (DRB) approval (DOE O 251.1D)
- Integrated Project Team (IPT) involvement in directives process

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## Communities of Practice

Get an account at:  
[orgex.energy.gov](http://orgex.energy.gov)

Organization Affiliations  
- Any -

Primary Topics  
- Any -

[Apply filter](#)

Show 10 entries Search

Title	Organization Affiliations	Primary Topics	Size	Meeting Frequency	Point of Contact
Accident Prevention and Investigation	EHSS-23	Accident Prevention and Investigation	Medium	Quarterly	<b>Jason Brustad</b> Program Manager <a href="mailto:Jason.brustad@hq.doe.gov">Jason.brustad@hq.doe.gov</a>
Clean Air Working Group	EHSS-21	Air Quality	Large	Quarterly	<b>Ashley Ruocco</b> Program Manager <a href="mailto:Ashley.Ruocco@hq.doe.gov">Ashley.Ruocco@hq.doe.gov</a>
Cultural Resource Management Working Group	EHSS-21	Cultural Resources	Large	Quarterly	<b>Beverly Whitehead</b> Program Manager <a href="mailto:Beverly.Whitehead@hq.doe.gov">Beverly.Whitehead@hq.doe.gov</a>
Data Analytics and Artificial Intelligence	EHSS-23	Occurrence Reporting and Processing System (ORPS), Operating Experience, Organizational Learning, Safety Culture	Large	Ad hoc	<b>Felix Gonzalez</b> Data Scientist <a href="mailto:Felix.Gonzalez@hq.doe.gov">Felix.Gonzalez@hq.doe.gov</a>
DOE Facility Representative Steering Committee	EHSS-32	Safety Culture	Medium	Quarterly	<b>James Heffner</b> Program Manager <a href="mailto:James.Heffner@hq.doe.gov">James.Heffner@hq.doe.gov</a>
DOE ISM Champions Council	EHSS-10	Safety Culture	Large	Semi-Annually	<b>Moriah Ferullo</b> ISM Program Manager <a href="mailto:Moriah.Ferullo@hq.doe.gov">Moriah.Ferullo@hq.doe.gov</a>
DOE Nuclear Safety Basis	EHSS-30, NA-ESH	Nuclear Safety Basis	Large	Ad hoc	<b>Andrew De La Paz</b> Program Manager <a href="mailto:andrew.delapaz@hq.doe.gov">andrew.delapaz@hq.doe.gov</a>  <b>Kelli Markham, PhD</b> Chief of Nuclear Safety <a href="mailto:kelli.markham@nmsa.doe.gov">kelli.markham@nmsa.doe.gov</a>




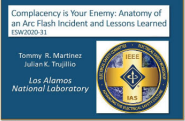




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Get an account at doeopexshare.doe.gov

In December 2020, DOE OPEXShare became the official repository for the Department's Lessons Learned, replacing the previous Corporate LL Database. It contains ~9000 articles. Over 730 were published in 2022.

New	Videos	Project Management Lessons Learned	S/C/I & Defective Item Alerts
 <p>04/11/2023</p> <p><b>Head Trace Cabling Inadvertently Severed Due to Lack of Clear Identification</b></p> <p>Avoiding electrical hazards associated with electrical heat tracing requires implementation of protective measures, such as the clear identification of heat trace cables on building drawings, proper labeling of power supply panels, circuit protective devices used, and outer surfaces of the</p>	 <p>09/16/2020</p> <p><b>Complacency is Your Enemy: Anatomy of an Arc Flash Incident and Lessons Learned</b></p> <p>Tommy R. Martinez Julian K. Trujillo Los Alamos National Laboratory</p> <p>On May 12, 2018, at Los Alamos National Laboratory (LANL) technical Area 53, during Preventative Maintenance (PM) on a 13.8 kV electrical substation, a wireman entered a cabinet on the energized portion of the switchgear to clean it with a compressed spray cleaner and suffered severe injuries from the resulting arc flash and blast.</p> <p>LANL Deputy Chief Electrical Safety Officer Tommy R. Martinez and Journeyman Electrician Julian Trujillo published a paper sharing the details of this event from both the facility and the worker's perspectives. It was presented on March 8, 2020 at the 2020 IEEE Electrical Safety Workshop in Reno, Nevada. They recorded the same presentation for our workforce here at LANL on June 16, 2020.</p>	 <p>07/17/2019</p> <p><b>Best Practices in Project Management using Work Planning and Control, Moving, Re-commissioning, and Shipping a 20-ton Magnet</b></p> <p>This article describes how a 20-ton decommissioned medical isotope magnet was repositioned including how the laboratory team used good planning and teamwork to ensure it was staged, tested and transported successfully.</p> <p>The video captures the reflective thoughts from a few team members about why the ANL Soliris Project was a great example of successful work planning control and cross-functional collaboration.</p> <p>Read More</p> 	 <p>04/10/2023</p> <p><b>FY 2022 Suspect/Counterfeit Items Program Annual Report</b></p> <p>The DOE Office of Fiscal Reporting and Analysis (OFRA-30) issues the Suspect/Counterfeit Items Program Annual Report to provide the DOE enterprise with information regarding S/C/I program strategic goals, accomplishments, metrics, and current and future initiatives.</p> <p>Read More</p>  <p>04/10/2023</p>





# Current: Article Publication

An official website of the U.S. Department of Energy



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## ATTRITION OF KEY PERSONNEL CREATED A SITUATION WHERE REMAINING STAFF LACKED KNOWLEDGE, EXPERIENCE, AND CAPABILITIES

### Details

325 Views Feedback Comment(s) Like 3 Share Favorite

Type: Lessons Learned

Publisher: Consolidated Nuclear Security - CNS - Bechtel, Leidos, Orbital ATK, SOC Booz Allen Hamilton (Various Locations), Amarillo, TX (Pantex Plant)

Published As: DOE & DOE Contractors Only

Date: 08/22/2022

Topics: Human Resources and Leadership, Management Systems

While staffing numbers may meet suggested minimum levels, these metrics do not ensure adequate technical knowledge and experience is available. Management should include evaluations of technical knowledge and capabilities to ensure staff have the appropriate knowledge and experience.



### Attrition of Key Personnel Created a Situation Where Remaining Staff Lacked Knowledge, Experience, and Required Capabilities

Pantex Production Facility  
Published 08/22/2022  
P-2022-CNS-PTX-24483

#### Statement

In key scientific areas, knowledge and experience of personnel in the program needs to be evaluated to ensure adequate resources are available to perform the tasks. While staffing numbers may meet suggested minimum levels, these metrics do not ensure adequate technical knowledge and experience is available. Management should include evaluations of technical knowledge and capabilities to ensure staff have the appropriate knowledge and experience. A plan should be in place to address technical shortfalls in the event key personnel are lost.

#### Discussion

Over several years, key staff left the Pantex external dosimetry program and were not replaced with personnel having adequate technical knowledge. Because of the under-staffing, lack of technical knowledge, experience, and minimum required capabilities, the external dosimetry program was unable to process dosimeters and determine personnel doses in a timely fashion.

#### Analysis

Over a period of several years, key personnel left the Pantex external dosimetry program. The loss of personnel, knowledge, and experience caused a technical knowledge shortfall and the inability to adequately monitor personnel for external dose. Qualified personnel were not hired to maintain minimum required capabilities, knowledge, and experience.

#### Recommended Action/Resolution

- Staffing support levels should be assessed both in numbers and in technical knowledge and overall capabilities. Staffing, and contingency planning should be implemented to ensure adequate staffing, technical knowledge, and capabilities are maintained.



# New: Article Publication



DOE OPEXShare [WebApp: TEST Server: TEST]

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**HANFORD SITE POLLINATOR STUDY**

**Details**

1914 Views Feedback 0 Comment(s) Like 3 Share

Type: Report - Gov

Publisher: Mission Support Alliance - MSA, Richland, WA - Hanford Site (MSA)

Published As: Public

Published Date: 12/19/2018

**Origination Date: 10/22/2018**

Topics: Biological Safety, Environmental Protection, Strategic Planning, Documents and Publications

Pollinators (animals that facilitate plant reproduction by moving pollen from flower to flower) are vital to the health of the world's ecosystems

The attached study of Pollinators at the Hanford Site in the State of Washington (WA) near Richland, WA, was prepared for the U.S. Department Assistant Secretary for Environmental by the Management Contractor for the U.S. Department of Energy under Contract DE-AC06-09RL14728. The

## Hanford Site Pollinator Study

Emily Norris, MSA  
Judy Pottmeyer, MSA  
Larissa Severance, MSA

Date Published  
**September 2018**

Prepared for the U.S. Department of Energy  
Assistant Secretary for Environmental Management



P.O. Box 550  
Richland, Washington 99352

APPROVED  
By: Mary K. Curry at 11:11 am, Oct 22, 2018

Release Approval Date



Office of Environment, Health, Safety and Security



# New: Excel Search Content



Add to Excel output:  
- Summary Text  
- Topic Tags  
- Origination Date

Enable searching and links to your work planning software

SEARCH

Search by Article/Tracking Number, Words or Phrases separated by commas (e.g. asbestos, medical monitoring)

Type#	Topic
Lessons Learned	Electrical
Nothing selected	Nothing selected
Entity	Company/Office/Institution
Nothing selected	Nothing selected
Department	Published On/After
Nothing selected	01/01/2023
Has Video	Sort By
Nothing selected	Relevance

- Lessons Learned [Electrical- Receptacle, Plug and Cord Safety Reminders-\(SRMC\)](#)  
04/20/2023 Savannah River Nuclear Solutions (SRNS) 0 Likes
- Lessons Learned [Testing and Troubleshooting Electrical Systems](#)  
04/13/2023 Lawrence Berkeley National Laboratory (LBNL) 0 Likes
- Lessons Learned [Take Precautions to Avoid Potentially Deadly Lithium-Ion Battery Fires in Electric Bikes and Scooters](#)  
03/31/2023 Brookhaven National Laboratory (BNL) 4 Likes
- Lessons Learned [Electrical Equipment Inspections \(EIs\) Should Always Be Performed to Prevent Injuries](#)  
03/06/2023 Brookhaven National Laboratory (BNL) 0 Likes
- Lessons Learned [Static Electricity or Electric Shock?](#)  
02/28/2023 Pacific Northwest National Laboratory (PNNL) 0 Likes



## Other Updates and Clean-up



### CONTENT BY TYPE

#### Report - DOE

A report written by a DOE Federal or contractor organization and whose content is related to DOE mission and operations

#### Report - External

A report written by a non-DOE government or private organization whose content provides insights from external operating experience that can be applied to DOE operations

### CONTENT BY TOPIC

Accelerator Safety and Operations

Aging Infrastructure

Aircraft/Aviation

Infectious Disease/Pandemic

Suspect/Counterfeit Items

Sustainability



Improve alignment with the DOE org structure

- Represent all DOE program offices & consolidate

Clarify where/how to publish reports

- Enable DOE organizations to share/find reports
- Encourage visible publication of external reports

Add new and emerging topics...

- U. S. Department of Energy - AITO - Artificial Intelligence and Technology Office
- U. S. Department of Energy - ARPA-E - Advanced Research Projects Agency
- U. S. Department of Energy - CESER - Cybersecurity, Energy Security, and Emergenc
- U. S. Department of Energy - CF - Chief Financial Officer
- U. S. Department of Energy - CI - Congressional and Intergovernmental Affairs
- U. S. Department of Energy - EA - Enterprise Assessments
- U. S. Department of Energy - EERE - Energy Efficiency and Renewable Energy

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Please let Maria know if there are safety culture topics/tags that would be helpful for sorting of records.



# Project Management LL

DOE O 413.3B Updates  
More FPD Engagement  
Use of **DOE OPEXShare**  
for PM Lessons

EXEC-2019-006959

**The Deputy Secretary of Energy**  
Washington, DC 20585  
September 18, 2020

MEMORANDUM FOR HEADS OF DEPARTMENTAL ELEMENTS

FROM: MARK W. MENEZES

SUBJECT: Project Management Lessons Learned

This memorandum on project management lessons learned applies to capital asset projects subject to Department of Energy (Department or DOE) Order 413.3B with an anticipated or baselined total project cost of \$100 million or more.

The Department has long valued collecting and sharing lessons learned from planning and executing capital asset projects. The Department can improve its collection and sharing of project management lessons learned by:

- (1) Broadening the definition of lessons learned appearing in DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*;
- (2) Revising when and how collection of lessons learned occurs;
- (3) Centralizing project management lessons learned storage;
- (4) Identifying and sharing lessons learned with Department-wide implications, as appropriate; and
- (5) Assessing the effectiveness of certain changes made to DOE directives.

Office of Environment, Health, Safety and Security



## GAO Report

December 2018

The Government Accountability Office (GAO) published a report that reviewed Department of Energy (DOE) requirements for collecting, storing, analyzing, validating, disseminating, and responding with corrective actions to project management lessons learned. GAO made recommendations to the Department after comparing the requirements in DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*, with best practices published by the Center for Army Lessons Learned.



## Upcoming Meetings

- OEC Bimonthly Meeting: May 11 (virtual)
  - CoP phone book demonstration
  - Send email to [OEC@hq.doe.gov](mailto:OEC@hq.doe.gov) to be added to distribution
- OEC in-person workshop: June 27-29 @ NREL
  - Audience: Operating Experience Coordinators
  - OpEx program effectiveness & priorities
  - Start proposals for DOE O 210.2A and DOE-STD-7501-99
- DOE Nuclear and Facilities Safety Programs Workshop: September 10-14 in New Orleans
  - Audience: Federal nuclear and facilities staff
  - Panel on ORPS, ESH reporting quality

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## Feedback and Questions

[Maria.Dikeakos@hq.doe.gov](mailto:Maria.Dikeakos@hq.doe.gov)

(631) 574-0220



For more info: [www.energy.gov/ehss/doe-corporate-operating-experience-program](http://www.energy.gov/ehss/doe-corporate-operating-experience-program)

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# SURVEY/DISCUSSION: CROSS-FUNCTIONAL SAFETY CULTURE TEAMS

Cheryl MacKenzie

Please go to [www.menti.com](http://www.menti.com)!

Use the code: 69181921



# Cross-Functional Safety Culture Teams

## DEFINITION

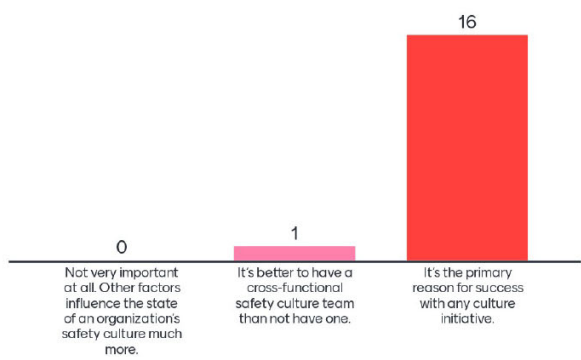
Cross-functional: group consisting of people from different functional areas of the company

For the purposes of this discussion, examples of functional areas would be: Safety, Security, Enterprise Excellence, Nuclear Deterrence, Advanced Science & Technology, Infrastructure, Human Resources, Systems Mission Engineering, Legal, etc.



# 1. How important is a cross-functional safety culture team?

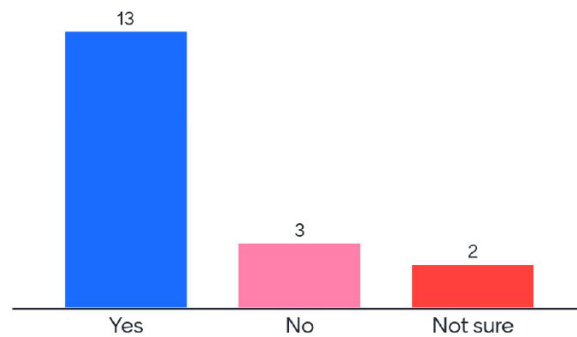
Mentimeter



17

## 2. Does your organization have a cross-functional safety culture team?

Mentimeter

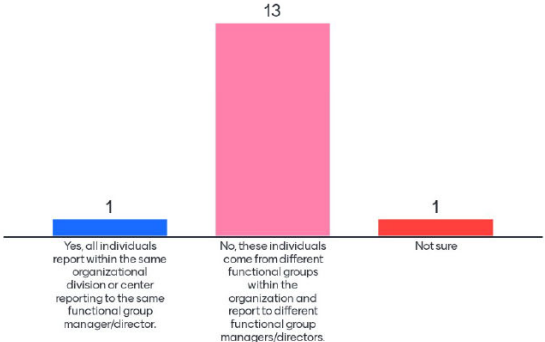


13

We have a cross functional safety culture monitoring team at WTP. On a quarterly basis we meet and evaluate our performance (15 safety culture attributes).

### 3. For personnel with job duties for safety culture assessments, reviews, monitoring, & advancement, are these personnel housed in the same org area?

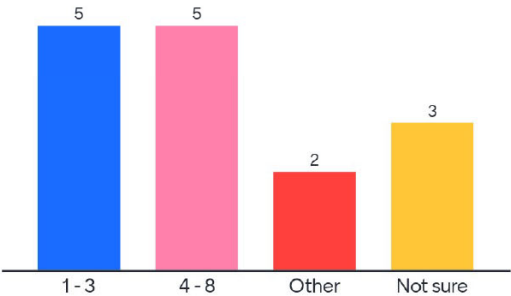
Mentimeter



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4. In the last culture initiative launched at your organization, how many different functional groups were involved in planning the initiative?

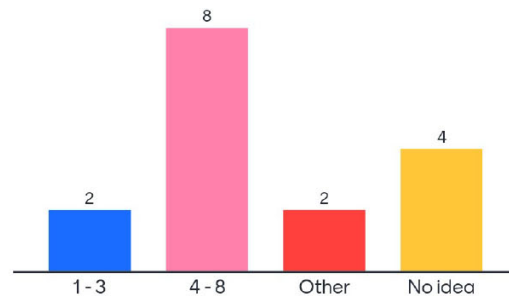
Mentimeter



15

5. In the last culture initiative launched at your organization, how many different functional groups were involved in executing the initiative?

Mentimeter



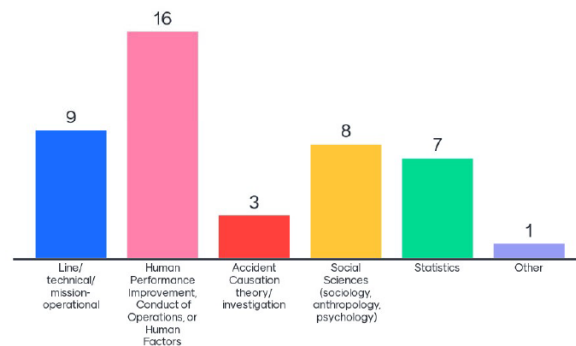
16

Comments from attendees:

- Some initiatives with <9 are a few mission enabling orgs, but there is a roll up and participation cross-labs through senior leadership.
- Execution is broader.
- My experience has often been opposite - need buy-in from multiple parties, but approvers don't always support the execution.
- I think you could have too many during execution
- ideally, logistics always needs to be tight, with clear R2A2s

## 6. What are the top 3 fields/backgrounds vital for an effective safety culture team?

Mentimeter



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### Comments from attendees:

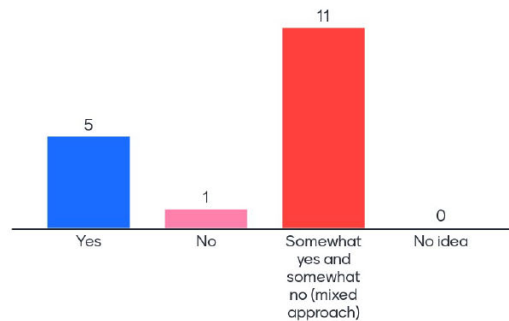
- Having supported Safety Culture at multiple contractors - usual suspects are Communications, Human Resources, and Safety
- IT engagement is also important if survey is being provided by external organization (e.g., ORAU) to ensure link is not blocked
- Go statistics!
- I think one in each of the groups is important.
- Security is different.
- Yep, never seen security.
- To me things like risk, security, mission, quality, etc. are part of "safety culture"



- Don't forget Labor!

7. In your organization, is safety culture assessed, monitored, and managed separately from other cultural aspects? (e.g., risk, security, mission)

Mentimeter



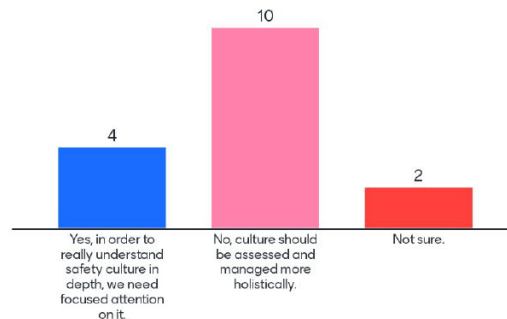
17

Comments from attendees:

I wonder how much of this is driven by top-down decision-making. The experiences that senior leaders have had in looking at culture from a holistic perspective.

## 8. Should safety culture be assessed, monitored and managed separately from other cultural aspects? (e.g., risk, security, mission)

Mentimeter



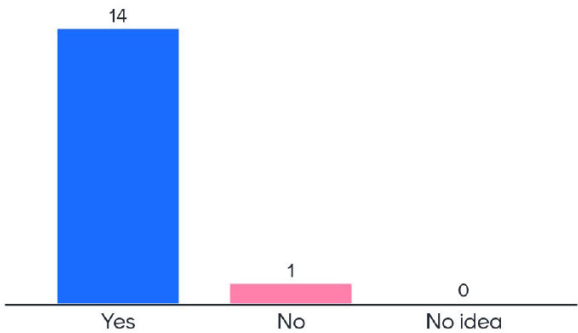
16

Could you do the holistic assessment with a section around safety culture?

When there are repeated safety incidents or an emergent event, then it speaks to the safety culture of the organization and should be assessed quickly.

# 9. Would a more integrated approach to culture benefit your organization?

Mentimeter



15

Too much integration could water down the approach.

Provide 1-2 best practices for successful cross-functional safety culture teams.

10 Answers



Clear R2A2s, clear management sponsorship and  
championship

Senior leadership champion/sponsor

Leadership engagement

Focusing on having meaningful dialogue and taking actions  
to make improvements.

diversity of professional backgrounds and structured  
approach to the management of the discussion

Engagement of people doing the work and their  
thoughts/ideas/feedback are brought in early.

- Plan early - leadership sponsorship; clear  
approach/methodology, sharing what the organization will  
do with outcomes;

Management sponsorship across the divisions; having clear  
goals/expectations, having POCs across the divisions that  
participate as part of their R2As.

Dont wait until something happens to conduct an  
assessment; be proactive to prevent issues



Provide 1-2 best practices for successful cross-functional safety culture teams.

10 Answers

Mentimeter

Safety culture isn't just a written program. It is what the organization/the people DO. It often comes with a \$\$ cost and should be included in the overall budget to support.



Visual provided by John Hobbs, SNL:

## Leadership Role in Maintaining Organization and Safety Culture Amid High Turnover and Attrition

*Turnover and attrition are not new challenges to maintaining organization and safety culture—what's new is the **breadth and magnitude** of the challenges*

DOE's approach to establish, maintain, and improve organization and safety culture focuses on:

- Leadership
- Employee/Worker Engagement
- Organization Learning

Leadership needs to be **mindful** of operational and cultural impacts, **confirm expectations**, and **scale up** communication, coaching, organization learning, monitoring, and feedback to address the challenges. New leaders, and leaders new to their roles, need to be taught the Clear Behavioral Expectations to do this well.

Turnover alters unstated values and implied goals of organization

Reorganization introduces changes in alignment and direction

Other challenges:

- Remote work
- Loss of institutional knowledge and experience

Source: DOE G 450.4-IC, ISMS Guide

# BREAK – 10 MIN

RECONVENING AT 12:15 PM EDT | 9:15 AM PST

We encourage participants to attend the  
"Performance Metrics" Presentation hosted by the CAS  
Group

[Click here to join the meeting](#)

**Meeting ID: 244 530 889 593**

**Passcode: MWsNgM**

[Download Teams](#) | [Join on the web](#)

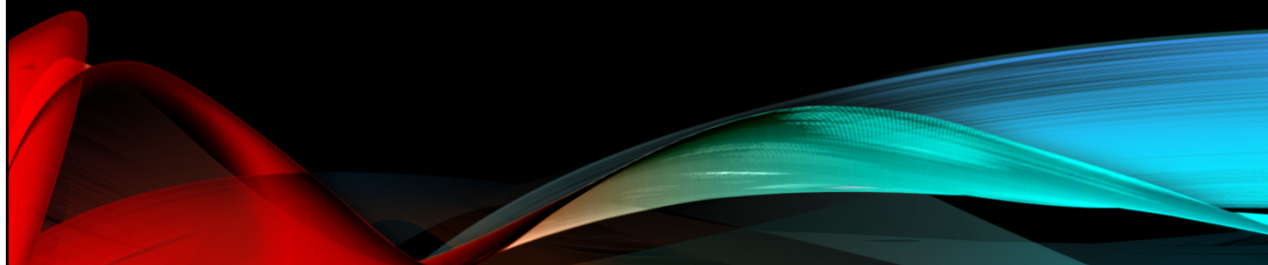
**Or call in (audio only)**

[+1 518-641-1450,,903125000#](#)

**Phone Conference ID: 903 125 000#**

# DOE CENTRAL IRB PRESENTATION

Lindsay Motz







## Human Research Protections

Lindsay Motz  
ORAU

ORAU

*Further. Together.*

## ■ Topics for today's discussion

- What is the purpose of IRBs?
  - Events in history
    - Outside US
    - US
  - Regulation
    - IRB process
    - Levels of review
    - Post approval monitoring
  - Ethical guidance
  - Agency Specific Regulation
    - DOE Order 443.1 C
- Consideration of subjects
  - Consent
    - Teach back methods
    - Research Literacy
  - Consent waivers
    - Documentation
    - Waiver of consent
- Future
  - Advances in technology
  - Beyond the regulations

## History

- Nazi Camp Research
  - "perform[ing] medical experiments upon concentration camp inmates and other living human subjects, without their consent, in the course of which experiments the defendants committed the murders, brutalities, cruelties, tortures, atrocities, and other inhuman acts [described in the indictment]" (**Trials of War Criminals 1949a**).
- Japan - Unit 731
  - Scholars and former members of the unit say that at least 3,000 people -- by some accounts several times as many -- were killed in the medical experiments; none survived. - **Unmasking Horror -- A special report.; Japan Confronting Gruesome War Atrocity** By Nicholas D. Kristof

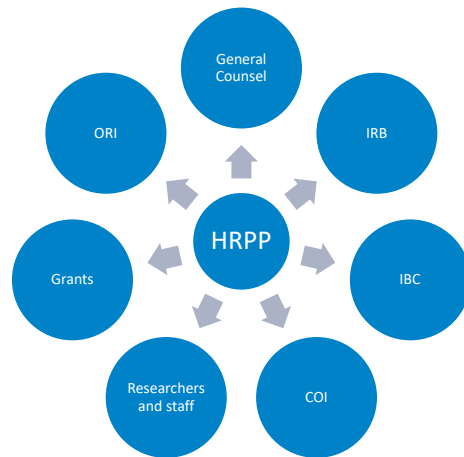
## History

- Tuskegee Syphilis Study (1932 to 1978)
- The Fernald State School (1940s and 1950s)
- The Wichita Jury Study (1955)
- Milgram Obedience Study (1963)
- Tearoom Trade Study (1965)
- Stanford Prison Study (1971)
- St. Kitts vaccine trial (2016)

## Ethical Discussion Question

- Is it ever acceptable for information obtained in experiments that were morally repugnant be used for future studies?
- Is this determination changed if the violation is regulatory only?
- Is the determination changed if the violation is only ethical?

## Human Subjects Protection Program(HRPP)



ORAU

The HRPP is made up of all the elements/offices that work together to operate a protection program for human subjects.

The HRPP is not the IRB alone but all the elements within the organization that work together to provide the highest possible standard of protection for each subject in a research study.

Often researchers only work directly with the IRB but the additional elements of the HRPP are critical to proper protection. This includes the researchers themselves.

## Ethical Guidance

- Nuremberg Code (1947)
- Declaration of Helsinki (1964)
- The Belmont Report (1979)
  - Respect for person
  - Beneficence
  - Justice

## Regulation

- Subpart A - The Common Rule (45 CFR 46) (1974)
- Subpart B - Additional Protections for Pregnant Women, Human Fetuses and Neonates Involved in Research (1975)
- Subpart C - Additional Protections Pertaining to Biomedical and Behavioral Research Involving Prisoners as Subjects (1978)
- Subpart D - Additional Protections for Children Involved as Subjects in Research (1983)
- 21 CFR 50 General requirements for informed consent (1981)
- 21 CFR 56 Institutional Review Boards (1981)



## IRB Review

- **When an activity is research?**

- Is the activity a systematic investigation designed to develop or contribute to generalizable knowledge?  
If yes, the activity is research

## IRB Review

- **When an activity is human subject research?**

- Does the research involve a living individual about whom an investigator conducting research obtains information or biospecimens through intervention or interaction with the individual and uses, studies, or analyzes the information or biospecimens?

If yes, the activity is human subjects research.

- Does the research involve a living individual about whom an investigator conducting research obtains, uses, studies, analyzes, or generates identifiable private information or identifiable biospecimens?

If yes, the activity is human subjects research.

## IRB Review

- **When an activity is human subject research?**

- University or IRB policy on review may also mandate review of activities that fall outside the regulations.

- Notes:

The presence of a re-identification code may mean the data are not anonymized in the sense of the Common Rule.

The FDA regulatory definitions of human subject (21 CFR 50.3(g), 21 CFR 56.102(e)) and subject (21 CFR 312.3(b), 21 CFR 812.3(p)) differ from the definition of human subject under HHS regulations at 45 CFR 46.102(f).

## Levels of review

- **Exempt** – This research is still human subjects under the Common Rule Regulations but is minimal risk and fits into one of the pre-determined exemption categories in the regulations.
- **Expedited** – This research is minimal risk and fits into one of the Expedited categories referenced in the regulations. This research can be approved by a member or a subset of members without the requirement for Full Board review.
- **Full Board** – Research that is greater than minimal risk or that was determined to need a greater level of scrutiny by the IRB Office will be sent to the Full Board to Review

## IRB Review

- Level of risk - Minimal risk means that the probability and magnitude of harm or discomfort anticipated in the research are not greater in and of themselves than those ordinarily encountered in daily life or during the performance of routine physical or psychological examinations or tests.
- Benefit to the subjects or society
- Selection of subjects
- Scientific validity of the research
- Informed consent or applicable waivers

## Full Board Review

- Composition of IRB –
  - At least 5 members
  - Varying backgrounds
  - One scientist
  - One non-scientist
  - One unaffiliated member
  - Quorum of Membership is required for vote
  - Consultants are commonly used for areas the IRB might not have representation
- Schedule
  - Frequency of review
  - Submission deadlines

## External IRB Review

- Common Rule Regulations now require a single IRB review
  - Reduce burden for PIs
  - Provide consistent oversight
  - Provide consistent material for subjects
- Single IRB Review is only required for studies that are non-exempt

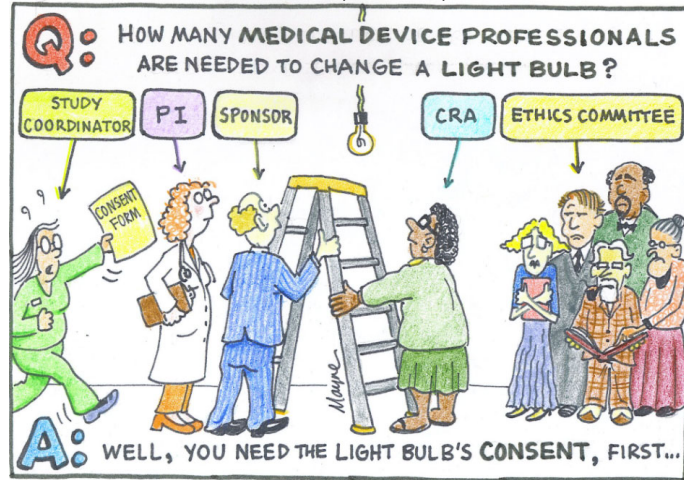
## Consent Process

- Informed consent is a process and not a form.
- Key Information should be presented at the front of a consent form.
- Reading level for informed consent should be kept to the 8<sup>th</sup> grade level. Ideally the reading level should be written to a 6 grade level as this is closer to the national reading average.
- When conducting informed consent the teach back method should be used when possible.
- Always consider the research literacy of the population and consent accordingly
- Informed consent should be revisited periodically for longitudinal studies.
- The federal regulation requires certain elements of informed consent but these are not the only information that may be important to the subject.



# Consent

Cartoon by Don Mayne



## ■ Waiver of documentation of consent

- The Common Rule Regulations offer the possibility to have the IRB waive written consent.
- Generally this waiver will be part of the paper work submitted to the IRB for review.
- Specific conditions must be met to have this waiver applied.
- Waiver of documentation does not mean waiver of consent and information, including the required elements of consent should still be provided to the subject or the subjects legally authorized representative (LAR).

## ■ Waiver or alternation of consent


- The Common Rule Regulations offer the possibility to have the IRB waive or alter consent.
- Generally this waiver will be part of the paper work submitted to the IRB for review.
- Specific conditions must be met to have this waiver applied.
- This is most often used in secondary data research studies.

Will the topic of consent be included in the guidance document on assessments and questions?

- Yes!

## Beyond Regulation

- What is identifiable?
- What is usable data, what is not (validity)?
- What is private and what is not? Expectation vs. reality in an online forum. Does it matter what users understand about sharing their information.
- When developing algorithms for artificial intelligence research how does the research ensure that the information selected for development adequately represents the population and will not further exacerbate already disadvantaged populations?

 General Tips

**IRBs does not need to be scary**

*Reminder: IRBs are for **protecting human subjects**,  
not preventing research*

 General Tips

## Engage the IRB Early

*Applications and review take time, so starting the application early can help keep study on track*

*Ask questions to your IRB administrator*

 Protocol Tips

## **Be As Specific As Possible**

*No one wants to read a vague protocol*

*If a protocol requires clarification, provide it even if  
you think the additional information is not needed*

 Protocol Tips

## **A Clarification Request is Not Always Bad**

*Not every IRB reviewer will be an expert in your field*

*Novel methods may require additional information*

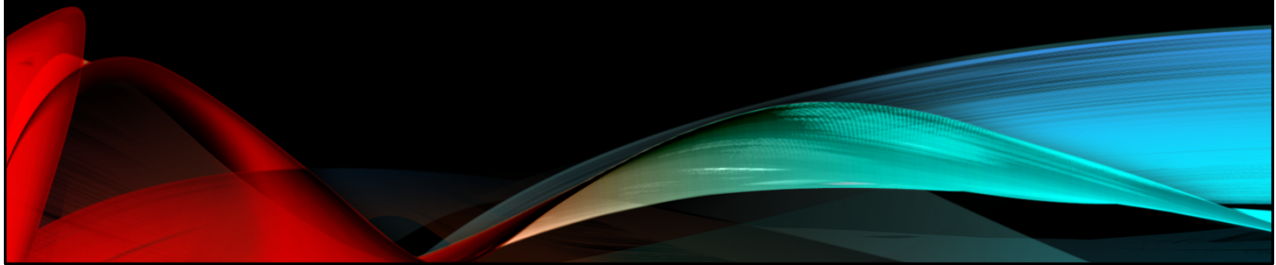


## Put Yourself in the Shoes of the Subjects

*If you were in the study, **how would you want your data or information treated?***

# HUMAN RESOURCES PROCESSES & ETHICS REQUIREMENTS

Jodi Wilson



# HR Processes and Ethics Requirements

---



## Why me?

- Behavioral Scientist with training in survey design and validity.
- Organizational Psychology with membership in the APA.
- Housed in Human Capital.
- Prior research in employee experience, leader behavior, and organizational culture.

## Confidentiality VS Privacy


- Employees have the right to keep private facts about themselves confidential and the right to some degree of personal space. An employer that discloses private facts or lies about an employee may be held accountable in a civil action for invasion of privacy or defamation.
- Confidentiality refers to personal information shared with other individuals that generally cannot be divulged to third parties without the express consent of the individual. While confidentiality is an ethical duty.
- 'Privacy' is used in relation to information that is protected under law (normally under the Privacy Act 1988 (Cth)),
- <https://www.eeoc.gov/privacy-act>

With HR - really understanding the difference between what is confidential information and what is private information



## What is PII

“Personal Identifiable Information (PII) is defined as: Any representation of information that permits the identity of an individual to whom the information applies to be reasonably inferred by either direct or indirect means.” – *US. Department of Labor*



## Vulnerable populations

- Federal level: Race, color, religion, sex (including pregnancy, sexual orientation, or gender identity), ethnicity/national origin, age (40 or older), military, disability and genetic information (including family medical history). State: marital status
- APA also includes incarceration (history) and children.

# Key Questions for Collaborating with HR

**Special protections for vulnerable populations**  
Have to protect HIPPA related information






Why are we  
collecting  
data?

- What is the purpose of the data collection?
- Can you reasonably justify why you need the data?
- How do you show sensitivity and accountability for the data being requested?

Small populations that can then be figured out who the person was that was questioned

Any risk of declassification of the individual



What will we do  
with the data?



Information security - who has direct ownership of the data - personal information owned by HR


Safety culture - know your company policy

Innovation lab - after you have the information what do you do with it

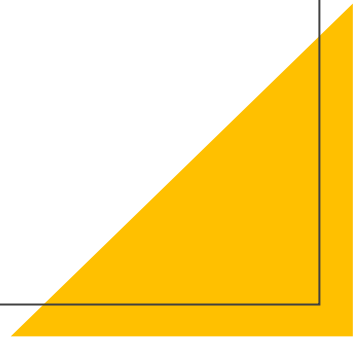
Be specific on what you are going to do with it - example if you want exit data, what department, is there useful information



## Survey Design Matters

- 
- Leading Questions
  - Double Barreling
  - Personal Questions
  - Ambiguous Questions
  - Loaded Questions
  - Unanswerable Questions
  - Rating Options
  - Open-ended Questions

More to come



# BREAK

RECONVENING AT 2:45 PM EDT | 11:45 AM PST

We encourage participants to attend the "Measuring and Monitoring Safety Culture" Presentation hosted by the CAS Group

[Click here to join the meeting](#)

**Meeting ID: 244 530 889 593 Ah**

**Passcode: MWsNgM**

[Download Teams](#) | [Join on the web](#)

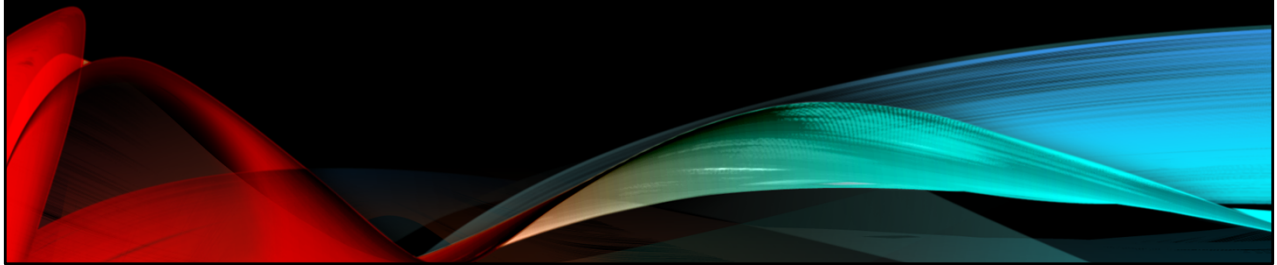
**Or call in (audio only)**

[+1 518-641-1450,,903125000#](#)

**Phone Conference ID: 903 125 000#**

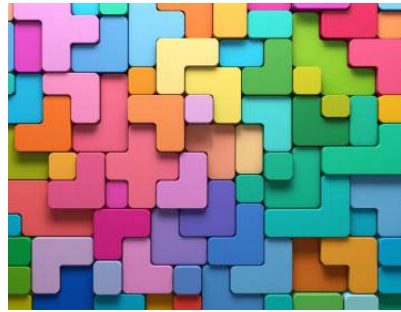
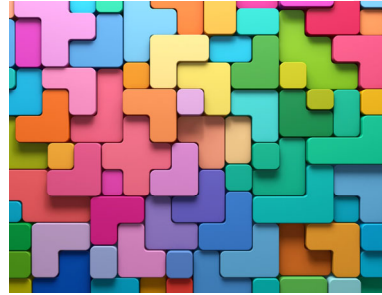
# **DISCUSSION:** CULTURE SURVEY QUESTION BANK & GUIDANCE

Davyda Hammond, Lindsay Spritzer, Adrienne King



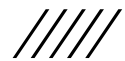
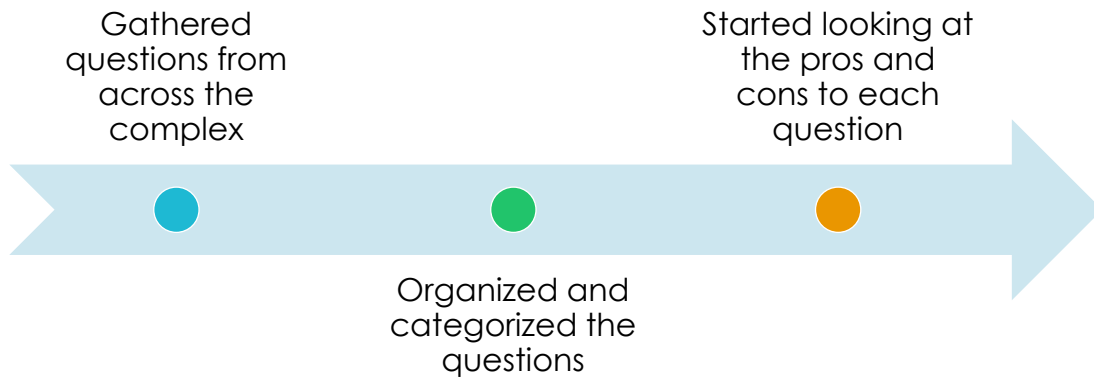
**CULTURE  
SURVEY  
QUESTION  
BANK AND  
GUIDANCE**

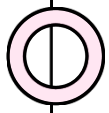
EFCOG SAFETY  
CULTURE





## ○ Efforts to Date





## Important Considerations for Survey Questions

National Library of Medicine, 2006



Validity



Reliable



Clear



Interesting

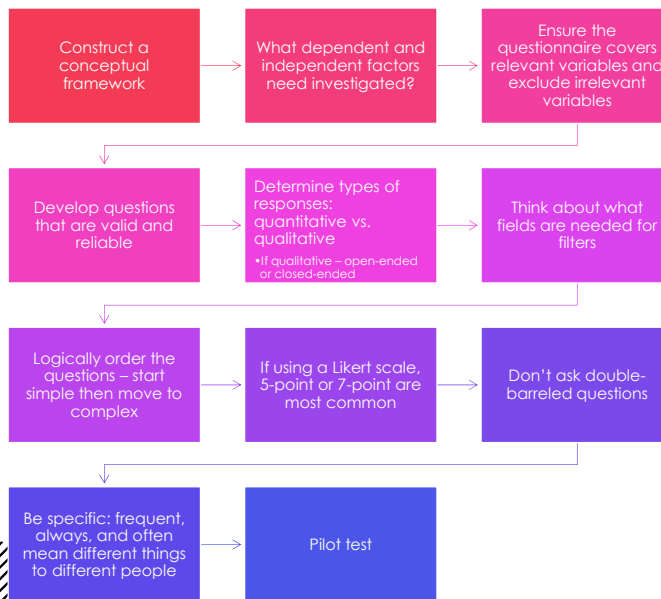


Succinct



Actionable

# Steps to Developing a Conceptual Framework



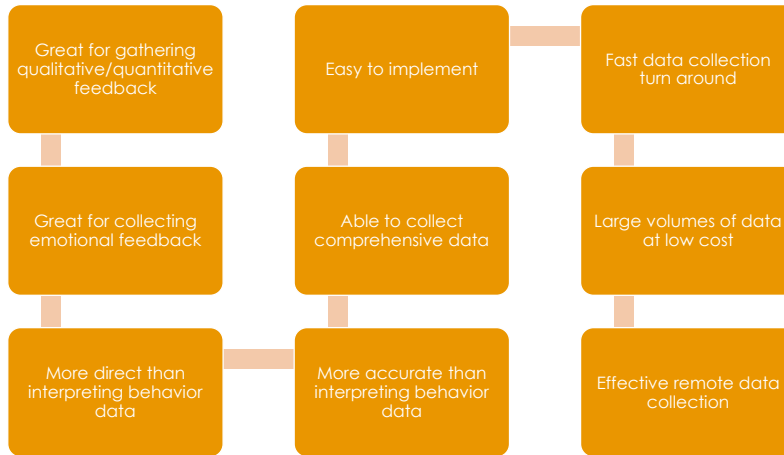
National Library of Medicine, 2006

# Acting on Feedback

Use	Use positive feedback to boost strengths
Use	Use negative feedback to increase loyalty and trust
Turn	Turn positive comments into testimonials
Boost	Boost morale by sharing positive feedback
Use	Use negative feedback to improve your services
Use	Use negative feedback to motivate staff
Respond	Respond to negative feedback ASAP
Think about	Think about response options when developing your questions

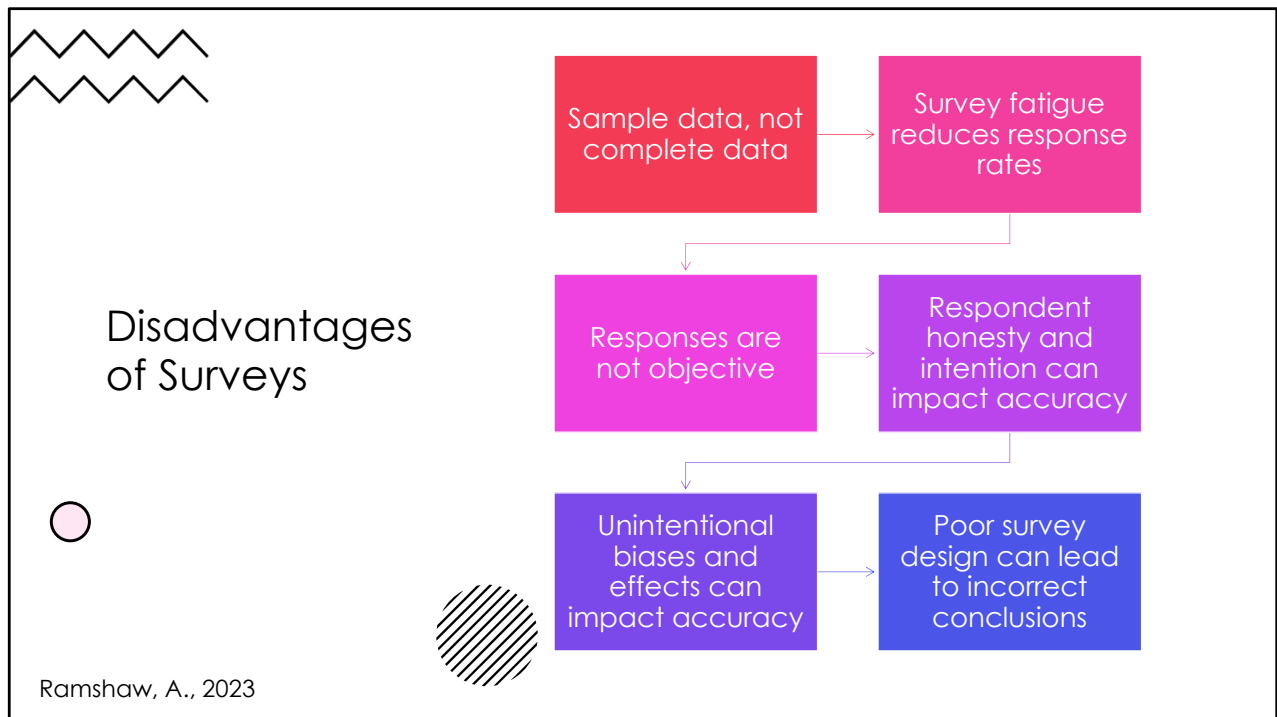
Rampton, J., 2023

# Advantages of Surveys



Ramshaw, A., 2023





Important to have SMEs review surveys prior to use.  
 What makes one a SME?

Julie G (DOE): We will be including safety culture assessor criteria for SMEs and lead assessor, among other roles.

Typically, experience has been that the larger the group invite for a focus group, the smaller the turn out. Smaller groups = larger turnout.

Mural is a great tool for focus groups.



# Key Takeaways



Think of how you will respond to good/bad for each question



Use a validated survey when possible



Think of question structure and order



Think of what is needed to filter to an actionable level



Take the results and communicate the good and bad



Understand it is a point in time, not the single truth





Will the topic of consent be included in the guidance document on assessments and questions?

- yes!



## EYES & EARS: SUCCESSFUL PRACTICES, EMERGING TRENDS & CONCERNS, ANNOUNCEMENTS

All Participants

Attrition is a major challenge:

- One site reported ~40% of workforce with <4 years; another said 51% with <6 years.
- Knowledge transfer is vital.
- See some groups of experienced workers “close ranks” with influx of new people

Remote vs. In-Office Arrangements and the Impact on Culture:

- Empathy is more and more valuable
- I have 4 people on my team that don't live in the state and everyone else is hybrid. We have a lot of team meetings and talk on Teams all day. In my opinion, the productivity of the team has gotten so much better. So has the work/life balance.
- you also loose the water cooler discussions and mentorship. its a double edge sword
- It's a difficult situation. In many ways, it's easier to be more productive at home...less intrusions. On the other hand, workers who see leaders that give up some of the convenience of working from home for 2-3 days a week may view that effort as a show of respect and a pathway to building trust
- Resentment brewing: those that don't have the option to work from home may feel resentment; while those remote may not know what is going on in the field.

# CoP LEADERSHIP SUCCESSION

## Chair

Cheryl MacKenzie

Sandia National Laboratories

ES&H Performance Assurance & ES&H  
Operating Experience and Lesson  
Share Program Lead (4 yrs.)

Investigation Team Lead,  
Investigator-in-Charge, and  
Investigator for U.S. Chemical Safety  
& Hazard Investigation Board (14 yrs.)

M.S., Human-Environment Relations,  
with focus on Ergonomics, Human &  
Organizational Factors, Cornell U.

B.S., Communications, Cornell U.

## Vice Chair

Lindsay Spritzer

National Renewable Energy Laboratory

Currently Quality Assurance Manager (5 years)

Currently also Adjunct Professor at CSU (8 years)

Director of Quality, Learning, and Development in  
Private Industry (12 years)

PhD Organizational Learning, Performance, and  
Change (defending this Spring), Colorado State  
University

Masters in Business Administration, Colorado State  
University

M.S., Organizational Leadership, Colorado State  
University

B.S., Human Resources and Business  
Administration, Colorado Technical University

# CoP LEADERSHIP SUCCESSION

## Secretary

Ren McGaughy

Pacific Northwest National Laboratory

Sr. Safety Representative that holds the CSP and CIH certifications, and manages the PNNL ISM, VPP, and Safety Culture.

M.S., Industrial Hygiene, Montana Tech

B.S., Aquatic Biology and Limnology, minor in Analytical Chemistry, Central Washington University

## Assistant Secretary

Adrienne King

Pacific Northwest National Laboratory

Current Governance/Risk Compliance Consultant supporting Contractor Assurance assessments and ISM (1 yr). Experience at DOE Prime Contractors, including VPP, BBS, HPI, and Safety Culture (15 yrs.). An active member and past Chair of the EFCOG Safety Culture CoP and a contributing author to several EFCOG Guidance documents and white papers.

Research assistant in general harassment in the workplace as a research assistant at the Workplace Bullying Institute with Drs. Gary and Ruth Namie (2 yrs.)

Received degree in Psychology at Western Washington University.

## CLOSING THOUGHTS & WRAP UP

- Get involved!
- Notes from this meeting will be sent to attendees.
- The CoP members contact list will also be sent out. If you are aware of any needed updates, please let us know.

Special thanks and gratitude to Davyda Hammond for her leadership this year. We have truly valued her consistent zen-like calm, positive spirit, "you've got this" supportive approach, and her friendship.

It was a great experience being able to choose different breakouts between the different teams meetings and I was able to pull information and topics to further research one how it applies to the DOE and 2 how its applied in environment.

Closing request: please let us know what you liked about the day's safety culture sessions, what you felt could be done differently, and what you would like to see in a future session. You can put in the chat or email one of the leadership team. Thank you!!

# ADJOURN

Thank you for attending and participating!  
Feedback and questions can be submitted to:

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