Safety Culture at NASA
March 4, 2016

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NASA HQ / OSMA

Agenda

- History
- Safety Culture Program
- Safety Culture Vision
- Safety Culture Model
- Safety Culture Assessment
- Safety Culture Education
- Safety Culture Engagement
- Safety Culture Media
- Safety Culture Guidance
- Questions

NASA's Safety Culture History

- Engineering, science and exploration focused organization
  - Evolved into an "acquisition" focused organization as well
- Engaged in organizational "looks" throughout it's history
  - Formal and informal
  - Internal and external
- Enjoyed great successes….and some failures
- Challenged by oversight groups after Columbia mishap to focus more on safety culture
- Several decentralized efforts occurred between 2004-2008
- HQ Office of Safety and Mission Assurance created dedicate Safety Culture Program Manager to create, implement and manage a comprehensive Safety Culture program

The NASA Safety Culture Program (SCP)

- **A Comprehensive Program**
  - Survey Does NOT = Safety Culture Change
- **Safety Culture Working Group (SCWG)**
  - POCS from each of the 10 Centers
- **SCP Charter**
  - Defines purpose, goals, procedures, products, and SCWG membership
- **Includes Safety Culture Assessments**
  - Need for Agency-wide Safety Culture Survey (SCS)

National Aeronautics and Space Administration
August 20, 2009
Safety Culture Working Group

1.0 Purpose

This charter sets forth the purpose, goals, procedures, products, membership and renewal of the Safety Culture Working Group (SCWG). NASA strives to improve its safety culture agency-wide. Previous separate initiatives have lead to improvements in some areas. A coordinated, integrated focus and supporting set of tools is needed. This working group will review, assess, monitor, and track strategic safety culture activities at the agency and center levels to ensure long term benefits for all NASA institutions, programs, and employees.

2.0 Goals

a. Promote safety culture improvement within the agency at all levels.
b. Support harmonious assessment of NASA's safety culture.
c. Educate NASAs workforce at all level on safety culture.
d. Consult to management and leadership on safety culture efforts.
e. Review and recommend safety culture improvement and training tools.
f. Support safety culture improvement activities in the agency.
g. Collaborate with other groups involved in safety culture improvements.
h. Identify and address issues of common concern between and within groups
i. Offer education and training to develop safety culture expertise within the SCWG.
j. Involve all members within NASA; including but not limited to government employees, contractors, program and project representatives, and unions.

3.0 Procedures

a. Function in an advisory capacity to the Chief of OSMA. The SCWG Chair will report annually to the Chief of OSMA on SCWG status and accomplishments, including current and future projects and strategic objectives.
b. Maintain SCWG Meeting Minutes.
c. Assign and track SCWG action items.
d. Monitor the Agency safety culture via survey.
e. Review annual survey results, and make agency level recommendations
f. Make recommendations for survey modification/changes as appropriate
g. Review, analyze, and incorporate useful items/concepts from other (e.g. industry, government) safety culture survey improvement tools
h. Facilitate education, lessons learned and information sharing in areas of mutual interest between center personnel and leadership
i. Advise Center leadership and S & MA when requested
j. Review NASA guidance (e.g. NPR's) and make suggestions/recommendations incorporating appropriate safety culture guidance

SCWG…. NASA's Safety Culture Vision….
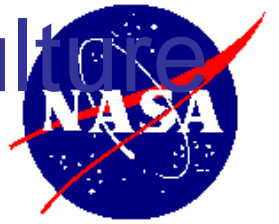
An environment characterized

by safe attitudes and behaviors,

modeled by leaders,

 and embraced by all,

that fosters an atmosphere of open communication, mutual trust,

shared safety values and lessons,

and confidence that we will balance challenges and risks

consistent with our core value of safety

to successfully accomplish our mission

NASA 5-Factor Safety Culture Model
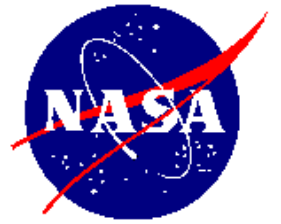
- We communicate without fear Reporting)

- We treat each other fairly (Just)

- We adapt to meet challenges (Flexible)

- We learn from the past (Learning Culture)

- We all do our part (Engaged Culture)

  - Important evolution of the model

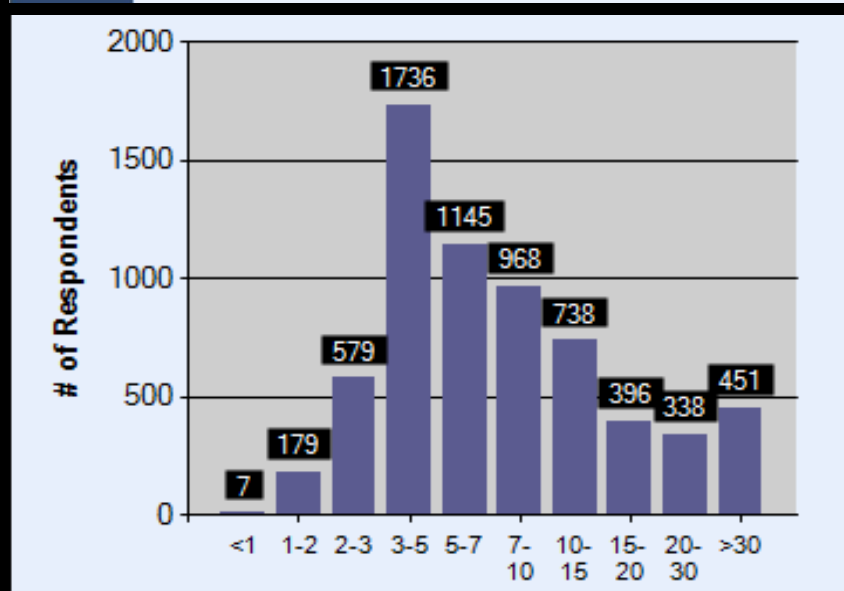 - Consistently scored as most important factor of the model

Assessment:
The Safety Culture Survey (SCS)

- Review of theories, surveys, and options
  - NASA 5-Factor Model
  - 21 Agency questions
  - 2-5 Center Specific questions
  - Quick, easy access
  - Open ended feedback
    - This is where the real "meat" appears
  - Three year cycle

HTTPS://WWW.NASASCS.ORG
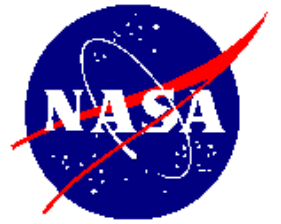**7034 Respondents to date**

Safety Culture Education

- Orientation to Safety Culture for NASA Employees

- Orientation to Safety Culture for NASA Supervisors

- Both on SATERN

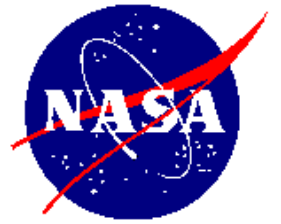- Over 15,500 Employees have completed

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Safety Culture Engagement

- Organizational Safety Assessments
- Workshops
- Consultations and other site visits

Safety Culture Media

- Webpage
- Posters
- Stickers
- Laminates

Safety Culture Guidance

- NPD 1000.1

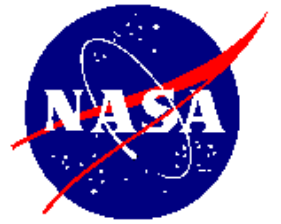 **Mission success requires uncompromising commitment to: Safety, Excellence, Teamwork, and Integrity**

- NASA STD 8709.22 Safety Culture definition
- NPR 8700.1 Philosophy statement
- Safety Culture Handbook

Questions?

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