Safety Culture in Circles

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1982

FURNAS

Eletrobras
Eletronuclear

W A N O
2002

VATTENFALL

KSU
2010-2018

Brasilien

Argentina

Sverige

Storbritanien

Frankrike

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THROUGH PEOPLE

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W.I.F.M?

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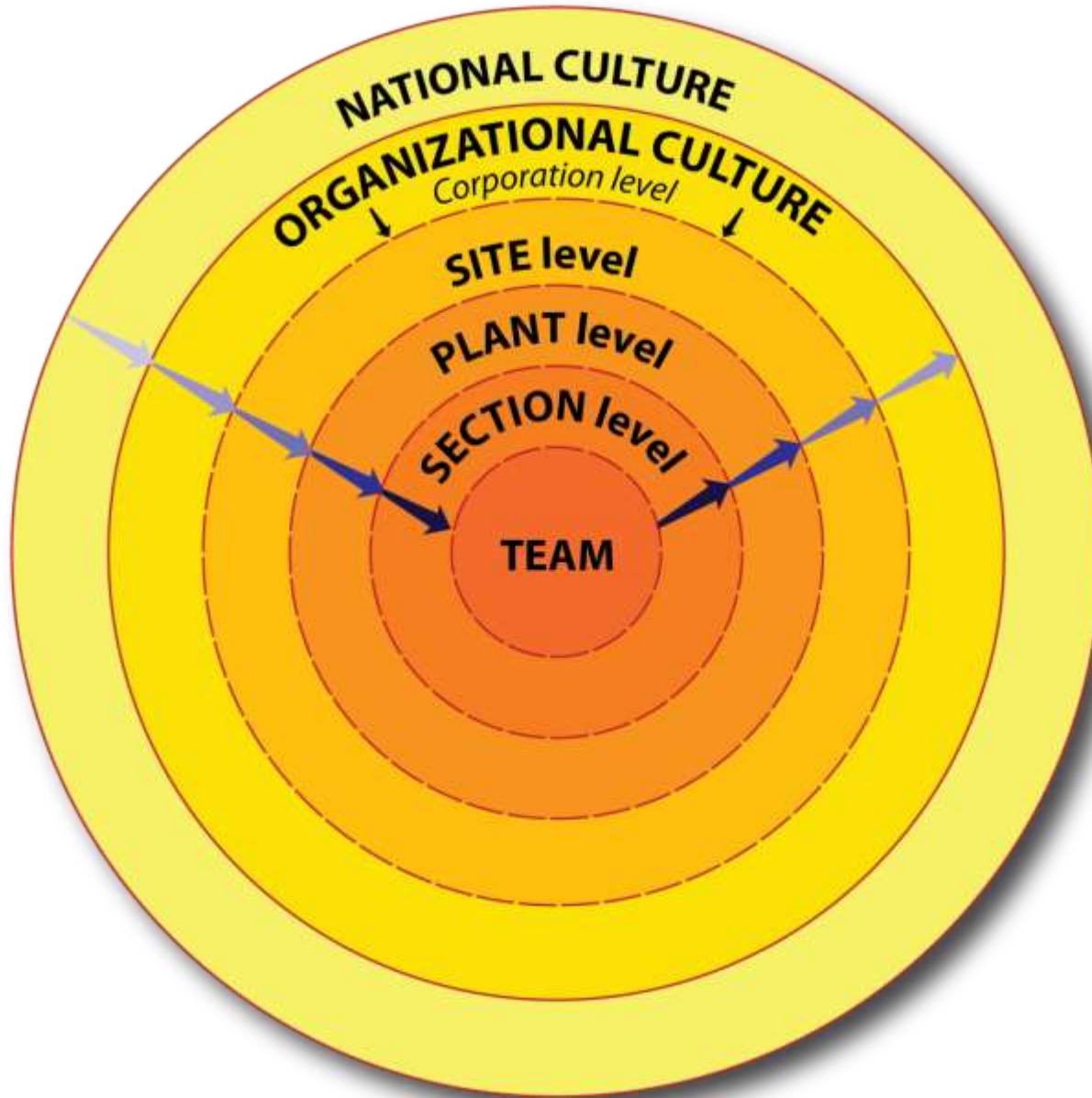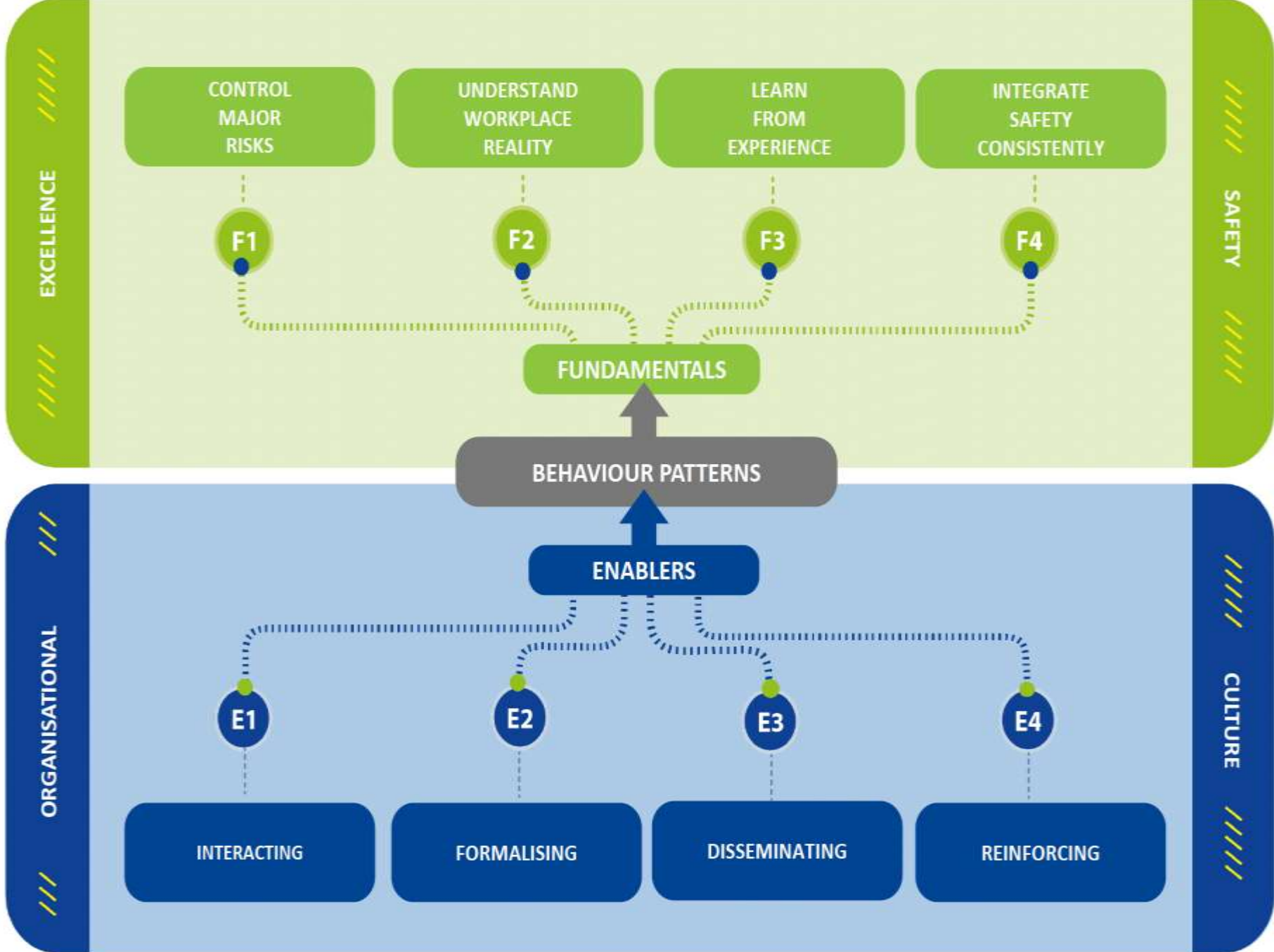THROUGH PEOPLE

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W.I.I.F.M?

➢ Fundamentals of Safety Culture in Circles

➢ General overview of the process: Country Specific Safety Culture Forum (CSSCF) / *Dr Edgar Schein, 'Organisational Culture and Leadership'.*

➢ Benchmarking opportunity : Sharing and Learning

Methodology Main Goals

- Awareness

- Identification of accountabilities – organizational and team/individual

- Follow-up : Action Plan (Strategical level)

EXCELLENCE · SAFETY

| CONTROL MAJOR RISKS | UNDERSTAND WORKPLACE REALITY | LEARN FROM EXPERIENCE | INTEGRATE SAFETY CONSISTENTLY |

F1 F2 F3 F4

FUNDAMENTALS

BEHAVIOUR PATTERNS

ENABLERS

ORGANISATIONAL · CULTURE

E1 E2 E3 E4

| INTERACTING | FORMALISING | DISSEMINATING | REINFORCING |

Similarities with ERSCM framework

- Common Understanding of Safety Culture

- Questioning attitude

- Lessons learned ➡ opportunities for improvement

- Dialog /Communication : respectful & open

- Clear roles & responsibilities

- Work environment

- Organizational system : process and tools

- Continuous : 'A perspective , at a given time.'

- Risk awareness

NATIONAL CULTURE

What's culture?

"***The way we do things around here***"

(Deal & Kennedy, *Corporate Culture*, 1982, Cooper, 1999)

- How behaviours are shaped as a result of people's interaction and the information that is collectively shared
- Who we are
- What we think it is important
- What assumptions we share to solve problems
- What are the expectations and how they are addressed

Country Specific Safety Culture Forum

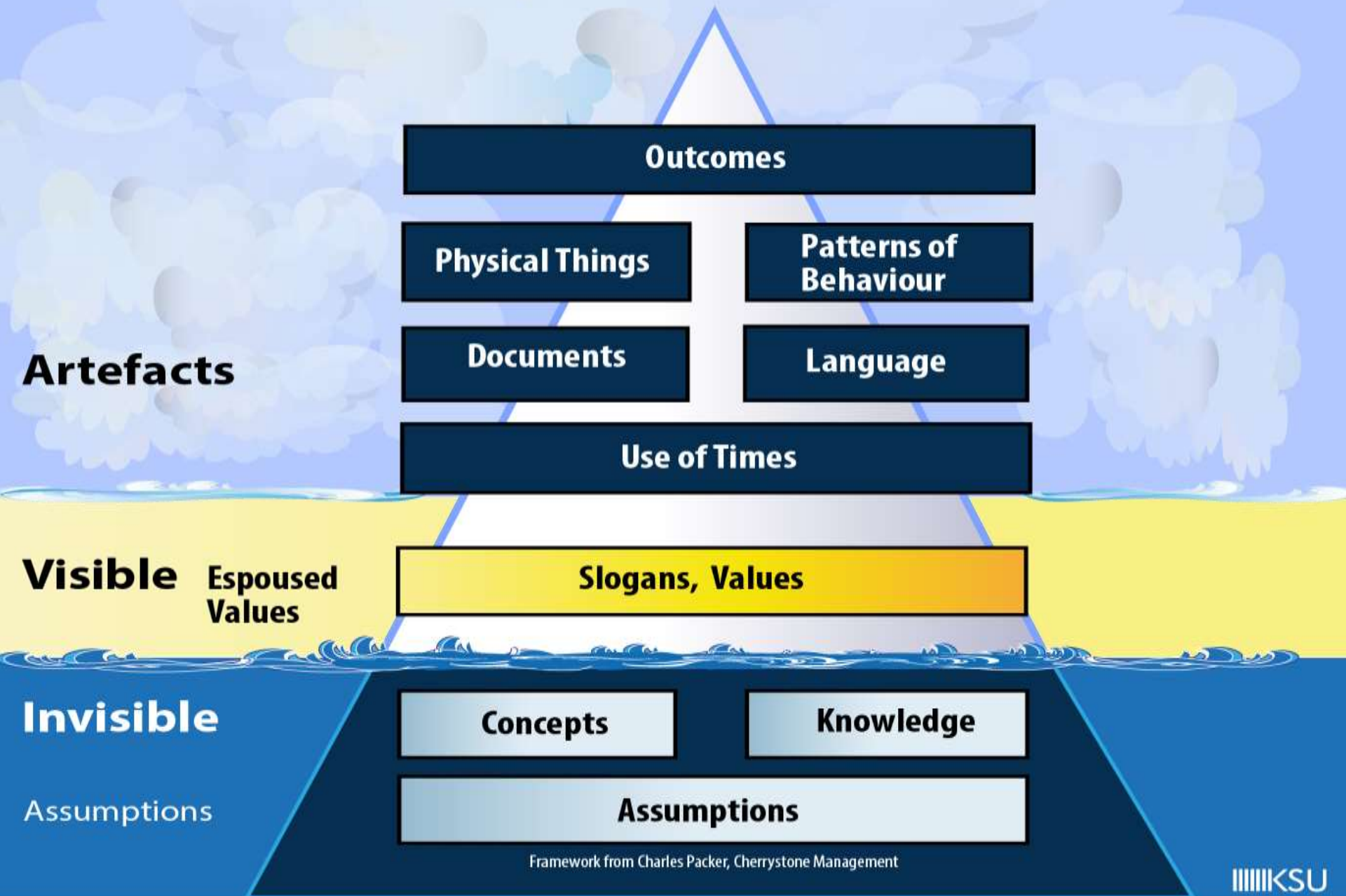# Human and Organisational Factors (WGHOF/OECD Frame)

- The accepted safety culture framework should be used as a basis for safety in all nuclear organizations **regardless of location or situation.**

- Further work should be conducted to **ensure common understanding of the safety culture terminology.**

- Safety Culture should be assessed and enhance in a holistic manner **taking into consideration all the possible factors influencing nuclear safety**.

- National culture traits should not be judged as either positive or negative but how its influence may support or detract from nuclear safety.
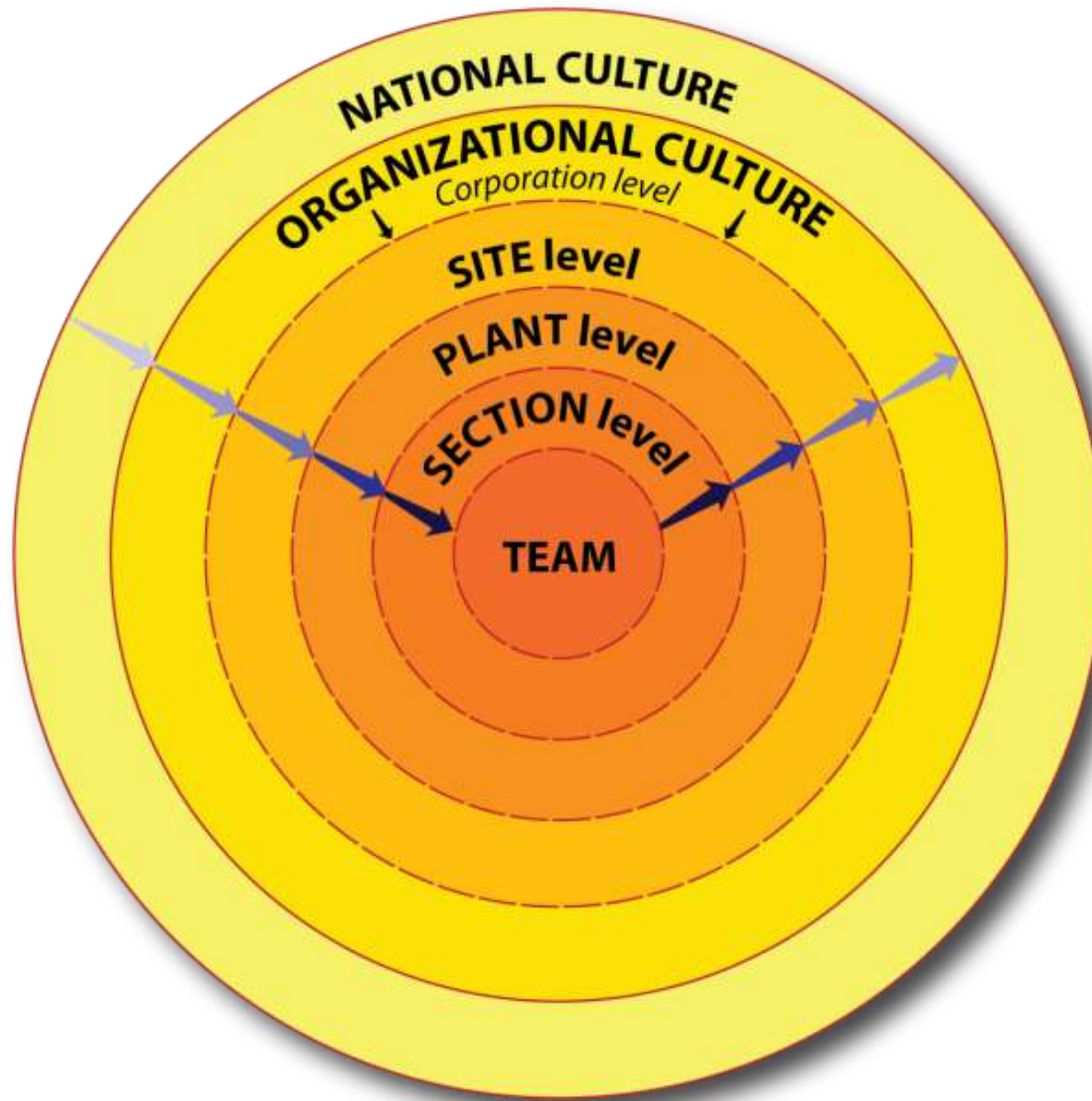
What's culture?

"Organizational culture is the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems."
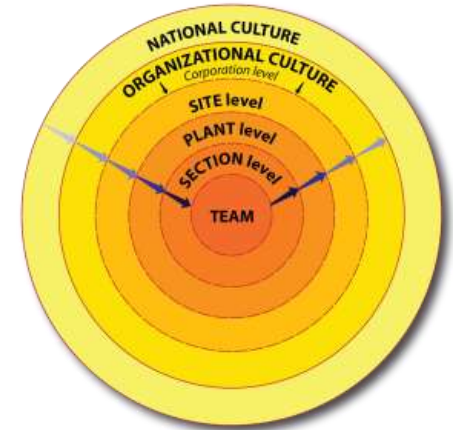
Dr Edgar Schein

How employees learn the work culture

Artefacts

- Outcomes
- Physical Things
- Patterns of Behaviour
- Documents
- Language
- Use of Times

Visible Espoused Values

- Slogans, Values

Invisible

- Concepts
- Knowledge

Assumptions

- Assumptions

Framework from Charles Packer, Cherrystone Management

IIIIIKSU

1. WANO 2001-07 (Principles for Effective Self-Assessment and CA

2. WANO PL 2013-1 Traits of a Healthy Nuclear Safety Culture. May 2013

3. IAEA Tecdoc-1321 (Self-Assessment of Safety Culture in Nuclear Installations)

4. IAEA Tecdoc-1329 (Safety Culture in Nuclear Installations)

5. IAEA lNSAG 15 (Key Practical Issues in Strengthening Safety Culture)

6. INSAG 4 (Safety Culture)

7. IAEA Safety Standards Series no. GS-G-3.5 (The Management System for Nuclear Installations)

8. NRC (Attachment 95003:02) (Guidance for Conducting an Independent NRC Safety Culture Assessment)

9. NEI 09-07 (Fostering a Strong Nuclear Safety Culture)

Traits of a Healthy Nuclear Safety Culture (WANO PL 2013-1)

Individual Commitment to Safety

- Personal Accountability PA
- Questioning Attitude QA
- Safety Communication CO

Management Commitment to Safety

- Leadership Accountability LA
- Decision-Making DM
- Respectful Work Environment WE

Management Systems

- Continuous Learning CL
- Problem Identification and Resolution PI
- Environment for Raising Concerns RC
- Work Processes WP

Methodology in action

- Groups defined by the organization

- Picture of the participants' perceptions

- Interview with the managers

- Report

- Feedback meeting about the report

Awareness

- What is the core business here?

- Why do we do what we do?

- How good are we doing?

- What is my team role and my own role in the process?

- How does my team role and my own role impact the result?

- How can we do even better?

IAEA - National Factors Relevant to Safety Culture

- Organizational changes – time frame: 3 years
- Specific culture asks for specific strategy & approach
- Communication(understanding) ⬆ awareness/ ownership/accountability + trust ➡ Safety
- **DIALOG** – *What can **WE** do to get there?*

  Collaboration and engagement

Which one is the most impacting feature ?

National	Generational
Organisational	Professional

Benchmarking

"Using others as mirror, I can know how and why things prosper and fail"

Benchmarking opportunity

- Safety Culture is perceived as integrated
- Which stage your Organization is in the implementation of ERSCM :

✓ reflecting

✓ still going through the model & checking resources

✓ in progress

- Your role in the process : assigned & perceived

Empowerment

One effective practice and /or challenge :

"Co-workers can influence and contribute to safety culture & impact the effectiveness and results."

If this is not a value perceived and/or a practice, how can it be seen as an opportunity of improvement?

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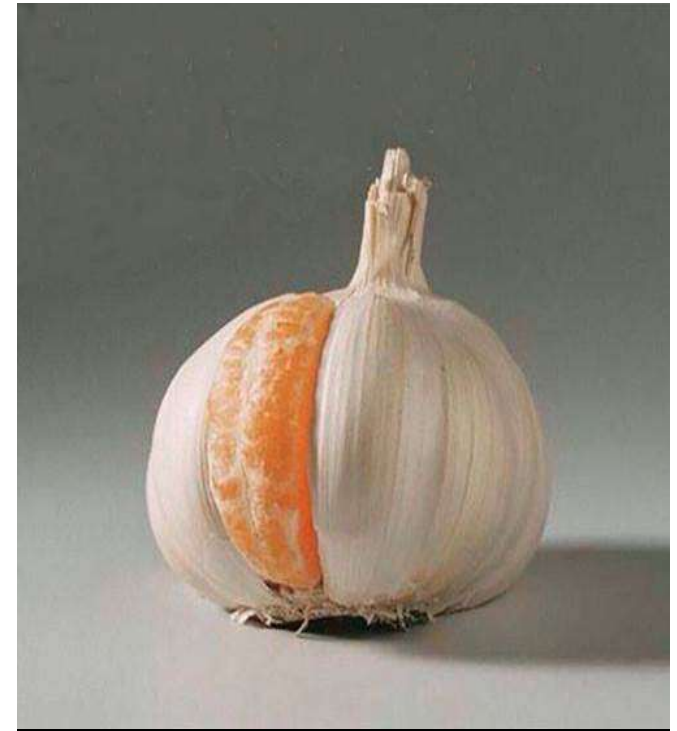
How do we get there?!?

- Single International Safety framework

- Local holistic perspective.

Thanks for your attention!

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