RIC 2004
Safety Conscious Work Environment, Session T5

Management of Safety – Good Working Environments

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Safety Culture Considerations, T5, Christer Viktorsson

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Safety Conscious Work Environment

Important discussion in the US

- Open atmosphere in the work place supports good safety culture

- Good working conditions normally promotes safety

- Difficult issue and hard to regulate (Flexibility)

- NRC Policy statement points to important aspects of licensee and employee responsibility, such as

  - Licensees to establish safety-conscious environments supporting safety - safety management obligation

  - Employees to raise safety concerns directly with the licensee - good safety culture obligation

  - Discussion on-going should put focus on the importance of the matter to the benefit also of the international community

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The Swedish situation

– No specific regulation by SKI, but regulated in general sense in other legal acts/agreements. SKI has addressed the issue implicitly ("Licensee shall ensure that the personnel is provided with the necessary conditions to carry out work in a safe manner")

– Employer – employee relationship (agreement, laws) normally means loyalty with the employer. Licensee should expect from the employees to raise concerns directly to him, in particular if he depends on a license for his company from the authority in question

– However, practice has shown that existing arrangements do not prevent an employee to complain to an oversight authority in case safety is concerned. (Court cases)

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Management of Safety – SKI Principles

- Creating Good Working Conditions – SKI's Eight Principles (Part of SKI's Safety Regulation)
  - Establishment of guidelines for safety and make them known to personnel (policy and goals)
  - Quality management system to support safety
  - Adequate examination and consultation before safety related decisions are made
  - Adequate personnel is available with necessary competence (also for years to come)
  - Responsibilities and authority are defined and documented
  - Personnel is provided with necessary conditions to carry out work in a safe manner
  - Experience is utilised and communicated to concerned personnel, continuous evaluation needed
  - Ensure safety is maintained and continuously developed

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Management of Safety – MTO Approach

Man – Technology – Organisation (MTO) Concept

- Interplay between humans, technology and organisation. Depart from knowledge of factors influencing the ability to work safely. Seven behavioural scientists employed by SKI
  - Study the conditions given to persons to work safely (plant modifications)
  - In charge of our oversight of competence and resource requirements
  - Analyse management and organisational aspects of safe work, as notified to SKI by licensees
  - Analyse events in order to prevent reoccurrence, i.e. learning from experience

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Management of Safety – MTO Approach 2

Application of MTO Examples:

- Assessing modifications to evaluate from users perspective

- Inspecting maintenance from organisational perspective

- Developing and evaluating procedures

- Leadership influence on safety culture

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Management of Safety – Studies by SKI

SKI is presently studying (with the licensees)

– Which are the important characteristics of good safety culture

– Possible indications of deficiencies in safety culture

• Good Safety management is to create a culture where a group of individuals shows a behaviour based on their common belief in the importance of safety

– communicated by management

– made visible by safe behaviour of frontline staff

– promotes attention to safe work environment and questioning attitudes

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Conclusions on SCWE

Important to discuss the matter further

- SKI regulation focuses on safety management as a driver for good safety culture. Common characteristics of good safety management (style, shared values, skills, staff, systems, supervision and strategy)

- MTO - Concept found useful by SKI and licensees in Sweden to contribute to safety

- Further studies of factors influencing safety management and safety culture are needed

- Safety goes well with business

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