



# **NFS Safety Culture Initiatives**

# Safety Culture

- Culture – a shared set of values, beliefs, traditions, experiences, attitudes and **behaviors**
- Safety Culture – those attributes of an organization's culture as it relates to safety: plant safety, personal safety, safeguards, security, **nuclear safety**

# Safety Culture – why?

- Safe, stable operations are more cost effective (US nuclear power industry example)
- A major nuclear event is company (and industry) threatening
  - NFS experience: Compliance based safety strategy results in more frequent and more severe events
- Focus on safety builds trust and confidence in management
  - Regulator
  - Customers
  - Employees
  - Media
  - Public

# Safety Culture Objectives

- Safety is not “the top priority” – it is integral to everything we do.
- Safety and Safety Culture is not a program
- Safety is an **operational** responsibility
  - Authority, responsibility, accountability defined
  - Safety **compliance** is not the objective. The objective is **excellence.**

# Safety Culture Models

- US NRC: Regulatory Information Summary 2006-13
- International Nuclear Safety Advisory Group (INSAG)
- Institute of Nuclear Power Operations (INPO)

# NFS Safety Culture: Background

- History of regulatory challenges
  - High numbers of violations 2004 – 2006
  - Material in unauthorized location March 2006 (“spill”)
- History of ineffective solutions
  - Solutions focused on compliance
  - Solutions programmatic in nature
  - Lack of sustained execution
- Defining event March 2006
  - Downblending facility shut down over 6 months
  - Coincident with labor union work outage
  - Senior management commitment to fundamental cultural change
    - New leadership
    - Alternative Dispute Resolution (ADR) with NRC

# NFS Safety Culture: Development

- Benchmarking
  - Westinghouse Columbia
  - Nuclear Power Plants: LaSalle, Bay City
  - INPO
- Assessment
  - Independent 3<sup>rd</sup> Party Safety Culture Assessment
  - Self Assessment
- Strategic Plan
  - Prioritize
  - Integrate
  - Resource
  - Sustained Execution

# NFS Safety Culture: Elements

- Human Performance
- Change management – Configuration management
- Management practices
  - Operational Focus
  - Performance Evaluation
  - Self Assessment
  - Corrective Action Program
- Communications
- Facilities and equipment conditions



# Initial Lessons

- Not top down – involve all levels
- Plan, benchmark, resource
- Senior leadership commitment, BOD support
- Prioritize and limit scope – what you do, do well