

HALLIBURTON

NRC Workshop for Policy Development on Safety Culture and Security Culture

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About Halliburton

- Halliburton was founded in 1919 and is one of the world's largest providers of oilfield services
- Use radioactive materials in some of the services that we offer to our clients (wireline operations, logging while drilling, cementing, production enhancement, reservoir monitoring, well completions)
- 50,000+ employees operating in approximately 70 countries
- The nature of the oilfield services business and our global footprint creates a variety of safety and security concerns for Halliburton
- Safety and security are core business principles. Management and employees alike are actively engaged in promoting safety and security.

Relationship Between Safety and Security Functions

- Corporate Health, Safety & Environment (HSE) and Operational Excellence (OE) Department

- Corporate Security Department
 - Departments report to same Executive VP

 - Department Directors are members of the Corporate Radiation Safety Committee

 - Official company policies and business practices that address security and safety

 - Cooperation and collaboration between both departments

Challenges for a Global Company

- Global work environment presents the necessity to comply with requirements of numerous countries and regulatory bodies, not only the U.S.
- Customers and local authorities frequently impose additional safety and security requirements
- Standardization of company policies and procedures to ensure compliance on a global scale
- Effective communications and accessibility of current documented processes and procedures to all employees

A Single Policy Statement from NRC

■ **Benefit**

- Security has always been a key component of any radiation safety program. Positive control over access to radiation areas and radioactive materials is crucial to any program designed to guard against unnecessary or excessive radiation exposure.
- A single policy statement would allow NRC to clearly link the two elements of security and safety to a singular objective.

■ **Challenge**

- By including both safety and security in a single policy statement, one element may be overshadowed by the other.
- Many licensees are already very familiar with the term “safety culture”. The “security culture” aspect of a single policy statement may get overlooked entirely or not given equal weight.

Two Separate Policy Statements from NRC

■ Benefit

- Equal importance given to NRC's desire that licensee's implement policies and procedures that will develop both a safety culture and a security culture.

■ Challenge

- Separate policy statements may create the impression that there is a disconnect between safety and security – that they do not share the same objective.

Final Thoughts

- NRC's policy statement regarding safety culture and security culture must be clear as to its purpose and objective. NRC's role is as a regulatory agency. Does it intend to regulate "culture" among its licensees?

- NRC's policy statement should acknowledge that "culture" in a workplace is related to attitude.
 - Regulatory agencies cannot regulate attitudes but they can encourage companies to create environments where positive safety and security cultures can flourish.

Final Thoughts

- NRC's policy statement should consider outlining the fundamental elements of safety/security programs that have been shown to lead to the creation of positive safety and security cultures.
- NRC's policy statement should recognize that many licensee's already have comprehensive safety and security programs in place and are actively engaged in developing, nurturing, and maintaining a positive safety and security culture within their organizations.