



Task Force Report on Internal Safety Culture

May 27, 2009

Presenters

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**Deputy Executive Director for
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- **Cynthia Carpenter**

Director, Office of Enforcement

Presenters

Background of Activity

- **Douglas Coe**
Task Force Team Lead

Results and Recommendations

- **June Cai**
Task Force Assistant Team Lead

Presenters

Implementation and Next Steps

- **William Borchardt**

**Executive Director for
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Presentation Overview

- **Introduction and background**
- **Data collection and outreach**
- **Themes (focus areas)**
- **Recommendations**
- **Next steps - implementation**

Introduction and Background

- **Tasking from Staff
Requirement Memorandum
M080317B (April 2008)**
- **NRC Office of Inspector
General 2009 Safety Culture
and Climate Survey insights**

Commission Direction

- **Look for ways to increase awareness of internal safety culture**
- **Identify potential initiatives for improving agency's internal safety culture**
- **Identify best practices currently used across agency**

Data Collection and Outreach

- **October - December 2008**
- **Focus groups of employees and supervisors**
- **Management/supervisor interviews**

Data Collection and Outreach (con't)

- **Communications and outreach to solicit inputs**
 - **Internal - website, presentations, meetings**
 - **External - public meeting**
- **Benchmarking – internal and external**

Overall Results

- **Employees communicated strong sense of support for NRC mission and pride in work**
- **Agency has many existing processes and practices that support healthy safety culture**

Themes (Focus Areas)

- **Need for clarity on what is meant by internal safety culture**
- **Importance of clear expectations, feedback on performance, and bases for decisions**

Themes (Focus Areas)

- **Strong leaders model safety culture behaviors (from external benchmarking)**
- **Effectiveness of the agency's differing views processes**

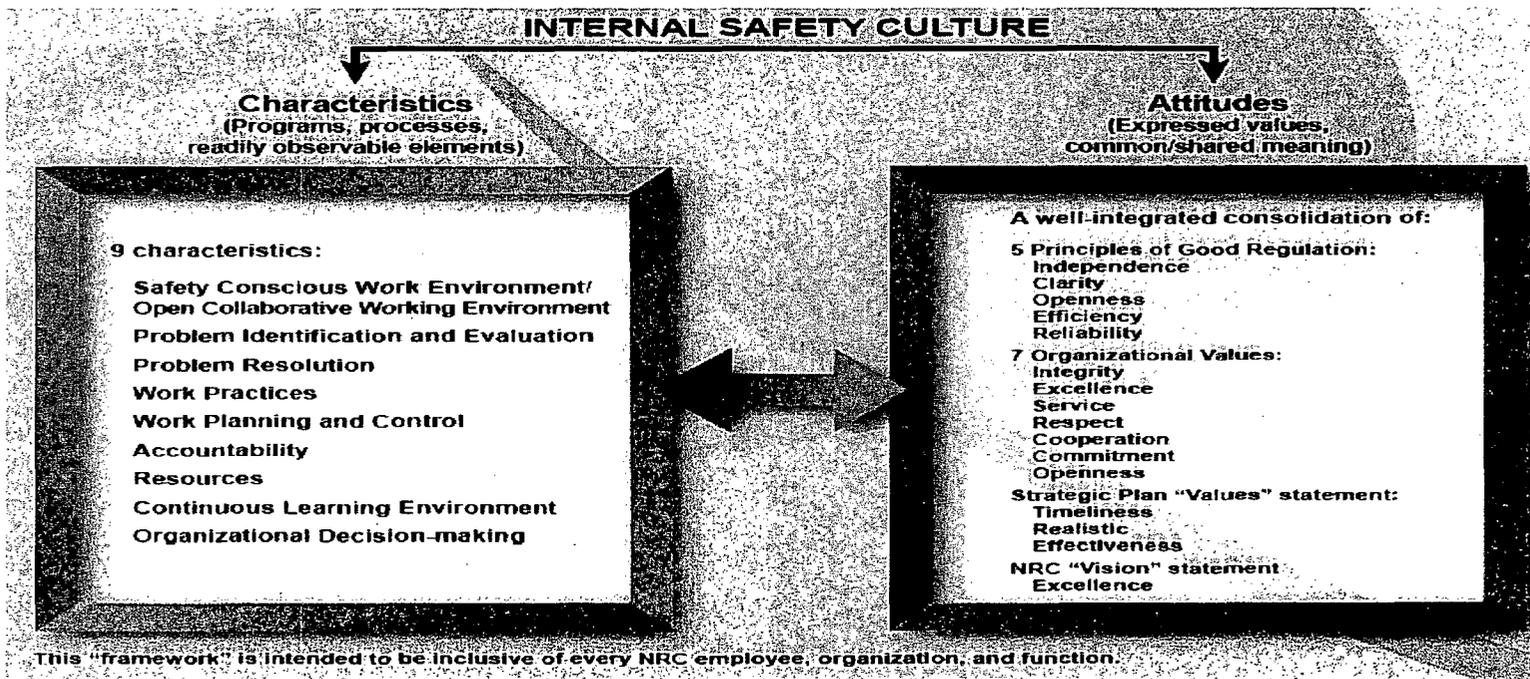
Themes (Focus Areas)

- **Communicating and demonstrating the appropriate focus in meeting potentially conflicting goals of quality and production or timeliness**

Internal Safety Culture Statement

The NRC's Safety Culture is comprised of the *characteristics* of our programs and *attitudes* shared by all NRC employees that ensure the agency's mission is always at the forefront of all work activities

Recommended Framework



Recommendations

- **Proposed internal safety culture framework:**
 - **Incorporate into the NRC Strategic Plan**
 - **Integrate into performance management tools to reinforce expectations**

Recommendations (con't)

- **Provide training for all employees on internal safety culture expectations and behaviors**
 - **Special focus on new employees and first line supervisors**

Recommendations

(con't)

- **Assess and improve issue-resolution processes**
- **Establish expectations and accountability for maintaining internal policies and procedures**
 - **Office level and lower**

Recommendations

(con't)

- **Establish a dedicated advisor position (or organization)**
 - **Lead and coordinate varied activities**
 - **Maintain overall focus**

Other Considerations

- **Acknowledgement of existing agency activities**
 - **Knowledge management**
 - **Team Player Initiative**
 - **Employee health and safety**

Other Considerations (con't)

- **Suggest all offices review and consider applying insights from internal and external benchmarking**

Implementation

- **Strategic Plan**
 - **Incorporate recommendation as part of 2010 update**
 - **Better align performance management tools with Strategic Plan changes**

Implementation (con't)

- **Training**
 - **Focus on communicating and instilling internal safety culture expectations and behaviors**
 - **Incorporate in Leaders Academy curriculum**

Implementation (con't)

- **Examine the issue-resolution processes**
- **Office level procedure expectations will be established**

Implementation (con't)

- **New advisor position**
 - **Dedicated to internal safety culture oversight**
 - **Established within Office of Enforcement – co-locate with agency experts in related areas**

Next Steps

- **Office of the Inspector General's 2009 Safety Culture and Climate Survey**
 - **Review Task Force recommendations relative to final survey results**
 - **Provide updates and modification as needed**