

RIC 2003

Safety Management – Promoting Safety Culture to Achieve Safe Performance - Session W8

INPO and Safety Culture

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INPO

INPO Overview

- **Mission**

“To promote the highest levels of safety and reliability – to promote excellence – in the operation of nuclear electric generating plants”

- **Four cornerstone programs**

- **Evaluations**
- **Training and Accreditation**
- **Events Analysis**
- **Assistance**

Safety Culture

- **Fundamental to INPO's mission**
- **Working definition of safety culture –**
“That set of attributes that results in nuclear safety being the overriding priority at the station.”

“Symptoms” We Look For

- **Implementing EOPs**
- **Evolutions affecting core reactivity**
- **Lingering/unreported problems**
- **Unavailable safety systems**
- **How individuals respond to uncertain conditions**
- **Risk measurement and management**
- **Modifications and margins to safety**

INPO Actions Following Davis-Besse

- **Lessons Learned working group**
- **Set of corrective actions**
- **“More openly discuss safety culture...better detect the symptoms”**
- ***“Safety Culture – Building It, Keeping It”* – 2002 CEO Conference theme**
- **SOER issued November 2002**

SOER – Causes and Contributors

- **Management involvement**
- **Independent oversight**
- **Excessive focus on production**
- **Several missed opportunities**
- **Inadequate implementation of programs**
 - **Boric acid corrosion control program**
 - **Corrective action program**

SOER Recommendations

- **Conduct case study discussion with management team**
- **Perform self-assessment of safety culture**
- **Identify and document abnormal plant conditions – long-term unexplained conditions**

The Future

- **Learn all we can from our members and experts in the field**
- **Clearly define what safety culture is, what it looks like**
- **Develop the skills, tools (e.g., model, warning flags) to better detect decline in safety culture**
- **Apply learnings to INPO's cornerstone programs**