

**RIC 2005
Session B3**

**Use of Employee Feedback in
Establishing Objective Measures of
Safety Culture**

Howard Levin

howard_levin@synergy--consulting.com

March 9, 2005



The challenge:

“...A strategically aligned culture is critical in sustaining the levels of employee motivation, productivity and quality necessary for success in today’s competitive business environment.”

SYNERGY, American Nuclear Society Annual Meeting, Albuquerque, 1996

Summary



- A strong correlation between culture & performance.
 - Deeply embedded values, behavioral norms and institutionalized practices affect the ability to change and seek continuous improvement.
 - Cultural changes typically precede performance changes.
 - Culture is not self-sustaining: Leadership has critical role in improving & sustaining the culture & performance.
- Organizational culture can be objectively defined, monitored and improved.
 - Characteristics of high performing Nuclear Safety Cultures can be observed...and modeled.
 - As participant-observers, employees have unique vantage points and provide accurate barometers of needs & solutions ...yielding data.

Objective Measures



■ Models + Data = Objective & Repeatable Measures

“Composite Cultural Indicators” (CCI) provide metrics that consider 100s of attributes of high performing cultures.

- Industry experience establishes the attributes.
 - Attributes are weighted according to importance.
 - Inputs obtained through surveys and interviews are computationally converted into objective measures.
 - Objective measures are considered with other indicators to draw conclusions and establish actions.
- Ability to identify strengths and weaknesses and interdict organizations that fall short of industry or location 'norms.'
- Magnitude of CCI trend is predictive of future performance.

Scope

CULTURAL ASSESSMENTS



- Nuclear Safety Culture
 - Safety Conscious Work Environment
- General Culture & Work Environment
- Leadership, Management & Supervision
- Special Topics of Interest

Case Study

Cultural Trends

