



Safety Culture Evaluations

Lessons Learned

Safety Culture Initiatives & Implications

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Scope of Evaluations

- Conducted in 40 different organizations
- Implemented across different industries including:
 - Nuclear power/fossil fuel
 - Transportation
 - Chemical reprocessing
 - Health care
 - Mining
 - Research
- Evaluations used effectively in 5 different countries
- Evaluations discriminate between organizations



Lessons Learned – Reactive Organizations

Actions

- Short-term investments
- Driven by outcome measures

Results

- Longer term costs
- Compliance based culture

Solutions

- Require significant behavioral change



Lessons Learned – Proactive Organizations

Actions

- Longer-term investments
- Way of doing business

Results

- Long term cost reductions
- Performance and process based culture

Solutions

- More focused strategies on key behaviors



Lessons Learned – Discriminating Behaviors

- Communication
- Problem Identification and Resolution
- Organizational Learning
- Leadership



Lessons Learned - Implications

- Organizational safety culture is definable, assessable, and manageable.
- Effective evaluations should include:
 - a framework with measurable behaviors/characteristics,
 - multiple methods to establish convergent validity,
 - quantitative and qualitative tools, and
 - a focus on process and behaviors rather than just criteria.
- Independent validation of internal and self-assessments is necessary to ensure the appropriate criticality.