



Office of Enforcement (OE)
Safety Culture Panel

Safety Culture is Personal
Bad Leaders = Bad Culture

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Bad Leaders = Bad Culture – It's Personal

Experience has repeatedly told us:

- Safety Culture is Established by its Leaders
 - An Organization's values and behaviors – modeled by its leaders and internalized by its members – that serve to make safety the overriding priority.
- As Leaders, the Culture of our organization is a reflection of the quality of our leadership
 - Nothing else can have such a **dramatic impact** on the success or failure of your career.
 - Don't wait for benchmarking studies – manage with *Leading Indicators of Safety Culture (Results)*

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New Nuclear Construction
Safety Culture Challenges

- Most workers have no nuclear background and do not understand safety culture
- Some understand industrial but not nuclear safety
- Less likely to stop and ask questions when unsure
- Many do not speak English
- "Get it done" can be misinterpreted as "at any cost"
- They arrive from non nuclear job sites where a questioning attitude is not always promoted
- They are not familiar with procedure and work plan adherence expectations

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**Leadership Actions
Addressing the Challenges**

- Success is about consistently communicating and reinforcing the same message:
 - Safety and quality first – follow rules and procedures
- Emphasize and reward safety & quality over schedule & cost
- Translate Nuclear Safety to a common understanding:
 - Constructed site MUST match approved design

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**Leadership Actions
Addressing the Challenges (cont.)**

- Industrial Safety: On a construction site is a leading indicator of nuclear safety
 - Establish and enforce clear and consistent site standards (e.g., use of red barrier tape)
 - Establish one integrated safety oversight group operating to one standard
 - Clearly communicate expectations and consequences, taking swift and decisive action for non compliance and communicate site wide (e.g., energized cable excavations, cell phone use in heavy machinery)
 - Perform rigorous pre-job briefs, stand downs when needed, and roving safety watches

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**Leadership Actions
Addressing the Challenges (cont.)**

- Planning & Communication:
 - Perform pre planning to ensure constructability
 - Issue work plans for work of all quality levels to document expectations
 - Issue procedures of sufficient detail early on to establish expectations and provide guidance for inexperienced workers
 - Employ signage, training and first line supervision that is bi-lingual to ensure communication
 - Confirm personnel understand the meaning of procedure and work plan adherence

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**Leadership Actions
Addressing the Challenges (cont.)**

- Oversight:
 - LES assumed design and construction management responsibilities to ensure our standards were met
 - Use one common Corrective Action Program for all organizations to consistently resolve issues
 - Establish rigorous management observation program with experienced personnel
 - Involve end user in key oversight to accept ownership

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**Safety Culture
Leading Indicators - Results**

- Good Industrial Safety performance demonstrates compliance at all levels (PPE, red barrier tape, etc.):
 - Over 7.7 Million hours no construction loss time accident
 - Over 140 work days without a recordable event
 - Positive OSHA audit results
- Construction in accordance with design demonstrates Nuclear Safety will be met.
 - Five buildings complete, 3 permanently occupied, 2 in final fit out to support plant startup – confirmed design implemented
- Effective safety management programs demonstrate Operational Safety will be achieved
 - Undergoing NRC Readiness Review – no significant deviations

Safety Culture = Industrial, Nuclear & Operational Safety

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Comments/Questions?

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Who is LES ?

- LES is a subsidiary of URENCO, a world leader in enrichment services
- Approximately 300 full time LES employees
- Peak construction period Spring '08 with 1,800 construction workers
- Construction experience on site provides more than 10,000 man-years of combined nuclear construction experience
- Diverse workforce with team members from all over the US and several European countries

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LES Site 2006



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LES Site 2009 Aerial View



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