

# Office of Enforcement (OE) Safety Culture Panel

Two large, overlapping, curved shapes in shades of light blue and medium blue are positioned on the left side of the slide, partially overlapping the text area.

Safety Culture is  
Personal  
Bad Leaders =  
Bad Culture

March 11, 2010  
Gregory OD Smith  
LES COO/CNO

# 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)*

# 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

# 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

# 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

# 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

# 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

# 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*



---

Comments/Questions?

# 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

# LES Site 2006



# LES Site 2009 Aerial View

