

Nuclear Regulatory Commission
Regulatory Information Conference

Industry Trends in Safety Culture



William E. Webster Jr.
Senior Vice President, Industry Evaluations
Institute of Nuclear Power Operations

March 11, 2010

INPO's Mission

- To promote the highest levels of safety and reliability – to promote excellence – in the operation of commercial nuclear power plants.

Nuclear Safety Culture

- An organization's values and behaviors—modeled by its leaders and internalized by its members—that serve to make nuclear safety the overriding priority.

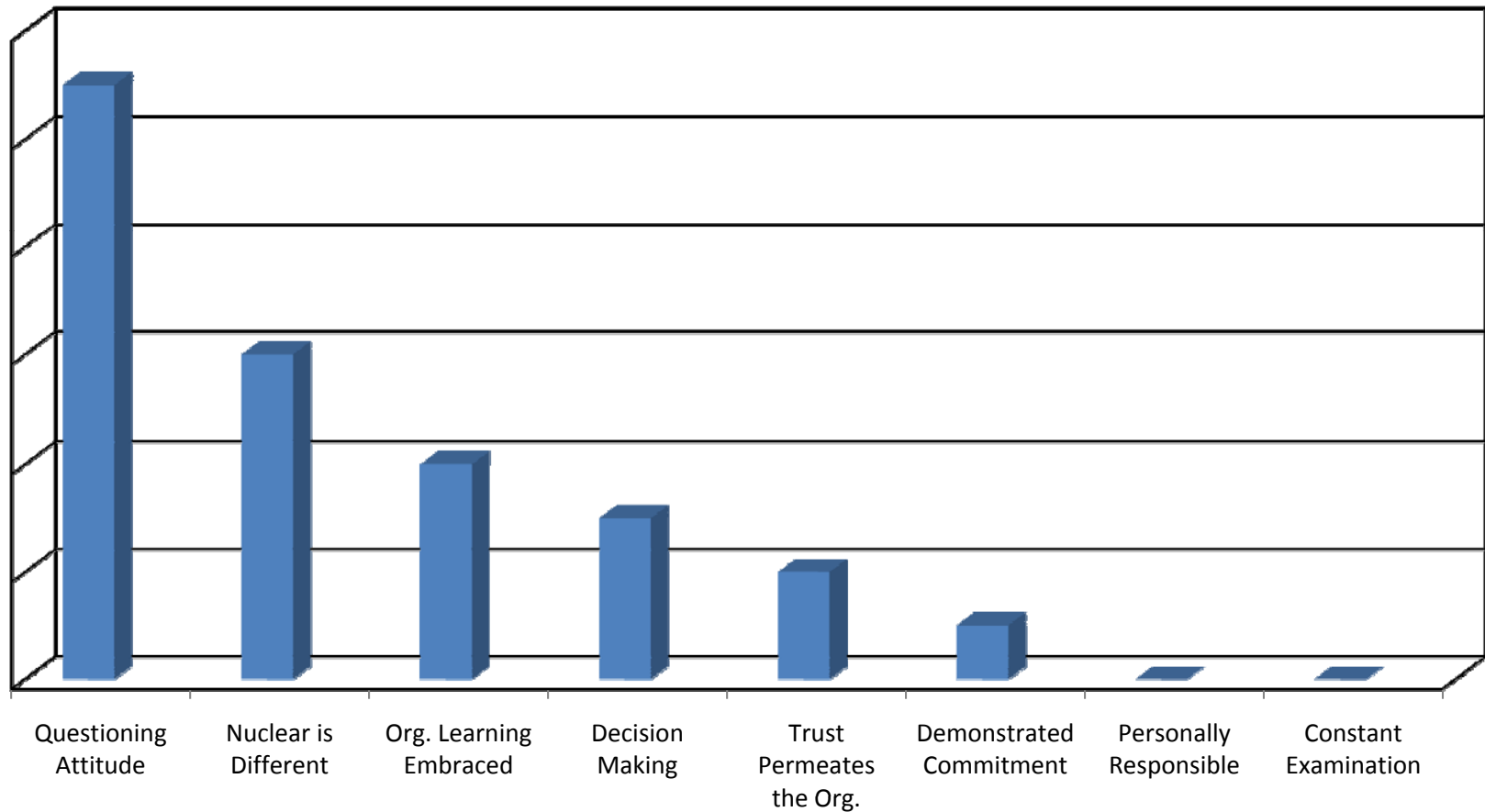
Nuclear Safety Culture Principles

1. Everyone is personally responsible
2. Leaders demonstrate commitment
3. Trust permeates the organization
4. Decision-making reflects safety first
5. Nuclear technology treated as special/unique
6. Questioning attitude is cultivated
7. Organizational learning is embraced
8. Undergoes constant examination

Health of Safety Culture

- Constantly evaluated through all interactions
- Communicated to all levels of leadership

Safety Culture Gaps to Excellence



Safety Culture Gaps to Excellence

- Safety culture weaknesses have been identified in the following areas:
 - Questioning attitude
 - Nuclear is special and unique
 - Organizational Learning
 - Decision-making reflects safety first

Safety Culture Best Practices

- Safety culture best practices have been identified in the following areas:
 - Leaders demonstrate commitment
 - Trust permeates the organization
 - Organizational learning is embraced

Conclusion

- Leadership is responsible
 - Constantly reinforce
 - Frequently assess or measure
 - Ensure everyone understands their role
 - Safety culture is a continuum – requires constant work