

THE DYNAMICS OF SAFETY CULTURE

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NFS NUCLEAR FUEL SERVICES, INC.
a subsidiary of The Babcock & Wilcox Company

The Changing Culture

- Historic Culture at NFS
 - Started in 1957
 - Multi-Generational Workforce – set in its ways
 - Long Operating History
- The Challenges of Change
 - Operational Challenges/Upsets Start the Journey
 - Transition to Subsidiary of The Babcock & Wilcox Company
 - Legacy Policies/Programs




Events provided opportunity & urgency

The Journey



SAFETY STRONG

TEAM NFS

STAYING THE COURSE TOGETHER
SAFETY • REALITY • SCHEDULE • COST
ALL HANDS ON DECK

Improvement Changes as Culture Improves

The Hardware

- Conduct of Operations Procedure
- Organization Structure Change (balance)
- Nuclear Safety Review Board
- Corrective Action Program Upgrades
- Work Control Group
- Safety Culture Improvement Manager
- Employee Concerns Program
- Ombudsman Programs
- Metrics
- Critique Process
- Capital Projects



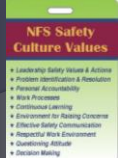
Program, Policy, Procedure

The Software

- Safety Culture Policy
- Safety Culture Traits
- Safety Culture Improvement Program
- Workplace Priorities
- Human Performance Initiatives
- Leadership Training
- Employee Engagement



Buy-In, Belief, Behavior



The Next Phase

- Continuous Learning
- Continued Refinement
- Actions
- Assessments
- A Commitment to Continue the Journey