



Task Force Report on Internal Safety Culture

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Presenters

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Deputy Executive Director for
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Presenters

Background of Activity

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Task Force Team Lead

Results and Recommendations

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Task Force Assistant Team
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Presenters

Implementation and Next Steps

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Presentation Overview

- Introduction and background
- Data collection and outreach
- Themes (focus areas)
- Recommendations
- Next steps - implementation

Introduction and Background

- Tasking from Staff Requirement Memorandum M080317B (April 2008)
- NRC Office of Inspector General 2009 Safety Culture and Climate Survey insights

Commission Direction

- Look for ways to increase awareness of internal safety culture
- Identify potential initiatives for improving agency's internal safety culture
- Identify best practices currently used across agency

Data Collection and Outreach

- October - December 2008
- Focus groups of employees and supervisors
- Management/supervisor interviews

Data Collection and Outreach (con't)

- Communications and outreach to solicit inputs
 - Internal - website, presentations, meetings
 - External - public meeting
- Benchmarking – internal and external

Overall Results

- Employees communicated strong sense of support for NRC mission and pride in work
- Agency has many existing processes and practices that support healthy safety culture

Themes (Focus Areas)

- Need for clarity on what is meant by internal safety culture
- Importance of clear expectations, feedback on performance, and bases for decisions

Themes (Focus Areas)

- Strong leaders model safety culture behaviors (from external benchmarking)
- Effectiveness of the agency's differing views processes

Themes (Focus Areas)

- Communicating and demonstrating the appropriate focus in meeting potentially conflicting goals of quality and production or timeliness

Internal Safety Culture Statement

The NRC's Safety Culture is comprised of the *characteristics* of our programs and *attitudes* shared by all NRC employees that ensure the agency's mission is always at the forefront of all work activities

Recommended Framework



Recommendations

- Proposed internal safety culture framework:
 - Incorporate into the NRC Strategic Plan
 - Integrate into performance management tools to reinforce expectations

Recommendations (con't)

- Provide training for all employees on internal safety culture expectations and behaviors
 - Special focus on new employees and first line supervisors

Recommendations (con't)

- Assess and improve issue-resolution processes
- Establish expectations and accountability for maintaining internal policies and procedures
 - Office level and lower

Recommendations (con't)

- Establish a dedicated advisor position (or organization)
 - Lead and coordinate varied activities
 - Maintain overall focus

Other Considerations

- Acknowledgement of existing agency activities
 - Knowledge management
 - Team Player Initiative
 - Employee health and safety

Other Considerations (con't)

- Suggest all offices review and consider applying insights from internal and external benchmarking

Implementation

- Strategic Plan
 - Incorporate recommendation as part of 2010 update
 - Better align performance management tools with Strategic Plan changes

Implementation (con't)

- Training
 - Focus on communicating and instilling internal safety culture expectations and behaviors
 - Incorporate in Leaders Academy curriculum

Implementation (con't)

- Examine the issue-resolution processes
- Office level procedure expectations will be established

Implementation (con't)

- New advisor position
 - Dedicated to internal safety culture oversight
 - Established within Office of Enforcement – co-locate with agency experts in related areas

Next Steps

- Office of the Inspector General's 2009 Safety Culture and Climate Survey
 - Review Task Force recommendations relative to final survey results
 - Provide updates and modification as needed