Views on Industry Activities Related to the NRC Safety Culture Policy Statement

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Safety Culture Policy Statement June, 2011

"The core values and behaviors resulting from a collective commitment by leaders and individuals to emphasize safety over competing goals to ensure protection of people and the environment."

Final NRC Safety Culture Policy Statement, Fed. Reg. June 14, 2011

Exhaustive Regulatory Journey

1986 – *Chernobyl* and *Challenger* tragedies point to Safety Culture collapse as a contributing cause of significant safety failures

1996 – *Millstone* site safety culture issues challenge regulatory confidence

1996 – NRC issues Safety Conscious Work Environment (SCWE) Policy Statement

2002 – *Davis-Besse* Near Miss re-emphasized safety culture as a significant contributor to safety risks

2006 – NRC ROP modified to address Safety Culture implications

2008 – Commission directs Staff to develop Safety Culture policy

Safety Culture Policy Statement – At Last The Work Begins!

- **2011 NRC Safety Culture Policy Statement issued, recognizing safety as the overriding priority**

- **Policy Statement will become a benchmark for other low risk/high consequence industries**

- **The recognition of the importance of Safety Culture has already changed the face of the industry in many ways – with more to come**

NRC Staff Has Made Great Progress

- **Outreach meetings, communications, continuing dialogue and workshops with all stakeholders has continued**

- **Development of definitions for a common language ongoing but not yet completed**

- **Highly motivated, well qualified and committed staff doing an excellent job as advocates for Safety Culture activities**

More Work Needed, Staff

- **NRC Staff needs Commission encouragement, direction, and freedom to further develop Safety Culture methodology and implementation plans**
  - **Goals should become measurable metrics**
  - **Timeline for implementation**
- **Staff, including OI and OIG activities, need to keep safety as the overriding priority**

More Work Needed, Staff, cont'd

- **More staff training needed in recognizing and identifying Safety Culture precursors**

  - **Resident inspectors are first line of defense, but are often the most overworked and least trained in recognizing Safety Culture issues**

- **Safety Culture staff needs additional resources and support to complete the Commissions' expectations in a timely manner**

Industry Initiatives

- **NEI and INPO have made a solid commitment to Safety Culture initiatives**

- **The pilot programs have been good, but inadequate transparency for public reliance on industry commitments**

- **Common language workshops have continued the stakeholder involvement, progress is being made, although slow**

Concerns About Barriers Towards Successful Implementation

- **Applicability to Agreement States Needs to Be Clearly Established – all licensees must be accountable to follow policy**

- **Industry (NEI and INPO) need to adopt the Policy Statement Definition and Traits, refresh its program materials, and implement them with rigor**

- **Agency needs to demonstrate a bias towards integrating Safety Culture Policy into all Agency materials and programs**

ACKNOWLEDGEMENT
Eric Fries (1953-2012)

Eric Fries was a valued member of the NRC Safety Culture Team.

His contributions to the industry were thoughtful, intelligent, and experienced. He was a proud engineer, a key participant in the Millstone Safety Culture recovery, completed post-graduate work in the field, and a personal friend and colleague.

We recognize the loss to his family and the NRC team, and the important contributions he made to the development of Safety Culture throughout this and other industries.