

WM2014 Conference Panel Report

PANEL SESSION 035: International Panel on Safety Culture in Waste Management and D&D

Co-Chairs: **Betsy Forinash**, *Associate Director, US Environmental Protection Agency*
Chris Fisher, *Principal Inspector, UK Office for Nuclear Regulation*

Panel Reporter: **Chris Fisher**, *UK Office for Nuclear Regulation*

Panelists:

Simon Carroll, *Analyst at the Department of Radioactive Materials, Swedish Regulatory Authority*

Mark Rouse, *Managing Director, Dounreay Site Restoration Limited*

Kulvinder McDonald, *Radwaste Professional Lead, UK Office for Nuclear Regulation*

Melinda d'Ouille, *Manager Nuclear Safety and Quality Culture, Bechtel National. inc*

Julie Goeckner, *Senior Advisor for Nuclear Safety Culture, US Department of Energy*

Diane Sieracki, *Safety Culture Programme Manager, Office for Enforcement, US NRC*

The audience was invited to identify any issues they would like the panel to address. One point was raised regarding how we were tied into work of the IAEA and WANO, Diane responded that both US and Europe were tied in giving some examples. The panel were asked to consider this point within their presentation. (ONR participate with IAEA on the work to update GS-R-3 to cover leadership and management for safety)

Simon Carroll – Spoke of safety Culture in the Context of Decommissioning - a Perspective from the Swedish Regulator. Simon's presentation provided a very good overview of the Swedish regulators approach to safety culture and the status of safety culture in decommissioning plant in Sweden. Barseback was given as an example. Simon was asked whether SSM had any metrics, which they don't. Simon clarified that the assessment of the licenses is a subjective approach. He also clarified that licensing was of the individual or company not the site or operation.

Mark Rouse – Gave Dounreay's perspective on Safety Culture during Site Decommissioning. Mark gave a personal perspective on the journey of an engineer to an implementer of safety culture across a large decommissioning site. He emphasised that safety is not an end in itself but embedded with all the other aspects of a good business if it is to be successful. He emphasised the need for the leadership team to lead by example with a consistent approach.

Kulvinder McDonald - Discussed Safety Culture for Decommissioning from a Regulatory Perspective / Kulvinder gave the UK regulator's perspective on safety culture in the decommissioning of facilities across the UK. She gave the ONR definition of safety culture which links safety culture to leadership and management. ONR look to influence the leadership team to get the right outcome. Kulvinder

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emphasised the differences between decommissioning and operation and the implications for the safety culture. Kulvinder was asked whether ONR published their expectations, the Safety Assessment Principles and Technical Assessment Guides are published. Mark Rouse identified that these were used by the licensees to guide their work.

Melinda d'Ouille – Safety Culture for "New" Nuclear Construction was the title of Melinda's presentation. Melinda gave an overview of WTP and the challenges of managing a changing organisation. Melinda emphasised the use of the forthright conversation model, emphasising that the approach needs to be encouraged for simple issues as there is a fear that otherwise individuals will not use the approach for real safety issues. Again the need for good strong leadership was emphasised. The presentation concluded with a discussion on the challenges of applying the approach.

Julie Goeckner - DOE Safety Culture Journey was discussed by the next presenter. The presentation gave an overview of the DOE approach to safety culture. It emphasised that culture is about people, which makes it challenging. Unusually for DOE they have published guidance looking at leadership, engagement and organisational learning. Julie was asked about the public meetings, she confirmed that these meetings were open to anyone who wanted to attend. The audience raised concerns that the DOE could be perceived as giving the wrong message to contractors. Julie recognised that the regulator was starting to address these concerns.

The audience also asked about the use of independents to support the DOE training. Julie acknowledged this and stated that training in the relevant disciplines was being developed.

Diane Sieracki - The Nuclear Regulatory Commission's Oversight of Safety Culture was addressed in this presentation. Diane provided an overview of the differences between the DOE and the NRC. She explained that NRC issued a policy statement, where this is not a requirement but does set out the NRC's expectations in the specific area of safety culture. The development of the policy statement involved the input of different stakeholders so there was buy in across the industry for the statement. There was an emphasis on the work done with IAEA, this was relevant to the question asked at the meeting opening.

The NRC have published case studies on their websites, these are not all nuclear to emphasize that it isn't just a nuclear only issue and to show their expectation on what are good and what are poor safety cultures.

The question was asked whether the NRC defines 'safety', NRC responded that they focus on nuclear safety.

The audience asked about collective commitment, and leadership and how the two are reconciled. Diane confirmed that leadership was the most important aspect, but there were other aspects to be considered too.

The panel then asked the floor for any questions that they would like the panel to discuss.

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Matt Mouri thanked the panel for the work they had put into the presentations. He then posed a scenario about a young manager where he feeds back to the workforce and the workforce refuse to accept the response.

Mark responded that it was very important that the flow of information need to go up and down the tree so that everyone is aware of the issues.

Melinda responded that understanding at the management level it is not just the individual's problem it is something that the management team need to address.

A further question was around the experience of a member of the audience about how they used their experience to get messages across to the workforce - advocacy is important. It is also important that the supervisors have the time to stop and consider the safety implication of a decision.

Julie responded that often we do not give young managers the tools they need to succeed in human factors. When sharing information it is important to understand the actual issue not the perceived one, i.e. clarify the issue and the expectations.

The floor also identified that older managers weren't always that good at dealing with issues. Hanford is looking at tools to help employees raise issues. It is also important that those who raise issues may not always get the response they want.

Kulvinder raised a point that you have to recognise that people are individuals.

Mark emphasised that the messages need to be carefully managed, to do this it is important to have a good feed back loop.

The CNSC asked how the NRC reached organisations such as radiographers. Diane responded that during the stakeholders' interaction a radiographer was involved. The radiographers have their own organisations and the NRC is willing to work with them to present their expectations to their wider audience. Diane suggested that there was the opportunity to share knowledge between the organisations.

Matt asked about ageing workforces who know the procedures they have to follow and why would they need to take on board safety culture.

Mark responded that people often miss the blindingly obvious. Melinda suggested that people forget that there are people there to help, the industry does not need heroes. Diane also suggested that in a strong safety culture organisations peers will help manage individuals within the team. This requires training, opening dialogue and holding individuals accountable. She also recognised that it takes time to reach a successful position.

Melinda also recognised that it is for a team to resolve the issues it is not for them to get an individual to resolve.

Julie also said that organisations have to address issues that our outside the day to day activities, otherwise this can hide underlying issues that will cause problems later.