



Dounreay's perspective on safety culture during site decommissioning

**Mark Rouse
Managing Director**

Orientation: Dounreay, Scotland, UK



Some thoughts about culture

Some thoughts about safety

What is culture?

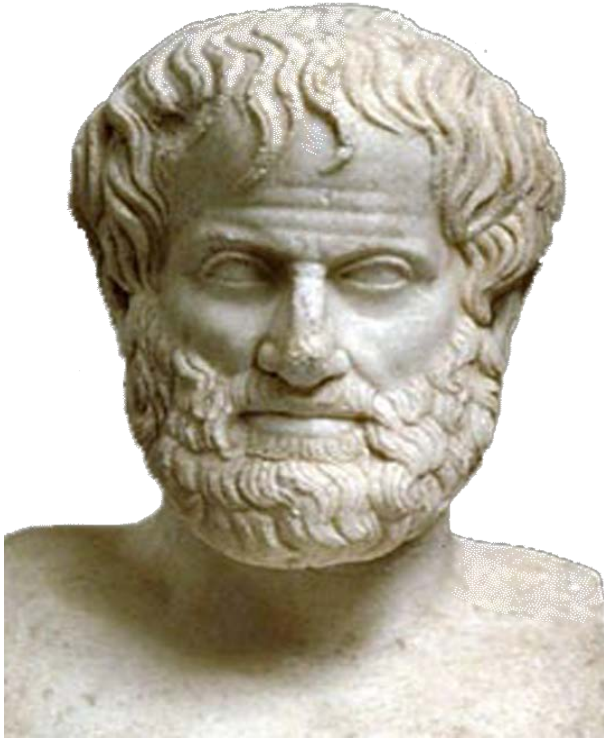
The way we typically do things around here.

What do you do when nobody else is looking?

What do you do when you have a choice?



Is it what we intend to do, or what we actually do that counts?



Aristotle

Greek critic, philosopher, physicist & zoologist
(384BC – 322BC)



How do we create the safety habit?

- Safety excellence is one of the outputs of a good culture;
- excellence is a desirable outcome you achieve repeatedly;
- you desire things that give you reward;
- in a work environment, leaders set the targets for reward (and in broader terms – what is acceptable and what is not)

Achieving desirable outcomes

We could...

- produce “perfect” processes; create a strait jacket to make people do what we want.

OR

- give people the tools to improve the odds of them making a safe decision when faced with uncertainty.



As leaders we cannot easily “do” good safety;
but we can “do” good leadership:

- We can set clear, consistent targets
- We can explain why they are important
- We can give people the knowledge and skills to achieve them
- We can reward them when they display the attitude we want and achieve those desirable outcomes

So, if **safety** is one of the products of excellence – and **excellence** is the result of doing something desirable repeatedly – and the things you do repeatedly are your **culture** – then **leadership** is the key to doing the desirable things repeatedly.

That's why I firmly believe effective leadership is the dominant factor in achieving safety and the culture you desire.

Or, as the ONR would put it – leadership and management for safety.

Maybe we are all on the same page after all!

Questions?