

# ESTABLISHING A REPORTING CULTURE THROUGH A “JUST” ENVIRONMENT

## Our Panel:

- **Joe Estey**, Manager, Safety Engineering and Training, Advanced Technologies and Laboratories (ATL)
- **Mike Hull**, Manager, Business/Technology Applications, Luminant Power
- **Stephen Varnell**, Sr. Project Director, Fluor Power Services
- **Tara Neider**, President and CEO, Areva Federal Services, Inc.
  - Facilitator - **Jim Schildknecht**, Lucas Engineering
  - Co-Chair - **Jan Preston**, Fluor Government Group

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## What is a **Safety Culture**?

- what an organization **has** (e.g., policies, procedures, practices, etc.); or
- what an organization **is** (e.g., common attributes, behaviors, beliefs, values, etc.)....

A set of **behaviors, beliefs, norms, values, roles, social and technical practices** that are concerned with minimizing physical risk to assets, employees, customers, contractors, the public, the environment, etc.

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*Typical INPO/EPRI-based HPI Initiative Approach:*

Promote a ***Learning & Informed*** Workforce; Event Cause Analysis, Lessons Learned and CAMS

Develop Leaders; Promote ***Effective Leadership*** Attributes



**INFORMED CULTURE**  
Those who manage and operate the system have current **knowledge about the human, technical, organizational and environmental factors** that determine the safety of the system as a whole.

**REPORTING CULTURE**  
An organizational climate in which **people are prepared to report their errors and near-misses.**

**JUST CULTURE**  
An **atmosphere of trust** in which people are encouraged (even rewarded) for providing essential safety-related information, **but** in which they are also clear about where the line must be drawn between acceptable and unacceptable behavior.

**A Model -  
HIGH  
RELIABILITY  
CULTURE  
(Operations  
Excellence)**

**FLEXIBLE CULTURE**  
A culture in which an organization is **able to reconfigure themselves in the face of high tempo operations** or certain kinds of danger – often shifting from the conventional hierarchical mode to a flatter mode.

**LEARNING CULTURE**  
An organization must possess the willingness and the competence to **draw the right conclusions from quality & safety information systems** and the will to implement major reforms.

Adapted from work of Dr. James Reason, Univ. of Manchester