### 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

2015 WMS - PANEL SESSION 113

# ESTABLISHING A REPORTING CULTURE THROUGH A "JUST" ENVIRONMENT

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

2015 WMS - PANEL SESSION 113

# ESTABLISHING A REPORTING CULTURE THROUGH A "JUST" ENVIRONMENT

What we expect people to DO Typical INPO/EPRI-based and SAY... **HPI Initiative Approach: Beliefs and Values Develop Clear Organization** Promote a *Learning &* **Continuous** Standards: Address **Informed** Workforce; Policies, **Improvement** Flawed Defenses and **Event Cause Analysis, Processes Processes** Latent Organizational and Practices **Lessons Learned and Organizational Weaknesses** (LOWs) CAMS Culture **Operational Stress Situational Committed** Excellence Individual Awareness, Promote & **Develop Leaders:** Competent **Behaviors** Reporting, Use of Error-Promote Effective Leadership **Prevention Techniques Leadership** Attributes and Tools Individual and **Organizational** Promote a *Just* **Accountability** Culture: Establish a **Climate of Trust** 

#### **INFORMED CULTURE** A culture in which an organization is able to Those who manage and operate the system have reconfigure themselves current knowledge about the human, technical, organizational and environmental factors that in the face of high tempo operations or determine the safety of the system as a whole. certain kinds of danger often shifting from the conventional hierarchical mode to a **REPORTING CULTURE** flatter mode. An organizational climate in A Model which people are prepared to report their errors and HIGH near-misses. RELIABILTY **CULTURE LEARNING CULTURE JUST CULTURE** An organization must (Operations An atmosphere of trust in possess the willingness **Excellence**) which people are encouraged and the competence to (even rewarded) for providing draw the right essential safety-related conclusions from quality information, but in which they & safety information are also clear about where the systems and the will to line must be drawn between implement major reforms. acceptable and unacceptable behavior.

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

**FLEXIBLE CULTURE**