

# Safety Culture in Circles

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**W.I.I.F.M?**

# W.I.I.F.M?

- Origin: First Safety Culture Self-assessment
- General overview of the Country Specific Safety Culture Forum (CSSCF)
- Methodology: Safety Culture in Circles
- Overview: Workshop on Global Safety Culture - National Factors Relevant to Safety Culture, IAEA
- Sharing and learning

# What's culture?

***“The way we do things around here”***

(Deal & Kennedy, *Corporate Culture*, 1982, Cooper, 1999)

- How behaviours are shaped as a result of people's interaction and the information that is collectively shared
- Who we are
- What we think it is important
- What assumptions we share to solve problems
- What are the expectations and how they are addressed

# What's culture?

*“Organizational culture is the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.”*

*Dr Edgar Schein*

# The World Values Survey (WVS)

*“People with varying beliefs and values can live together and work together productively, but for this to happen it is crucial to understand and appreciate their distinctive worldviews”*

*Romano Prodi, the tenth President of European Commission*

<http://www.worldvaluessurvey.org>

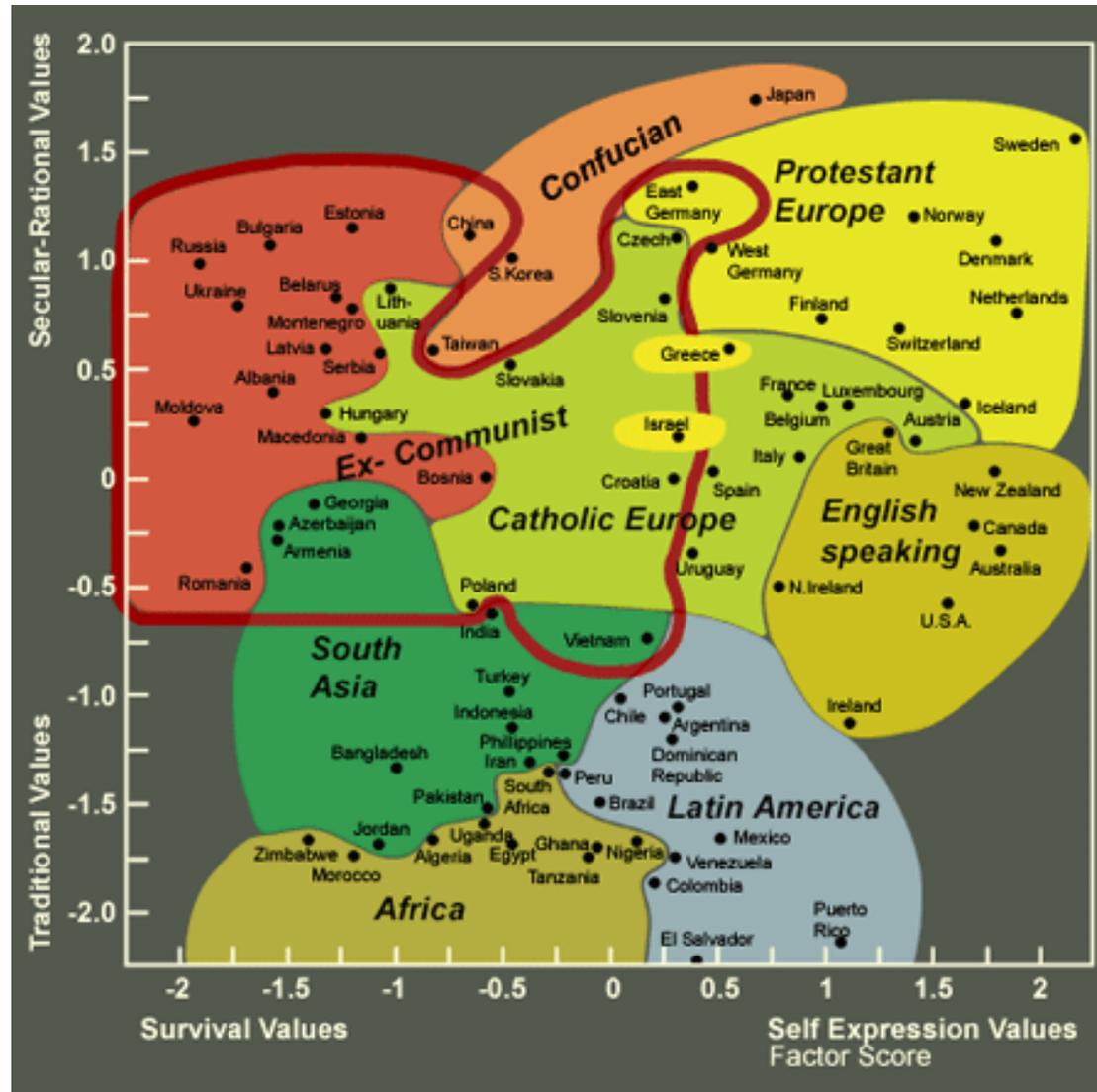
# Inglehart–Welzel Cultural Map

- ***Traditional values*** emphasize the importance of religion, parent-child ties, deference to authority and traditional family values, along with absolute standards and traditional family values
- ***Secular-rational values*** place less emphasis on religion, traditional family values and authority.

# Inglehart–Welzel Cultural Map

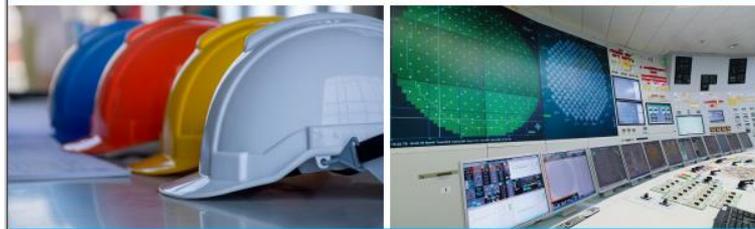
- ***Survival values*** place emphasis on economic and physical security. It is linked with a relatively ethnocentric outlook and low levels of trust and tolerance.
- ***Self-expression values*** give high priority to environmental protection, tolerance of diversity and rising demands for participation in decision making in economic and political life.

# The World Values Survey (WVS)



# Country Specific Safety Culture Forum

## Country-Specific Safety Culture Forum Sweden



# Country Specific Safety Culture Forum

## CSSCF Structure

### **Nuclear Energy Agency – NEA/Swedish Radiation Safety Authority (SSM)/WANO and Swedish nuclear industry**

Westinghouse Electric Sweden, Svensk Kärnbränslehantering (the Swedish Nuclear Fuel and Waste Management Company), Ringhals nuclear power plant (NPP), Forsmark NPP, Oskarshamn NPP, Vattenfall and Uniper Sweden.

## **Reflection and dialogue**

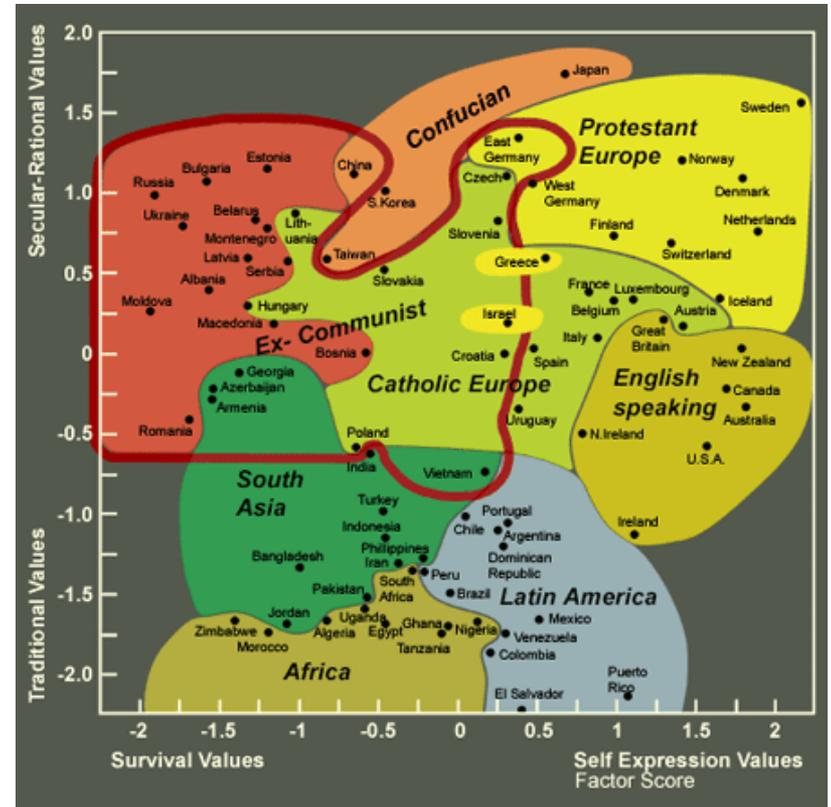
# Human and Organisational Factors (WGHOFF/OECD Frame)

- The accepted safety culture framework should be used as a basis for safety in all nuclear organizations regardless of location or situation.
- Further work should be conducted to ensure common understanding of the safety culture terminology.
- Safety Culture should be assessed and enhanced in a holistic manner taking into consideration all the possible factors influencing nuclear safety.
- National culture traits should not be judged as either positive or negative but how its influence may support or detract from nuclear safety.

# Isolation

*“Swedes may have difficulty with managing feedback, this may lead to learning not fully taking place. They might also miss opportunity to gain valuable external feedback to contribute to further learning”*

*“Employees pursue their skills development by taking personal responsibility for their improvement.”*



# Feedback

*“We know our facilities better than outside people (WANO/OSART) and other industries”.*

It was stated that results from international peer reviews may be difficult to accept without considering the national and technical context in Sweden.

*“...difficult to accept criticism and a kind of hypersensitivity has developed in Sweden, which could explain why following up and providing feedback goes against the grain”.*

# Avoiding Conflict

*“Someone observes a person who is not using the required safety helmet but does not want to call attention to this fact, revealing a tendency to try to avoid offending others”.*

*“The same desire to not cause conflict from a manager to his or her subordinate exists between peers who similarly do not want to be perceived as interfering in their colleagues’ areas of responsibility”.*

# Samskap and Allskap

## Typical behaviours in Swedish nuclear organisations

### Employeeship/leadership/management:

- ✓ collaborative and fair working environment
- ✓ coaching style with a pedagogical approach so as to foster samskap through shared understanding
- ✓ equality in the workplace: “everyone’s opinion be taken into account, and particularly differing opinions and perspectives.”

# “Dig around in the work of others”

*“ ... trust that what has been agreed will be done and that individuals will report any problems that may arise, the discussions reflected the concern that decision making meetings could end with a lack of clarity and that individuals could emerge with differing views as to what was agreed and what next steps were to be pursued “*

## **Suggestion:**

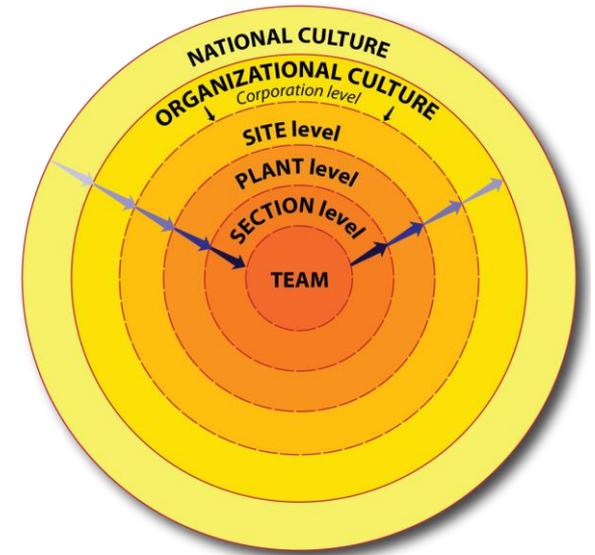
“Managers should ask participants to summarise their understanding of next steps, roles and responsibilities at the conclusion of the discussion.  
Concerns must be addressed”.

# Decision making: Understanding and Consensus

- ✓ Involvement of everyone and striving for consensus: *“a person who is to take part in implementing an action must understand the decision for the action and its basis. It can otherwise result in the decision not being adhered to or that sub-optimisation occurs and the person in question does as he or she feels would be best.”*
- ✓ “Interminable delays”
- ✓ Local social structure: smaller communities and people know each other privately (unconsciously weigh).

# Methodology Main Goals

- Awareness
- Identification of accountabilities – organizational and team/individual
- Follow-up

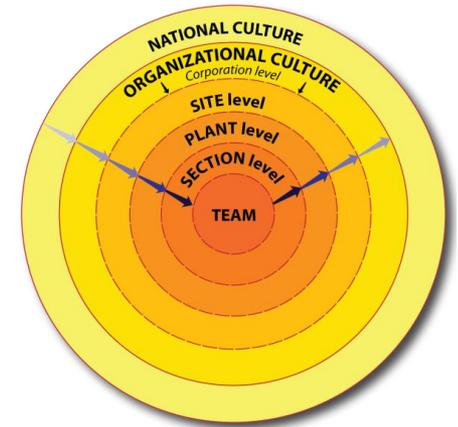


# Awareness

- What is the core business here?
- Why do we do what we do?
- How good are we doing?
- What is my team role and my own role in the process?
- How does my team role and my own role impact the result?
- How can we do even better?



# Methodology in action



- Groups defined by the organization
- Interview with the managers
- Picture of the participants' perceptions
- Report
- Feedback meeting about the report

# IAEA - National Factors Relevant to Safety Culture

- Organizational changes – time frame: 3 years
- Specific culture asks for specific approach/ marketing
- Communication( understanding )  awareness/ ownership/accountability + trust  Safety
- **DIALOG** – *What can **WE** do to get there?*

*Collaboration and engagement*



- Professional Culture  National Culture

- Benchmarking:

”Using others as mirror, I can know how and why things prosper and fail”



# Assumptions might lead to failure

- Highly skilled professionals do not need training.
- Rigidity in perceptions and beliefs: experts start not to listen to others.
- Organizational exclusivity: outside views are discharged.



# What influences NPP Culture

- First plant manager
- Plant management- style
- *Training/Level of Education*
- Relation with Regulators
- Plant Owner



# IAEAs Boundaries

**We need to stay away from:**

- Simplifying
- Generalizing
- Judging others

**Instead we need to:**

- Look closer and refine our views
- Self-reflect
- Learn from each other
- Respect

**National culture traits should not be judged as either positive or negative but how its influence may support or detract from nuclear safety.**

# Traits of a Healthy Nuclear Safety Culture (WANO PL 2013-1)

## Individual Commitment to Safety

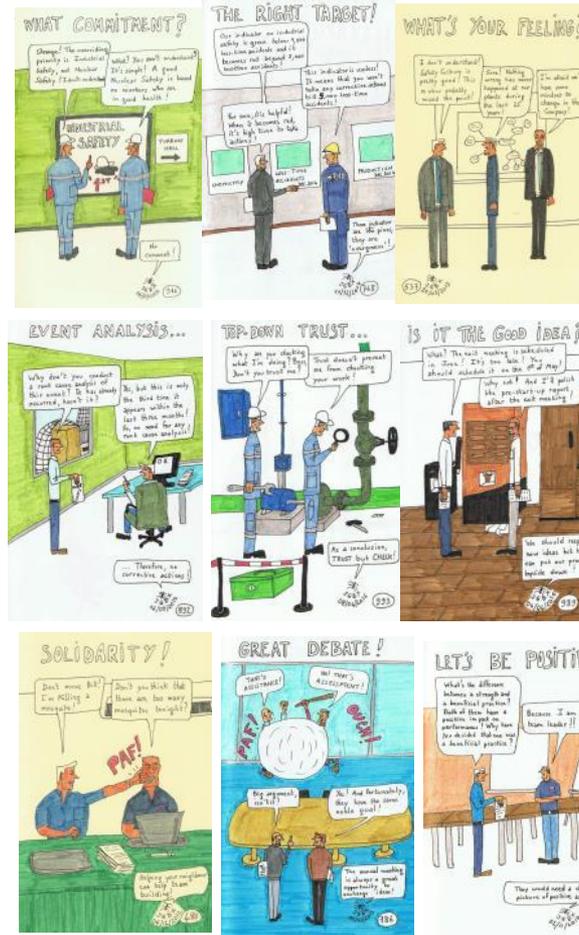
- Personal Accountability PA
- Questioning Attitude QA
- Safety Communication CO

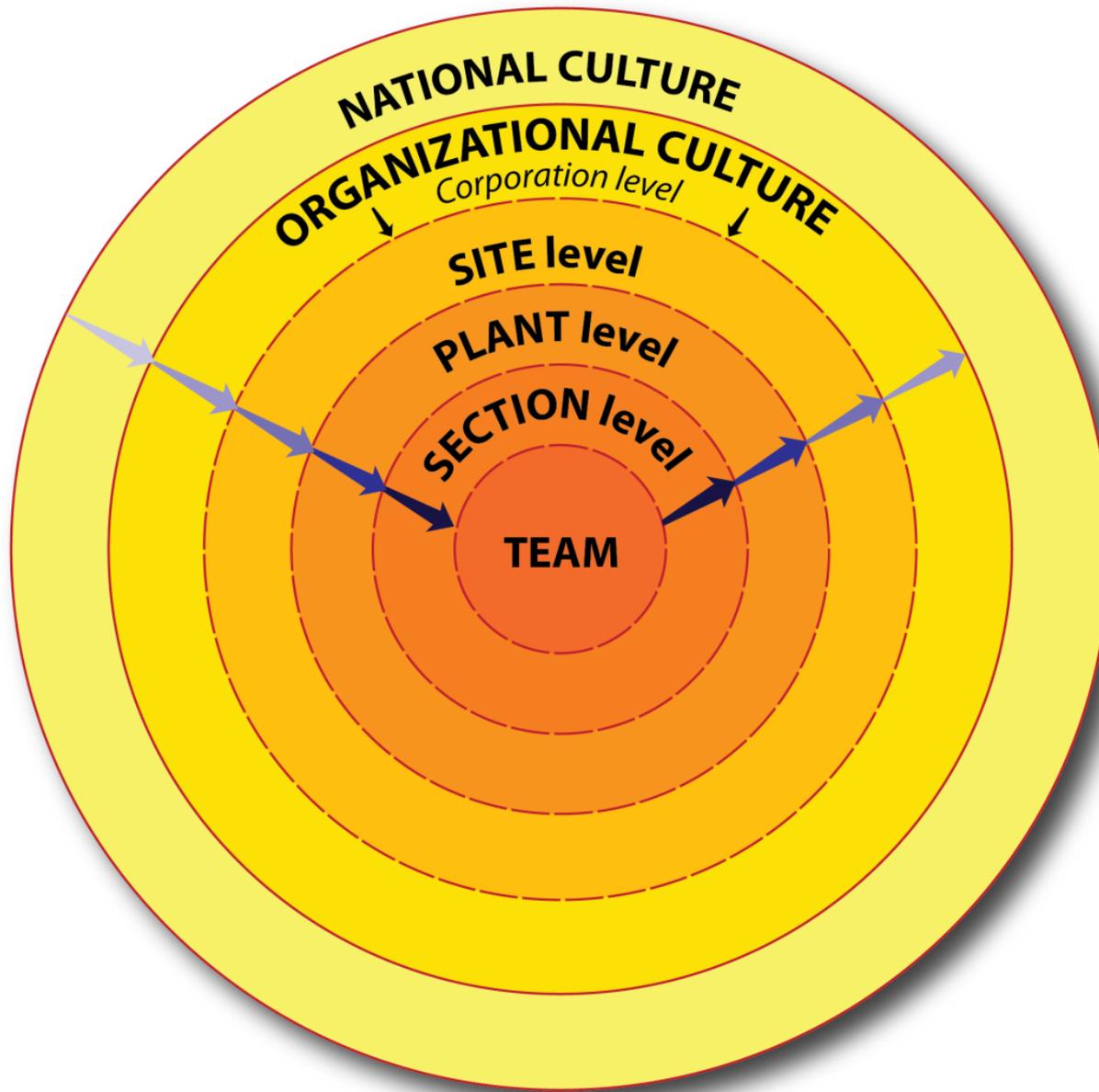
## Management Commitment to Safety

- Leadership Accountability LA
- Decision-Making DM
- Respectful Work Environment WE

## Management Systems

- Continuous Learning CL
- Problem Identification and Resolution PI
- Environment for Raising Concerns RC
- Work Processes WP





# How do we get there?!?



- Single International Nuclear Safety
- Local holistic perspective.



*Thanks for your attention!*



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