



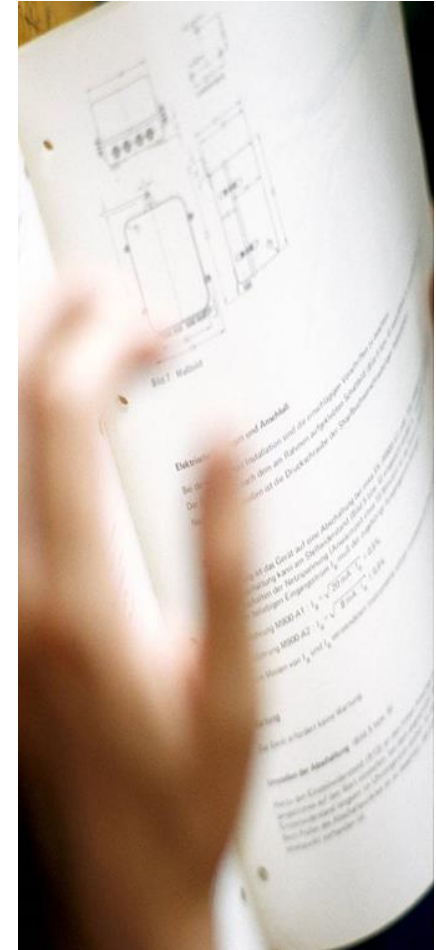
Leadership and Safety Culture - Leadership for Safety

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1. Background

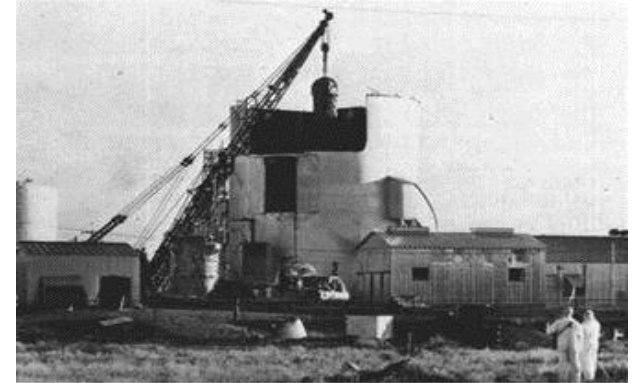
- Since the German “Energiewende” Leadership became an increasing rank.
- Despite the phase-out of the German NPP’s nuclear safety and the belonging safety culture need to be well maintained.
- To stick to these values is essential but sometimes challenging.
- Frequently some convincement is needed:

Therefore Leadership is vital and required.



2. General

Nuclear technology is unique.
Business belongs to the high risk technologies.
Significant events underline this statement.
Design weaknesses and lack in human performance lead to catastrophic outcomes.



Salvage of collapsed SL1 reactor. Idaho Falls 1961. (Source Wikipedia)

Save and successful operation of NPP's is evidence.

Highest priority: **Protect people, environment and assets.**

Attitudes and values as part of a lived Safety Culture.

Effective and sustained **Leadership for Safety** is necessary!

Leadership and Safety Culture in the overall business, at suppliers, utilities, independent examiners and regulatory bodies too.



3. Status Quo in Germany

German NPP's regular listed in the Top 10 ranking worldwide.

Reasons:

- Safety-, Working- and Performance-Culture for Operational Excellence
- Technology, Organisation, Administration
- Close cooperation with authorities, independent experts and suppliers

But:

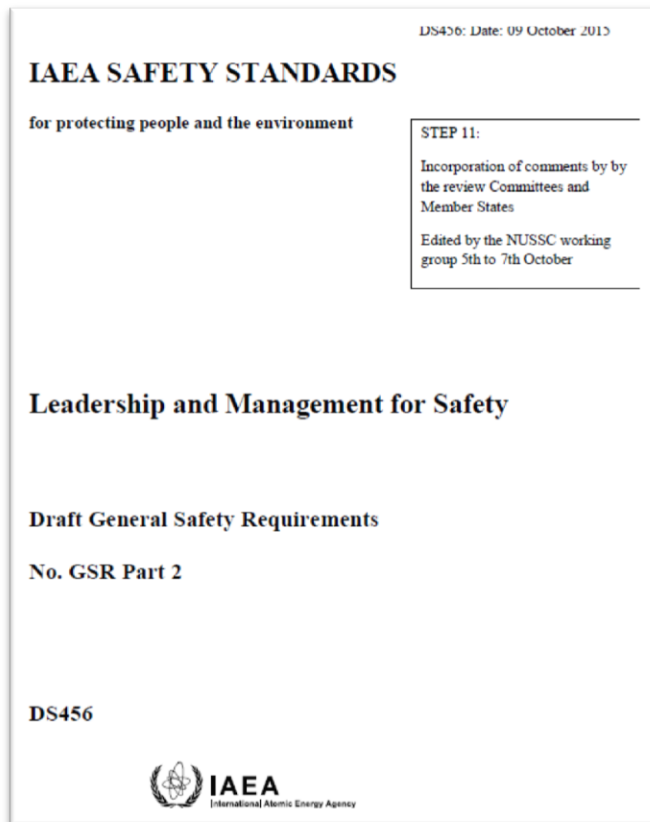
We missed to convince a majority to accept our business!



Challenge: Leaders are asked to:

- preserve our standards in the new framework
- take “care” of their staff and organization
- ensure nuclear safety in the long run

4. Leadership for Safety



Management is asked to:

- harmonize Men, Technique and Organization (MTO) in a manner, that all safety goals are met
- and as a consequence all risks for people, environment and assets are eliminated as far as possible.

Management is asked to:

- Live and demonstrate Leadership for Safety
- establish values behavioural expectations
- set standards for safety
- establish a commitment for safety
- foster a strong safety culture

4. Leadership for Safety

Leadership vs. Management

„**Leadership** is the capacity to translate vision into reality“

Warren G. Bennis

„The task of a **leader** is to get people from where they are to where they have never been before“

Henry Kissinger

„**Leader** – an individual who inspires, coaches and influences people to accomplish organizational goals while adhering to core values“

„**Manager** – an individual assigned to a managerial or supervisory position. Managers control, direct, plan, organize, coordinate and staff the organization to achieve safe reliable station operations“

Leader vs. Manager - Definitions in the WANO PO&Cs 2013-1

4. Leadership for Safety

Leadership Principles and Attributes:

- Take over responsibility
- Strive for Operational Excellence
- Convince people to understand changes as a chance
- Encourage people to challenge the status quo
- Promote innovation
- Show a critical scrutinized attitude
- Lead by example



**High performing nuclear organisations present some attributes.
Excellent performance without these attributes is unlikely:**

- Effective Leadership(team)
- Vision and plan for Excellence
- Engaged Employees
- Healthy Accountability
- Effective Processes and Structures
- Values, Behaviours and Identity

4. Leadership for Safety

Safety Culture:

“Nuclear Safety Culture is defined as the core values and behaviours resulting from a collective commitment by leaders and individuals to emphasize safety over competing goals to ensure protection of people and environment.”



INPO 12-012, April 2013

Nuclear Safety Culture is a first Leadership responsibility!

4. Leadership For Safety

PDCA Cycle

- Set standards and expectations
- Communicate them
- Monitor standards
- Don't accept any deviation
- Never fail to correct shortcomings, if so, a new standard is set



4. Leadership for Safety

Barriers:

A hit list of popular excuses/barriers we have to deal with on our way:

- “Framework in nuclear business does not allow any activities”,
- “Not necessary/no benefit up to phase-out”,
- “Lack of time and /or resources/ other priorities”,
- “A problem does not exist”,
- “Technical problems need more attention”,
- “We are technicians (not psychologists)”.



Contributors:

- Lack of willingness to change
- Affinity to technique
- Convenience and Unconsciousness
- Presumption and Complacency

4. Leadership for Safety

Virtual translation

German “phase-out” is asking for task oriented leadership. The targets are clearly defined:

- Operate the units in a safe, conservative manner under fulfilment of all requirements in line with nuclear safety
- Transfer into safe and reliable service operation
- Development of decommissioning strategies
- Illustrate staff perspectives and secure sufficient qualified staff



Theoretically it is a clear picture and simple game.
The topics and agenda are known. So what is left?

4. Leadership for Safety

Just do it. Don't step into the same error traps mentioned before.

- Promote your vision, values and expected behaviours
- Respect and appreciate people
- Be present and visible in the field
- Close the cycle of PDCA
- Assess and benchmark the results
- Communicate successes or potentials for improvements
- Never fail to correct shortcomings or that will be the new standard

Leaders need to review how they are doing and should raise the bar whenever possible. Reviews should be used to discuss and evaluate observations to be able to identify trends and to define plant improvement plans as part of corrective actions.

5. Findings to Safety Culture



- Since 2001 the German nuclear industry assesses safety culture (VGB-SBS; Sicherheitskultur-Bewertungs-System)
- The assessments are conducted self-dependent.
- June 2012, the German utilities issued a new revision adopting this plan to newest international standards.
- Evaluations not part of our regulators supervision.
- Results were reported to our authorities
- All units including the phased out ones were rated.
- A generic analysis of the total results concludes that no noticeable gaps exist.

Our perspective, we are on track

e-on

6. Summary

“Only volunteers
are going to be
world champion!”

„Safety First!“

“Safety makes
Performance!”

“Plutonium does
not know hurry!”

“Safety without
compromise!”

End

Thank you for your attention!