



NUCLEAR SAFETY CULTURE AND LEADERSHIP IN SLOVENSKÉ ELEKTRÁRNE

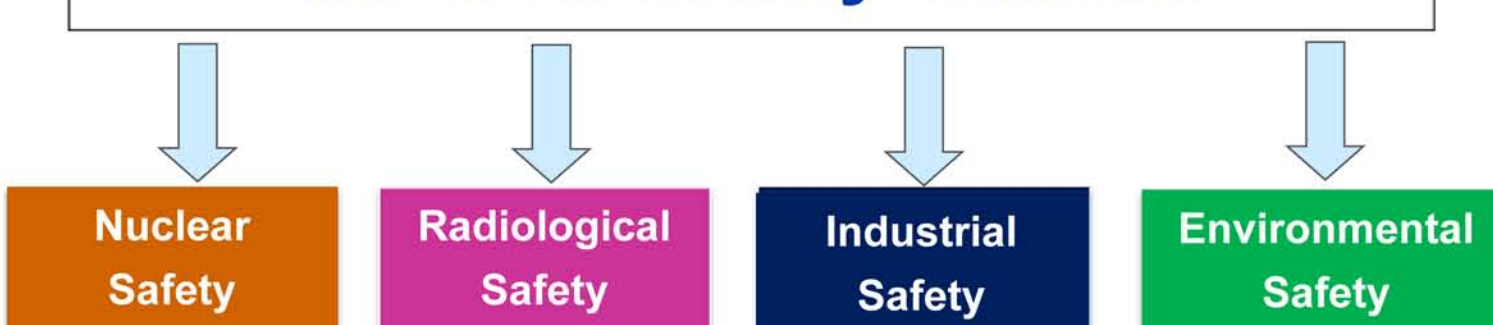
Peter Janko

Slovenské elektrárne

International Atomic Energy Agency, Vienna International Centre P.O. Box 100, A-1400 Vienna, Austria
Peter.Janko@seas.sk

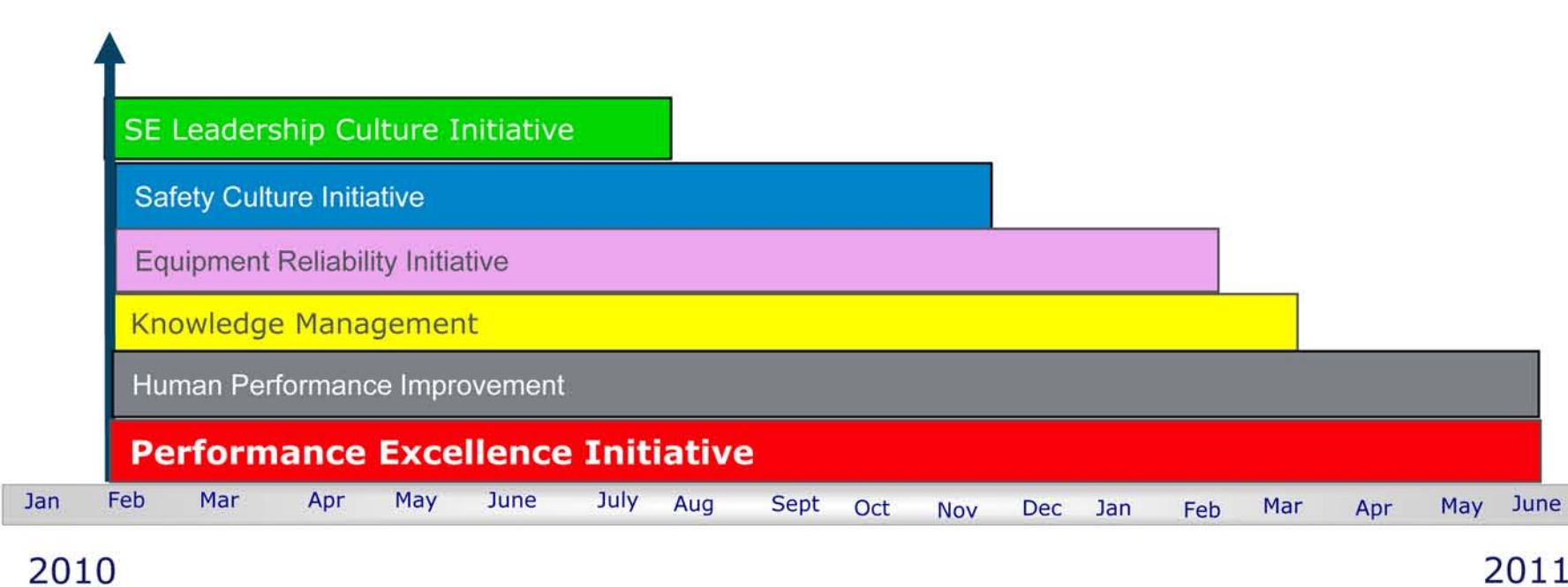
„Our focus is on nuclear safety, although the same principles apply to radiological safety, industrial safety and environmental safety.“

Principles for a Strong Nuclear Safety Culture



Performance Excellence Initiative

Consists of five projects, including Safety Culture and Leadership

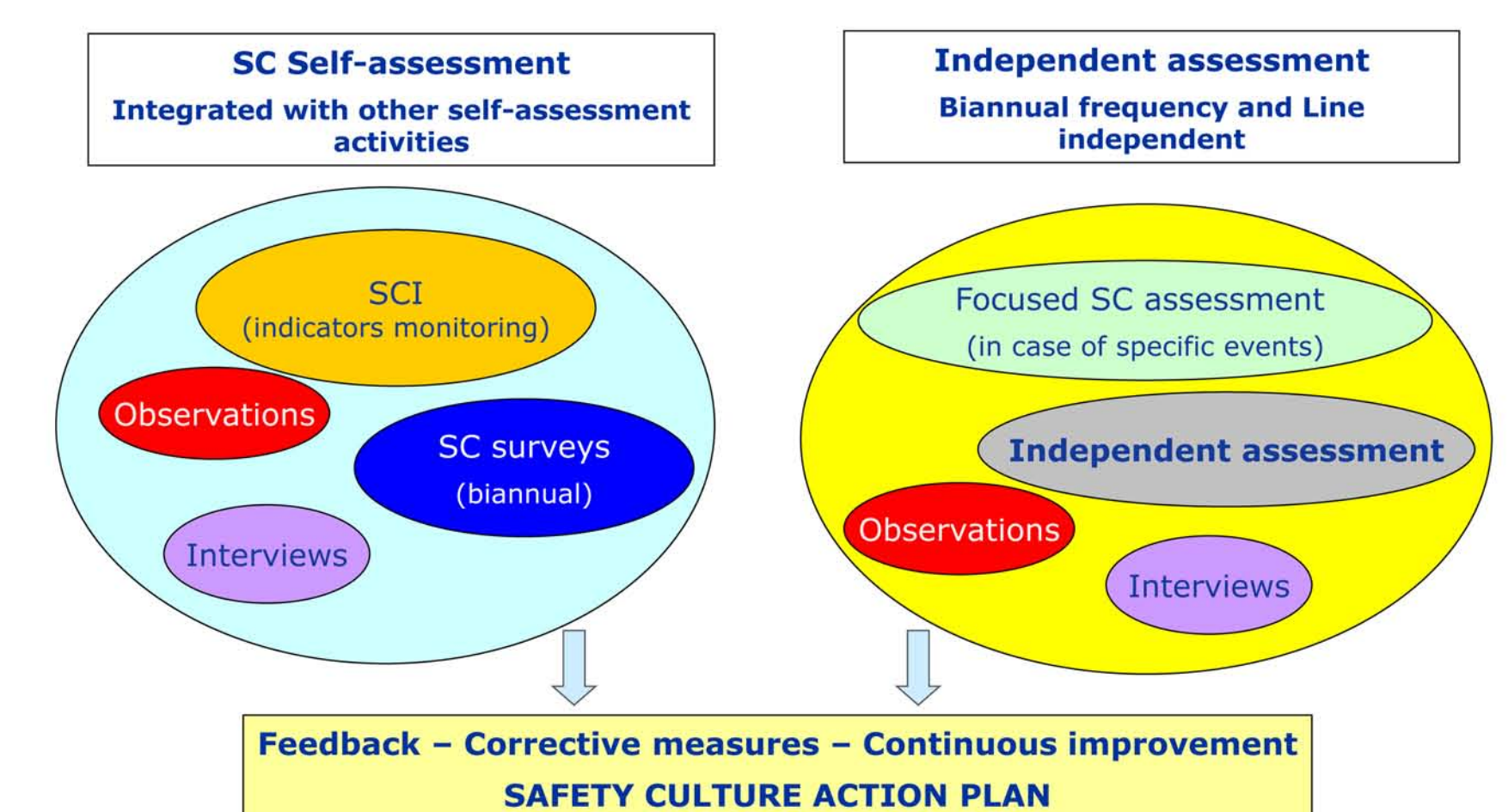
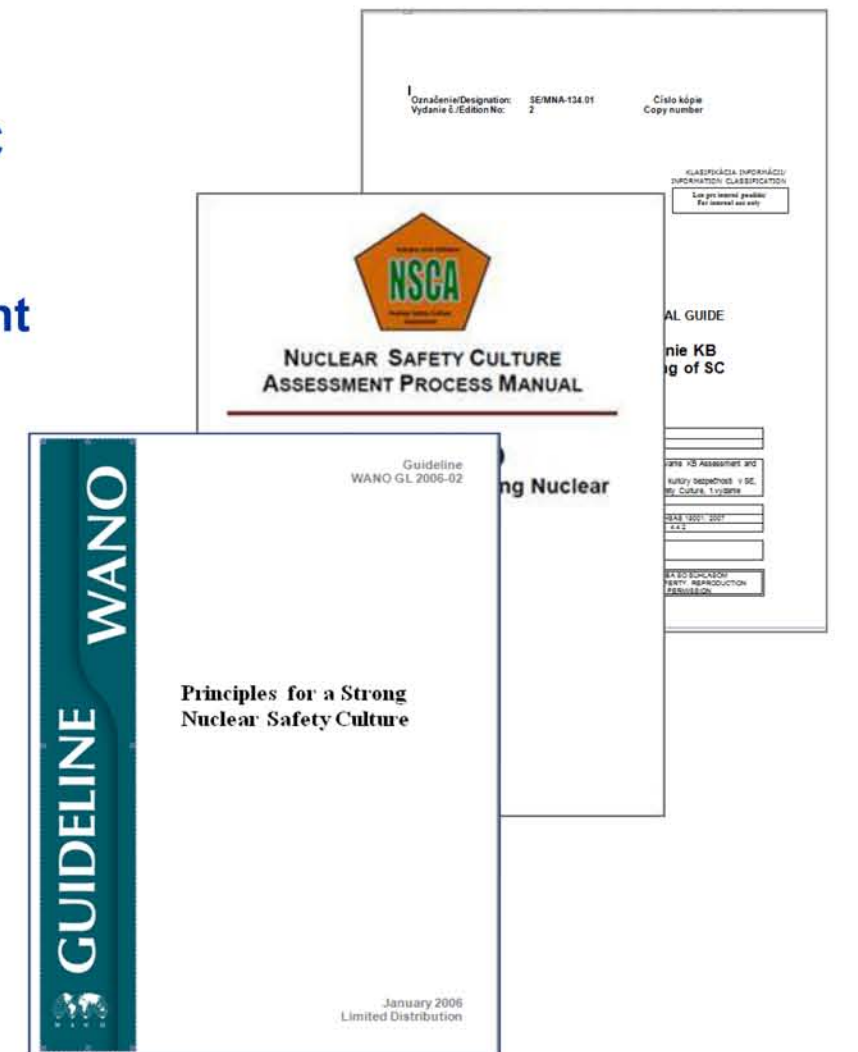


Awarding employees for SC supporting behavior

- Reinforce expected safe behavior by **visible positive reinforcement** of employees performing exceptional safe behavior
- **Motivate employees** for active participation on problems reporting and safety improvement
- Reinforce **atmosphere of trust** among management and employees
- **Plant Safety Culture Committee** identifies employees for awarding
- Two forms of awarding employees:
 - **Plant leadership level** – verbal awarding of employee at presence of his colleagues or personnel at similar position for example during managerial observation, work meeting, training....
 - **Plant Safety Culture Committee level** – awarding by certificate of honor „Awarding of Employee for exceptional safe behavior“
 - Diploma / Honor letter signed by Plant Director
 - Additional award forms (visit one of Enel international power plant, priority attendance at attractive cultural actions, priority parking, relax sojourn
 - Reward by financial means - exceptionally

Safety Culture - Assessment Basis

- Manual SE/MNA-134.01 **Assessment and monitoring of SC**
- The Utilities Service Alliance (USA) **Nuclear Safety Culture Assessment Process Manual**
- WANO Guideline GL 2006-02: **Principles for a Strong Nuclear Safety Culture**

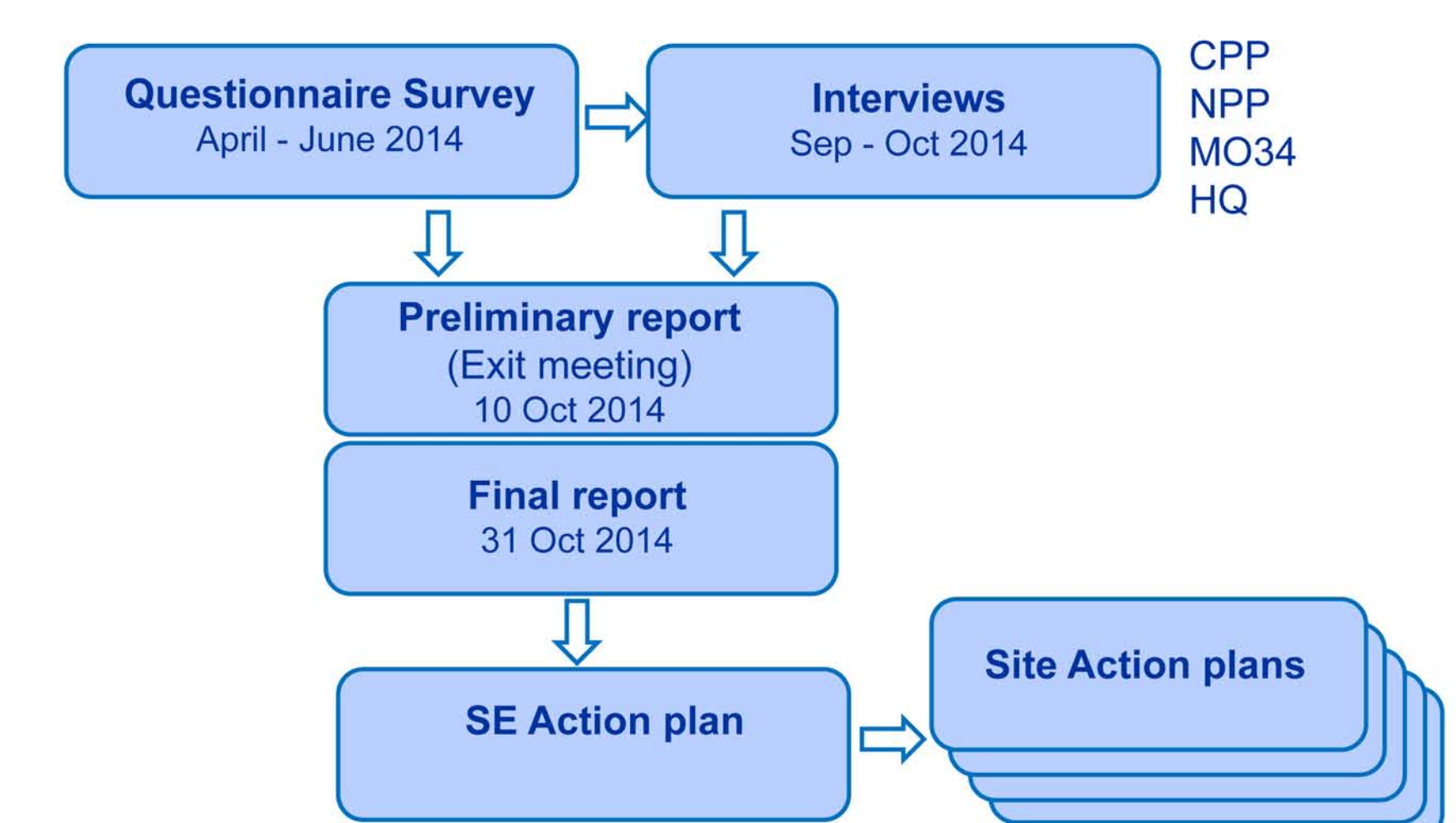


Plant Safety Culture Committee

- **Mission** - to create conditions for management, assessment and improvement of SC
- **Chairman** – safety manager
- **Members** – representatives of Ops, MA, WM, Engineering – central/ plant, training, communication, RP, Nuclear Safety, EPP.
- **Meets** quarterly
- **Main duties:**
 - proposes and checks fulfillment of the SC Action Plan tasks
 - Suggests employee recognition for safe behavior
 - Coordinates tasks related to the safety culture
 - Organizes training and surveys

Just Culture

- **Goal:**
 - To set a tool for a fair evaluation of human failures,
 - unintentional errors from
 - malicious actions, gross negligence, willful violations, shortcuts or destructive acts.
- **Benefits:**
 - Increased trust in the organization
 - Higher number of reported issues/concerns, including own mistakes, near-misses, non-consequential events...
 - Increased safety – better opportunity to control risk / conditions leading to individual or organizational failures



Weekly Safety Message

Goal:

- **Promote regular discussion** of safety matters between managers and staff.
- **Strengthen risk awareness environment** (safety conscious work environment).
- **Strengthen accountability** awareness of each person for safety.
- **Achieve shared understanding** and application of values and behaviors supporting SC principles

Safety Message

Week 21 May 19-25, 2014

I learn from past mistakes, thus preventing creation of future problems.

Safe behavior examples

- ✓ When working on open technology I am conscious of the risk of falling foreign material in it. I make arrangements for prevent it
- ✓ When changing the configuration of essential service water system always assess the impact on heat removal from the reactor fuel and spent fuel storage pool
- ✓ Objects plotted from the controlled zone measured, I check their zero contamination

VALUES

Accountability

- I take responsibility for possible risks at work, and I prevent them by adopting measures for their minimization
- **Managing employees**
 - I take responsibility for decisions and solutions adopted within my competence, also in cases where no clear procedures are defined.

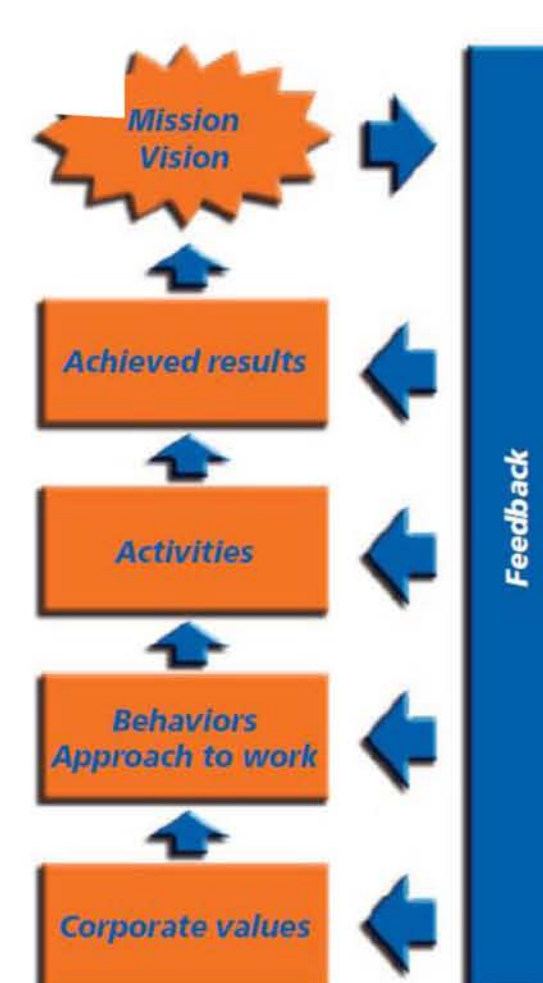
Behavior according to the Model which can support safety message fulfillment



Area: Human factor

Author: Nuclear Safety & Radiation Protection- 22100

Values and Behaviors Model



The Model is based on the philosophy of corporate values representing a basic framework for the employees' behavior in the working environment. Behavior directly or indirectly impacts working activities and finally the ability of safe and effective functioning of the company.

The corporate values express “why we do what we do”.

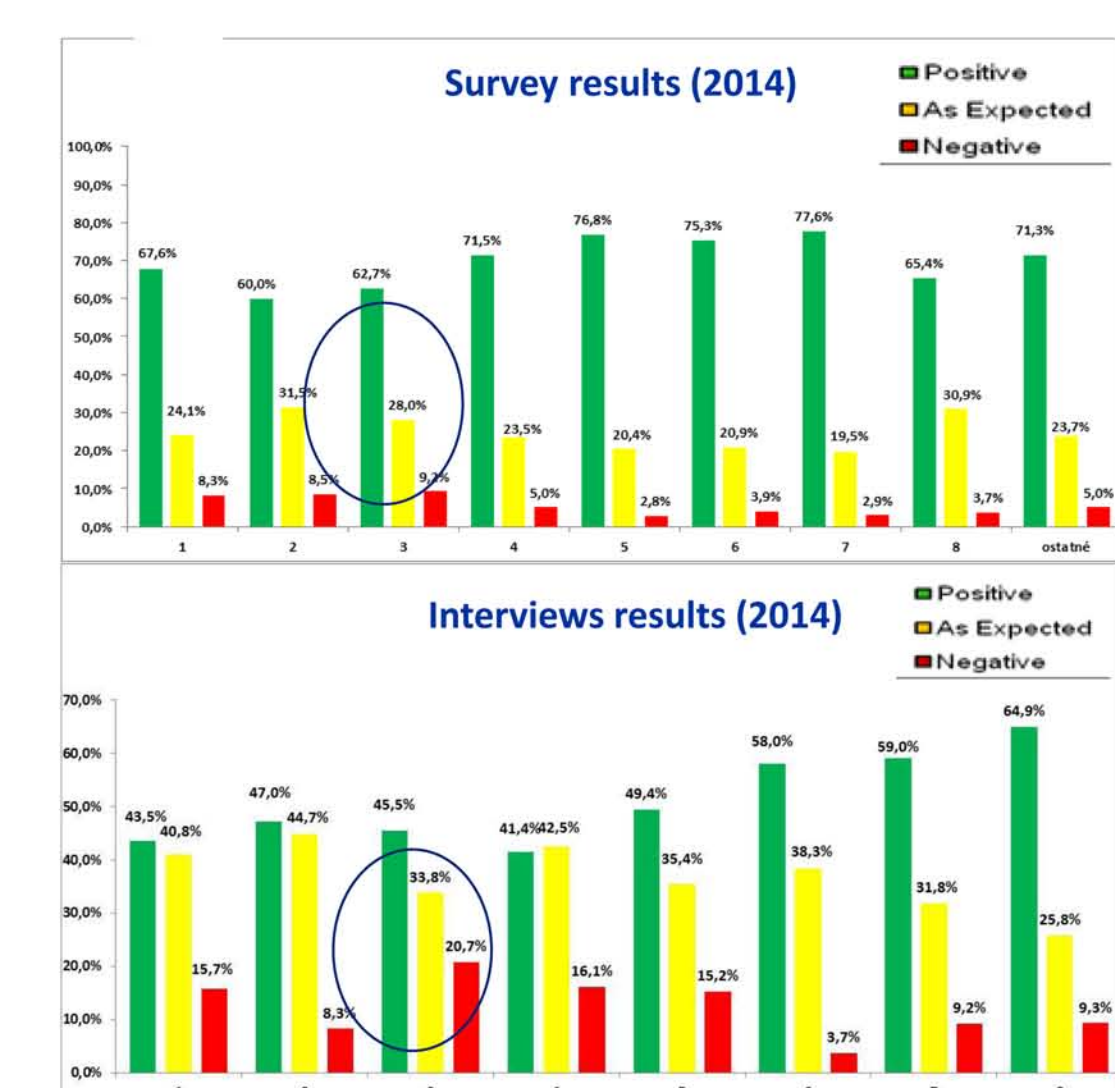
Attitudes and behaviors of all employees affect our common results, our safety and safety of people around us. We are aware that not only results are important but how we achieved them is also important – i.e. „how we do what we do“.



The Values and Behaviors Model defines **eight key corporate values**. Expected behaviors are assigned to each corporate value:

- for all employees (both executive as well as managing),
- extra for managing employees.

The Values and Behaviors Model is a live document, it will be continuously updated so that it may reflect the company's needs and changing environment. Document update is currently on going.



- 104 interviews
- 3 meeting/ field observations
- 2,010 individual data points (interviews)
- 271,118 individual data points (questionnaire)

Principle 3:
Trust permeates the organization

- Consists of 21 focused actions

- Main focus on:

1. Organizational changes
2. Knowledge management
3. Regular information to the top management
4. Reporting of near-misses
5. System of safety awards