

*Workshop on Global Safety Culture
National Factors Relevant to Safety Culture*

A Story on Turning National Factors to Reinforce SC

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Content

- Culture Background
- Plant Introduction
- Actions Taken
- Results
- Challenges

National Factor Background

Confucius said:

Regulated by **the edicts (laws) and punishments**, the people will know only how to stay out of trouble but will not have a sense of shame.

Guided by **virtues and the rites**, they will not only have a sense of shame but will also know how to correct their mistakes of their own accord.

- 551-479 B.C. Ancient Chinese Philosophy

National Factor Background (cont'd)

- Greatly influenced by Confucius
- Key Attributes
 - Benevolence (Virtue)
 - Integrity (Righteousness)
 - Courteous (Manner)
 - Wisdom (Intelligence)
 - Trustworthiness (Credit)

Plant Introduction

- Imported from Canada
- Large number of staff trained in Canada
- Joint commissioning team
- Exposed to other national factors
- Staff relative young
- Management (SLT) open to new initiatives

Plant Introduction (cont'd)

- Challenges in the early stage of operation
 - Only PHWR Plant in China
 - Timely technical support
 - Adaptation to local conditions
 - Internalization of administration
 - Outages

Actions Taken

- Benchmarking top performers
- Supporting National Factor:
 - There must be one can be my teacher in the team of three or more. (Proverb)

Actions Taken (cont'd)

- Independent review and assessment
- Support National Factor:
 - Using others as mirror, one can know how and why things prosper and fail. (proverb)

Actions Taken (cont'd)

- Observation and coaching
- Supporting National Factor:
 - Confucius said: If one is righteous and sets a good example, others would take action without his instructions. (walk the talk)

Actions Taken (cont'd)

- Improving continuously (model)
- Supporting National Factor:
 - There is mountain beyond mountains (Proverb)

Results

- Top quartile performer for many years
- Grow of Leadership team members
- Support of new nuclear projects

Challenges

- Common weakness
 - Change management
 - Coaching and role modelling
 - Reward and recognition
 - CAP program enhancement

Thanks for Your Attention!

Disclaimer: The views or opinions expressed do not necessary represent that of the affiliated organization.

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