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Overview of the Safety Culture Self Assessment Process

**Regional Workshop on the development and implementation of
effective IMS based on GSR Part 2**

Jakarta, Indonesia

31 July- 04 August 2023

Regulatory Activities Section
Division of Nuclear Installation Safety (NSNI)
International Atomic Energy Agency (IAEA)
Department of Nuclear Safety & Security

9 step process



SCSA 9 step process (cont'd)

Step 1 – **Prepare the organization**

- Define scope, assessment team, communication strategy
- Engage labour, allocate management engagement

Step 2 – **Prepare the team**

- Roles and responsibilities
- Training on methods and tools

SCSA 9 step process (cont'd)

Step 3 – Prepare self-assessment plan

- Activities from pre-launch to communication of results
- Test infrastructure e.g., questionnaire admin.

Step 4 – Conduct the pre-launch

- Communicate assessment plan
- Emphasize focus on learning about attitudes and behaviours that influence safety performance

SCSA 9 step process (cont'd)

Step 5 – Conduct the assessment

- Gather data using multiple methods
- Communicate progress to the organization

Step 6 – Analyze results

- Perform descriptive analysis to identify themes
- Perform normative analysis to identify strengths and areas for improvement

Step 7 – Summarize findings

- Develop key messages

SCSA 9 step process (cont'd)

Step 8 – Communicate findings

- Share findings with organization through various communication methods
- Cultivate dialogue

Step 9 – Develop and implement actions

- Work with the organization to develop approaches to address areas requiring attention

Short-term benefits

- Ambitious SCSA plan, along with transparency in resource allocation, communicates:
 - commitment to safety as the number one priority
 - top management support for the program
 - current state of the organization's safety culture
 - norms and expectations
- Initiates inquiring attitude into impact of RB safety culture on licensee engagement and safety performance
- Infuses a way of building important leadership-for-safety skills

Medium-term benefits

- Starts the process of making SC improvements – SCSA opens lines of communication
- SCSA team becomes a direct communication link between top management and the organization, circumventing the filtering effect that is always present
- Insight into safety culture and its relation to organizational culture makes communication and action easier
- Facilitates cross-functional communication - increases efficiency and reduces compartmentalization/silos
- Continuous feedback on program implementation provides up-to-date information on current state of the safety culture program and progress

Long-term benefits

- Organization as a whole develops a greater sensitivity to “soft factors”
- Organization develops a team of communication experts
- A key to organizational learning:
 - Concepts – gain and share understanding of culture and safety culture
 - Behaviours – learn about behaviours that contribute to or detract from safety
 - Impact – identify impact of safety culture on organizational performance
- Increased safety – most severe incidents have ‘human and organizational factor’ contributors

Team resourcing considerations

- Broad range of competencies
- Represent functions and levels
- 8-12 person team
- Administrative and managerial support
- Learning curve
- Reflection time
- Expert support
- Time conflicts – dedicated to SCSA

SCSA team training

Purpose

- To develop competence in recognizing safety culture manifestation in daily work

Structure

- Target group: Assessment team
 - Duration: 12 days of training (two parts)
- Training approach: learning by doing

Senior managers to present:

- Background, expectations, support for the team
- Long-term role of SCSA team members

Introduction to the SCSA Course

- Module 1 Culture
- Module 2 Safety culture and Safety culture analytic approach
- Module 3 SC assessment methods
- Module 4 SCSA assessment process
- Module 5 Interviews and Interview – Case Study
- Module 6 Observations and Observations – Case Study
- Module 7 Document Review and Document Review - Case Study
- Module 8 Survey and Survey – Case Study
- Module 9 Focus Groups and Focus Groups – Case Study

Closure and preparation for Session 2

SCSA team training - Session 2

Opening and Seminar

Module 10	Descriptive Analysis Descriptive Analysis – Case Study
Module 11	Normative Analysis Normative Analysis – Case Study
Module 12	Communication and Reporting of Results
Module 13	Developing a SCSA Plan
Module 14	Safety Culture Oversight - Train-the-trainer

Course and Trainee Evaluation

Past Experiences

Challenges:

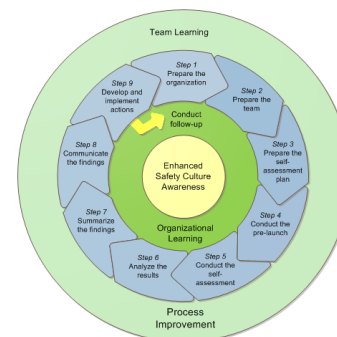
- Being descriptive, not normative
- Not asking too many leading questions
- Not relying on a preliminary framework where you can only give expected answers
- Putting on “cultural glasses”

Benefits:

- Obtained skills on how to collect SCSA data including better understanding of SC
- Increased communication between different departments and levels regarding safety
- The working group developed into a “team”

Summary

- Working with safety culture builds awareness of:
 - What culture is and how culture can be influenced
 - Implications of RB safety culture for national nuclear programme
- The SCSA process involves 9 steps from preparing the team and organization, through data gathering and analysis, to reporting of results and development of action plans
- A team of diverse talents is needed to conduct a SCSA
- IAEA training for the SCSA team builds understanding of the purpose, process, methods and behaviours needed to perform SCSA





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Thank you!

