IAEA 60 Years
Atoms for Peace and Development

Overview of SCSA Process and Team-member Training

9 step process

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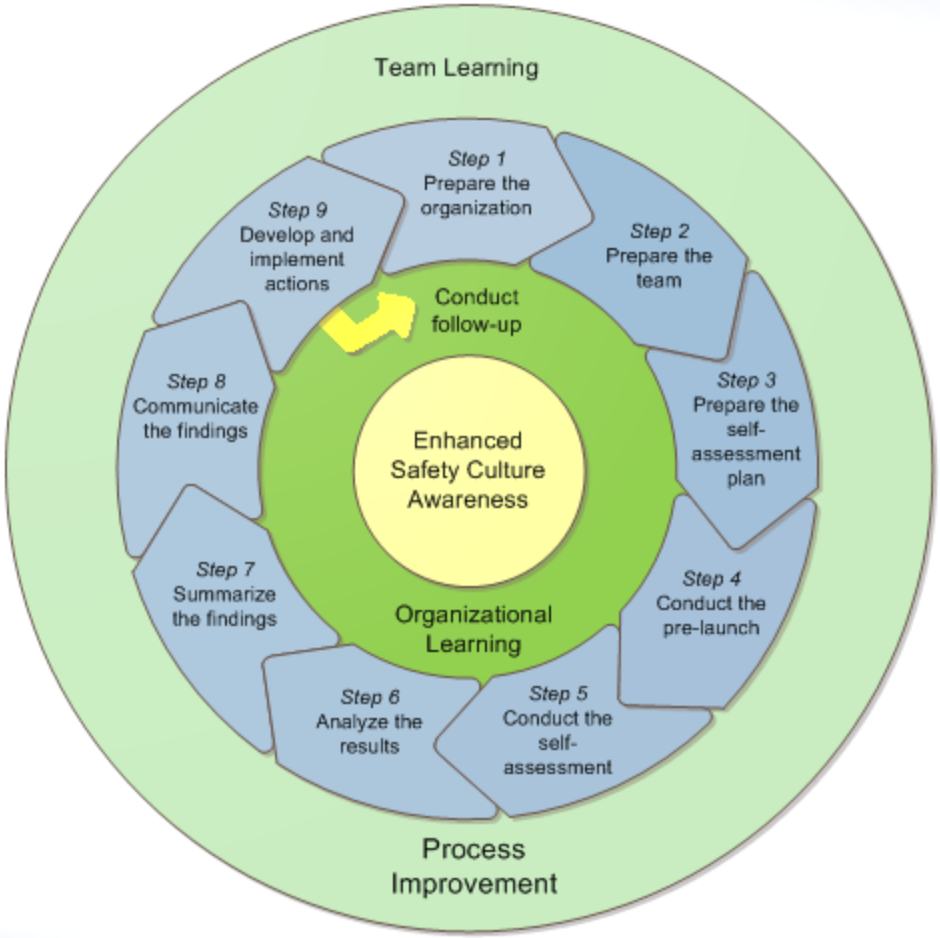

SCSA 9 step process (cont'd)

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

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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

SCSA team training – Session 1

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”

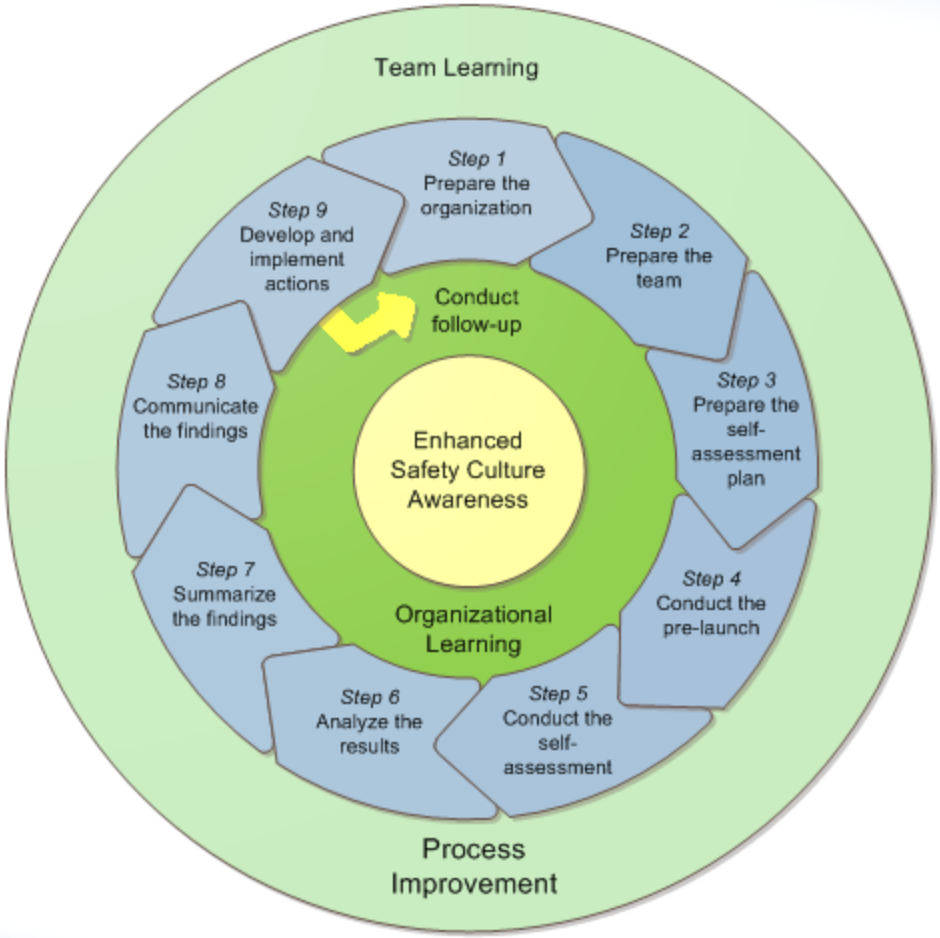
Benefits:

- 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
- IAEA training for the SCSA team builds understanding of the purpose, process, methods and behaviours needed to perform SCSA

Team learning & process improvement



Thank you!