



Leadership and Culture for Safety

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Culture for Safety at the CNSC



The Canadian Nuclear Safety Commission's (CNSC) culture for safety is the product of the organizational mission, programs and practices, along with employee and management actions and behaviours, which establish and support safety as an overriding priority.

Ramzi Jammal,

Executive Vice-President and Chief Regulatory Operations Officer

Culture for Safety



Safety is a clearly recognized value

Leadership for safety is clear

Accountability for safety is clear

Culture for Safety

Safety is integrated into all activities

Safety is learning-driven

Accountability for Safety Is Clear



- The CNSC has a long-standing culture for safety
 - management at all levels takes every opportunity to promote safety consideration as an over-riding priority; the Executive Vice-President and Chief Regulatory Operations Officer as the culture for safety champion is evidence of the CNSC's executive commitment
 - establishment of the Chief Science Officer to ensure all raised technical concerns are considered and adequately addressed in making science-based recommendations

Safety Is a Clearly Recognized Value



- Culture for safety embedded in our Canadian *Nuclear Safety and Control Act (NSCA)*
 - subsection 18(1) immunizes an individual Commission member or staff from a civil claim, so long as the action/decision was made/done in good faith and fell under the authority of the NSCA
 - statutory immunity from personal liability helps ensure freedom from interference, which is necessary for independence and impartiality in safety decisions
 - this statutory immunity also avoids the potential distraction from statutory duty, chilling effect on decision making and compromise of impartiality

Safety Is Learning-Driven



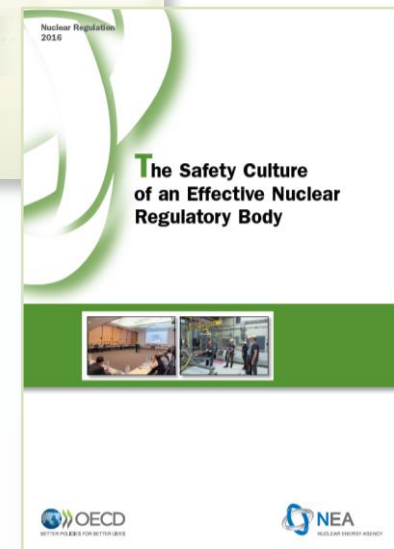
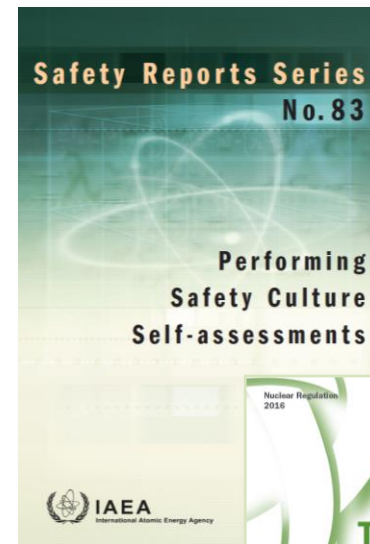
- Despite a healthy culture for safety, the CNSC strives for continuous improvement
- Staff engagement and feedback sought through
 - town hall meetings
 - staff surveys
 - internal communication via emails, articles and lunch and learns
 - individual learning plans for every staff member



Safety Is Learning-Driven (Continued)



- Under the advice and guidance of a third-party expert, the CNCS is conducting an organization-wide regulatory safety culture self-assessment based on
 - IAEA Safety Report Series No. 83, *Performing Safety Culture Self-Assessments*
 - The Nuclear Energy Agency's publication entitled *The Safety Culture of an Effective Nuclear Regulatory Body*



Safety Is Integrated Into All Activities



- In 2015, the CNSC established a formal cross-functional working group on culture for safety and scientific integrity, which took the feedback from staff and developed new procedures and policies that are now in place
 - The *Open Door Policy* and *Skip Level Meeting Policy* allow staff to raise their concerns with a management representative of their choosing
 - The *Policy on Science in a Regulatory Environment* provides governance and improve staff confidence to apply science ethically and professionally
 - The Non-Concurrence Process provides a clear pathway for staff to seek resolution of their differences of professional opinion regarding scientific and regulatory decision making

We encourage staff to raise issues and concerns

Leadership for Safety is Clear

- Championed by the Chief Regulatory Operations Officer and Executive Vice-President
- Culture for safety is integrated in the CNSC's management system
- The CNSC has established key behavioural competencies for staff and a key leadership competency profile for managers promoting a culture for safety



Culture for Safety at the CNSC - Conclusion



The CNSC meets all the characteristics of a healthy culture for safety

- **Our safety is a clearly recognized value:**

It is enshrined in Canadian law through the *Nuclear Safety and Control Act*

- **Our accountability for safety is clear:**

Resides with the Chief Regulatory Operations Officer and Executive Vice-President and supported by the Chief Science Officer

- **Our safety is learning-driven:**

We strive for continuous improvement and we constantly seek feedback

- **Our safety is integrated into all activities:**

It is in our regulatory oversight without compromise to safety

- **Our leadership for safety is clear:**

It is embedded in our management system with an executive champion

Culture for Safety at the International Level



- There is no global nuclear safety champion; Safety conventions attempt to fill this void
- World Association of Nuclear Operators and operators have obligations to global nuclear safety
- The *Convention on Nuclear Safety* (CNS) process is important as it enables Contracting Parties (CPs) to focus on continuous improvement, renew their commitment to global nuclear safety, and demonstrate accountability and transparency – all cornerstones of a culture for safety

Convention on Nuclear Safety - Leading Up to the Seventh Review Meeting



- Number of CPs were non-compliant with provisions of the CNS
- Focused on improving transparency and increasing conformity with the articles of the CNS
 - regular correspondence to all CPs (targeted correspondence with CPs who historically had not met their obligations)
 - démarches at the diplomatic level in Ottawa and Vienna of non-compliant CPs
- The number of CPs increased to 80 (up from 75 at the last meeting)



Culture for Safety Findings at the Seventh Review Meeting of the CNS



- CPs reported progress in developing approaches to oversight of operators' culture for safety
- However, CPs noted that embedding processes to promote and sustain the culture for safety of the regulatory body itself are not widely adopted
- Going forward
 - The IAEA is encouraged to continue developing guidance on oversight of licensee safety culture and also, separately, on practices to promote and sustain the regulatory body's own culture for safety
 - CPs are encouraged to contribute to the development of this guidance and its application

Achievements of the Seventh Review Meeting of the CNS



- Increased transparency and accountability at the Seventh Review Meeting
 - all but one of the CPs submitted a national report
 - all national reports were posted on the IAEA website 90 days after the review meeting
 - the opening and closing plenary sessions and the concluding press conference were publicly webcast and archived on the IAEA's website
- Towards the Eighth Review Meeting
 - encouraging wider participation
 - exploring new information sharing methods

**The community of regulators is leading on
culture for safety by example**

Thank you! Questions?



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