

#### CAPACITY BUILDING

Safety Culture Continuous Improvement Process

# Background and objective

The IAEA offers comprehensive support to licensees and regulatory bodies wishing to systematically improve safety culture. An effective way of doing this is to conduct safety culture assessments and implement improvement activities based upon their findings. By training a safety culture improvement team, consisting of personnel from different departments as well as different hierarchical levels, the receiving organization develops in-house understanding and expertise on the topic, making safety culture understandable, tangible and workable. This creates a sustainable basis not only for conducting safety culture self-assessments, but also for continuous implementation of safety culture improvement activities.

# The Safety Culture Continuous Improvement Process (SCCIP)

The IAEA has developed the Safety Culture Continuous Improvement Process (SCCIP) to assist Member States in strengthening and improving their organizational safety culture; it is a comprehensive process comprising four core steps, as follows:

# • Step 1: Attend a three-day Senior Management Workshop.

Best practices in nuclear safety confirm that when senior managers show visible involvement and interest in improving safety culture, safety performance improves. As a first step, this process begins by engaging Senior Management and providing them with concrete concepts and methodologies used for improving and strengthening safety culture. It also provides them guidance on selecting the members of an internal safety culture improvement team that will assess and implement safety culture activities within the organization. The selection should reflect both the organization's different departments and hierarchy levels. Strong, visible, consistent senior management commitment, leadership and support is essential for the success of the SCCIP.

Step 2: Attend a ten-day safety culture improvement team training.

This step involves training the safety culture improvement team appointed by senior management. The team will develop competency in various safety culture principles, safety culture assessment techniques, and safety culture improvements to change elements of safety culture with the aim of improving safety performance. The training is split into two parts with approximately a month break in between each part, during which time the team is assigned course literature to read. (The IAEA offers an add-on module for regulatory bodies or corporate organizations on safety culture oversight.)

• Step 3: Conduct a safety culture self-assessment. In this step, the newly trained safety culture improvement team will collect the assessment data and perform the preliminary analyses of this data. They can, upon request, receive IAEA's support throughout the assessment process via tailored support missions based upon their needs.





Nuclear Installation Safety

(	Target Audience				
	Regulators	Operating Organizations	Vendors	Educators	

# SAFETY CULTURE CONTINUOUS IMPROVEMENT PROCESS

#### • Step 4: Finalize the last steps of the safety IAEA Safety Culture Normative Framework (see culture analyses.

where an IAEA expert team works together with the newly trained safety culture improvement team to identify strengths and areas for improvements. Time is also allocated to suggest appropriate improvement activities.

The improvement process continues with the implementation of improvement activities and the performance of further safety culture assessments on a regular basis. All work will be performed by the new trained safety culture improvement team.

# Learning approach

For sustainable and effective learning, both the senior management workshop and the SCSA training are based on a learn-by-doing approach. This approach provides interactive training through lectures, dialogue, reflections, exercises and casestudies. The training comprises culture and safety culture theory, planning and preparation of a selfassessment, assessment methods, descriptive and normative analysing methods, communication and management of the assessment results.

Experience shows that the most effective way to make safety culture tangible is to work with it practically. For that reason, the SCSA training involves case studies, whereby the participant analyses a set of fictive safety culture selfassessment materials. When completing the course, the participants have already performed a "mini" safety culture self-assessment, which will provide them with the foundation necessary to be able to conduct their own self-assessment.

#### Assessment methodology

The IAEA teaches safety culture assessment teams to use a multiple data gathering method when assessing safety culture. The assessment methodology is designed to minimize the influence of the assessors' own judgments and subjectivity on the assessment results.

In phase one, the safety culture assessment team will use five descriptive, qualitative methods when collecting cultural data from an organization: conducting interviews and surveys, convening focus groups, reviewing documents and making observations. After the data is collected, the team extracts the cultural themes. This data is then incorporated into a descriptive analysis, providing an image of the organization's culture.

In phase two, the safety culture improvement team conducts a normative analysis- evaluating and drawing cultural conclusions from the descriptive analysis in relation to the guidance provided by

IAEA Safety Guide GS-G-3.5). In other words, it is The final step involves an IAEA support mission only during the final normative analysis phase that specific safety culture characteristics and attributes are analysed, where strengths and weaknesses in the organization's safety culture are highlighted.

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### Audience

Nuclear licensees and regulators.

#### Team composition

An international team of safety culture experts.

# Duration

- Safety Culture Workshop for Senior Management (3 days);
- . SCSA training for safety culture team (in two 5-day sessions):
- Train-the-Trainer Safety Culture Oversight Course (for regulatory bodies only) (2-days);
- Support mission to finalize analyses and identify continuous safety culture improvement activities (2-5 days);
- Tailored support missions upon request (2-5 days).

# **Expected Output**

A sustainable and thorough organizational basis for continuous improvement of safety culture.

#### **Resource requirements**

An organization choosing this comprehensive safety culture improvement process needs to commit to providing the resources needed both for the SCSA training and the subsequent continuous improvement activities. It is strongly recommended that the safety culture improvement team chosen by the organization is allowed to dedicate a part of their work time to conducting the safety culture self-assessments and to implementing systematic, improvement activities.

#### For further Information:

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