NRC’s Internal Safety Culture
Successes, Challenges, and the Path Forward

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Challenges and Enhancements to Safety Culture of
the Regulatory Body
Presentation Overview

• Internal Safety Culture
• Significance of Safety Culture
• Successes
• Challenges
• Path Forward
• Summary and Conclusions
Internal Safety Culture at NRC

• Safety culture is an integral part of NRC’s organizational culture

• NRC’s organizational culture is comprised of our mission, vision, values and principles of good regulation – all of which emphasize safety

• The integration of safety culture into NRC’s broader organizational culture helps all employees understand that they have a responsibility for safety
Internal Safety Culture at NRC

Components of Organizational Culture:

- Mission
- Vision
- NRC Principles of Good Regulation
- Organizational Values

Safety culture is enhanced at NRC by actions and policies related to:

- Fostering a Questioning Attitude
- Open Door Policy
- Non-Concurrence Program
- Differing Professional Opinions Program
Significance of Safety Culture

• Why is it important?

• With external safety culture, operating experience demonstrates that there is a clear nexus, and inverse relationship, between safety culture and event occurrence.

• With internal safety culture, findings from previous employee assessments demonstrate that there is a positive relationship between safety culture and employee engagement which supports improved decision-making.
Successes

NRC self-assessments reveal:

– a strong emphasis on mission and organizational values
– a highly skilled and competent staff
– a culture of continuous improvement; willingness to learn from and reflect on “lessons learned”
– the high value placed on learning and development
– frequent encouragement of our employees to raise concerns
– a consistently high level of employee engagement
Challenges

• **Complacency**: safety culture is a concept that must be approached with an ever-vigilant and ongoing methodology

• **Communication**: constantly ensuring there is no potential employee fear of reprisal or retaliation

• **Independence**: always maintaining a healthy separation from industry and ensuring political influences do not compromise technical judgement

• **Leadership**: ensuring continuous support and demonstration of safety culture throughout the NRC
Path Forward

- A systematic approach for integrating safety culture into the broad organizational culture
- “Behavior Matters” initiative
- U.S. Federal Employee Viewpoint Survey
- NRC Office of Inspector General Internal Safety Culture and Climate Survey (August 2015)
Summary and Conclusions

• NRC’s internal safety culture is an integral part of our broad organizational culture

• The safety culture of the regulator has a relation to the industry's safety culture

• NRC recognizes the direct relationship between internal safety culture and employee engagement which supports improved decision-making

• NRC has had successes but we continue to conduct self-assessments to identify and address challenges
Thank you for your attention!

For more information….

• Contact NRC internal safety culture staff at OrganizationalCulture.Resource@nrc.gov

• Information on the components of organizational culture (NRC Values; Principles of Good Regulation; Open Collaborative Work Environment; Open Door Policy; Non-Concurrency Process; and Differing Professional Opinions Program):
  http://www.nrc.gov/about-nrc/values.html

• NRC’s external safety culture webpage:
  http://www.nrc.gov/about-nrc/safety-culture.html