Human Capital

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Key Leadership Issues and Trends

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Nuclear Safety Lessons

Institutional, Organizational and Human Performance Issues

• Leadership
• Basic knowledge
• Documented procedures
• Adherence to procedures
• Training
• Communication
To ensure HIGH LEVELS OF SAFETY, the nuclear safety SYSTEM in its ENTIRETY must be ROBUST
Strategic Intent: Focus on Leadership

“The single biggest way to impact an organization is to focus on leadership development.

There is almost no limit to the potential of an organization that recruits good people, raises them up as leaders and continually develops them.”

John Maxwell, Author

“The difference in performance, more than ever, is a matter of implementation, standards, and culture. And leadership is the key difference-maker between marginal and exceptional performance.”

Peter Prozesky, WANO CEO

“"There can be no grounds for complacency about nuclear safety in any country...Safety must always come first."”

Yukiya Amano, IAEA DG
Leadership for safety is one of the most important cornerstones in the development and maintenance of a strong safety culture.

The influence which leadership has in setting the tone and culture within the organisation directly impacts the behaviour of employees on all levels.
Leadership & Management – 2nd Most Common Finding

Operating Organizations: OSART Review Findings 2014-2018
Leadership and Management

- Leaders not setting, communicating and reinforcing expectations and challenging inappropriate behaviours
- Limited effectiveness of Integrated Management System in supporting improvements in safety performance
- Ineffective communication and reinforcement of Industrial Safety Standards and mitigation of industrial safety risks.

OSART Review Findings 2014-2018

IAEA International Atomic Energy Agency
Atoms for Peace and Development
Senior managers not establishing and communicating a clear picture of operational excellence.

Managers not sufficiently challenged and held accountable for delivering safety performance improvements.

If Leadership and Management were combined they would be the 3rd most common finding.
Leadership and Management issues are not confined to Operators

IAEA also reviews Regulatory Bodies through the Integrated Regulatory Review Service

For the last two years this service has reviewed includes elements from GSR Part 2

It is already clear from findings related to goals, strategies, culture for safety and demonstration of leadership that these are important areas for Regulatory Bodies as well
Management System should promote a strong safety culture, reinforce a questioning attitude and continuous learning.

Regulatory Body should perform assessments of the regulatory (safety) culture among all staff.
Path Forward

Complementary paths to the same goal: Effective Leadership and Management for Safety

- Demonstration of leadership for safety by Managers
- Provision of resources
- Management of processes and activities
- Assessment and improvement of leadership for safety and safety culture

- Guidance for effective leadership
- Identification of leadership issues
- Impact leadership programmes for Managers
- Support for development of effective leadership programmes by members