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International Atomic Energy Agency
Atoms for Peace and Development

Safety Motivation – Different?

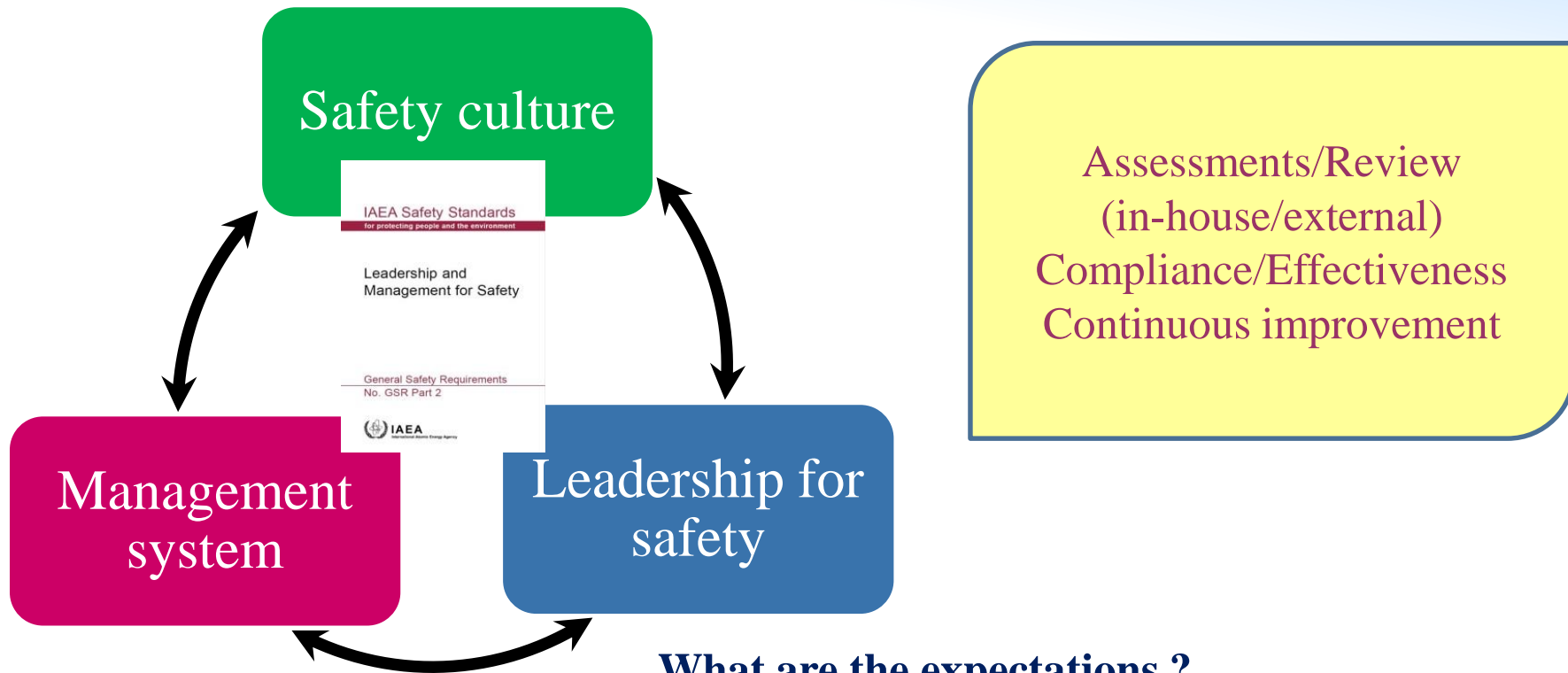
WINS Round Table

Motivating staff with Accountability for Nuclear Security

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GSR part 2- A Balance of 3 elements



What are the expectations ?

How is safety culture is supported/captured in the management system?

How does leadership support safety culture ?

How does leadership support the management system ?

Specific GSR part 2 Requirements for security/safety interfaces




- Safety measures and security measures have in common the aim of protecting human life and health and the environment. Safety measures and security measures must be **designed and implemented in an integrated manner** so that security measures do not compromise safety and safety measures do not compromise security
- The management system supports the achievement of the fundamental safety objective of protecting people and the environment from harmful effects of ionizing radiation, and **takes into account the interfaces between safety and security**
- Safety measures and security measures must be **designed and applied in an integrated manner**
- **Requirement 6: Integration of the management system**
 - The management system shall integrate its elements, including safety, health, environmental, **security**, quality, human-and-organizational-factor, societal and economic elements, so that safety is not compromised.
 - 4.10. Arrangements shall be made in the management system for the resolution of conflicts arising in decision making processes. **Potential impacts of security measures on safety and potential impacts of safety measures on security shall be identified and shall be resolved without compromising safety or security**
- **Requirement 12: Fostering a culture for safety**

Senior managers and all other managers shall advocate and support the following :

 - (h) **The exchange of ideas between, and the combination of, safety culture and security culture.**

IAEA: 30 years of working with safety culture...



- Safety Culture  Motivation
- Safety culture is different from technical fixes—
 - Will affect all activities at the Installation and/or Organization
 - Interdisciplinary concept – Engineering as well as Social/ Behavioural science (HTO)
- Culture is something we can influence and shape, rather than something we can control
- Changing culture is not a 'quick fix' – it takes time, effort.
- Culture work needs to encompass the whole organization – not only a top-down process
- Managers and leaders need to be convinced to change or improvement required, and act to sustain

Safety Motivation

Motivation

Intrinsic

“I need to be safe
I need my workmates to be safe”

Individual and social
context of social groups

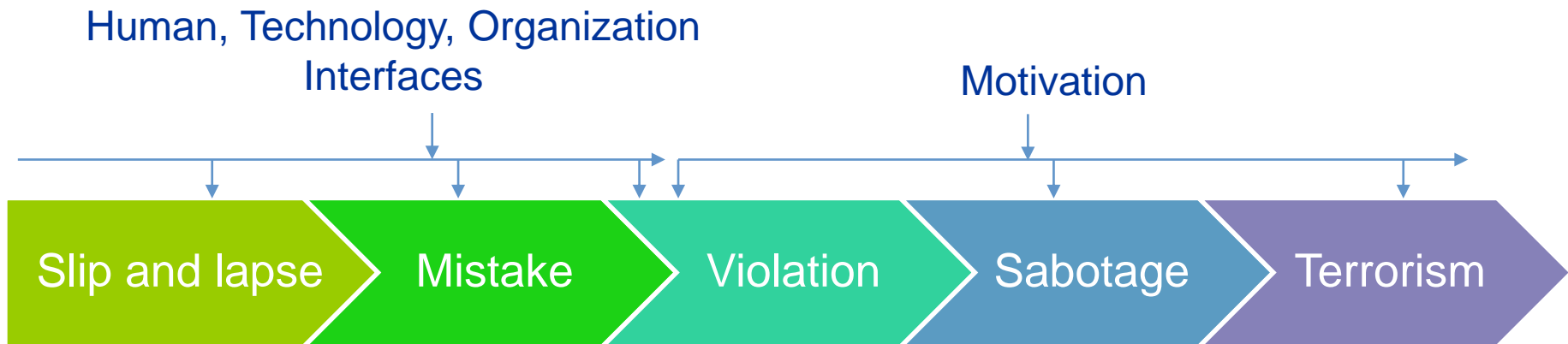
Extrinsic

I need to follow the rules
I am being assessed on my
performance

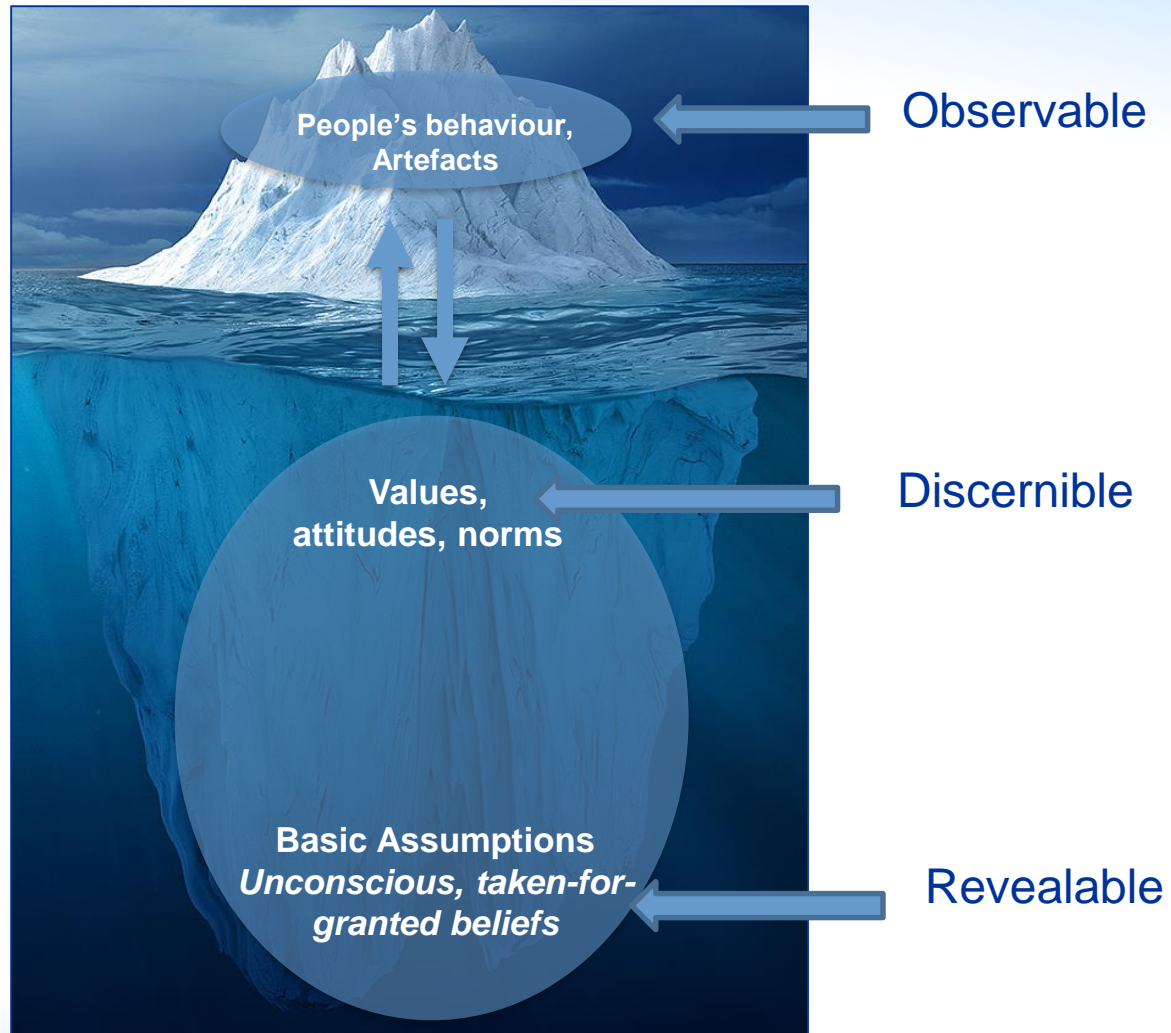
Standards and
expectations –
reinforcement and
enforcement



Human Systems



Safety Culture in theory (Edgar Schein)



IAEA Nuclear Security Culture Model



GOAL: EFFECTIVE NUCLEAR SECURITY

**Management
Systems**

Behaviour

Leadership behaviour
Personnel behaviour

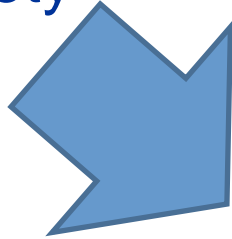
Principles

Beliefs and Attitudes

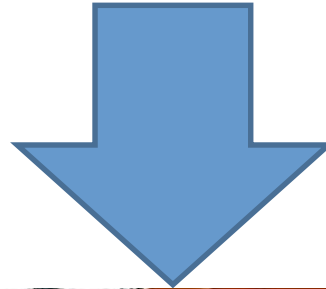
Approach.....

Safety and Security

Safety



Security

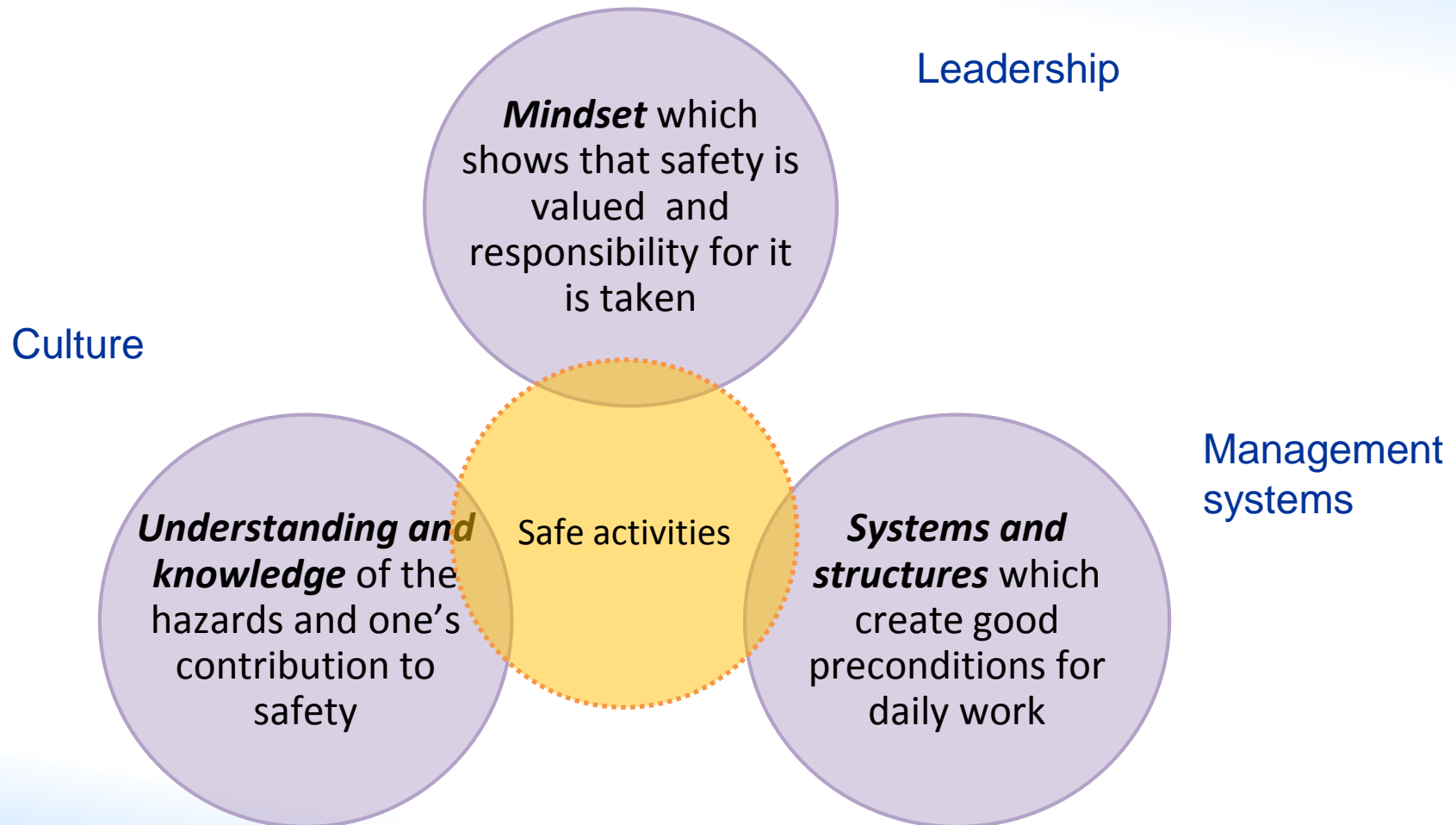


Integrated
One Voice
Aligned approach

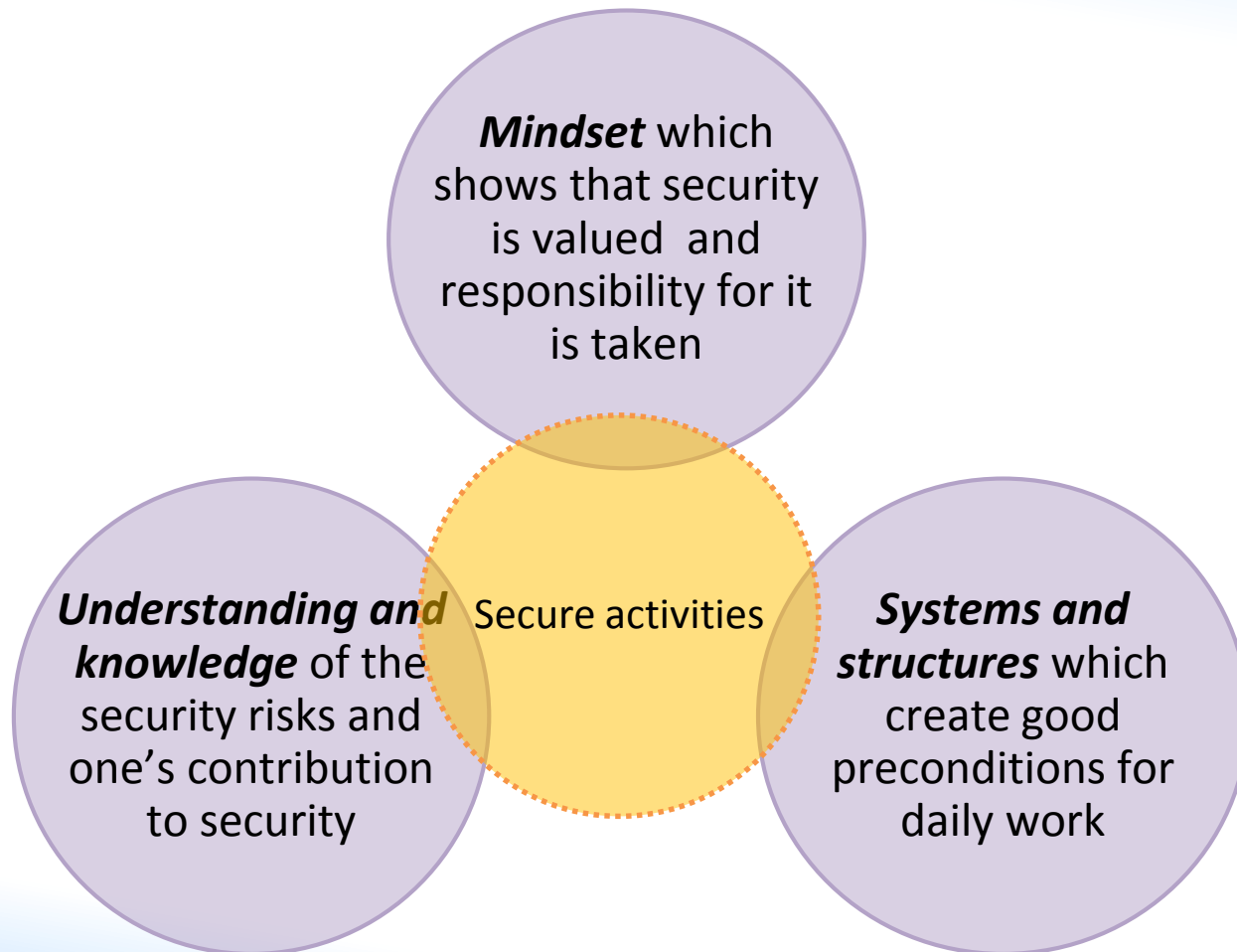


Non- specialists.... Managers, leaders and workers

The three cornerstones of safety culture



Similarities?



Common objective of Nuclear Safety and Security



***The protection of people, society
and the environment
from harmful consequences of a nuclear
event***

Goal: Effective nuclear safety and security



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Thank you!

