



Canadian Nuclear
Safety Commission

Commission canadienne
de sûreté nucléaire

Canada

Insights on the Canadian Nuclear Safety Commission's Safety Culture Journey

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Workshop on Challenges and
Enhancements to Safety Culture of the
Regulatory Body
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Outline

- CNSC regulatory fundamentals
- Why is safety culture important?
- Where are we today?
- CNSC safety culture journey
- Building a common understanding
- Working together and improving
- Regulatory effectiveness
- Summary



Regulatory Fundamentals

Ensuring safety

- Licensees are primarily responsible for safety:
 - managing regulated activities in a manner that protects health, safety, security and the environment while respecting Canada's international obligations
- The CNSC is responsible to the public, through Parliament, for the associated regulatory oversight:
 - ensuring that licensees properly discharge their responsibilities



Why Is a Strong Safety Culture Important for a Regulator?

- A strong safety culture focuses staff's priorities
- Staff are more engaged, free to express concerns and able to deal holistically with nuclear safety and conventional challenges
- Licensees are provided with a good example
- Stakeholders have greater confidence in the regulator
- Safety, both nuclear and conventional, is improved



Where Are We Today in Safety Culture?

- We embed our bias for safety into everything we do as part of fulfilling our mandate
- We recognize how our recommendations, decisions, actions and behaviours:
 - impact the way we discharge our mandate and how our stakeholders perceive us
 - impact the health, safety, productivity and well-being of CNSC staff
- We promote continuous improvement and learning, as well as health, safety, wellness and working collaboratively



Our Safety Culture Journey ... How We Started the Dialogue

- A self-assessment in 2006 identified safety culture as an area for improvement
- Staff called for a safety culture champion to be identified and, given the importance, the Executive Vice President (EVP) and Chief Regulatory Operations Officer took on the responsibility
- Participated in 2008 survey and workshop of the Nuclear Energy Agency (NEA) / Committee on Safety in Nuclear Institutions
- Opportunities to improve safety were subsequently identified by IRRS mission recommendations of 2009 and improvements were noted in 2011
- Hosted/organized the 2013 international conference in Ottawa on regulatory effectiveness
- Started to implement a formal program



We Built Momentum in a Systematic and Integrated Manner

- Executives and senior management fully committed to safety culture improvements, with EVP as champion
- Identified safety culture as an improvement priority
- Embedded safety culture in our Management System Manual
- Socialized safety culture through our internal website, information meetings and surveys
- Established a cross-functional working group
- Collaborated with other regulators and international agencies





We Built a Common Understanding

- By understanding staff perspectives and taking supportive proactive actions





We Work Together to Ensure Safety

- Staff, management and executives are accountable
- Employees are encouraged to raise issues for resolution:
 - internal disclosure process
 - process for resolving differences of professional opinion
 - leadership committees and assessment and compliance teams
- We have a collaborative workplace initiative:
 - civility and respect in the workplace
 - conflict resolution
 - management/leadership excellence
- We take pride in our values and ethics policy



We Are Committed to Continuous Improvement

- We listen to what staff and stakeholders are saying to us, and they can do so without recrimination
- We are improving our internal communication and feedback
- We regularly review and adjust regulatory programs
- We have enhanced our regulatory and licensing frameworks
- Our Internal Quality Division coordinates improvements
- We all work together to dismantle silos and other impediments to collaboration and decision making



We Are Dedicated to Continuous Learning and Knowledge Management

- Recommended and mandatory training
- Inspector Training and Qualification Program
- Management Excellence Program
- Alumni Program
- Seminars by invited experts and notable speakers
- Nuclear regulatory knowledge base – Nukipedia, leveraging the principles of Wikipedia
- Supportive of staff self-improvement and learning programs including post-graduate studies



CNSC Safety Culture – Getting It Right: Regulatory Effectiveness

- The CNSC has aligned with the NEA's report, *The Characteristics of an Effective Regulator*, as a framework for further improving our safety culture and strengthening regulatory effectiveness

Regulatory Effectiveness ↔ Strong Safety Culture

*The CNSC's Attributes of a World-Class Regulator**

1. *Clear legislation and regulations*
2. *Safety focus*
3. *Independence*
4. *Open and transparent*
5. *Technical competence*
6. *Modern, flexible regulatory framework*
7. *Science-based decision making*
8. *Dissemination of information*
9. *Well-managed and well-resourced organization*
10. *Continuous improvement*

* Based on *The Characteristics of an Effective Regulator*, NEA



Summary

- CNSC management and staff are engaged and involved in supporting a healthy safety culture:
 - We have our EVP as the safety culture champion
 - We have programs and policies in place which we continue to develop and improve
 - We encourage dialogue and seek feedback on safety-culture-related issues, policies, programs and future direction
 - We promote a common understanding, at all levels and across all areas, of the benefits of a healthy safety culture
 - We are continually improving safety culture as we strengthen our regulatory effectiveness (and vice versa)



Thank You...

Do you have any questions?