



*The Abdus Salam
International Centre for Theoretical Physics*



2257-74

Joint ICTP-IAEA School of Nuclear Energy Management

8 - 26 August 2011

Start up and Administration

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Communicating Safety Oriented Organizational Culture

Codes of Ethics

School of Nuclear Energy
Management, Trieste 2011



Tatiana Karseka, IAEA¹

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Organizational Safety Oriented Culture

Code of Ethics or Code of Conduct

Code of Ethics in Nuclear

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Organizational Safety Oriented Culture

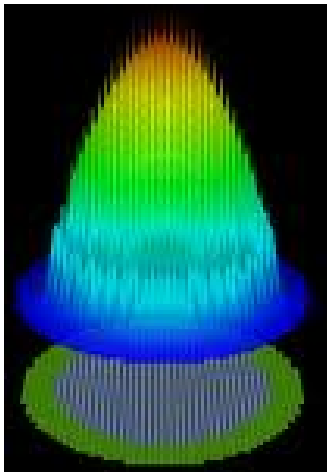
Code of Ethics or Code of Conduct

Code of Ethics in Nuclear

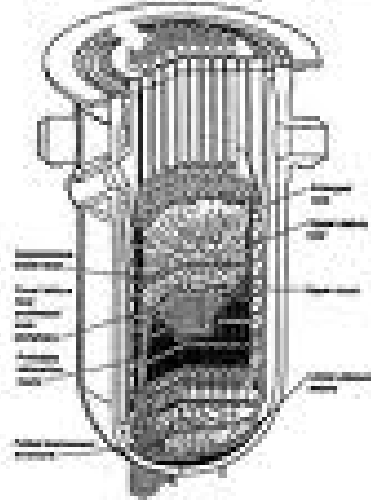
IAEA Assistance

Two Rails for the Nuclear Industry

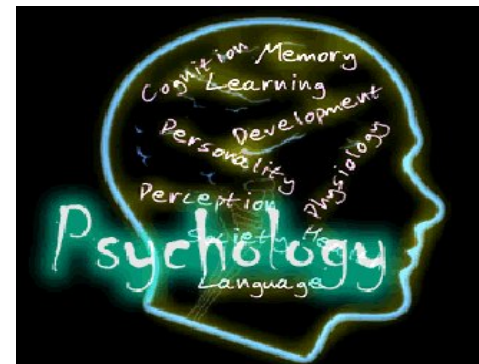
Hard Science, Technology Reliability of equipment



Hypothetical Core Damage Configuration
(200 Minutes)



Human behaviour – BLACK BOX -Socially driven perception

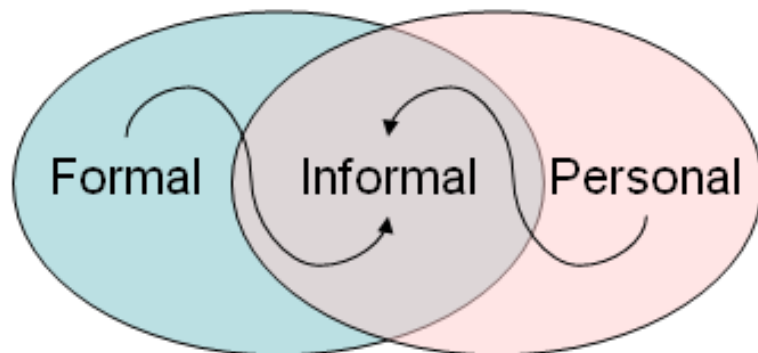


Organizational Culture in Nuclear Domain

❖ **Organisational Culture** – A system of (largely tacit among members) knowledge, of standards for perceiving, believing, evaluating and acting . . .

❖ Informal way to influence formal things

❖ The main value in nuclear industry - SAFETY



Safety Culture is an Organizational Culture with Safety as the Overall Priority

In different organizations Safety Culture is on different levels of maturity:

- ❖ **Low level** - safety as an **external requirement**
- ❖ **Average** - safety **performance is important** for managers
- ❖ **Mature Safety Culture** – continuous improvement, strong emphasis on **communication**, training, management style, efficiency and effectiveness.

Real Life Case – Safety Culture on Kozloduy

1970 -1980

- Soviet culture and approach to safety was adopted.
- After Vranča earthquake safety problems are realized
- No public involvement

1980-1985

- Increase of awareness after TMI
- Continuous improvement of equipment
- Management fails to support social conditions and improve training

1986-1991

- Changes in the society
 - IAEA Mission acknowledges lack of safety culture
- Employees are ignorant and lack motivation to consider safety

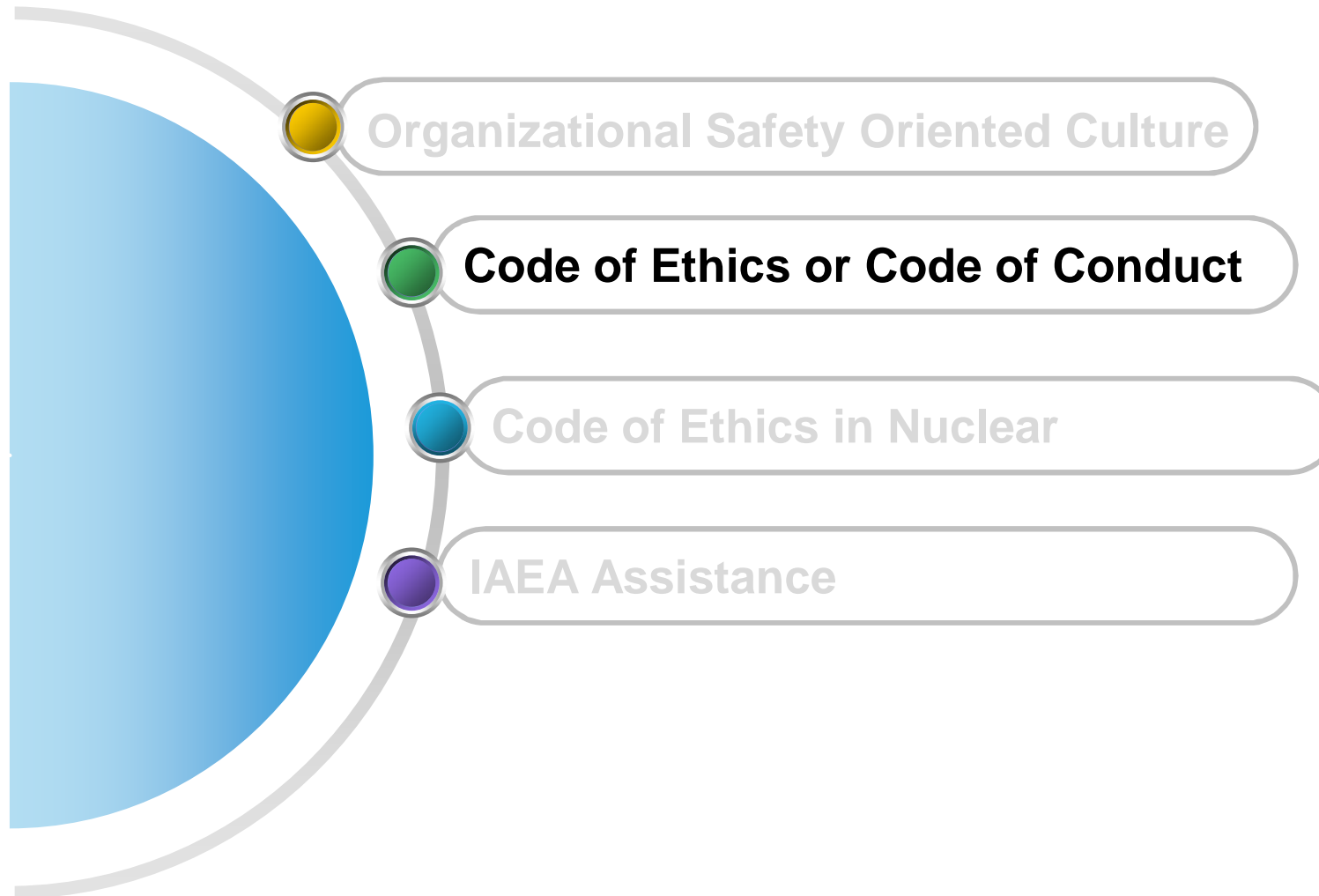
Features of Safety Culture

LEVEL OF COMMITMENT	UNIVERSAL CHARACTERISTICS
Policy	Statement of Safety Policy
	Management Structures
	Resources
	Self Regulation
Management	Definition of Responsibility
	Definition and Control of Safety Practices
	Qualification and Training
	Rewards and Sanctions
	Audit, Review and Comparison
Individuals	Questioning Attitude
	Rigorous and Prudent approach
	Communication

How a management communicates commitment to safety ?

- ❖ publicizing safety objectives (and monitoring progress towards meeting them),
- ❖ create safety related posts with an appropriate level of authority,
- ❖ Establish advisory committees
- ❖ Other mechanisms to involve staff and maintain interest in safety issues

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Operational Environment



Contractors



Government



TSOs



Banks



Operator



Regulator



General Public

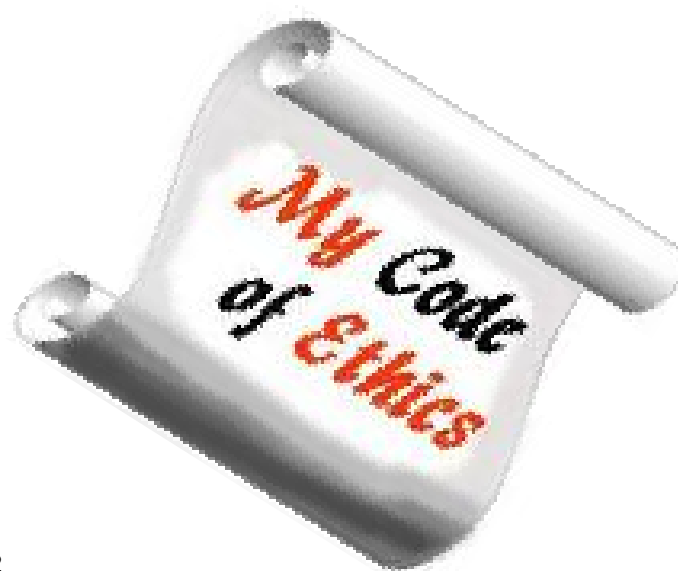


International Community



How to formalize, communicate and monitor organizational values?

- ❖ One of the tools – Code of Ethics or Code of Conduct or Code of Business Behaviour



Code of Ethics - Definition

- ❖ A code of ethics is a standard that governs and guides ethical behavior for an organization of: its employees, and also of interactions between the organization and its external stakeholders.
- ❖ no existence of recognized codes or standards for benchmarking organizational conduct.
- ❖ Individual organizations therefore have to formulate their own values and rules for conduct

Some reasons for having a Code of Ethics

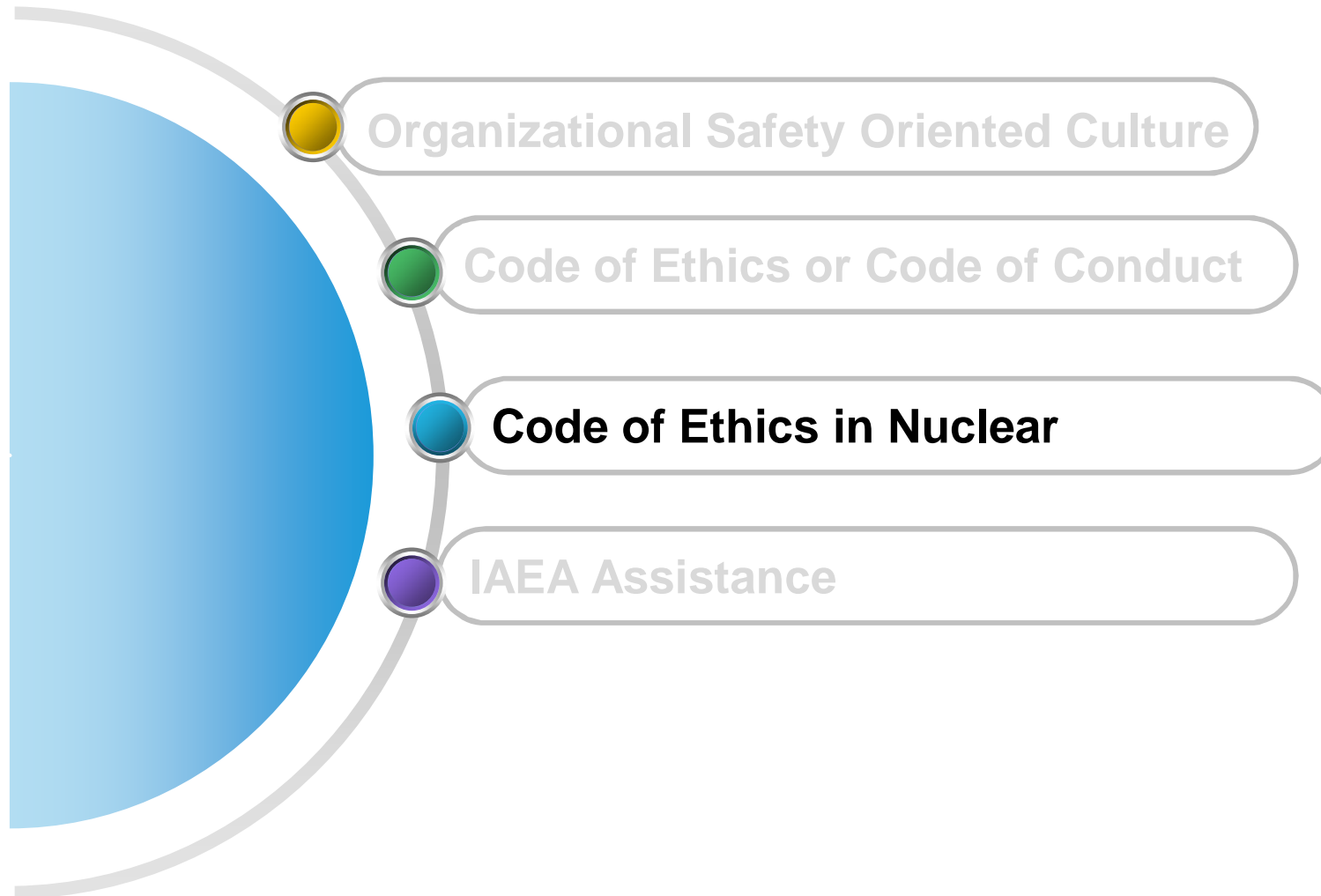
- ❖ serves as a framework for ethical decision making within an organization.
- ❖ Serves as guidelines to employees on how to handle difficult situations in day-to-day business.
- ❖ is a communication tool that informs internal and external stakeholders about what is valued by a particular organization, its employees and management.

It was observed

Clear connection between ethical behavior and sustainable safe operation

- ❖ there's a direct connection between ethics and the bottom line
- ❖ unethical, or perceived unethical, behavior may have severe financial consequences for organizations
- ❖ Successful only if unique, based on organizational values, **NOT COPIED**

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Additional Complexity of Environment



Figure 1. Culture and Ethics as the Foundation for a Management System.

Developing a Code of Ethics

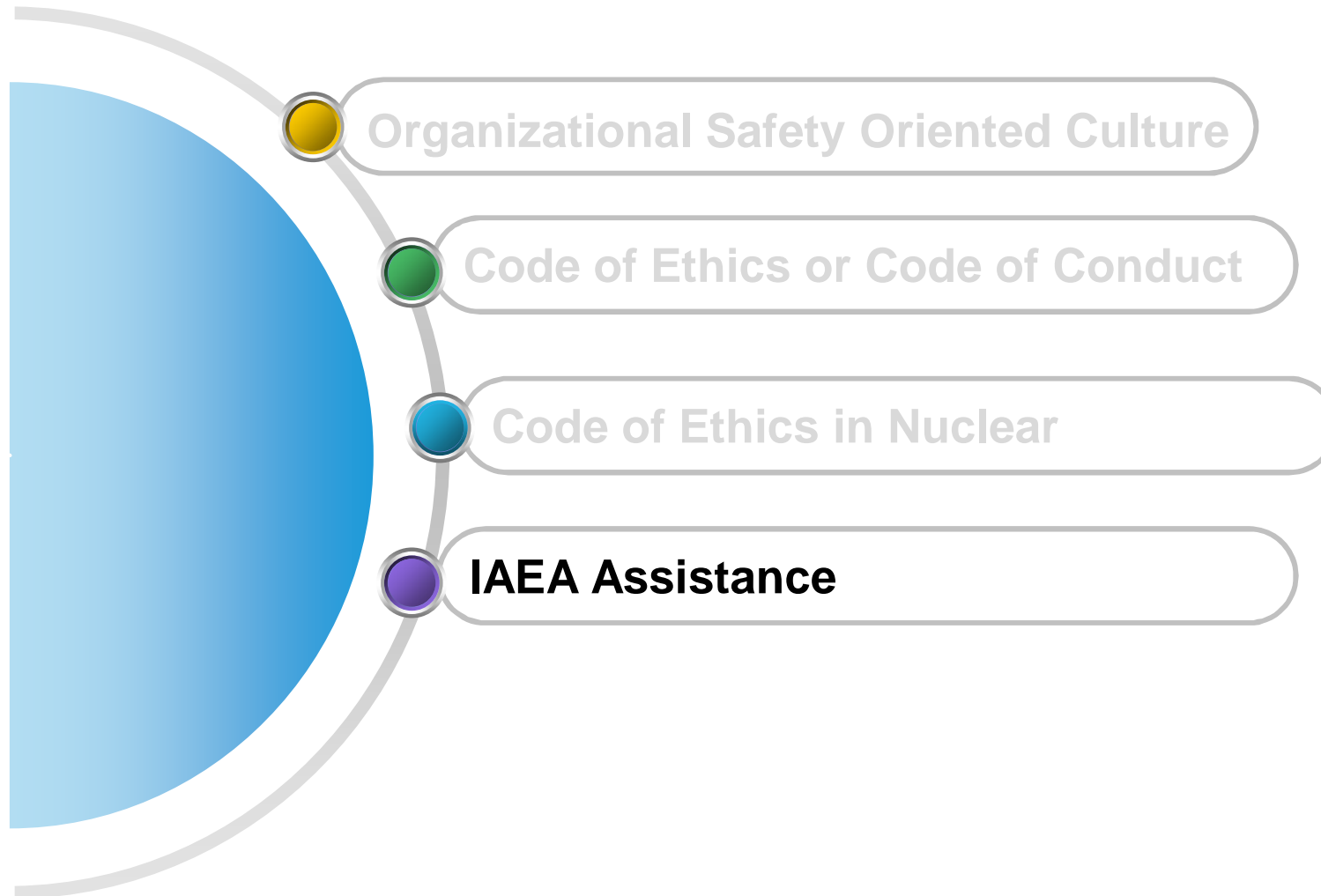
Milestones:

- 1. Find a champion (e.g. CEO)**
- 2. Get endorsement from the Chairman and the Board**
- 3. Develop a 'where we want to be' framework**
- 4. find out where you are now and what ethical issues are important to employees and other stakeholders**
- 5. Produce a draft Code based upon the 5 steps above**
- 6. Review/Validate the draft Code**
- 7. Issue the Code and make it known**

Implementing a Code of Ethics

1. Endorsement
2. Integration
3. Circulation
4. Personal Response
5. Contracts
6. Regular review
7. Promotion/Compliance
8. Leadership and training
9. Terminology and language
10. Business reports

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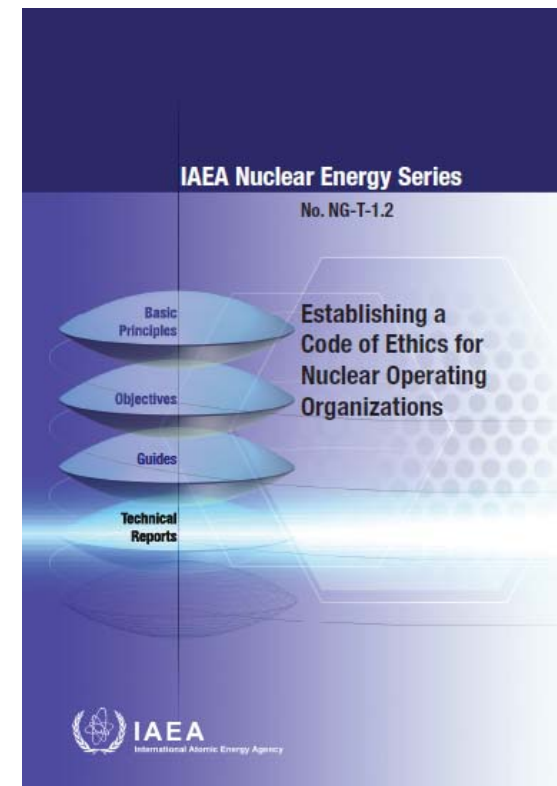



❖ Individual organizations have to formulate their own values and rules for conduct!



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❖ IAEA provides advisory support and guidance!





❖ *"Nothing can stop the man with the right mental attitude from achieving his goal; nothing on earth can help the man with the wrong mental attitude." ~ Thomas Jefferson*

❖ Divorced from ethics, leadership is reduced to management and politics to mere technique. ~James MacGregor Burns

Thank You !

