

Safety from the Operator's Perspective: *We are All in this Together*



Jim Ellis
President and CEO
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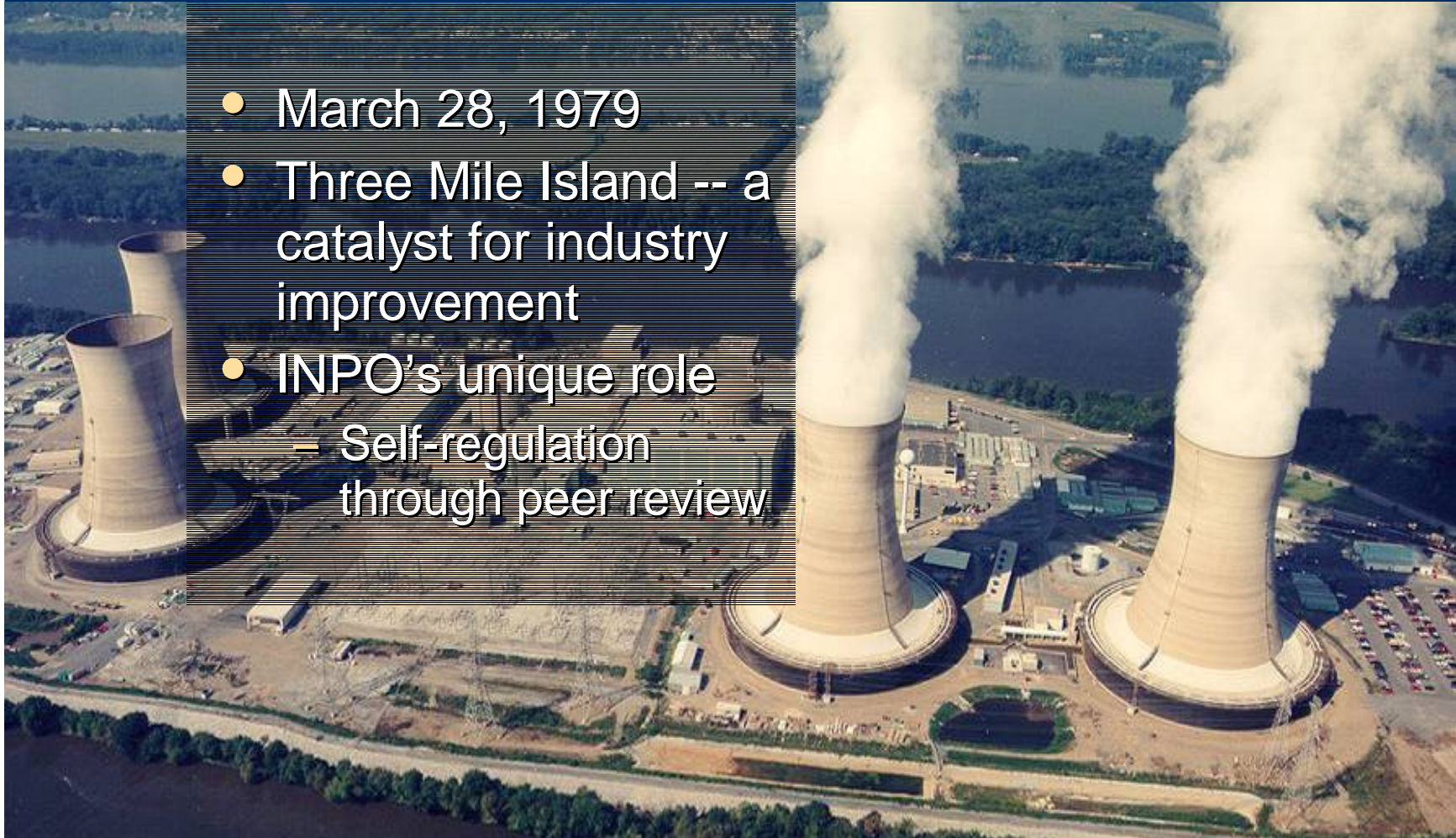
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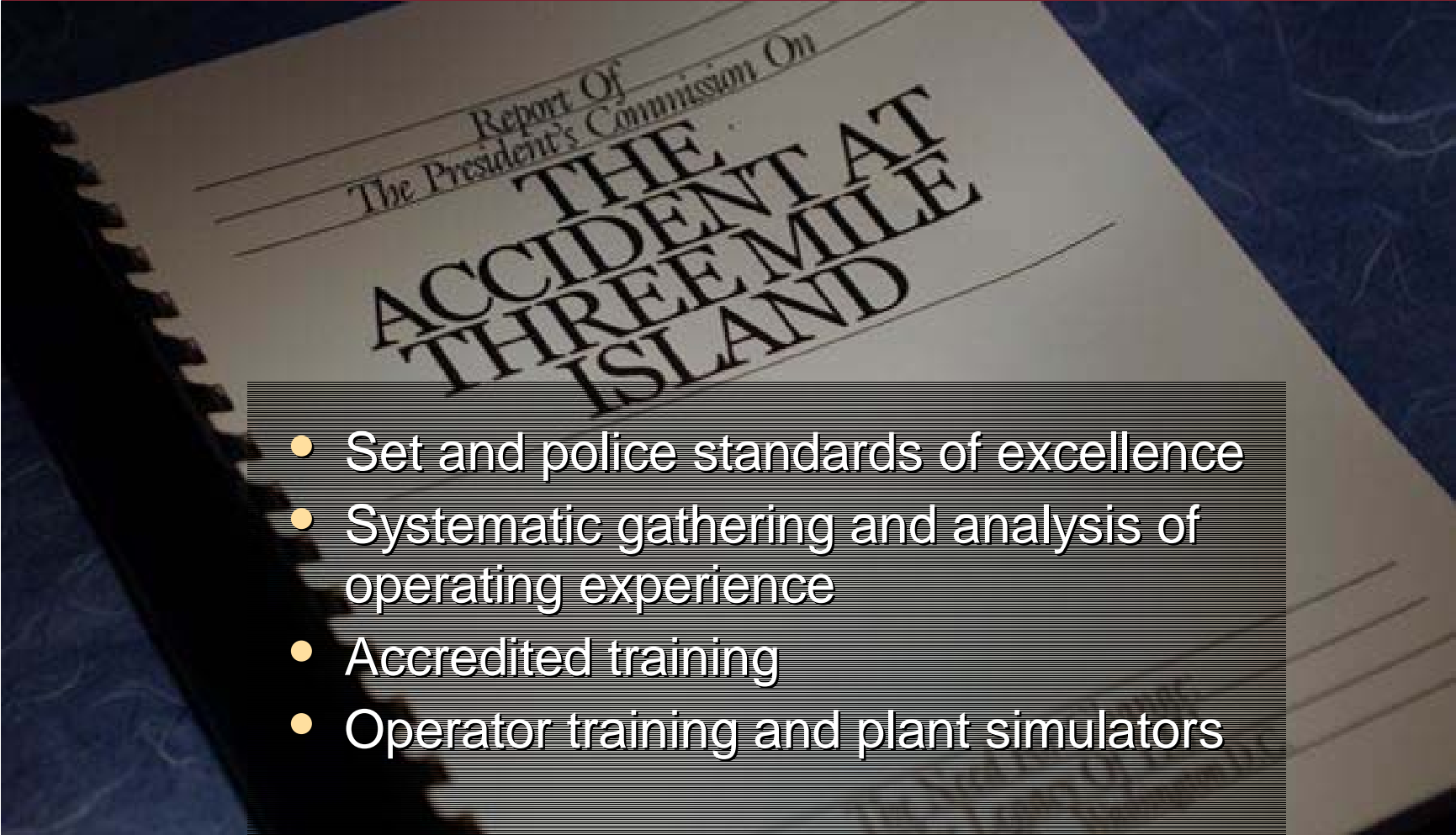
Rain does not fall on one rooftop alone.
...proverb from Cameroon

Our Roots

- March 28, 1979
- Three Mile Island -- a catalyst for industry improvement
- INPO's unique role
 - Self-regulation through peer review



President's Commission on the Accident at Three Mile Island

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- Set and police standards of excellence
 - Systematic gathering and analysis of operating experience
 - Accredited training
 - Operator training and plant simulators

INPO Mission

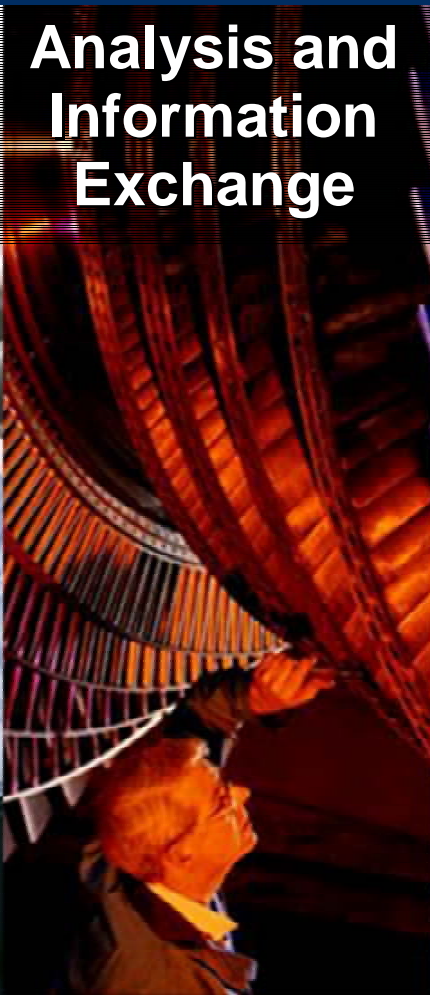
...to promote the highest levels of safety and reliability — to promote excellence — in the operation of nuclear electric generating plants.

Safety Culture In All We Do

Evaluations



Analysis and
Information
Exchange



Assistance



Training &
Accreditation



INPO Safety Culture Principles


*Building on the Principles
for Enhancing Professionalism*

Principles for a Strong Nuclear Safety Culture

November 2004

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INPO Safety Culture Definition

A background image of a nuclear power plant with several large containment domes and a cooling tower, set against a blue-tinted sky and water.

An organization's values and behaviors—modeled by its leaders and internalized by its members—that serve to make nuclear safety the overriding priority

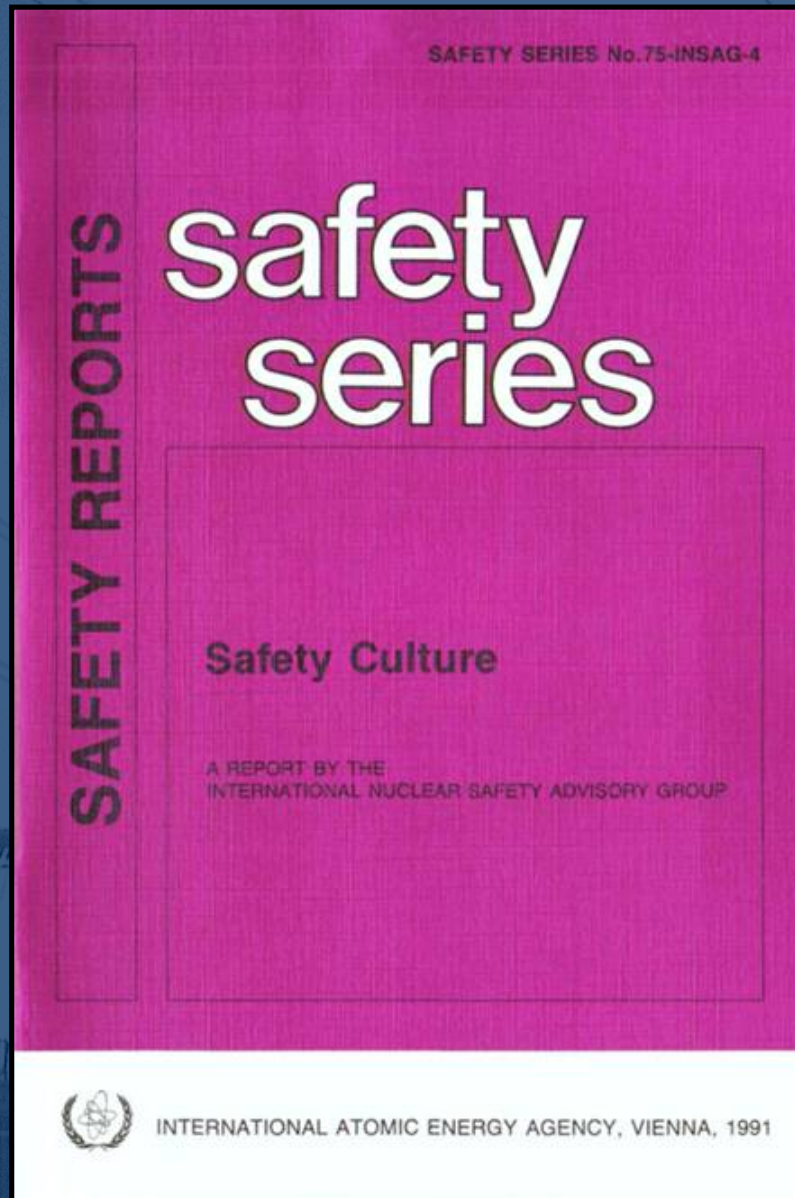
INPO Safety Culture Principles

1. Everyone is personally responsible for nuclear safety.
2. Leaders demonstrate commitment to safety.
3. Trust permeates the organization.
4. Decision-making reflects safety first.
5. Nuclear technology is recognized as special and unique.
6. A questioning attitude is cultivated.
7. Organizational learning is embraced.
8. Nuclear safety undergoes constant examination.

Chernobyl



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Key Practical Issues in Strengthening Safety Culture

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A REPORT BY THE
INTERNATIONAL NUCLEAR SAFETY ADVISORY GROUP

INSAG

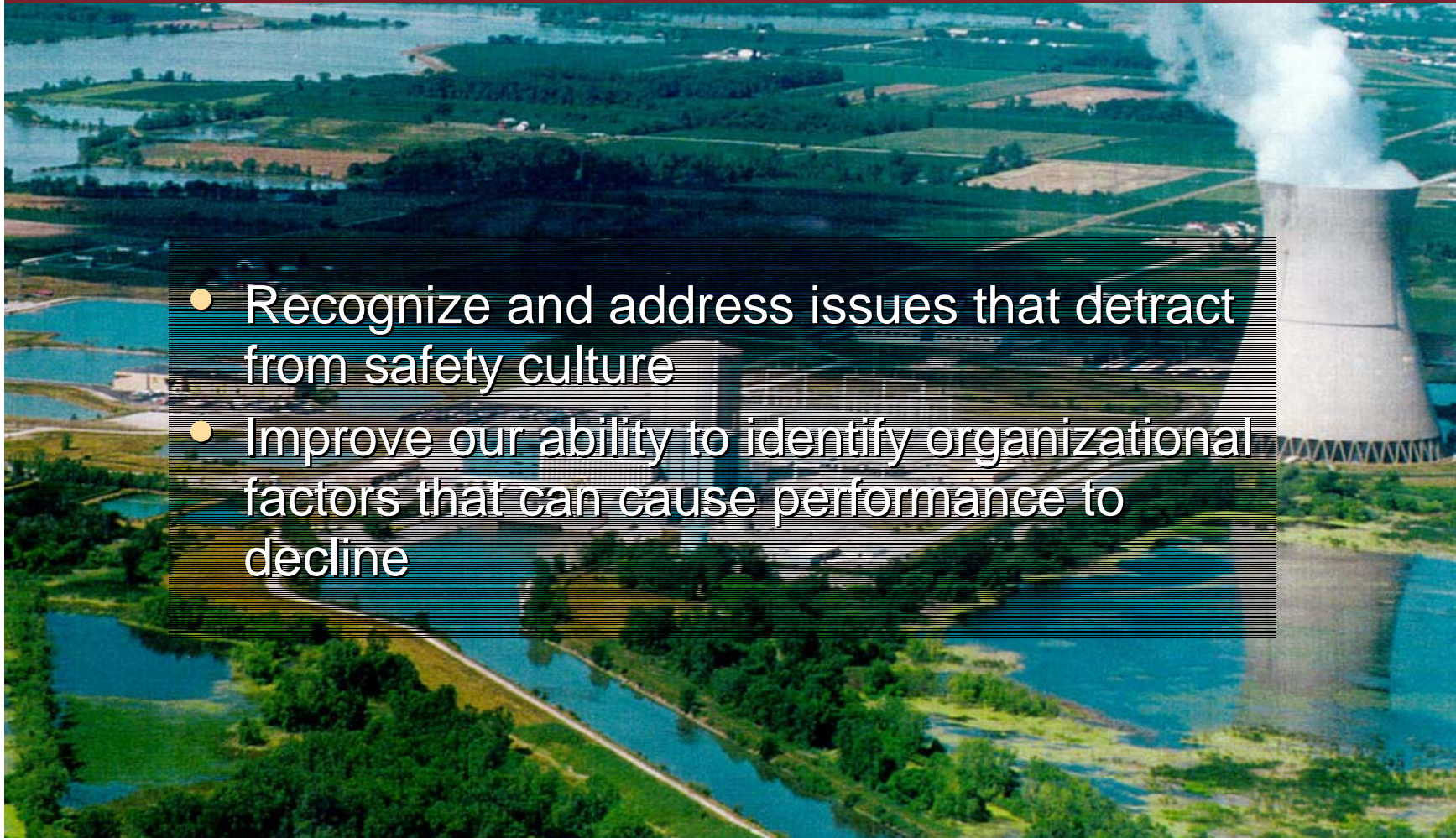


Davis-Besse



Davis-Besse Responses

- Recognize and address issues that detract from safety culture
- Improve our ability to identify organizational factors that can cause performance to decline



Conclusions

- It is not possible to develop a comprehensive safety culture indicator.



*Don't argue about the difficulties.
The difficulties will argue for themselves.*

...Sir Winston Churchill

Conclusions

- It is not possible to develop a comprehensive safety culture indicator.
- Safety culture is not a broad umbrella under which all things fall.

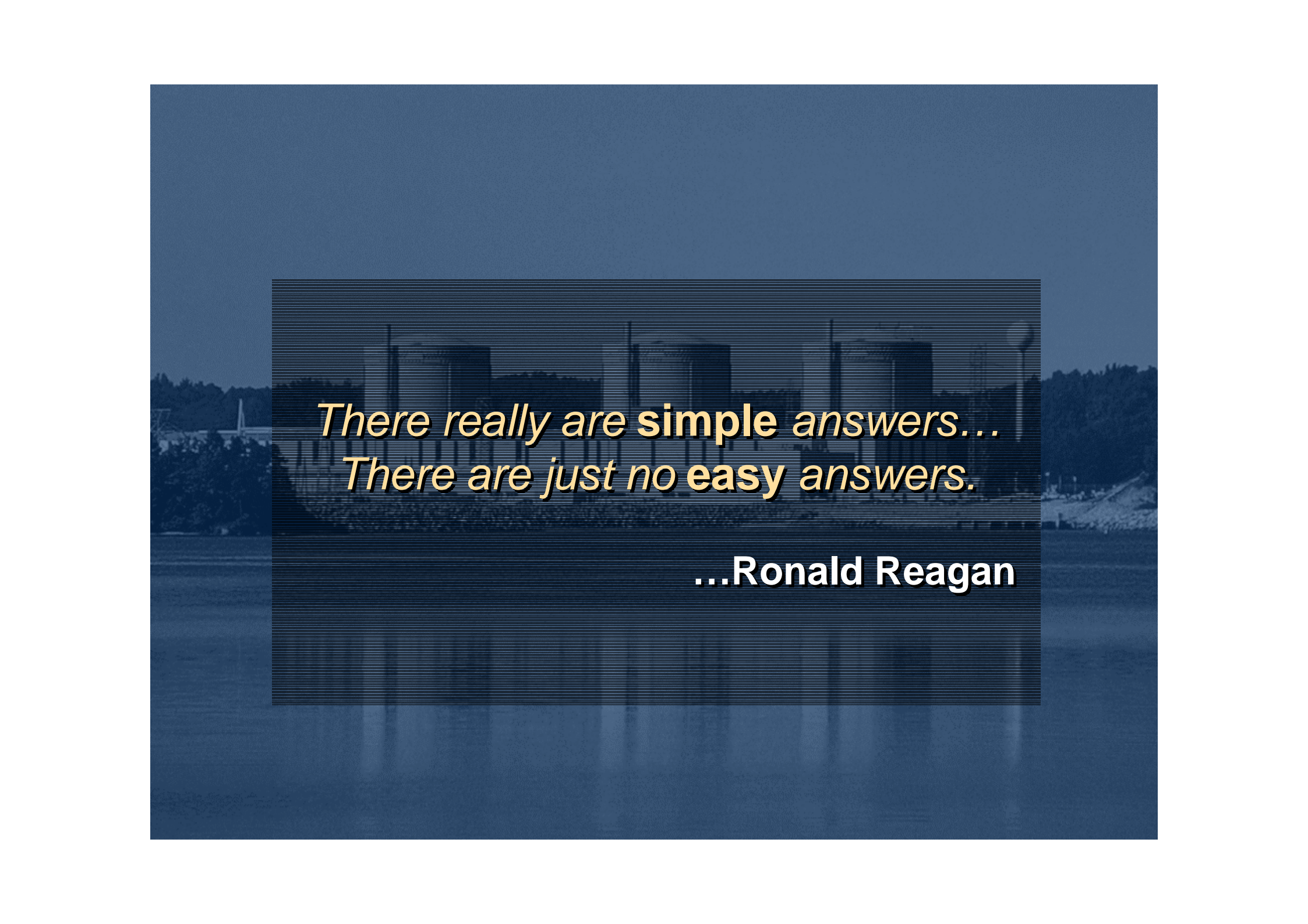
Conclusions

- It is not possible to develop a comprehensive safety culture indicator.
- Safety culture is not a broad umbrella under which all things fall.
- Nuclear safety is the responsibility of those who own and operate the plants.

*An organization is strongly influenced by
and is very responsive to
perceived expectations from the top.*

*And these perceived expectations can
and often do have a profound impact
on the behavior of individuals in the
organization.*

...Zack T. Pate



*There really are **simple** answers...*
*There are just **no easy** answers.*

...Ronald Reagan

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