

Building a Positive Safety Culture in a Regulatory Organization

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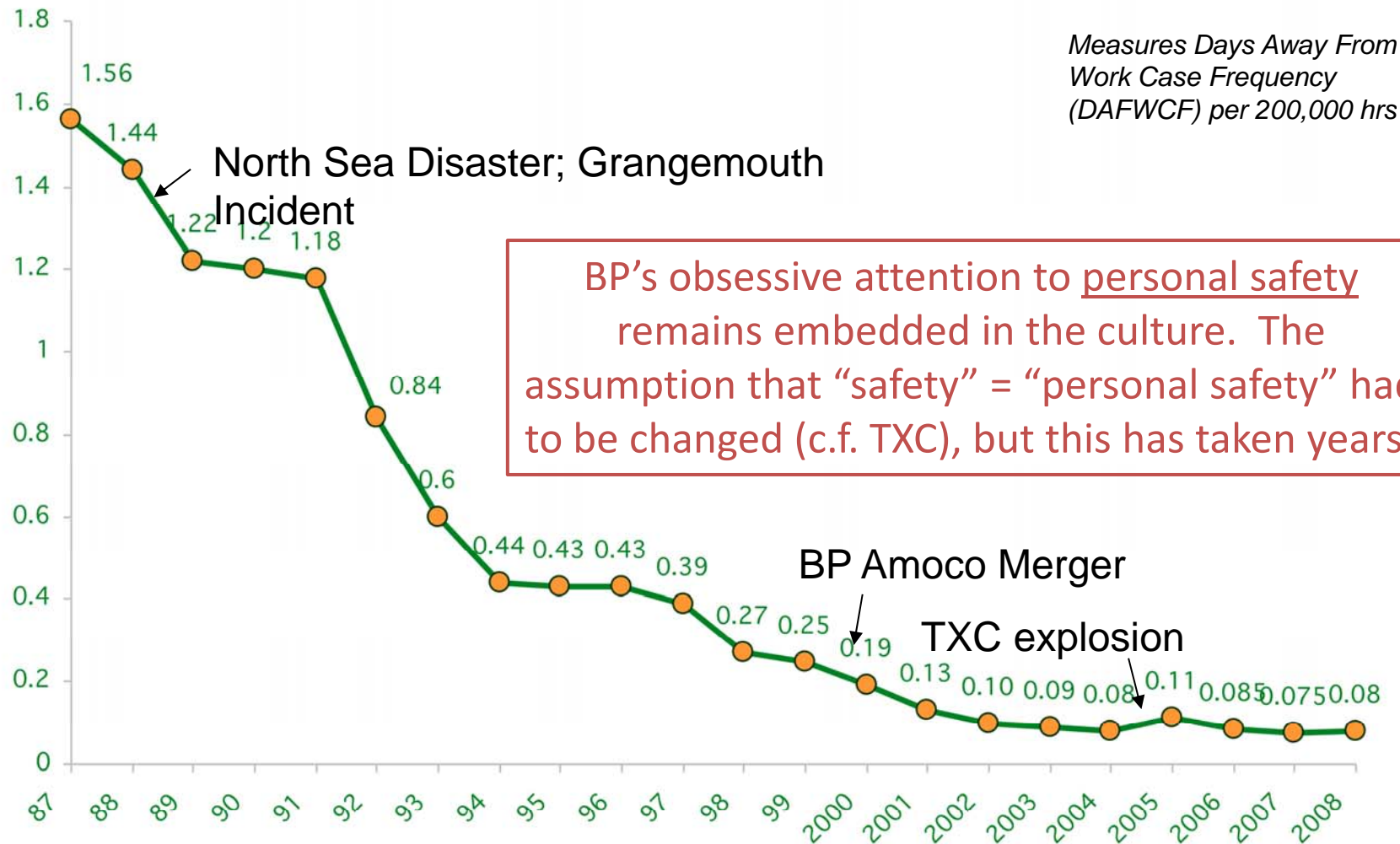
“Safety Culture”, like any culture, is

- Values: a high priority placed on safety
- Norms: what we do; what is expected
- Beliefs: what is correct and morally right
- Assumptions: unstated definitions and rationales (fish don't see the water)
- Symbols: heroes, stories, jargon
- Strength: culture may have few or many impacts and may be shared widely or be diverse across groups, location, or subcultures
- “Safety culture” is a label invented 25+ years ago

Culture is Meaning

- Leaders and individuals “emphasize safety over all other competing goals” (BSEE, 2011; others)
- “Appreciation for the importance of safety... for its integration and balance with competing performance objectives” [how different is that?]
- What does this mean? We learn what to do thru role models and feedback (like “case law”)
- How to get commitment to desired values & behaviors vs. cynicism & check-the-box compliance (& defensive misrepresentation)?

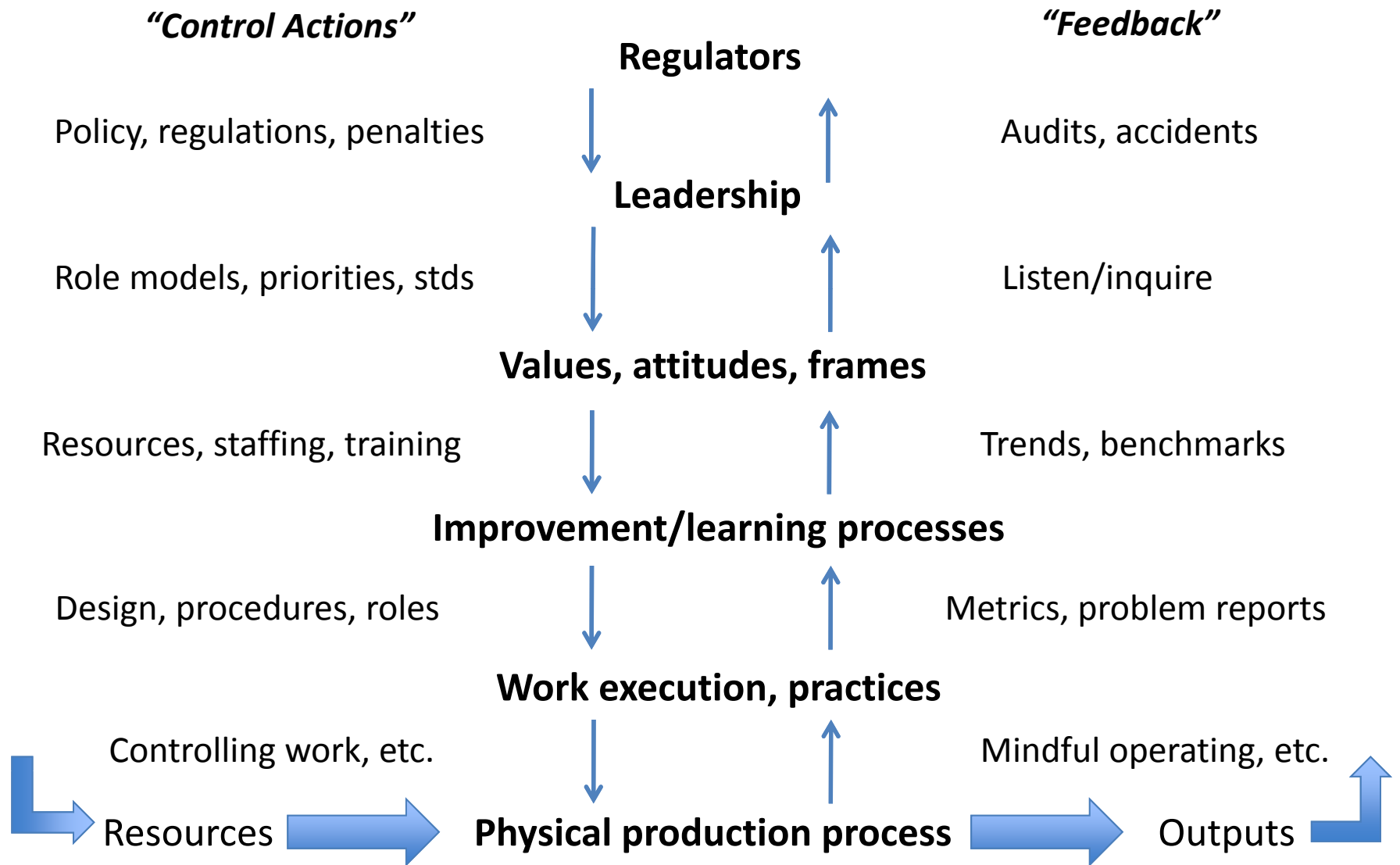
The Meaning of “Safety”: BP days away from work 1987-2008



BSEE Statement of Policy

- 9 features taken primarily from nuclear power
- What's missing?
 - Why do we design & work safely? To comply with the boss/regulator? To help people? To manage for the long-run? To compete in our industry?
 - Safety culture has to do with people: caring, respect, “just culture”
 - Can there be shared purpose, that everyone understands how their actions → desired results?
 - Making safety culture more than a list of stuff

Culture and Organization



cf. N. Leveson, Engineering a Safer World, MIT Press, 2012

Building Safety Culture

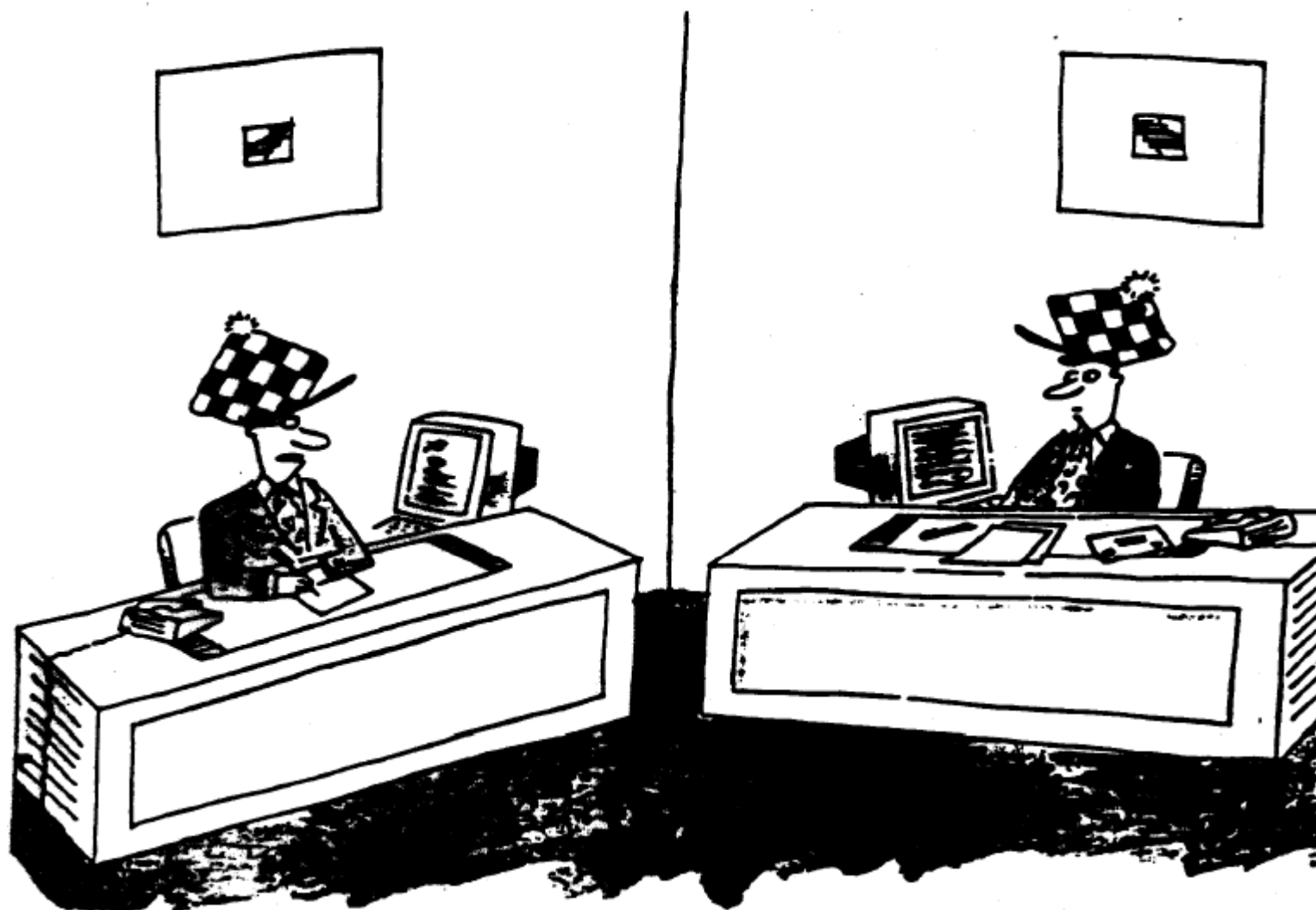
- Difficult to mandate from the top; culture is not an end in itself: shape culture while solving problems
- NRC was *NOT* the main source of safety culture in nuclear power: INPO peer learning w/o competition
- Be clear where/why you need strict compliance
- Leaders are watched closely for signals
- Build shared purpose and capability: commitment allows for shorter feedback loops (more reliable)
- It takes time to cultivate and try out behaviors
- Leverage existing positive examples/models

Can Regulators Shape Culture?

- SUBSAFE is a great example of a unified approach to safety embedded in culture (> Adm. Rickover)
- Limited goals (hull integrity), clearly stated, shared, “hearts and minds”, separation of powers
- Tough but fair: audits are a partnership with a mix of insiders and outside peers, a learning opportunity, ALL are audited (HQ too)
- Regulators have helped create the culture you want to change; how can you change yourselves in ways that create and embed a new culture?

I look forward to discussion

EXTRA SLIDES
NOT LIKELY TO BE USED



"I don't know how it started, either. All I know is that it's part of our corporate culture."



Culture?

What's wrong here?

Is this one person innovating, or part of a "culture"?

Will improvement require culture change?

Did you see the other worker and supervisor?