The IAEA Harmonized Safety Culture Model

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Alignment of global safety culture guidance across industries that deal with ionising radiation

'A harmonized safety culture model' IAEA working document May 2020   https://www.iaea.org/sites/default/files/20/05/harmonization_05_05_2020-final_002.pdf

The *Harmonized Safety Culture Model* provides a systemic understanding of culture for safety in different organizations. It is a framework with a unified structure for safety culture guidelines which can be translated into different languages and aligned across cultures and sectors.

Each industry is recommended to customize the model to fit their particular needs.

"The model is not a behavioural code or checklist but represents overarching principles that provide traits and attributes that are present in organizations with a healthy culture for safety."

Individual Responsibility

All individuals are personally accountable for safety. All individuals feel it is their duty to know the standards and expectations and rigorously fulfil those standards and expectations. There is personal ownership for safety. They have a commitment that promotes safety both individually and collectively.

- IR.1 Adherence
- IR.2 Ownership
- IR.3 Collaboration

Questioning Attitude

Individuals remain vigilant for assumptions, anomalies, conditions, behaviours or activities that can adversely impact safety and then appropriately voice those concerns. All employees are watchful for and avoid complacency. They recognize that minor issues may be warning signs of something more significant. Individuals are aware of conditions and alert to potential vulnerabilities and then report them.

- QA.1 Recognize unique risks
- QA.2 Avoid complacency
- QA.3 Question uncertainty
- QA.4 Recognize and question assumptions

Communication

Communications support a focus on safety. Leaders use formal and informal communication to frequently convey the importance of safety. The organization maintains a variety of communication channels including direct interaction between managers and workers. Effective dialogue is encouraged. Effective communication in support of safety is broad and includes workplace communication, reasons for decisions and expectations.

- CO.1 Free flow of information
- CO.2 Transparency
- CO.3 Reasons for decisions
- CO.4 Expectations
- CO.5 Workplace communication

Leader Responsibility

Leaders demonstrate a commitment to safety in their decisions and behaviours. Leaders are role models for safety. Executive and senior managers are the leading advocates of safety and demonstrate their commitment both in word and action. Leaders throughout the organization set an example for safety. Corporate policies emphasize the overriding importance of safety.

- LR.1 Strategic alignment
- LR.2 Leader behaviour
- LR.3 Employee engagement
- LR.4 Resources
- LR.5 Field presence
- LR.6 Rewards and sanctions
- LR.7 Change management
- LR.8 Authorities, roles, and responsibilities

Decision-Making

Decisions are systematic, rigorous, thorough, and prudent. Leaders support conservative decisions and the ability to recover quickly from unforeseen circumstances. Leaders follow the decision-making process. Responsibility for decision-making is clear.

- DM.1 Systematic approach
- DM.2 Conservative approach
- DM.3 Clear responsibility
- DM.4 Resilience

Respectful Work Environment

Trust and respect permeate the organization. A high level of trust is cultivated in the organization. Differing opinions are encouraged, discussed, and thoughtfully considered. Employees are informed of steps taken in response to their concerns.

- WE.1 Respect is evident
- WE.2 Opinions are valued
- WE.3 Trust is cultivated
- WE.4 Conflicts are resolved
- WE.5 Facilities reflect respect

Problem Identification and Resolution

Issues potentially impacting safety are systematically identified, fully evaluated, and promptly resolved according to their significance. Identification and resolution of a broad spectrum of issues, including human performance and organizational issues, are used to strengthen safety and improve performance.

- PI.1 Identification
- PI.2 Evaluation
- PI.3 Resolution
- PI.4 Trending

Continuous Learning

Learning is highly valued. The organizational capacity to learn is well developed. The organization employs a variety of approaches to stimulate learning and improve performance, including human, technical and organizational aspects. Individuals and teams are highly competent and seek opportunities for improvement.

- CL.1 Constant examination
- CL.2 Learning from experience
- CL.3 Training
- CL.4 Leadership development
- CL.5 Benchmarking

Work Planning

The process of planning and controlling work activities is implemented so that safety is maintained. Work is managed in a deliberate process in which work is identified, selected, planned, scheduled, executed, and critiqued. The entire organization is involved in and fully supports the process. All relevant parts of the organization work together to support the process of controlling work.

- WP.1 Work management
- WP.2 Safety margins
- WP.3 Documentation and procedures

Raising Concerns

Personnel feel free to raise safety concerns without fear of retaliation, intimidation, harassment, or discrimination. The site creates, maintains, and evaluates policies and processes that allow personnel to raise concerns freely.

- RC.1 Supportive policies are implemented
- RC.2 Confidentiality is possible