
Learn Safe



Excerpts from the data sets

The LearnSafe team



Content of presentation

- Challenges (3/8)
 - Economic pressures
 - Human resource management
 - Focus and priorities
- Facilitators and hindrances to organisational learning (4/11)
 - Use of time and resources
 - Practices and systems
 - Skills, orientation and attitudes
 - Organisational culture

Challenges: Economic pressures

- A long-term willingness to invest by the owners
- Constraints to reduce costs
- Decreasing re-investments
- Competition modifies the relationship between operators
- The economy may be a threat for safety
- High incidence of corporate pressures
- Chasing cost, short-sighted solutions
- Premature closing of nuclear plants
- Large variations among companies in cost reduction constraints
- Financial restrictions lead to a decline of possibilities for R&D
- Conflicts between economy and safety
- Selecting and targeting investments correctly

Challenges: Human resource management

- Ageing workforce
- Generation change at the NPPs
- New recruitments
- Competency
- Early retirement
- Renewal of leadership
- Staff feelings to change
- Lack of mobility in the workplace
- High levels of stress and performance demands
- Recruitment difficulties among younger cohorts
- Orientation and commitment of new employees
- Organisational know-how

Challenges: Focus and priorities

- Management system
- To avoid focusing on only short term issues
- Maintaining safety know-how
- Definition and follow up of quantitative safety goals
- Correct priorities in development of plants
- Concentration on right and essential things
- Time to think safe
- More difficult decision situations – uncertainties – dare to stop
- Formalism instead of function
- Excessive dependence on rules and procedures
- Better and simpler tools for “daily analysis”
- The paradox of success

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Objectives, priorities and resources

Facilitators

- An organisation that is successful at learning is able to prioritise
- A long term outlook in all activities
- Sound activity planning
- Focus on a few issues rather than trying to solve everything at once
- Rational assignment of resources
- Clear policies and goals

Hindrances

- Lack of time
- Company management has a short-term focus
- Several concurrent activities
- Problem solving different of goal attainment
- Lack of professional outlook
- Shuffling around issues

Formal systems and practices

Facilitators

- Clear and simple procedures
- Functional mobility
- Experience is collected in a systematic way
- Increasing national and international experience exchange
- Adequate communication channels
- The analysis of events and near misses

Hindrances

- Too complicated systems for simple functions
- Too many routes
- The nuclear standards
- Unnecessary rules that are difficult to comprehend
- There are not suitable methods and tools
- Mass of data which has to be analysed

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People's attitudes and orientation

Facilitators

- People have a skill in sharing knowledge
- Ability to co-operate
- People should feel to be participating
- People do not take a defensive position
- People are willing to admit that they sometimes are wrong
- An individual willingness to learn is indispensable

Hindrances

- Self-conceit
- Deficiency in comprehension
- Complacency
- Resistance to change
- Individual obstinacy
- Lack of motivation

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Corporate culture and traditions

Facilitators

- The organisational climate is positive and encouraging
- A well functioning safety culture
- A culture that encourages questioning
- Team work
- There is a willingness to listen
- Managers and also others show good examples

Hindrances

- Tradition
- Group thinking
- Poor occupational climate
- Punishing culture
- Them and us
- Protection of turf