

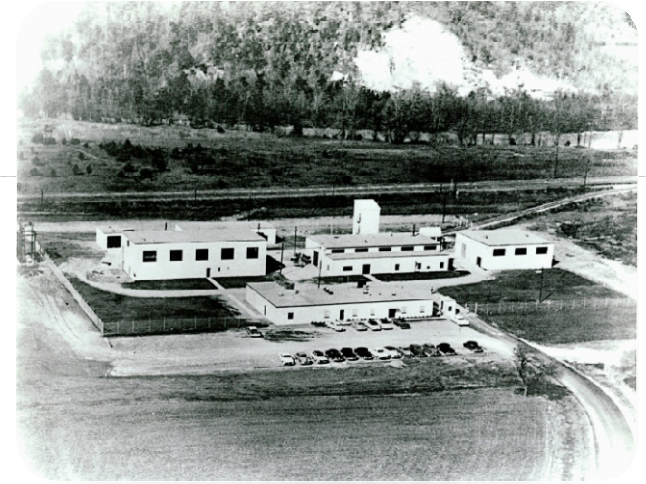


Building Safety Culture in a Dynamic Nuclear Business

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President,
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Rear Admiral, U.S. Navy (RET)

Culture vs. Safety Culture

- Historic Culture at NFS
 - Started in 1957
 - Multi-Generational Workforce
 - Long Operating History
- The Dynamics of Change
 - Transition to Subsidiary of The Babcock & Wilcox Company
 - Workforce Influx
 - Operational Challenges/Upsets



Events provide Opportunity & Urgency

Safety Culture Background

- Historical events/issues
 - Lessons-Learned
 - Previous Safety Culture efforts
- Employee input
- Assessments
- Conduct of Operations Improvements
 - Already underway during SCIP development
 - Significant changes in operations practices, procedures and expectations



Safety Culture Improvement Plan (SCIP) Concepts

- Core Values
- Workforce Priorities
- Conduct of Business
- Expected Behaviors
 - Employee Expectations
 - Manager Expectations



Safety, Quality, Schedule, Cost

Safety Culture Improvement Plan (SCIP)

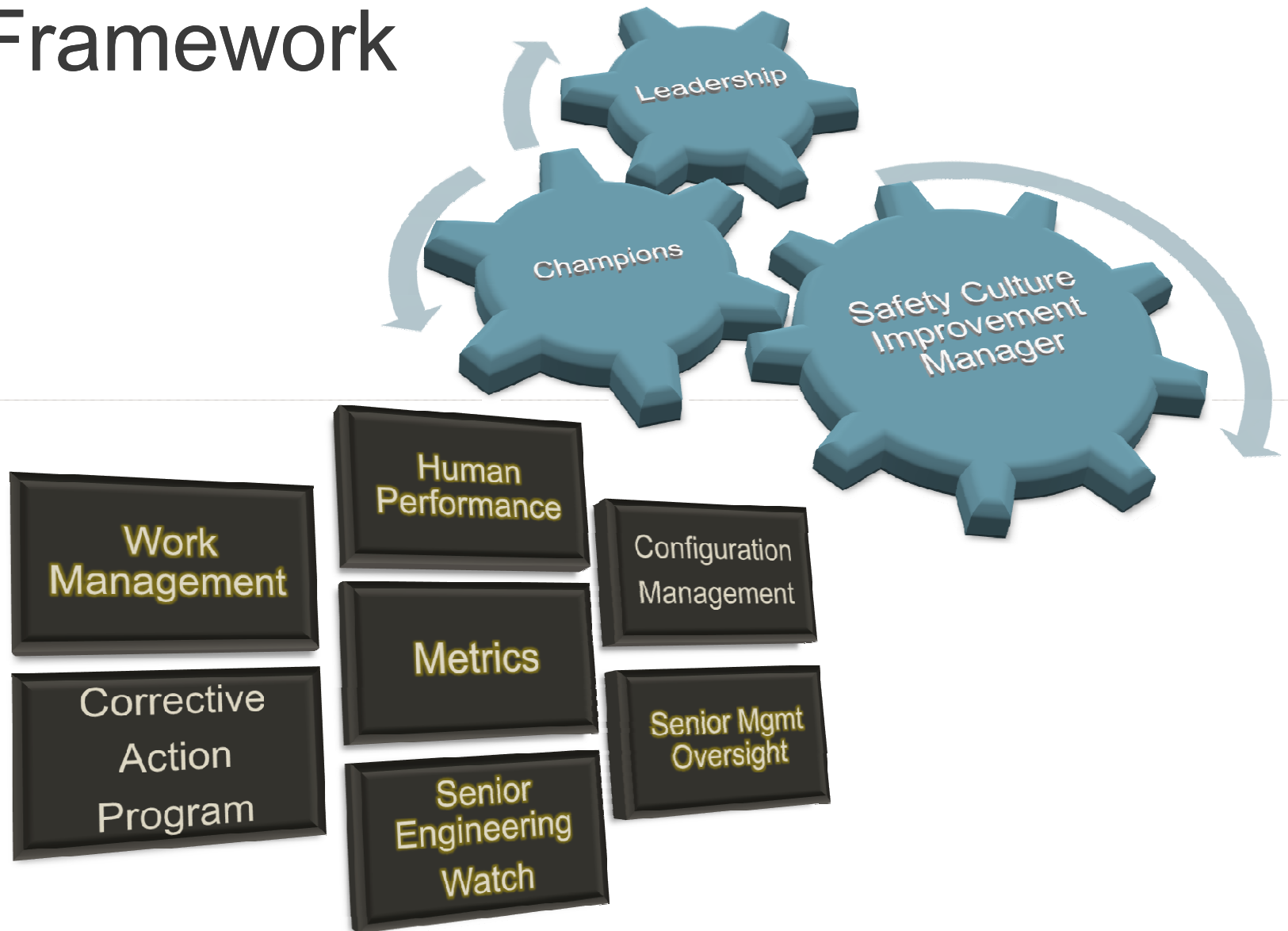
- Structured and Understandable
- Specific Actions
- Timeline for Assessments
- Organized by Priority
- Management Accountability



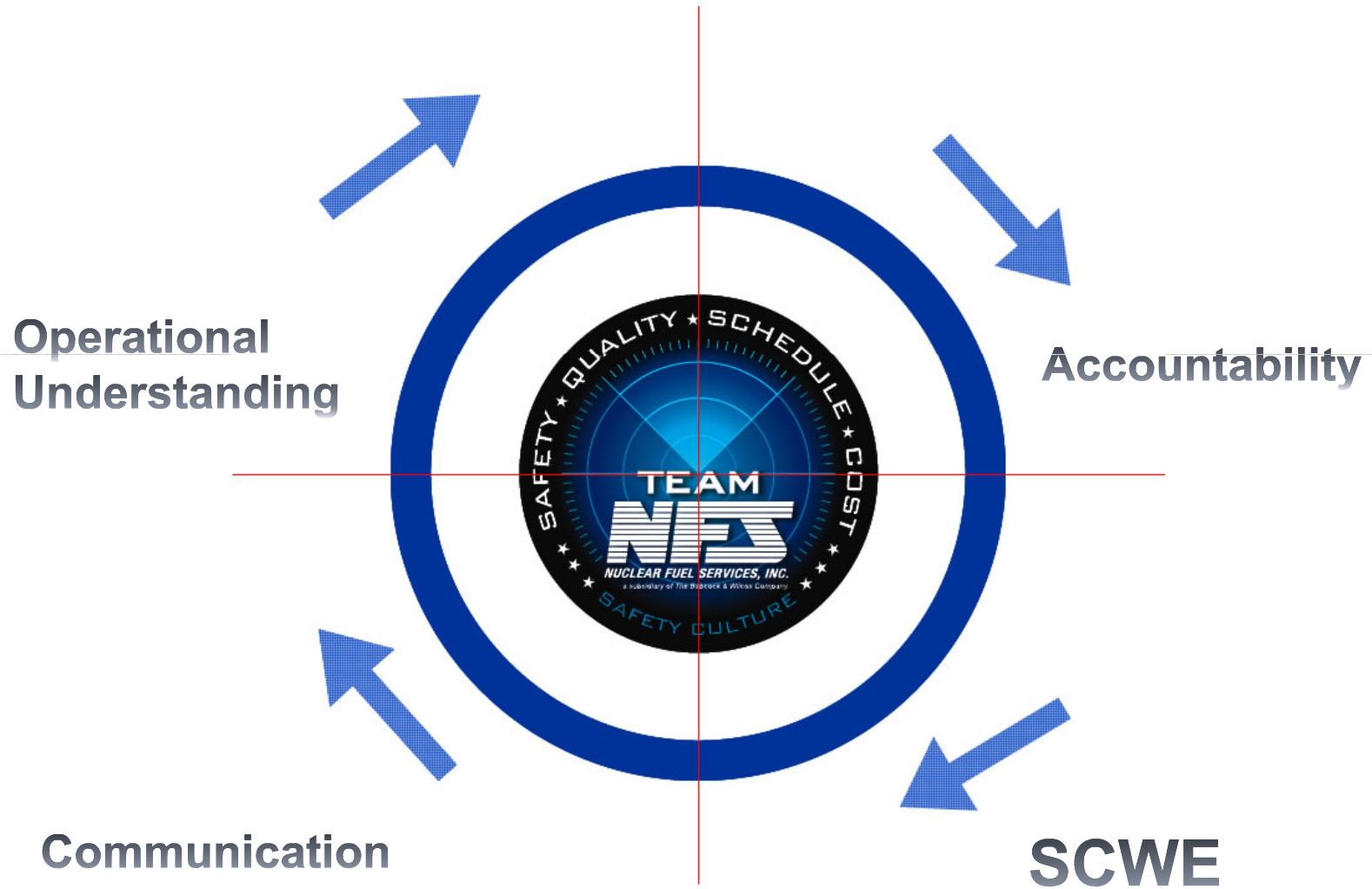
Support Programs



Structural Framework



Actions → Behavior → Culture



The Ongoing Journey

- Programs
 - Education/Training
 - Workforce Development
- Communications
 - Positive Reinforcement
 - Engaging the Workforce
 - Transparency



Positive Safety Culture



***Better
Business***