

IRPA 10

TOPICAL SESSIONS Reports of Co-Chairmen for Highlight Sessions

T-14: Work Management: Motivation, Involvement, Awareness and Culture

Tuesday, 16 May 2000

Chair and Keynote: Z. Pan

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The election of the papers of this session was well done because they cover all practices, including NPP's research reactors, fuel fabrication, medical practices and industrial applications. The speakers came from Argentina, China, France, United Kingdom and United States. The goals of work management were always referred to to prevent accidents (potential exposures) and keep doses as low as reasonably achievable (optimization).

Getting good safety managements is a common purpose, but the emphasis is somewhat different. Some managers refer to a "clear chain of authority" and to a "robust management framework". Others prefer to speak in terms of favouring the commitment of the various participants (workers, managers, contractors, staff, etc.) and to a culture of teamwork. Both approaches are in fact not contradictory. One can obtain a clean chain of authority through the commitment and teamwork. In the last case one can achieve a better work atmosphere and a profitable environment for other benefits than the ownership.

All speakers, without exception, proclaim the **Safety culture**, in terms of institutional culture, proactive safety culture and ALARA culture.

Quality Assurance is the third element underlying the idea of all papers presented. Starting with the three elements management, safety culture and quality assurance, the following is pointed out:

- strong involvement of management
- establishment of performance indicators
- peer review and external review or review by consultants
- continued training of people
- periodical review of long-term objectives
- clear definition of individual responsibilities
- the creation of a climate of mutual confidence between the various management levels
- feedback of the operational experience (internal and external)
- periodical quality assurance meetings
- measuring and reviewing performance
- participation of all personnel in the evaluation tasks and planning to promote their moderation
- establishment of simultaneous goals for safety, quality and productivity

- discussions of objectives and proposals within the work team.

Those recommendations can help to avoid a number of accidental exposures and to optimize the operational doses.