

Challenging
~~CHANGING~~ THE
WAY WE THINK...

A HEALTHY RADIATION PROTECTION CULTURE STARTS AT HOME

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MARPS

WHAT IS IN THE WORD?



Culture is an expression of people's deepest needs, a means of endowing their experiences with meaning.

(Martin, J. 1985, Can organizational culture be managed?)

Sage Publications, ISBN: 978-0803924604)

SCHEIN'S ONION LAYER MODEL

Organisational Culture

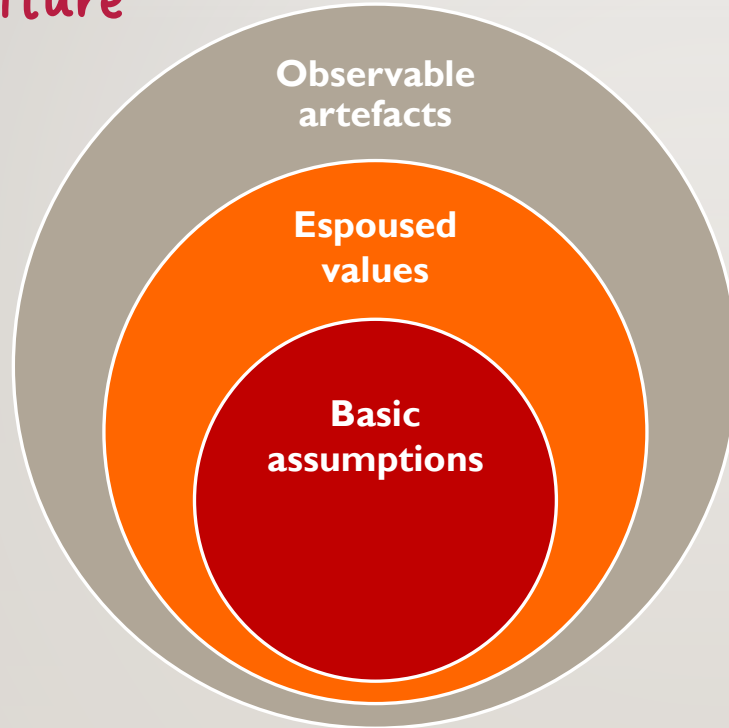
Visible manifestations



Formalised statements



Tacit suppositions



Culture is a pattern of basic assumptions — invented, discovered or developed by a given group as it learns to cope with its problem of external adaptation (how to survive) and internal integration (how to stay together) — which have evolved over time and are handed down from one generation to the next.

SO, WHAT IS RADIATION PROTECTION CULTURE?

Safety (**Radiation Protection**) culture is the assembly of characteristics and attitudes in organisations and individuals which establishes that, as an overriding priority, protection and safety issues receive the attention warranted by their significance.

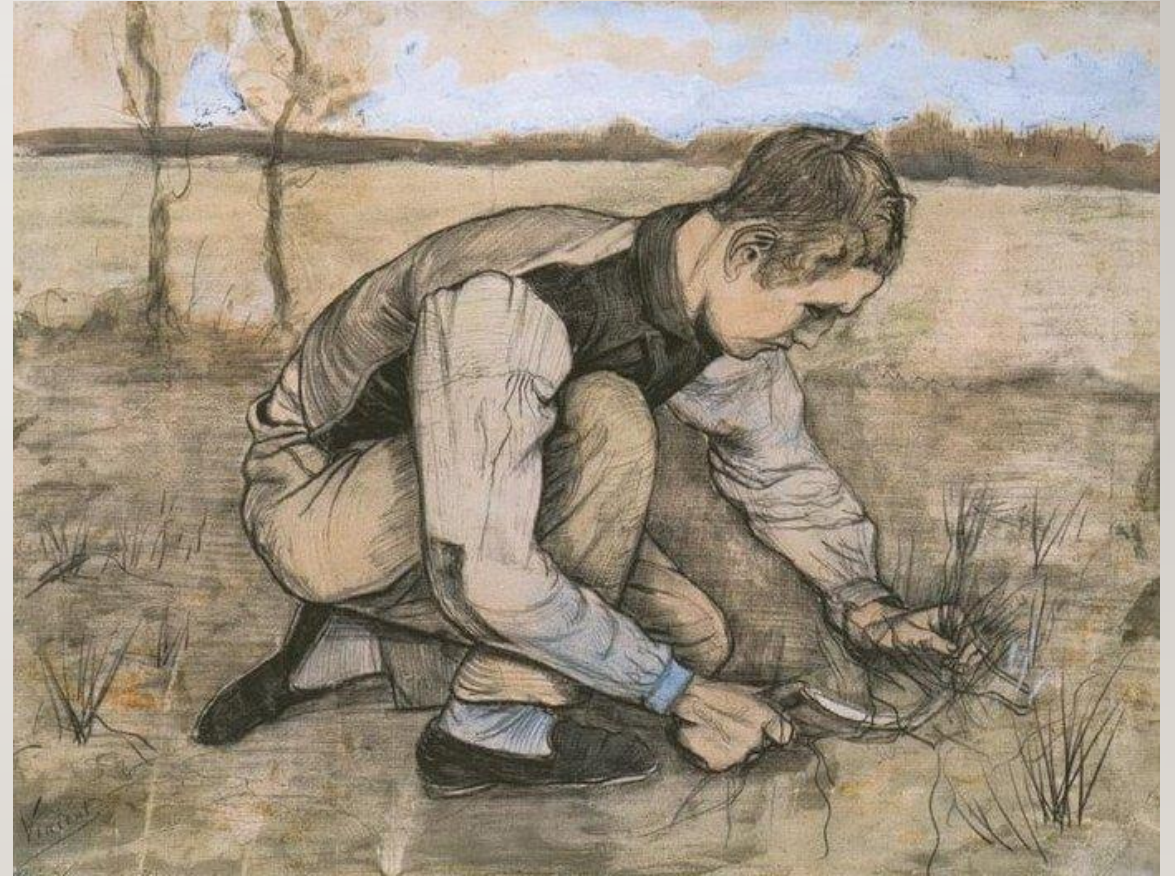
(IAEA Safety Glossary 2018)



THE HARMONIZED SAFETY CULTURE MODEL

- Individual responsibility
- Questioning attitude
- Communication
- Leader responsibility
- Decision-making
- Respectful work environment
- Continuous learning
- Problem identification and resolution
- Raising concerns
- Work planning

(IAEA working document May 2020)



CAN WE CHANGE OR MANAGE THE CULTURE?

- Culture cannot be managed; it emerges. Leaders don't create cultures; members of the culture do. Even if culture in this sense could be managed, it shouldn't be. It is naive and perhaps unethical to speak of managing culture.

(Martin, J. 1985, Can organizational culture be managed? Sage Publications, ISBN: 978-0803924604)

Culture is not an ideological gimmick, to be imposed from above by management-consulting firms, but a stubborn fact of human social organization that can scuttle the best of Corporate plans if not first taken into account.

(Reynolds, P. C. 1994, Corporate culture on the rocks. University Press of America.)



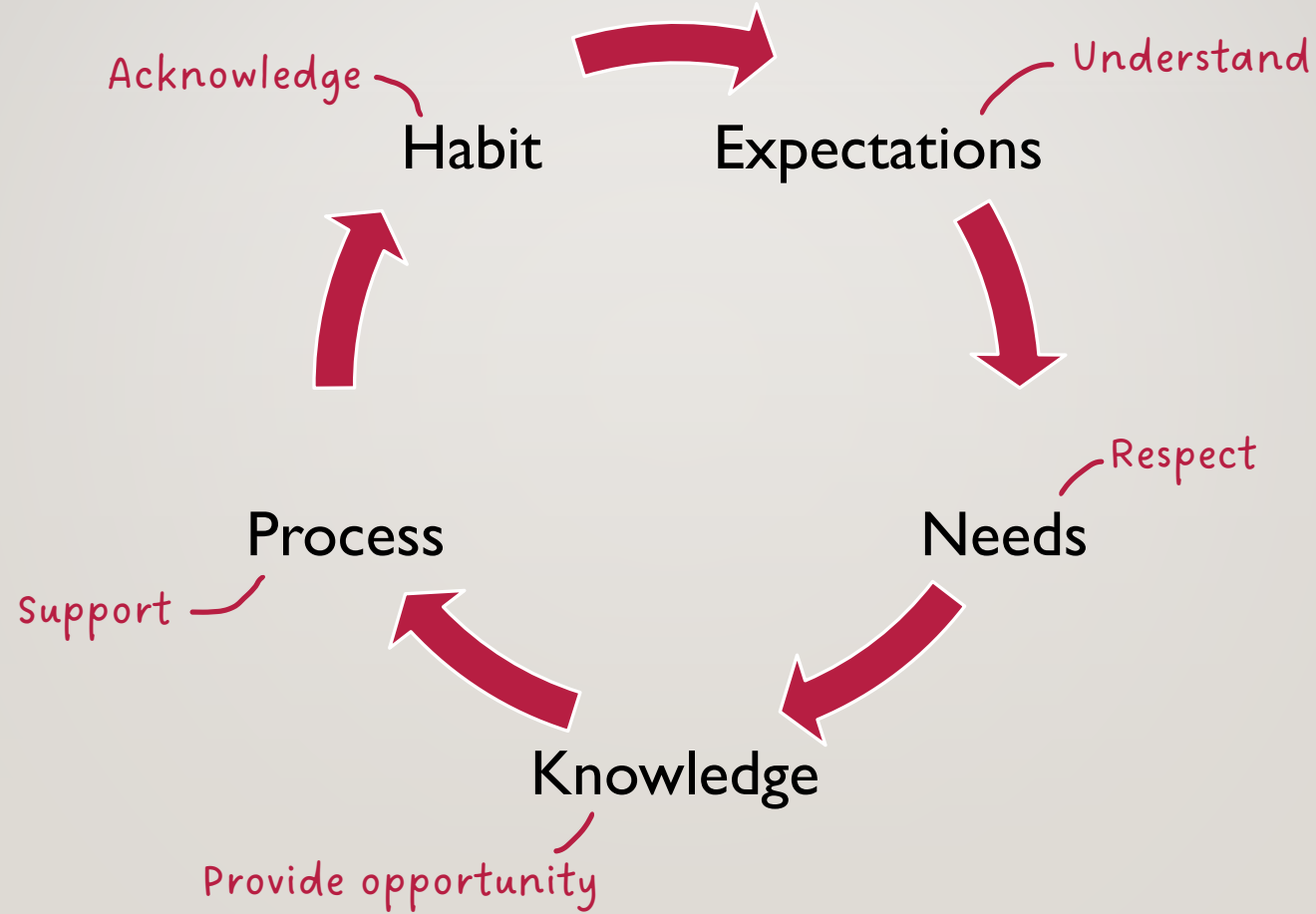
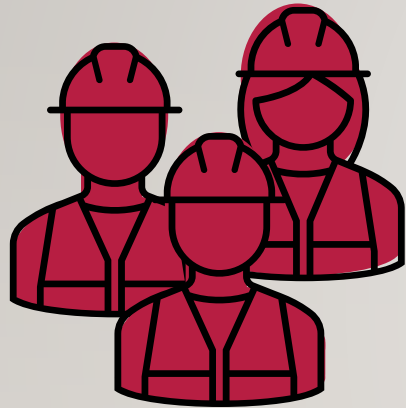
BURNING QUESTIONS...

- How do we communicate the true risk?
- Can we influence people's thinking and attitude by knowledge sharing?
- If safety culture is a product of the workers' behaviour and attitudes, what should we be doing to help them cultivate the desired behaviours?
- How can we ensure that proposed changes are true solutions to the problems?


Influencing

[neverending]

ESTABLISHING A CULTURE IS A PROCESS



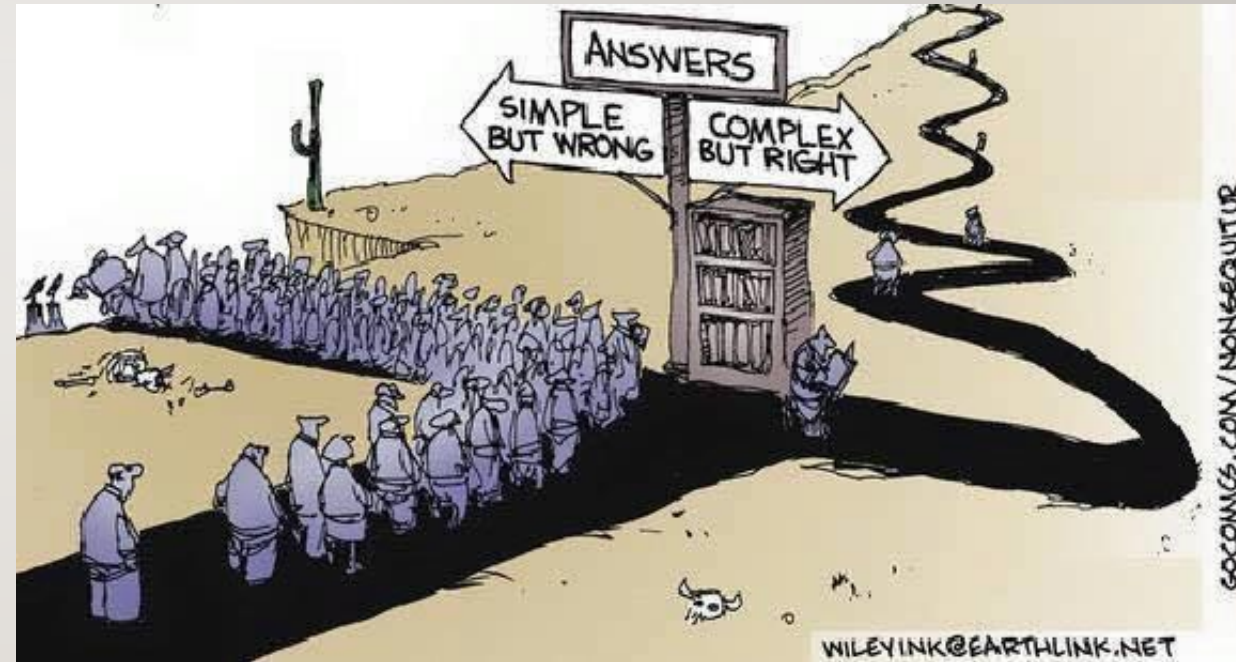
MY APPROACH... *Any suggestions welcome!*

- To change the culture of the team, focus on the expectations of the individuals.
 - Be a part of the team every step of the way. This is your 'home', and they are your 'family'.
 - Share knowledge in layman's terms - don't use textbook speak!
 - Involve the team in ALARA assessments (risk assessments) for new and unfamiliar tasks – qualitative before work starts, quantitative to predict potential doses, assess monitoring results, provide feedback, ask for recommendations, 'try' alternative methods...
 - Ask questions and feedback and take note of concerns!
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THERE IS NO QUICK FIX...

Organisations with a positive safety culture are characterised by communications founded on mutual trust, by shared perceptions of the importance of safety and by confidence in the efficacy of preventive measures.

*ACSNI Human Factors Study Group: Third report - Organising for safety,
HSE Books, 1993.*



"WE KNEW THE WORLD
WOULD NOT BE THE SAME.
A FEW PEOPLE LAUGHED;
A FEW PEOPLE CRIED.
MOST PEOPLE WERE SILENT."



J. ROBERT OPPENHEIMER

Photo by U.S. Army Corps of Engineers / Public domain

THANKS FOR
YOUR
ATTENDANCE!

