IAEA GS-R-3 Management System for Facilities and Activities Safety Requirements

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Safety Standards Hierarchy

Safety Fundamental = Objective, Principles
Safety Requirements = WHAT shall be done
Safety Guides = HOW it should be done

“Global reference for a high level of nuclear safety”
IAEA Safety Standards
Effective leadership and management for safety must be established and sustained.

Safety shall be paramount within the management system.

SGs provide guidance for management system implementation and sustainability.
Continually Improving Global NS

Leadership and management for safety

Integrated Management Systems

Quality Management

Quality Assurance

Quality Control

Safety & Performance

IAEA

GSR Part 2 2016

GS-R-3 2006

50-C-QA 1985-88

50-C-Q 1996

Time
IAEA Safety Standards

Fundamental Safety Principles
Safety Fundamentals
No. SF-1
Principle 3 – Effective Leadership and management for safety must be established and sustained

- **Leadership** has to be demonstrated at the highest level in the organization
- Safety has to be achieved and maintained by means of an **effective management system**.
- This system has to integrate coherently all elements of the management system including **human performance, quality and security**
- The management system also has to ensure the promotion of a **strong safety culture**,
- Recognition of **interactions of individuals with technology and with organizations**
General Aims of GS-R-3

- A single and coherent system should be developed in which all the parts of an organization are integrated to enable achieving its objectives.
- All to ensure that safety is not compromised
- Focus on achieving and improving safety through planning, control and supervision of safety related activities during all stages: Siting, Design, Commissioning, Operation and Decommissioning
- Foster and support a strong safety culture through development and reinforcement of good safety attitudes, values and behaviour of individuals, teams and organisation
The Structure of GS-R-3

- Section 1: Introduction
- Section 2: Management System general requirements including safety culture, grading, documentation and records.
- Section 3: Requirements for and responsibilities of senior management for the development and implementation of the management system
- Section 4: Requirements for resource management including human resources, infrastructure and work environment.
- Section 5: Requirements for the processes of the organisation – their specification, development and management including generic processes.
- Section 6: Requirements for measuring, assessing and improving the management system.
1. **Introduction**: background – Objective – Scope – Structure
2. **Responsibility for safety**: NEW
   - Requirement 1: Responsibility for Leadership, Management and Safety Culture
3. **Leadership for Safety**: NEW
   - Requirement 2: Leadership
4. **Management for Safety**: *This part corresponds to the existing table of content of GS-R-3*
   - Requirement 3: Integrated management system
   - Requirement 4: Graded approach
   - Requirement 5: Goals, strategies, plans and objectives
   - Requirement 6: Resources
   - Requirement 7: Management of processes and activities
   - Requirement 8: Documentation of the management system
   - Requirement 9: Measurement, assessment, evaluation and improvement.
   - Requirement 10: Interested parties
   - Requirement 11: Management of the supply chain,
5. **Safety Culture**: NEW
   - Requirement 12: Continuous improvement of safety culture
   - Requirement 13: Assessment of safety culture and leadership
6. **References**
7. **Glossary**
8. **Contributors to drafting and review**
9. **Bodies for the endorsement of IAEA safety standards**
The organization shall ensure that managers at all levels demonstrate effective leadership, implement an integrated management system giving an overriding priority to safety and fostering safety culture.
Effective leadership for safety shall be demonstrated by senior management, by managers at all levels in the organization and by other leaders.
IAEA approach to leadership and management for safety

‘management’ is a formal, authorized function for ensuring that an organization operates efficiently and that work is completed in accordance with requirements, plans and resources.

While

‘leadership’ is the use of capabilities/skills to influence others and communicate with others with the aim of achieving the commitment of all individuals to appropriate goals, shared values and behaviours.
1. **Sense making:**
   creating a map of what is by:
   - making sense of the world around us,
   - coming to understand the context in which we are operating
   - communicating and explaining what is happening.

2. **Relating:**
   developing key relationships within and across organizations.
   Centres on the leader’s ability:
   - to listen and understand what others are thinking and feeling,
   - to take a stand and try to influence others of its merits while also being open to alternative view
   - and to build collaborative relationships with others and to create coalitions for change.

3. **Visioning:**
   creating a compelling vision of the future, a map of what could be.
   Good leaders are able to frame visions in a way that emphasizes their importance along some key value dimensions.

4. **Inventing:**
   - creating new ways of working together to realize the vision.
   - creating the processes and structures needed to make the vision a reality.
   - implementing the steps needed to achieve the vision of the future

*Leadership for safety is to develop and use these capabilities in setting up the IMS and implementing it to meet safety goals and objectives, and shaping safety culture by influencing individuals and the whole organization…*
Senior management shall establish and implement an effective integrated management system to ensure safety, single coherent management system ensuring that safety is taken into account in all decision making and is not compromised by these decisions.
IAEA Safety standards development

STEP 1: Preparing a DPP
STEP 2: Internal review of the DPP
STEP 3: Review of the DPP by the SSC(s)
STEP 4: Review of the DPP by the CSS
STEP 5: Preparing the draft safety standard
STEP 6: First internal review of the draft safety standard
STEP 7: First review of the draft safety standard by the SSC(s)
STEP 8: Soliciting comments by Member States
STEP 9: Addressing comments by Member States
STEP 10: Second internal review of the draft safety standard
STEP 11: Second review of the draft safety standard by the SSC(s)
STEP 12: Review of the draft safety standard by the CSS
STEP 13: Establishing as an IAEA safety standard (by the Publications Committee)
STEP 14: Publication of the safety standard
Present situation DS 456 (GSR Part 2)

- **STEP 10** Internal NSNI review before submission to Coordination Committee mid-March 2015 is in progress
- Technical Editor second review is in progress,
- Review by NU/RA/WA/TRAN/SSCs and Security committee in June and July for approval to submit the draft to CSS in October 2015
- **Published 2016**
Present situation GS-G.3.1, 3.5

- CS meeting held from 16 to 20 December 2013 to discuss the DPP,
- **STEP 2** Internal review of the DPP,
- Review by NU/RA/WA/TRAN/SSCs and Security committee in June and July for approval to submit the draft to CSS in October 2014

3.1: Application of the Management System for Facilities and Activities & 3.5: The Management System for Nuclear Installations
Conclusion

New GS-R-3

• Focusing to Responsibility for Leadership, Management and Safety Culture
• Published in 2016
• Revision of Safety Guides started
...Thank you for your attention