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NUCLEAR MINDSET



Nuclear Safety is paramount



Genuine commitment to nuclear security and safeguards



The best people, dedicated to excellence



Maximise lethality, reliability, availability and readiness



Accountability



Strive for improvement



Compliance with approved standards and procedures



Not living with deficiencies



Decisions are considered, well-informed and underpinned by strong technical evidence



Clear and effective communication





Nuclear safety is paramount

Individual behaviours

- I am responsible for nuclear safety
- I keep nuclear safety foremost in my mind
- I only undertake tasks for which I am suitably qualified and experienced
- I have and promote a questioning attitude
- I check my mental preparedness to carry out a critical task

Collective behaviours

- We use an integrated management system which underpins nuclear safety
- We establish safety margins to address physical and engineering limits and human error
- We undertake nuclear safety related changes in accordance with approved procedures and requirements
- We reward and recognise work practices that improve safety and reliability





Genuine commitment to nuclear security and safeguards

Individual behaviours

- I am responsible for nuclear security
- I reinforce to others that safeguards and security are essential to the success of the Program
- I maintain an active and current understanding of threats to the Program
- I am aware of our nuclear safeguards requirements and clarify when I do not understand

Collective behaviours

- We deliver an uncompromised security capability
- We implement safeguards with the highest levels of transparency and integrity, without compromising security
- We evaluate our adherence to safeguards regulations and correct mistakes where they arise





The best people, dedicated to excellence

Individual behaviours

- I strive for excellence
- I mentor and train junior or less experienced personnel
- I seek to understand and be technically knowledgeable
- I am open to my opinions being challenged and encourage diversity of thought
- I expect constructive criticism
- I question the status quo

Collective behaviours

- We select, train and mentor the best people to assure excellence in the workplace
- We demand excellence
- We believe that trust is the foundation of our success
- We have clear roles with defined responsibilities and qualifications
- We have rigorous and considered succession planning
- We have ongoing, relevant training including skill broadening and deepening
- We offer career development to promote retention





Maximise lethality, reliability, availability and readiness

Individual behaviours

- I recognise that the role of a warship and nuclear safety are not mutually exclusive
- I ensure the material condition of systems are maximised
- I ensure the reactor plant performs as designed to meet military capability

Collective behaviours

- We minimise downtime for essential systems
- We monitor and report on reactor performance indicators
- We ensure that reactor design objectives deliver a warship that can perform its mission and return





Accountability

Individual behaviours

- I am accountable for my decisions and actions
- I take responsibility for my work, including my errors
- I never blame anyone for an honest mistake, promptly reported
- I am confident to say "I don't know"

Collective behaviours

- We are all leaders
- We set the highest standards, have clear accountabilities, and accept responsibility
- We respond to mistakes and errors appropriately and hold people accountable to standards and expectations





Strive for improvement

Individual behaviours

- I drive improvements in processes and practices
- I actively seek and provide feedback
- I use a range of approaches to manage work, including by walking around
- I actively engage in review processes

Collective behaviours

- We work together for the betterment of the nuclear program
- Senior management are involved in training and all key activities
- We conduct frequent, thorough and detailed reviews and audits
- We have thorough involvement by senior personnel through engagement and oversight
- We use performance indicators to assess for non-performance and non-conformance, and provide robust feedback
- We utilise independent assessment to eliminate blind spots





Compliance with approved standards and procedures

Individual behaviours

- I only undertake work that I am qualified to perform
- I obtain and adhere to current, authorised processes and procedures
- I do not take shortcuts
- I stop when I see an error and ensure it is corrected
- I discourage complacency
- I pay attention to detail

Collective behaviours

- We keep procedures simple
- We formally document important communications, including for example processes and procedures
- We enforce the standards that are set





Not living with deficiencies

Individual behaviours

- I promptly report near misses, errors, incidents and issues
- I will resolve and correct errors in our processes, documentation, and systems

Collective behaviours

- We address problems, defects and deficiencies
- We maintain constant oversight of material condition
- We always investigate events and identify root causes, rather than treating symptoms





Decisions are considered, well-informed and underpinned by strong technical evidence

Individual behaviours

- I consider all consequences prior to taking actions
- I ask the hard questions
- As a leader, I create an environment where everyone can raise questions
- I seek technical expertise

Collective behaviours

- We value and respect technical expertise
- We seek all available facts and evidence prior to making decisions, and remain open to alternate views
- We manage all risks in accordance with the context
- We anticipate what might go wrong
- We use a prudent and conservative approach when faced with conditions outside procedures, processes or known practices
- We learn from the past





Clear and effective communication

Individual behaviours

- I carry out important briefings face-to-face
- I provide formal briefings for operational and maintenance tasks
- I actively listen to instructions and briefings
- I make sure my communications are not just heard but understood

Collective behaviours

- We value open and frank communications
- We communicate clearly and effectively
- We use formal documentation for important communications such as policies, processes, procedures, training and qualifications

