

SHOULDERING RISKS

THE CULTURE OF CONTROL
IN THE NUCLEAR POWER INDUSTRY

Constance Perin

Shouldering Risks The Culture Of Control In The Nuclear Power Industry

Charles Perrow



Shouldering Risks The Culture Of Control In The Nuclear Power Industry:

Shouldering Risks Constance Perin, 2006-10-22 At the world's some 440 nuclear power plants experts continually monitor their wide safety margins and at signs of trouble seek out the sources and recommend changes Too often for their comfort and for ours a subsequent problem reveals that these changes were ineffective or never made Why this self defeating pattern What in this technology's culture of control might undermine experts best intentions What kind of problem is it to reduce operating risks Following brief highlights of this industry's history over the last twenty years of accidents near accidents and institutional changes *Shouldering Risks* presents excerpts from interviews with some sixty experts about four relatively recent events at three U S plants Drawing also on her earlier field studies at eleven plants in America and abroad on industry documents and others research Constance Perin identifies unacknowledged elements in this industry's culture of control for example control concepts for reactor design construction and regulation carry over to risk handling and event analysis whose efficacy depends instead on recognizing and interpreting the significance of technical and contextual signals on daily display Far more than the sum of its parts this highly knowledge dependent technology operates along an axis of meanings not only along an axis of functions A culture of control is like any culture an intricate system of claims about how to understand the world and act in it Here claims pivot around the dynamics of control theory and productivity based on particular assumptions about the relationships of humans to machines models to reality certainty to ambiguity rationality to experience These four events and accident analyses show that such assumptions can confound control and produce misleading meanings *Shouldering Risks* reimagines a broader and deeper culture of control to reshape our understandings of the intellectual capital appropriate to designing regulating organizing and managing this risky enterprise and perhaps other such technologies already here or to come

Vulnerability in Technological Cultures Anique Hommels, Jessica Mesman, Wiebe E. Bijker, 2014-03-21 Novel technologies and scientific advancements offer not only opportunities but risks Technological systems are vulnerable to human error and technical malfunctioning that have far reaching consequences one flipped switch can cause a cascading power failure across a networked electric grid Yet once addressed vulnerability accompanied by coping mechanisms may yield a more flexible and resilient society This book investigates vulnerability in both its negative and positive aspects in technological cultures The contributors argue that viewing risk in terms of vulnerability offers a novel approach to understanding the risks and benefits of science and technology Such an approach broadens conventional risk analysis by connecting to issues of justice solidarity and livelihood and enabling comparisons between the global north and south The book explores case studies that range from agricultural practices in India to neonatal intensive care medicine in Western hospitals these cases spanning the issues addressed in the book illustrate what vulnerability is and does The book offers conceptual frameworks for empirical description and analysis of vulnerability that elucidate its ambiguity context dependence and constructed nature Finally the book addresses the implications of these analyses for the governance of

vulnerability proposing a more reflexive way of dealing with vulnerability in technological cultures The Ethics of Nuclear Energy Behnam Taebi, Sabine Roeser, 2015-08-07 Despite the nuclear accident at the Fukushima Daiichi plant in Japan a growing number of countries are interested in expanding or introducing nuclear energy However nuclear energy production and nuclear waste disposal give rise to pressing ethical questions that society needs to face This book takes up this challenge with essays by an international team of scholars focusing on the key issues of risk justice and democracy The essays consider a range of ethical issues including radiological protection the influence of gender in the acceptability of nuclear risk and environmental international and intergenerational justice in the context of nuclear energy They also address the question of when and under which conditions nuclear energy should play a role in the world's future supply of electricity looking at both developing and industrialized countries The book will interest readers in ethics and political philosophy social and political sciences nuclear engineering and policy studies Why Safety Cultures Degenerate Johan Berglund, 2016-06-03 From Chernobyl to Fukushima have we come full circle where formalisation has replaced ambiguity and a decadent style of management to the point where it is becoming counter productive Safety culture is a contested concept and a complex phenomenon which has been much debated in recent years In some high risk activities like the operating of nuclear power plants transparency traceability and standardisation have become synonymous with issues of quality Meanwhile the experience based knowledge that forms the basis of manuals and instructions is liable to decline In the long term arguably it is the cultural changes and its adverse impacts on co operation skill and ability of judgement that will pose the greater risks to the safety of nuclear plants and other high risk facilities Johan Berglund examines the background leading up to the Fukushima Daiichi accident in 2011 and highlights the function of practical proficiency in the quality and safety of high risk activities The accumulation of skill represents a more indirect and long term approach to quality oriented not towards short term gains but towards delayed gratification Risk management and quality professionals and academics will be interested in the links between skill quality and safety critical work as well as those interested in a unique insight into Japanese culture and working life as well as fresh perspectives on safety culture *Anthropology and Risk* Asa Boholm, 2015-04-24 Drawing on theory from anthropology sociology organisation studies and philosophy this book addresses how the perception communication and management of risk is shaped by culturally informed and socially embedded knowledge and experience It provides an account of how interpretations of risk in society are conditioned by knowledge claims and cultural assumptions and by the orientation of actors based on roles norms expectations identities trust and practical rationality within a lived social world By focusing on agency social complexity and the production and interpretation of meaning the book offers a comprehensive and holistic theoretical perspective on risk based on empirical case studies and ethnographic enquiry As a selection of Asa Boholm's publications throughout her career along with a newly written introduction overviewing the field this book provides a unified perspective on risk as a construct shaped by social and cultural contexts This collection should be of

interest to students and scholars of risk communication risk management environmental planning environmental management and environmental and applied anthropology

In Search of an Integrative Vision for Technology Sytse Strijbos, Andrew Basden, 2006-06-22 In Search Of An Integrative Vision For Technology will stimulate its readers to consider the whole story that is information systems within the context of an integrative vision of technology It integrates disparate areas of debate and research while appreciating the contribution that philosophy can make to such thinking It is deliberately broad in coverage and designed to provide useful pointers so that researchers students practitioners and developers can easily apply each point as needed Human issues of technology and their normative aspects is a theme that runs throughout the entire book The integrative vision is centered on an understanding of human practice the twin notions of structure and direction and the leading and the founding functions of such practice While this understanding applies to all technologies it is worked out in more detail for information technology From this philosophical understanding many interdisciplinary areas of interest are identified

Human and Organisational Factors Benoît Journé, Hervé Laroche, Corinne Bieder, Claude Gilbert, 2020-01-02 This open access book addresses several questions regarding the implementation of human and organisational factors HOF so that recent improvements in industrial safety can be built upon It addresses sources of frustration in senior management with high expectations of operational recommendations and disquiet on the part of HOF specialists struggling to have an impact on high level decision making The brief explores these issues with an emphasis on examples and lessons learned based on the experience of its authors who come from different academic disciplines and various industrial sectors such as oil and gas energy and transportation It then offers some ways forward for a better consideration of HOF in hazardous companies with a view of promoting safety and facing challenges in a rapidly changing world

Legacies of the Manhattan Project Mick Broderick, Hilary Dickerson, Ian Graig, M.S. Gerber, Laura J. Harkewicz, Daisy Henwood, Ronald L. Kathren, Ellen D. McGehee, David P.D. Munns, 2021-09-24 The Hanford History Project held the Legacies of the Manhattan Project at 75 Years conference in March 2017 Its Richland Washington meeting venue was a stone s throw from the southern most edge of the Hanford Nuclear Site the place where workers produced the plutonium that fueled the Fat Man nuclear bomb dropped on Nagasaki on August 9 1945 The symposium s appeal extended well beyond local interest Professionals from a broad array of backgrounds working scientists government employees retired health physicists downwinders representatives from community groups impassioned lay people as well as scholars working in a host of different academic fields attended and gave presentations The diverse gathering with its wide range of expertise stimulated a genuinely remarkable exchange of ideas In Legacies of the Manhattan Project Hanford Histories series editor Michael Mays combines extensively revised essays first presented at the conference with newly commissioned research Together they provide a timely reevaluation of the Manhattan Project and its many complex repercussions as well as some beneficial innovations Covering topics from print journalism activism nuclear testing and science and education to health

physics environmental cleanup and kitsch the compositions delve deep into familiar matters but also illuminate historical crevices left unexplored by earlier generations of scholars In the process they demonstrate how the Manhattan Project lives on

Ecology and Power Alf Hornborg, Brett Clark, Kenneth Hermele, 2013-06-19 Power and social inequality shape patterns of land use and resource management This book explores this relationship from different perspectives illuminating the complexity of interactions between human societies and nature Most of the contributors use the perspective of political ecology as a point of departure recognizing that human relations to the environment and human social relations are not separate phenomena but inextricably intertwined What makes this volume unique is that it sets this approach in a trans disciplinary global and historical framework

Atomic Age America Martin V. Melosi, 2016-09-13 Atomic Age America looks at the broad influence of atomic energy focusing particularly on nuclear weapons and nuclear power on the lives of Americans within a world context The text examines the social political diplomatic environmental and technical impacts of atomic energy on the 20th and 21st centuries with a look back to the origins of atomic theory

Nutritional Care of the Patient with Gastrointestinal Disease Alan L Buchman, 2015-08-06 This evidence based book serves as a clinical manual as well as a reference guide for the diagnosis and management of common nutritional issues in relation to gastrointestinal disease Chapters cover nutrition assessment macro and micronutrient absorption malabsorption food allergies prebiotics and dietary fiber probiotics and intestinal microflora nutrition and GI cancer nutritional management of reflux nutrition in IBS and IBD nutrition in acute and chronic pancreatitis enteral nutrition parenteral nutrition medical and endoscopic therapy of obesity surgical therapy of obesity pharmacologic nutrition and nutritional counseling

The Rise of Nuclear Fear Spencer R. Weart, 2012-04-02 After a tsunami destroyed the cooling system at Japan s Fukushima Nuclear Power Plant triggering a meltdown protesters around the world challenged the use of nuclear power Germany announced it would close its plants by 2022 Although the ills of fossil fuels are better understood than ever the threat of climate change has never aroused the same visceral dread or swift action Spencer Weart dissects this paradox demonstrating that a powerful web of images surrounding nuclear energy holds us captive allowing fear rather than facts to drive our thinking and public policy Building on his classic *Nuclear Fear* Weart follows nuclear imagery from its origins in the symbolism of medieval alchemy to its appearance in film and fiction Long before nuclear fission was discovered fantasies of the destroyed planet the transforming ray and the white city of the future took root in the popular imagination At the turn of the twentieth century when limited facts about radioactivity became known they produced a blurred picture upon which scientists and the public projected their hopes and fears These fears were magnified during the Cold War when mushroom clouds no longer needed to be imagined they appeared on the evening news Weart examines nuclear anxiety in sources as diverse as Alain Resnais s film *Hiroshima Mon Amour* Cormac McCarthy s novel *The Road* and the television show *The Simpsons* Recognizing how much we remain in thrall to these setpieces of the imagination Weart hopes will help us resist manipulation from both sides of the

nuclear debate **Trapping Safety into Rules** Mathilde Bourrier, 2017-05-15 Rules and procedures are key features for a modern organization to function. It is no surprise to see them to be paramount in safety management. As some sociologists argue, routine and rule following is not always socially resented. It can bring people comfort and reduce anxieties of newness and uncertainty. Facing constant unexpected events entails fatigue and exhaustion. There is also no doubt that proceduralization and documented activities have brought progress, avoided recurrent mistakes and allowed for best practices to be adopted. However, it seems that the exclusive and intensive use of procedures today is in fact a threat to new progress in safety. There is an urgent need to consider this issue because there is doubt that the path chosen by many hazardous industries and activities is the most effective safety-wise, considering the safety level achieved today. As soon as safety is involved, there seems to be an irresistible push towards a wider scope of norms, procedures and processes, whatever the context implied. This book is not a plea against proceduralization, but it does take the view that it is time to reassess how far it can still go and to what benefit. Underlying these questions is a growing suspicion that the path taken might in fact lead to a dead end, unless the concept of procedure and the conditions under which these procedures are developed are revisited.

Legacies of Fukushima Kyle Cleveland, Scott Gabriel Knowles, Ryuma Shineha, 2021-04-02 It was an unlikely convergence of events: A 9.0 magnitude earthquake, the largest in Japanese memory and the fourth largest recorded in world history, a tsunami that peaked at forty meters devastating the seaboard of northeastern Japan, three reactors in meltdown at the Daiichi nuclear power plant in Fukushima, experts in disarray and suffering victims young and old. It was as well an unlikely convergence of legacies. Submerged traumas resurfaced and communities long accustomed to living quietly with hazards suddenly were heard. New legacies of disaster were handed down, unfolding slowly for generations to come. The defining disaster of contemporary Japanese history still goes by many different names: The Great East Japan Earthquake, the 2011 Tohoku Earthquake and Tsunami, the Fukushima Daiichi Nuclear Disaster, the 3.11 Triple Disaster. Each name represents a struggle to place the disaster on a map and fix a date to a timeline. But within each of these names hides a combination of disasters and legacies that converged on March 11, 2011, before veering away in all directions to the past, to the future, across a nation and around the world. Which pathways from the past will continue, which pathways ended with 3.11, and how are these legacies entangled? Legacies of Fukushima places these questions front and center. The authors collected here contextualize 3.11 as a disaster with a long period of premonition and an uncertain future. The volume employs a critical disaster studies approach, and the authors are drawn from the realms of journalism and academia, science policy and citizen science, activism and governance, and they come from East Asia, America and Europe. 3.11 is a Japanese legacy with global impact, and the authors and their methods reflect this diversity of experience.

Contributors: Sean Bonner, Azby Brown, Kyle Cleveland, Martin Fackler, Robert Jacobs, Paul Jobin, Kohta Juraku, Tatsuhiro Kamisato, Jeff Kingston, William J. Kinsella, Scott Gabriel Knowles, Robert Jay Lifton, Luis Felipe R. Murillo, Bak Sara, Lesavre Sonja, D. Schmid, Ryuma Shineha, James Simms.

Tatsujiro Suzuki Ekou Yagi **The Sociology of Structural Disaster** Miwao Matsumoto, 2021-03-29 How and why did credible scientists engineers government officials journalists and others collectively give rise to a drastic failure to control the threat to the population of the Fukushima disaster Why was there no effort on the part of inter organizational networks well coordinated in the nuclear village to prevent the risks from turning into a disaster This book answers these questions by formulating the concept of structural disaster afresh First the book presents the path dependent development of structural disaster through a sociological reformulation of path dependent mechanisms not only in the context of nuclear energy but also in the context of renewable energy Secondly it traces the origins of structural disaster to a secret accident involving standardized military technology immediately before World War II and opportunistic utilization of the Great Kanto Earthquake of 1923 thus reconstructing the development of structural disaster within a long term historical perspective Maintaining distance from conflicts of interest and cultural essentialisms this book highlights configurations and mechanisms of structural disasters that are far more persistent more universal but less visible and that have turned risk into suffering The book seeks to cast light on an important new horizon of the science technology society interface in the sociology of science and technology science and technology studies the sociology of disaster the social history of the military industrial university complex and beyond

The Future of Nuclear Waste Rosemary Joyce, 2020-01-24 How can nations ensure that buried nuclear waste goes undisturbed for thousands of years The United States government tried to solve this problem with the help of experts they identified in communication materials science and futurism From the perspective of a contemporary archaeologist *The Future of Nuclear Waste* looks at what these experts suggested and what the government endorsed designs for a modern monument an artificial ruin a purpose built archaeological site that would escape future exploration One design selected for development argued that because specific archaeological sites and objects among them Stonehenge Serpent Mound the Rosetta Stone and rock art made long ago have endured and are seen as significant today contemporary engineers could build monuments that would be equally effective in conveying messages that last even longer An alternative proposal which government planners set aside was rooted in the idea that universal archetypes of design arouse similar human emotions in all times and places Both proposals used common sense assuming that human reactions and understandings are relatively predictable Employing an anthropology of common sense Rosemary Joyce explores why people chosen for their expertise relied on generalizations contradicted by the actual history of preservation and interpretation of archaeological sites and the closest analogues to archetype based designs which are the large scale installations produced in the Land Art movement The book reveals the underlying imagination shared by the experts government planners and artists in which the American West is an empty space available for projects like these It counters this with the dissenting voices of indigenous scholars and activists who document the presence on these nuclear landscapes of Native American people The result is an eye opening and unique demonstration of how a deep understanding of the remote past informs critical debates

about the present *Critical Steps* Tony Muschara,Ron Farris,Jim Marinus,2021-11-18 Critical Steps happen every day at work and at home purposefully Work does not happen otherwise If an operation has the capacity to do work then it has the capacity to do harm Work is energy directed by human beings to create value But people are imperfect we make mistakes and sometimes we lose control of the work Therefore work is the use of force under conditions of uncertainty A Critical Step is a human action that will trigger immediate irreversible and intolerable harm to an asset if that action or a preceding action is performed improperly Whether the human action involves clicking on a link attached to an e mail message walking down a flight of stairs with a newborn baby in arms engaging the clutch on a gasoline driven chain saw or administering a medication to a patient in a hospital these all satisfy the definition of what constitutes critical risks in our daily lives professionally or personally The overarching goal of managing Critical Steps is to maximize the success safety reliability productivity quality profitability etc of people s performance in the workplace to create value for the organization without losing control of built in hazards necessary to create that value **The Next Catastrophe** Charles Perrow,2011-02-07 Charles Perrow is famous worldwide for his ideas about normal accidents the notion that multiple and unexpected failures catastrophes waiting to happen are built into our society s complex systems In *The Next Catastrophe* he offers crucial insights into how to make us safer proposing a bold new way of thinking about disaster preparedness Perrow argues that rather than laying exclusive emphasis on protecting targets we should reduce their size to minimize damage and diminish their attractiveness to terrorists He focuses on three causes of disaster natural organizational and deliberate and shows that our best hope lies in the deconcentration of high risk populations corporate power and critical infrastructures such as electric energy computer systems and the chemical and food industries Perrow reveals how the threat of catastrophe is on the rise whether from terrorism natural disasters or industrial accidents Along the way he gives us the first comprehensive history of FEMA and the Department of Homeland Security and examines why these agencies are so ill equipped to protect us *The Next Catastrophe* is a penetrating reassessment of the very real dangers we face today and what we must do to confront them Written in a highly accessible style by a renowned systems behavior expert this book is essential reading for the twenty first century The events of September 11 and Hurricane Katrina and the devastating human toll they wrought were only the beginning When the next big disaster comes will we be ready In a new preface to the paperback edition Perrow examines the recent and ongoing catastrophes of the financial crisis the BP oil spill and global warming *Deconstructing Energy Law and Policy* Raphael J Heffron,2015-02-12 Drawing on over 90 interviews completed across Belgium Brussels Romania the US the EU and the UK this book identifies the key elements of effective and deliverable energy law and policy **Engineering, Social Sciences, and the Humanities** Steen Hyldgaard Christensen,Anders Buch,Eddie Conlon,Christelle Didier,Carl Mitcham,Mike Murphy,2023-01-16 This book presents a critical examination of conversations between engineering social sciences and the humanities asking whether their conversations have come of age These

conversations are important because ultimately their outcome have real world consequences in engineering education and practice and for the social and material world we inhabit Taken together the 21 chapters provide scholarly argued responses to the following questions Why are these conversations important for engineering for social sciences and for the humanities Are there key places in practice in the curriculum and in institutions where these conversations can develop best What are the barriers to successful conversations What proposals can be made for deepening these conversations for the future How would we know that the conversations have come of age and who gets to decide The book appeals to scholarly audiences that come together through their work in engineering education and practice The chapters of the book probes and access the meetings and conversations and they explore new avenues for strengthening dialogues that transcend narrow disciplinary confines and divisions The volume offers a rich collection of descriptive resources and theoretical tools that will be useful for researchers of engineering practices and for those aiming to reshape the engineering lifeworld through new policies The book depicts the current state of the art of the most visible SSH contributions to shaping engineering practices as well as a map of research gaps and policy problems that still need to be explored Dr Ir Lavinia Marin TU Delft Electrical Engineering and Philosophy

Reviewing **Shouldering Risks The Culture Of Control In The Nuclear Power Industry**: Unlocking the Spellbinding Force of Linguistics

In a fast-paced world fueled by information and interconnectivity, the spellbinding force of linguistics has acquired newfound prominence. Its capacity to evoke emotions, stimulate contemplation, and stimulate metamorphosis is truly astonishing. Within the pages of "**Shouldering Risks The Culture Of Control In The Nuclear Power Industry**," an enthralling opus penned by a highly acclaimed wordsmith, readers attempt an immersive expedition to unravel the intricate significance of language and its indelible imprint on our lives. Throughout this assessment, we shall delve to the book is central motifs, appraise its distinctive narrative style, and gauge its overarching influence on the minds of its readers.

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