Neckerwestheim, Germany

Mission Date; 8-24 Oct., 2007

Safety Management System Concept

The plant has commissioned in 2006 a Safety Management System (SMS) which is based on ISO 9001 standard.

The initiative started after a German event in 2001. The concept is to divide plant processes. For each process there have been defined performance indicators and an owner is responsible to monitor the process. The processes are separated in three categories: leadership processes, core processes and support processes. In total there are around 70 processes. For each process, there are common structured descriptions, which are shown in comprehensive flowcharts. These flowcharts describe how the process is working, the interfaces and the distribution of responsibilities. Process owners make sure that the process functions as expected, using performance indicators. All is supported by a sophisticated computer programme.

With the implementation of this concept the plant obtains:

- a standardized structure of the main plant processes,
- ensure the processes work appropriately at the cross functional interfaces, and
- by monitoring the processes, early decline can be detected.

Oskarshamn, Sweden

The plant has developed an integrated management system which includes communication, quality structures and documentation links.

The management system for the plant is organised in a simple and easily understood manner in a computer based structure. This structure describes the plant's operations from business data through the requirements and description of tasks to the specific instructions for practice. The management system ensures that the possible factors which can affect the operation are taken into account in order to guarantee a high quality of work.

The centre of this system is the Intranet "Kärnan"; it is managed by an internal editorial group which has a combination of competences. Kärnan is designed from a structure corresponding to the main goal of the plant (called "goal areas"). Each document and indicator relative to the areas can be accessed easily, also a compact vision is dedicated to communication.

All employees receive training on how the management system works. At training the managers are involved by demonstrating and explaining what is most important for their section. This gives co-workers many different possibilities of finding what they need directly via a document number or via the structure of the organisation.

Some examples of positive outcomes include:
- Possibility for every worker to easily access the documentation.
- Plant staff knowledge about the Kärnan structure.
- A posting for indicators in coherence with the structure of the quality system.

Process maturity model for monitoring the progress and improvement of the integrated management system.

EPZ has developed a process maturity model. Its main purpose is to make communication about the status of a (complex) Integrated Management System (IMS) easy and to help process owners and management improve the management system.

The maturity model is a powerful tool because:
☐It serves as a common reference for talking about processes, which makes communication about the status of the IMS easier;
· It helps to create awareness about the gaps within the IMS;
· It shows which aspects of a process need the most improvement;
· It stimulates process ownership;
· It helps to make objectives SMART and to make progress visible.

The model is based on six areas that are key for any process: process ownership, process performance, process risk control, process compliance, process structure and process execution. For each area the maturity level is determined periodically. Characteristics of the levels are:
· Not present;
· Activities are only done when necessary;
· Activities are done but not organized as a process;
· The process is well organized and executed;
· Pro-active behaviour and continuous improvement are normal.

In December 2012 two internal auditors assessed twenty processes. The average maturity level of the assessed processes was 3.1. This was communicated to the senior and middle management and created the awareness and sense of urgency required to start the IMS improvement project that is currently on-going. Now the maturity of a process is assessed during the execution of internal audits and progress is monitored and reported by the Quality Assurance Department.

Currently the average process maturity level (same processes as in 2012) has increased to 3.3. The best example of a single process improvement is the ICT process: 2.2 (Dec. 2012), 2.5 (Sept. 2013) and 3.6 (July 2014).