

OSART Good Practices
MANAGEMENT, ORGANIZATION AND ADMINISTRATION
Quality Assurance Programme

Zaporozhe, Ukraine

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The distinctive feature of QA system at the Zaporozhye NPP is that in each department there are authorized persons dedicated to quality assurance. The total number of authorized persons is today up to 38. The number varies in function of the size of the department and on the interest of the department manager in developing good Quality Assurance programme in his department.

At ZNPP, the system of documentation quality control is developed and supported by the top plant managers in compliance with the requirements of the international standards IAEA 50-C/SG-Q, and ISO 9001. The objective is to improve the system of documentation quality control and to share a quality attitude not only through the Quality Assurance departments but also through all safety impacted departments. The concept was accepted in 2000. An order was emitted by NAEK to all NAEK plants including ZNPP. Each authorized person follows a specific training on "Standardization, Certification and Quality" conducted in Sevastopol National University of Nuclear and Industry. All training seminars gather all authorized persons in order to create a motivated group. The training is delivered over several years and sanctioned by a diploma. From time to time, little groups (2-3 persons) develop specific activities to improve their inter-relations or tasks. The next seminar will stand in October 2004 at ZNPP site and all the authorized persons from RNPP, SUNPP and KNPP will join the meetings. The plant management promotes this activity by issuing orders, which are read by all management. Such practice is important to assure the fulfillment of the basic principle of ISO 9000 i.e. as well as the involvement of personnel in the process of quality control.

The Nuclear Assessment Section (NAS) Personnel Rotation Programme fosters a strong self-evaluation culture in the line organization while continually providing sound technical expertise for the assessment organization. The assessor rotation programme selects top performers for two to three year rotational assignments as independent assessors in the NAS. The selected individuals qualify as assessors and lead assessment teams in their functional areas and participate as team members for NGG assessments within and beyond their area of expertise. Plant performance and line organizations benefit in the following ways:

- The assessors have up to date line organization experience and know the critical areas affecting performance.
 - The assessors return to their line organizations, typically in leadership roles, with strong self-evaluation perspectives.
 - The assessors develop a good understanding of the basis for the nuclear quality assurance requirements providing them with a valuable perspective for overseeing the line organization's self-evaluation activities.
 - The rotational assignment fosters an improved acceptance of critical feed back upon return to the line organization.
 - The benefits to the NAS organization from the rotational programme are:
 - High performing selected individuals are typically selected for assessment rotations. This adds credibility to the assessment findings and follow-up on corrective actions.
 - A continuing source of technical expertise familiar with current line organization programmes, functions and processes.
 - Frequent new perspectives and questioning attitudes strengthen the assessment processes.
- This staffing approach strengthens both the line and assessment organizations while providing unique professional development opportunities for the individuals.

An effective structured approach has been developed and implemented in Volgodonsk NPP in order to achieve a consistent high level of housekeeping in all plant areas and work places.

After commissioning of Unit 1 at Volgodonsk NPP a number of flaws were identified in the areas of construction, installation, adjustment and housekeeping. They were caused by shortages of time and material resources and delay due the construction phase. This created a need for the implementation of a system which allowed effective and prompt assessment of housekeeping conditions and resolution of the identified problems. The integrated approach used by Volgodonsk NPP is based on a 'Housekeeping' program specially developed with participation of VNIIAES.

This program is designed for determining the present status of housekeeping and bringing it in compliance with the prescribed requirements. The program is implemented in five phases:

- survey of the unit and determination of the current housekeeping status,
- collection and systematization of the survey findings,
- creation of a database,
- development of the list of measures to eliminate the identified weaknesses,
- implementation of the measures,
- control of implementation.

In order to organize implementation of the «Housekeeping» program, a central housekeeping committee (chaired by the plant director), working committees (chaired by the department managers) and a technical working group were organized at the plant. The central committee produces the schedule of activities for implementation of the program and coordinates interaction between the plant departments.

The working committees have the following tasks:

- assessment of the housekeeping status,
- recording and accounting the identified deficiencies,
- acceptance of their resolution.

The Technical working group has responsibility for:

- management of the database,
- monitoring progress of completion of implementation activities,
- feedback.

The programme has been in place since June 2001 and has led to remarkable results, confirmed by the extensive plant tours conducted by the members of the OSART team.