

OSART Good Practices

LEADERSHIP AND MANAGEMENT FOR SAFETY

Interfaces and relationships

Ling Ao 3/4, China

Mission Date; 16 Nov.-3 Dec., 2009

The organization of the commissioning interface between DNMC and CNPEC is well established.

The commissioning interface is clearly documented, responsibilities are clearly determined, regular coordination meetings are held, goals and objectives are consistent among both Company's line managers, experienced staff are assigned to CNPEC. The organization is very well supported by shared Information and Management System that allows both Companies to thoroughly monitor the commissioning. Examples of systems put in place are:

- Process to take over systems is well described in clear procedures: take over for blocking, take over for maintenance, take over for temporary operations, Building Hand Over. At each stage level 1 criteria are defined which are to be fully complied with for take over. A leading DNMC department has been designated for the different stages.
- A computer data base is shared with CNPEC, Take over Information and Management System, which allows both organizations to follow-up pending issues related to take over process, to have statistics and retrieve all documents related to the system take over.
- A unique schedule of DNMC and CNPEC activities is issued regularly and reviewed by the operations preparation department. This schedule includes all activities, including take over for blocking, for temporary operations, etc. It allows management to address potential resource conflicts with the needs of operating units.
- Instrumentation and Control maintenance engineers were involved in the review and test acceptance of a new design, the Distributed Control System, at the beginning of the process.
- DNMC personnel have a defined schedule of participation in the start-up of systems and plant in order to get the technical knowledge needed during operations. A schedule to verify the consistency and accuracy of the plant procedures is in place to take opportunity of the different stages of the commissioning.
- The monthly monitoring report on readiness for operations reviewed by the management gives comprehensive performance indicators on quality and readiness during commissioning.
- A comprehensive review of all contracts to check the comprehensiveness of spare parts needed for the two first years of operations has been performed by DNMC. Spare parts are procured by CNPEC. A data base "Equipment Integrated Preparation System" is shared by both companies to monitor and check the full process.
- Responsibility is clearly defined between construction and operations. The responsibility of chairing the commissioning committee is taken by the plant manager from the first fuel loading.
- In order to handle the main milestones, a dedicated focus team has been set up, lead by senior managers (cold functional test, hot functional test, first fuel load, take over, environment and emergency, etc.).

To set up such a well linked organization between DNMC and CNPEC will strengthen co-operation and capability to address any issue during the take over of the plant.

Use of video communication tool to ensure operational focus on topics such as decision-making and safety.

Communication tools at the plant are used to ensure an operational focus on topics such as decision-making and safety. This ensures that members of the team at all levels of the organization understand why decisions on plant operations have been made, and that safety is always the #1 priority in all operational decision-making at the plant.

Frequent video messages are produced and posted to the eWeb page in order to be available to plant staff. This method was initiated by plant management to communicate important information on a variety of subjects in a formal manner. Typically, the messages are a few minutes long, conducted as interviews and cover one or more recent events or topics of interest. No teleprompter is used and the host and the person being interviewed simply use small note cards if necessary.

Feedback from members of the plant staff has been very positive. Viewers like the informal tone and the ability to watch the messages at the computer on their desk when it is convenient for them. This video format has been used by the Site VP, Plant General Manager, Health and Safety Manager, Engineering Manager, Outage Manager and others.

Recent examples of the use of the tool at the plant:

- Plant General Manager provides the team with an update on valve SI-V-82 safety case, OSART mission and the INPO Maintenance and Technical training accreditation.
- Plant General Manager interview about the decision making process to take the plant off line over the weekend of June 4, 2011 to conduct repairs on the secondary side of the plant.
- Design Engineering Manager provides details of the condition called Alkali-Silica Reaction discovered on the wall section of the B electrical tunnel.
- Plant General Manager talks about closing the breaker on outage 14 and getting the plant back online.

Koeberg, South Africa

Mission Date; 22 Aug.-8 Sep., 2011

Communications are organized systematically at Koeberg to link the national stakeholder engagement and communication strategy and plan, to the Koeberg communication strategy.

The Internal Communication strategy is to ensure open, effective, efficient and transparent communication all the time, allowing its use as a leadership tool, to keep the staff informed, consulted, engaged, led, empowered, energized, to play their role in making the plant safe for employees as well as public.

Mechanisms

- Safety themes for all publications in every month
- Specific communications from work unit, project, event leaders
- Communication liaisons in internal groups to guide, plan, direct and coordinate their communication needs
- Projects managers / leaders take the lead in getting their needs incorporated in the internal communication main stream
- Large number of posters displayed in the plant at relevant locations.
- Daily monitoring of media (local, national, international) focus on nuclear industry and station specific coverage), shared with key station personnel.
- Charismatic Master of Ceremony (MC) are appointed for an event / forum / breakaway etc.
- Communication is also linked to key Calendar dates / events / holidays including those relevant to nuclear industry
- Competitions, quizzes are also used to get messages across

Specific internal publications

- Core magazines: Events, key articles to meet monthly objectives
- Nuclear News: Important news covering every / majority of all nuclear employees in the utility e.g. major events, leadership direction / changes etc
- Captains Log: Special communication from the PSM covering plant important specific information e.g. outage focus, nuclear safety message across lines, station leadership direction etc
- BUF Bulletin – Labour magazine covering all the labour management decisions and negotiations on monthly basis
- News flash: Daily notices, key information, events summary, training dates, station performance snapshot, key training dates, birthdays & deaths of co-employees and family members, key short messages etc
- Blogs: Outage blog, during normal operation Power Station Manager (PSM) blog, Chief Executive (CE) blog etc
- Website: covering Nuclear operating Unit departmental, sections, groups, projects, key events, nuclear emergency plan, Key station events, displays pictures of employees performing critical tasks, key events information etc,
- Station key access point: Handouts containing key station information, usually by station senior managers accompanied by entertainment group to highlight the information. Dress code of managers is associated with the type of message delivered.
- Departmental Work teams sessions: Once a month.
- Breakaways – strategic review sessions and refocusing sessions

Other platforms

Medium	Responsible Person	Frequency	Format	Distribution
Log on Screen	Internal Communication Practitioner	Daily	Electronic	At individual log
Open Forum	Internal Communication Practitioner	Monthly	Face to Face	Direct and Face to Face
Plasma Screens	System Operator	BUF Bulletin	Live	Mailed to Secretaries, HODs / HOGs and saved on g:/drive and distributed at key points.
Website	Internal Communication Practitioner	Live	Live	On-line
Handouts	Internal Communication Practitioner	Ad Hoc	Printed / Other	Direct
Nuclear news	Internal Communication Practitioner	Ad Hoc	Electronic	E-mailed to Nuclear Division and on Intranet
Surveys	Internal Communication Practitioner	Ad Hoc	Electronic and Printed verbal	Mailed to Secretaries, HODs / HOGs and saved on g:/drive and distributed at keypoints.

Table : Internal communications tools and platforms

Communication with the Public

- Monthly press briefing
- Quarterly public forum, chaired by an eminent person appointed by the Regulator, includes press, local authorities, national political personalities, public (invited to join).
- Articles in the local / international press
- Occasional Radio / TV Programs with guests from Koeberg
- Special programs, debates, competitions in schools
- Visits to the plant by special groups, mainly schools

Management of Communications

- Effectiveness of Internal communication is reviewed every day, week, month, 6 months and yearly,
- Feedback from internal stakeholders through quizzes, feedback requests, surveys, communication briefs, review slips.
- Communication committee meets bi-weekly to review and plan the process and strategy with management feedback.

Communication concept and means used to inform plant personnel.

The plant has a concept for fast and broad communication to the entire plant staff. The plant also has an on-going development of this concept. Quarterly assessments by the plant management ensure that these communication tools are implemented in the best way.

- The management holds monthly Staff information meetings "Pinf" where senior plant management addresses different topics. Examples are: Follow up on plant operation, follow up on plant goals and targets, information on outage activities, information on external events and other topics that might be of general interest or which might affect the plant. The meetings are organized in the plant restaurant and are attended by most plant staff, although presence is not mandatory. Extra meetings are held to inform if there are upcoming issues of general interest. Procedures are in place to enable a short-notice assembly. All Pinf presentations, including an audio recording, are uploaded onto the plant's intranet within 24 hours.
- Every Monday, following the operations meeting where plant management and all departments and groups are represented, there is a lecture series dedicated to safety "Five minutes for safety". The purpose is to have an effective way of internal experience exchange on safety. Topics may concern nuclear safety, safety culture or industrial safety. There are guidelines and personal support available to help prepare the presentations. Afterwards, these presentations are posted onto the KKM-Intranet for all staff to see.
- The plant intranet is used for different types of information to and communication with plant personnel, for example: Quarterly follow up on plant targets, a Q&A (questions and answers) section where plant personnel can get feedback on questions and an open discussion forum.
- There is an "anonymous mailbox" for all plant staff to anonymously report their concerns to plant management.
- For urgent issues, the plant manager sends an e-mail to all personnel.
- Up to date safety information is presented on screens in the plant.
- A senior management blog has been used on some occasions, for example during the outage.
- A black board with all relevant and up-to-date plant information is maintained next to the entrance of the plant. All employees have to pass by this board on their way to work.

Benefit:

Plant personnel has up to date information on relevant topics and safety related issues and there are, in addition to the communication within the responsibility lines, several ways for information and communication that can be accessed and used by all plant staff.