

**OSART Good Practices**  
**OPERATIONAL EXPERIENCE FEEDBACK**  
Reporting of operating experience

**Ignalina, Lithuania**

Mission Date; 5-21 Jun., 2006

Anyone among INPP employees has an opportunity to communicate to a head of a department and to the top management of the plant, including Director General, his proposals on the work enhancement and safety improvement. This approach in fact provides the two level reporting systems to be used by the plant personnel. First is at the departmental level and the second, at the director general level in case of ineffective response.

That is provided by:

- Availability in each department a "Logbook of proposals on improvement", where employees describe the problems to be occurring and proposals on their resolution. The inserted proposals are considered by the leadership of a department, which makes a decision on implementation of a proposal.
- A formally accepted procedure of sending proposals to the Director General in a form of a special letter namely "A proposal on improvement", who then decide on implementation of a proposal. Director General considers all proposals, including anonymous ones.
- In all cases an employee, who has sent a proposal (except for anonymous one), is advised about a decision made by the management on implementation of a proposal or justified rejection.
- Number of the "Proposals on improvements" forwarded to the Director General is accounted in the existing system of the "Safety Culture" indicators.

Analysis of employees' proposals on the work enhancements and safety improvements is useful tool for the safety management, since it allows finding more problems including potential ones, take preventive measures, involves a broad range of the staff into a discussion and safety problem resolution, and improves a competence of the staff.

## South Ukraine3, Ukraine

Mission Date; 9-25 Oct., 2006

OKO - Web-based intranet software for personnel suggestions.

SUNPP has implemented web-based intranet software named "OKO" to manage the suggestions or comments of personnel working at the plant.

The OKO system was developed in February 2006, and after a testing period it was put into commercial operation in August 2006. Since then, a total of 2.800 comments have been reported (as of October 18th). From them, 1.561 corrections were made, 1.208 are pending and 31 were rejected.

The comments are classified by department, and also according to the following categories:

1. General housekeeping (1.146)
2. Equipment and pipelines housekeeping (903)
3. Electrical networks and lighting (199)
4. Identification / labelling (262)
5. Leaks (4)
6. Industrial Safety (158)
7. Fire Safety (48)
8. Radiological Safety (4)
9. Nuclear Safety (0)
10. Physical protection (0)
11. Documentation (8)
12. Personnel (1)
13. Others (67)

The system is managed by an administrator who classifies the comments in Green -routine level- (2.462), Yellow -significant level- (334), and Red -critical level- (4). The administrator assigns the comment to a department manager, who can then reject the comment and send it back, or accept it and assign it to a responsible employee for correction. Once it is corrected it goes again to the department manager for approval and back to the administrator for closure.

The OKO system is user-friendly, and can be considered a good practice that should be implemented by other plants.

Because this system is in its first stages of operation (only three months), some improvements can be done already. The team mentioned some possible improvements, such as:

- Accepting anonymous comments
- Improving the capabilities for reporting (totals by categories, number of pending comments by classification of importance, etc.)
- Rewarding the best contributors to the system as a means of maintaining a good reporting culture (there is already a rewarding system for operations that could be extended to all the plant personnel).

## Rovno 3/4, Ukraine

Mission Date; 24 Nov.-11 Dec, 2008

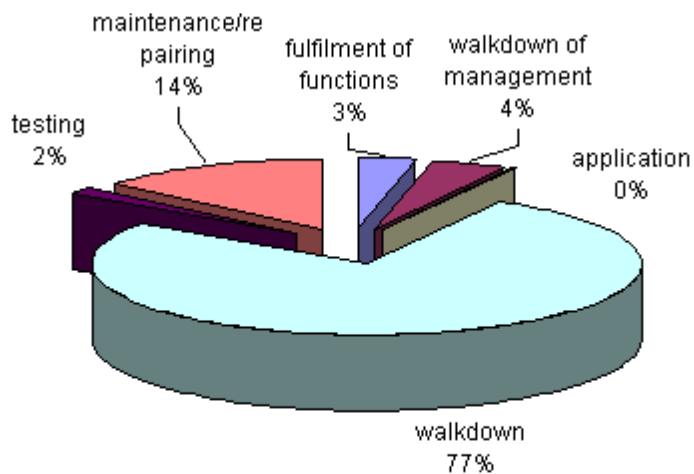
### Reporting of operating experience in an information system (KUDO)

The plant operates the information system KUDO for the treatment of information on minor events mainly in the area of equipment deficiencies. The system processes equipment malfunctions, documentation and housekeeping deficiencies. Its effectiveness has been improved after combining it with the integrated information system for equipment management (SUBDO) which includes some other databases. For the first 10 months of 2008 20911 low level events have been registered in the KUDO system, from which 5658 are near misses and 15 253 are low level events related to equipment.

The information system KUDO is one of the tools for the plant to ensure a pro-active approach to equipment failure prevention. For the last 6 months 2362 equipment deficiencies were registered by the Reactor department. Only 3 % of the total number were real operational failures. The vast majority of the defects were detected during the plant walk downs by the personnel or management (81%). The remaining defects were detected during surveillance/testing (2%) or during repair/maintenance (14%).

Events in Reactor Dep. - 2 registered in KUDO from 01/06/2008 to 7/11/2008

Condition of detection	Unit		Totally
	№3	№4	
fulfilment of functions	40	42	82
walk down of management	86	18	104
application	0	5	5
walk down	957	853	1810
testing	9	29	38
maintenance/repairing	116	207	323
Total	1208	1154	2362



## Mihama 3, Japan

Mission Date; 20 Jan.-5 Feb., 2009

### Sharing near-miss information through the Near-Miss Reporting Conference

The reinforcement of the Hatto Hiyari activity is aimed at facilitating the effort to mature safety culture, and it has been in place since 2008, though the activity itself had long been executed.

To stimulate the reporting, the plant is requesting information allowing anonymity. As a result, 579 of Hatto Hiyari were reported from April to September in 2008.

Near-miss information which needs to be widely shared with other workplaces will be compiled, reported, and distributed at the Near-Miss Reporting Conference jointly organized by Mihama NPP and contractors (members to the Safety and Health Council). This conference is held once a half year.

At the conference held in November 2008, Mihama NPP and contractors presented and shared about 40 cases.

This helps prevent non-conformances and industrial accidents at Mihama Power Station.

Healthy Reporting Culture - Low-threshold, High-volume reporting system.

Participation in the CAP program is in place at all worker levels and throughout all departments, including the supplemental departments of Security and Nuclear Projects. Self-identification of Issues and Performance is measured (SIPR) and is valued by department managers and workers.

Plant personnel exhibit ownership of the Condition Report (CR) process, using it to identify plant and equipment concerns, process issues, facility problems, and other areas of frustration and interest. The CR program often contains questions and documents Good Catches.

Leadership review and involvement in CAP allows better understanding of personnel concerns, affords the opportunity for cognitive trending, provides insight into the quality of procedures and preventative maintenance documents, and allows for the early identification of safety culture potential issues. This engagement in CAP, both by initiation and via screening and ownership, enables leadership to gauge the culture of the organization and to take immediate action(s) to address issues and concerns with plant equipment, processes, training, procedures/PMs, and people.

Plant champions the “when in doubt, fill it out” philosophy for CR initiation. This philosophy ensures that all unwanted or unexpected conditions are reported in through the Corrective Action Program (CAP) and minimizes the potential that a condition adverse to quality would go unreported. There is no “minimum” threshold for CR initiation.

Approaches which facilitate their good practice:

- Work requests initiated through the operating experience database (NAMS) “wizard” (referred to as SPOE – single point of entry), are issued as a WR/CR pair automatically.
- Computer kiosks are available at several locations within the Owner Controlled Area and Protected Area to allow CR initiation for personnel that do not have access to the Local Area Network (LAN).
- Paper CRs can also be submitted and are subsequently entered into the NAMS system verbatim (excluding names).
- Station leadership has reinforced expectations for supervisory personnel to initiate a CR when requested by a supplemental worker, vendor or visitor.
- Anonymous CR entry is available from any computer and is the default “originator” at the computer kiosks.

Last year plant processed 12130 Condition Reports.

## Seabrook, USA

Mission Date; 6-23 Jun., 2011

### Good Catch program

The plant recognizes “good catches” – the use of a questioning attitude that identifies issues and/or prevents problems.

Promotion of a questioning attitude is performed via Human Performance tool training and reinforcement. Recognition of this is facilitated by the Condition Report process. Condition Reports (CR) are initiated to document issues with plant equipment, procedures, PMs, and programs. These CRs are then screened by the Initial Screening Team and the Management Review Committee. When personnel identify or question a situation outside their normal responsibility, these CRs are then coded with the “Good Catch” attribute.

Good Catches are recognized by department managers at shop and team meetings. Additionally, the Performance Improvement group monitors Good Catch performance and selects one good catch each month to more publicly recognize. This person is then awarded a designated parking space for the next month. The next Performance Improvement Digest (a publication highlighting Performance Improvement functional areas) includes a photo and synopsis of the good catch.

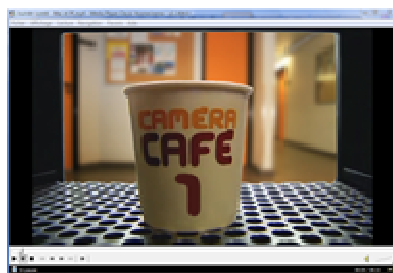
In 2010, over 339 good catches were documented, and to date, the 2011 numbers exceed 138.

## Chooz, France

Mission Date; 17 Jun.-4 Jul., 2013

A humorous movie explaining the “do’s and don’ts” in reporting of low level events which complements the reinforcement of management expectations in this area.

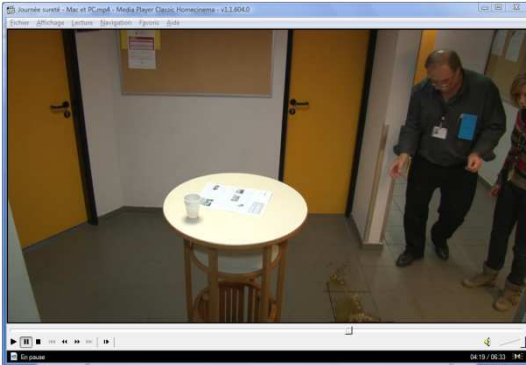
This good practice is to coach plant staff in the reporting of low level events (deviations) using the prompt of a popular French comedy series called “Camera Café”. The movie has proven very popular with plant staff.



The caricatures and funny scenes in the movie (6 scenes in total lasting 5 minutes and 30 seconds) were designed by voluntary plant staff. This is used as a lively platform to exchange on the reporting method and how to adopt them on a day to day basis. Its purpose is to involve an increasing number of plant staff in the programme by motivating them to raise low level event reports using the relevant method. The idea is also to help people understand and feel that the corrective action programme (CAP) is no longer a machine to give additional work to people.

Following are some key messages delivered by this movie:

- 1) When possible, the deviation is to be corrected immediately to avoid an unsafe condition followed by writing the condition report (pictures 1 & 2).
- 2) Managers should not use condition reports to reach their perceived walk down targets (picture 3)
- 3) A condition report is not a “negotiating tool” (picture 4)



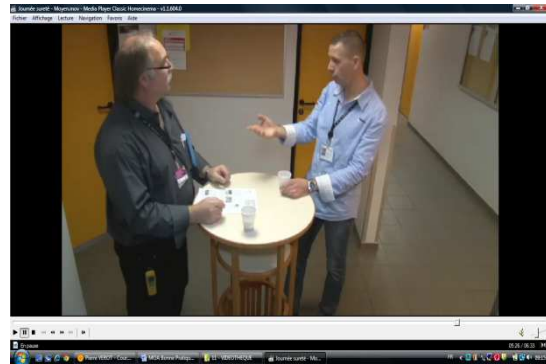
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2



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This movie was first broadcast during the safety day organized on January 2013. Further to the enthusiasm shown by the participants, it was presented and supplied to other sites in the French fleet.

One of the benefits of this practice is an increase in the number of non managerial staff raising reports at the plant in 2013, as shown in the graph below.

