

OSART Good Practices

OPERATIONAL EXPERIENCE FEEDBACK

Analysis

Penly, France

Mission Date; 29 Nov.-16 Dec., 2004

Establishment of the Human and Organizational Performance Committee (CPOH)

The plant decided to create the CPOH, an intermediate body between the department's event management committee and the plant's event management committee. This body gives the plant's event management committee a thorough analysis of the most vulnerable lines of defence and also puts forward comprehensive actions to widely share experience, with all disciplines, on issues identified on the field and their solutions as well as on good practices. The plant manager chairs the CPOH; its secretary is the human factors consultant. It is an extension of the plant's OE committee, whose task is to crosscheck different sources of OE.

The CPOH includes plant management team members such as the plant manager and the nuclear safety advisor, as well as all plant disciplines. It is therefore a real opportunity to share experience to reinforce the 25 lines of defence and acts as a forum to discuss all factors challenging the defences.

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Use of Lines of Defence to assess and coordinate plant performance

Penly NPP created lines of defence to define and list the findings from management presence in the field.

This inventory is a typology of all the various defence levels at the plant (design of facilities, availability and performance of equipment, systems lay out, means of intervention, quality of documents, organizational team, planning of activities, skill level of workers, relevance of controls, use of experience feedback, HR management, etc). Facts and findings can therefore be characterized on the basis of their positive or negative impact on one line of defence. Facts and findings may come from experience feedback (SOERS, plant local events reports, low level events, inspections by the Quality Assessment Dept., findings from Safety Authority, findings from management field visits). They give the plant various insights into safety performance levels that are complementary and comparable and are reviewed on a regular basis by various plant bodies.

All organizational unit managers have been trained on the use of this simple tool shared by all departments. It helps to characterize all types of findings from all experience feedback sources. These characteristics help to enhance the safety performance assessment at all management levels (teams, departments and NPP) by comparing the various operating experience sources. Eventually this tool allows to analyze and monitor the quality of management tours in the field and to focus field tours on the weakest lines of defence. Trend monitoring has demonstrated the efficacy of the coordination of management presence in the field. This tool has helped to target areas for improvement (e.g.: risk analysis) and reverse the nature of negative findings on the corresponding line of defence.

