

WANO TECHNICAL SUPPORT & PEER EXCHANGE PROGRAMS



Darlington, OPG



Koeberg, Eskom

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Darlington Nuclear Power Station

WANO Global Meeting - May 31, 2006

**ONTARIO POWER
GENERATION**

WANO / Industry Assists / Exchange Opportunities

- Technical Support Mission (also in non-technical areas)
 - Human Performance – Bruce Power – 2002
 - Organisational Effectiveness – Koeberg – 2004
- Safety Culture Evaluations – Gentilly 2004, Pickering A 2005
- Organisational / Peer Exchange – OPG/Koeberg

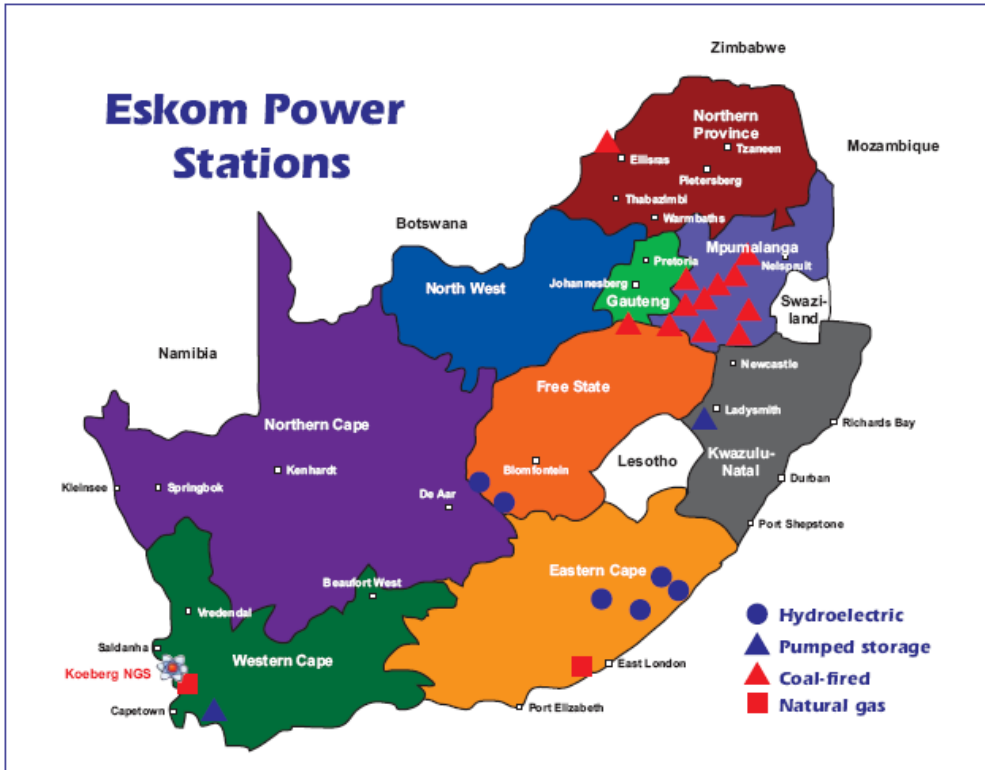
TECHNICAL SUPPORT MISSIONS

- Usually 1 week with focused scope
- Important to understand the problem to help provide recommendations to solve
- Important to involve the management team – facilitate recommendations and build ownership
- Don't be a consultant and provide a report – you are peer and want to help
- Bring back as many lessons and good things to implement at your organisation – always lessons to learn from others

SAFETY CULTURE EVALUATIONS

- Unique methodology and sensitive area to assess
- Structured and tested methodologies – Utilities Services Alliance, OPG, etc
- Collect information many different ways
- Great team and learning experience
- Exit meeting very important – want to impact change/improvement

OPG - Koeberg Peer Exchange



May – Oct 2006



HOW DOES ONE GET TO WORK IN SOUTH AFRICA?

- Be in right place at the right time
- Form alliances through networking with industry peers
- Perform well in your area of responsibility and expertise
- Be willing to make potential personal sacrifices – both at work and home
- Seize the opportunity
- Make the case – WIN – WIN Situation

Thegan Govender
Ian Moss



SCOPE OF EXCHANGE

3 Focus Areas and Objectives:

➤ **Improve Accountability:**

Implement initiatives to drive a step change in accountability behaviours at Koeberg NPP

➤ **Improve Business Plan Performance:**

Implement management system & process for developing, communicating, measuring and providing oversight to achieve business plan objectives

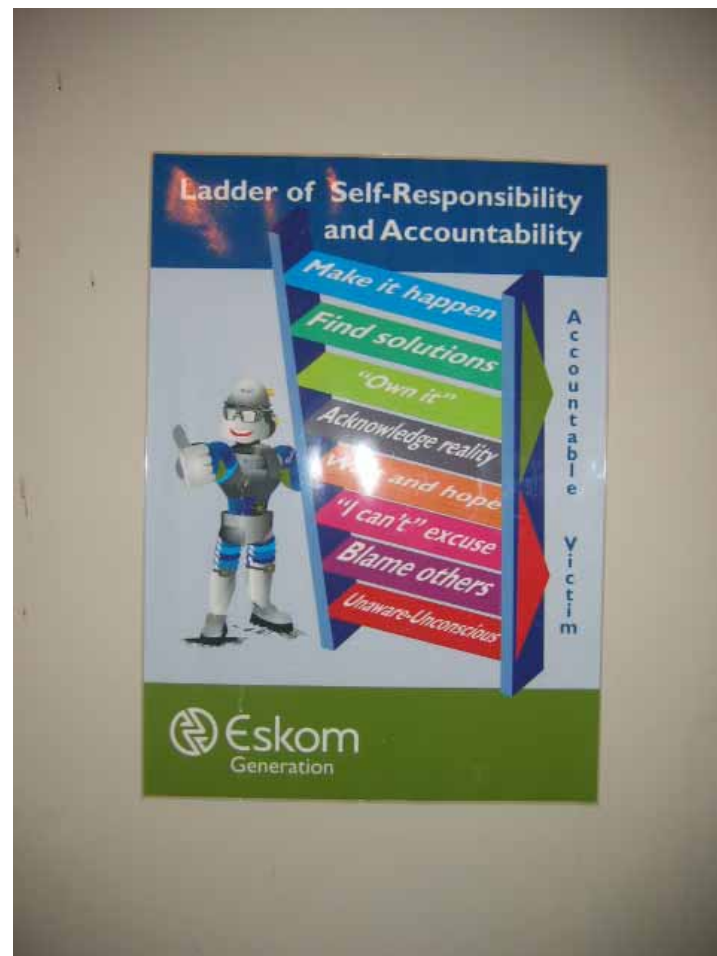
➤ **Provide Executive Coaching & Improve Corrective Action Program, OPEX, Self Assessment and HP Programs and assist in “People Focus Project”:**

Take steps to increase line engagement and ownership in Performance Improvement functions and provide executive coaching and mentoring to Peer Manager and Department Heads (HP, CAP, SA)

LESSONS LEARNED

➤ Accountability

- Formal workshops – examples, video and Dept specific action plans
- GM and Plant Manager – Accountability Matrix
- Tips For Making & Keeping Commitments
- Meeting Code of Conduct



LESSONS LEARNED

➤ Business Planning

- Screen Saver (picture) updated weekly to communicate business results
- Weekly “On-Site” Articles (by initiative owners)
- Monthly Leader’s Forum and Open Forum
- “Look-ahead Business Plan Process: Integrated CAPstat with long range planning & change management processes



CAPstat – Cluster Accountability Process using stats/metrics

LESSONS LEARNED

➤ Performance Improvement

- High quality HP simulator training (“one of the best HP simulators in the industry”)
- HP Tools Handbook – answers the questions why, when, how
- Management Expectations booklet
- Integrated HP into Fossil Generation Business Unit
- Observation & Coaching Cards
- “SIMON” – Safe, Intelligent, Motivated, Observant Nuclear Professional



OTHER TAKE-AWAYS

- **Tight link between business plan metrics, performance plans, incentive programs ... Everyone had a “Contract”**
- **Excellent Nuclear Safety Oversight Processes & Tools**
 - Nuclear Safety Inspectorate (group, process, report)
 - Nuclear Safety Concerns Program
 - Safety Engineers – input to weekly operations oversight
- **Examples of some good metrics:**
 - Human Resource Sustainability Index
 - Self Assessment Index
 - CAP Health Index
 - Employment Equity, Gender and Race metrics & projections
 - Turnover & Skills Retention metrics (and improvement plan)
- **Orientation Process – new hires**

MY OWN SELF DEVELOPMENT

- Techniques to influence culture change
 - Non-invasive, try not to mention “*at Darlington we..*”
 - Look and Listen (a lot)
 - Wait for people to ask for feedback
 - Find allies, champions, influence through others
- Accountability – everyone watched everything I did (“walk the talk”)
- Recognize improvements made at OPG along our journey (glass is now half full)
- Leadership Training – can’t learn it all from doing – training and continuous learning and self reflection is essential
- Recognize how well Diversity is a demonstrated value at OPG