Nuclear safety is our overriding priority

Fleet and station performance management

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The GOSP model

**G**
- Simplified
  - Maintain currency with world’s best practice & standards
  - Simplify processes to mandate the minimum “what” to do; don’t prescribe the “how” to do it

**O**
- Insightful
  - Recognise and facilitate embedding best practice by leading peer groups
  - Monitoring and oversight of delivery outcomes
  - Oversight of mandatory elements - Compliance
  - Analysis of performance
  - Generation of Insights
  - Inform change & gap closing activities

**S**
- Enabling
  - Facilitate line via peer groups to help themselves as opposed to doing it for them

**P**
- Focussed & Limited
  - Not delivering significant change programmes

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Governance

Governance of a core process is provided by the fleet function, led by the fleet manager. They maintain accountability to set the requirements and rules to ensure the process outcomes are in line with nuclear safety and Nuclear Generation’s core ambitions and business plans.

Strong governance provides broad boundaries that guide the development of methods, procedures and practices to achieve the necessary outcomes assigned to that function.

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Oversight

Nuclear Generation uses multiple layers of oversight to enhance nuclear safety through ensuring consistency across the fleet and that all processes and actions are undertaken in line with NG’s policies and international best practice.

**In-process oversight**
In process oversight is provided through line management and provides assurance that tasks are being performed to the expected standards. Personal accountability is ensured through expectations set through the organisational leadership.

**Functional oversight**
Performance on nuclear safety, radiological protection and operations is reported monthly by fleet managers to hierarchical governance bodies within NG.

**Independent oversight**
Nuclear Generation’s independent nuclear assurance function provides internal regulation of nuclear, radiological, environmental, industrial safety and nuclear security.

**External oversight**
Numerous organisations provide external oversight. All civil nuclear operators worldwide recognise that the future success of the industry is dependent upon continued safe operation.
The GOSP model - roles of stations and the centre

- Defining company practices, standards and expectations.
- Gathering information and best practices from external bodies.

Governance
- Monitor and analyse fleet performance.
- Ensure compliance with all relevant regulations and legislation.
- Provide in-process oversight to ensure performance targets are met.

Oversight
- Facilitate improvement activities through the relevant peer group.

Support
- Undertaking actions and following agreed processes to ensure safe and reliable operation of the station.
- Attend peer groups, share best practice with other stations.
- Implement agreed peer group standards.

Perform
- Monitor and analyse fleet performance.

Inputs
- Provide in-process oversight to ensure performance targets are met.
- Provide performance monitoring information to central support.

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KPI goals and targets based on international benchmarks

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Nuclear governance arrangements

Our Behaviours for Success

**Integrity**
- Hold up the mirror – reflect on your own behaviour & put your own house in order first
- Say it, do it – hold yourself accountable and take personal ownership
- Say what you think, voice your concerns
- Act as one team – pull together & create alignment around priorities

**Impact**
- Find it, fix it (once) – be intolerant of gaps to excellence
- Act using judgement – think through the risks, use experience & learning
- Resolve issues & take action at the lowest level
- Stay the course – follow through to closure

**Personal & collective responsibility**

**Open & collaborative relationships**
- Build trust based relationships – break down silos
- Foster partnerships and cross functional collaboration
- Seek out and welcome different perspectives
- Seek feedback – be open & respond to feedback as a gift

**Bias for action**

**Engaged thinking**
- Ask open questions – use questions to ignite thinking
- Focus on the positives – provide positive reinforcement
- Use strengths and realise potential
- Keep it simple, do it right – make it easy to do the right thing

Nuclear Professionals
All our behaviours are underpinned by a strong nuclear safety culture that enables rigorous decisions, robust actions and continuous learning.

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Clarity of Standards (Leadership and Human Performance)

Clarity of Standards is our breakthrough programme to focus on significant and specific drifts in our everyday standards that we want to rectify and fix with a measureable shift in behaviours and performance.

An integrated leadership and human performance campaign to foster the environment to change behaviours and achieve excellent organisational effectiveness:

- Identification of everyday standards which are showing signs of drift e.g. Industrial Safety, Control Room operations
- Application of leadership standards and expectations
- Establishment of a systematic model within the overall governance, oversight, support and perform model

Programme outcomes:

- Supports the traits of a healthy Nuclear Safety Culture
  - effective safety communications
  - leadership safety values and actions
- High performing sustainable leadership
- Changing behaviours in the field

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EDF Energy NG key safety metrics

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