



ROUNDTABLE ON MOTIVATING STAFF WITH ACCOUNTABILITY FOR NUCLEAR SECURITY

Vienna, Austria. 11th-12th December 2018

Preliminary programme – as of 06 December 2018

DAY 1: TUESDAY 11 DECEMBER 2018

08:30 – 09:00 Registration / Coffee & Tea

OPENING SESSION

09:00 – 09:30 Welcome remarks and objectives of the Roundtable (WINS)

09:30 – 10:00 Participants introduction and expectations

SESSION 1: WHAT IS MOTIVATION AND HOW DOES IT RELATE TO EFFECTIVE SECURITY PERFORMANCE?

Key issues:

- ✓ What is motivation? What are the differences between intrinsic and extrinsic motivation?
- ✓ What does motivation mean in practice?
- ✓ What are the characteristics of and the driving factors for workforce motivation?

10:00 – 10:30 **Presentation** by Dr Mario Martínez-Córcoles, University of Valladolid (Spain)
– An overall introduction to workforce motivation

10:30 – 11:00 **Discussion**

- What is the benefit of having a motivated workforce? How does motivation contribute to effective security performance?
- What are the risks in case of absence of motivation?
- What are the obstacles that could prevent workforce from being motivated?

11:00 – 11:15 Coffee break

SESSION 2: PRACTICAL EXPERIENCES IN MOTIVATING A TEAM. SUCCESS AND CHALLENGES

Key issues:

- ✓ To share experiences on motivating and incentivizing employees
- ✓ To review the role of different stakeholders in enhancing staff motivation
- ✓ To identify usual challenges and discuss possible solutions to overcome them



11:15 – 11:45 **Presentation** by Norman Bird, National Nuclear Laboratory NNL (UK) – A nuclear security perspective

11:45 – 12:30 **Break-out groups** to discuss

- What are the characteristics of a highly motivated workforce?
- What are the characteristics of a poorly motivated workforce?
- How does a perfect motivation look like?

12:30 – 13:30 **Lunch**

13:30 – 14:00 **Presentation** by Patrick Irving, Canadian Nuclear Laboratories CNL (Canada)

14:00 – 14:30 **Presentation** by C. Russel Clark, IB3 Solutions (USA)

14:30 – 15:15 **Break-out groups** to identify and discuss factors that impact motivation.

- Positive factors: Experiences, behaviours and processes in the workplace that help maintain and enhance their motivation (e.g. supervisor walking the floor every day and interacting with staff);
- Negative factors: Experiences, behaviours and processes in the workplace that reduce their motivation (e.g. lack of communication between managers and security staff or inadequate equipment to perform the duties).

15:15 – 15:30 **Coffee break**

15:30 – 16:00 **Plenary discussion**

- How can management effectively motivate and incentivize employee engagement in security?
- What specific actions are needed to address the issue of poor motivation? How do you analyse the root causes and deal with them?
- What is the role of the regulator in motivating the workforce?

SESSION 3: LEARNING FROM NUCLEAR SAFETY

Key issues:

- ✓ To listen to nuclear safety experiences in motivating employees
- ✓ To discuss the process for an effective transfer of lessons learned by the nuclear safety community to nuclear security
- ✓ To explore what experience other sectors may share with the nuclear industry

16:00 – 16:30 **Presentation** by Jacques Repussard, European Nuclear Safety Training and Tutoring Institute ENSTTI (France) – Learning from other disciplines: A nuclear safety perspective

16:30 – 17:00 **Presentation** by Helen Rycraft, International Atomic Energy Agency IAEA– Safety Motivation – Different?

17:00 – 17:15 Plenary discussion

- How can we ensure an effective transfer of experience from nuclear safety to nuclear security?
- What can we learn from other sectors (aviation, oil and gas, etc.)?

17:15 – 17:30 Review of the day (Carsten Speicher)

17:30 Round table cocktail

DAY 2: WEDNESDAY 12 DECEMBER 2018

09:00 – 09:30 Review of Day 1: Key findings and objectives of Day 2 (Facilitator)

SESSION 4: MEASURING MOTIVATION

Key issues:

- ✓ How do we measure key elements of motivation?
- ✓ How do we measure staff perceptions and opinions?
- ✓ What is the importance of regular monitoring of organisational culture and motivation?

9:30 – 10:00 Presentation by Dr Mario Martínez-Córcoles, University of Valladolid (Spain)
– Introduction to a methodology for measuring employee motivation

10:00 – 10:30 Discussion on metrics

- What are the most suitable and effective tools (questionnaires, interviews, workshops, observation, etc) to measure motivation?
- Knowing that motivation can be measured, should there be any structure methodologies to regulate motivation within organisations?
- When regulating motivation, who is responsible and takes ownership for motivation?

10:30 – 10:45 Coffee break

SESSION 5: MOTIVATION AS A KEY CONTRIBUTOR TO NUCLEAR SECURITY CULTURE

Key issues:

- ✓ To understand the contribution of motivation to nuclear security culture
- ✓ To understand the impact and relation of employee motivation towards key elements of nuclear security culture
- ✓ To discuss how to establish a strong nuclear security culture. Soft and hard measures

10:45 – 11:15 Presentation by Carsten Speicher, Ministry of the Environment, Climate Protection and the Energy Sector

11:15 – 12:00 Panel of experts to discuss the impact of motivation on nuclear security culture (Helen Rycraft, Dr Mario Martínez-Córcoles, Norman Bird and Jacques Repussard).

12:00 – 13:00 Lunch

CONCLUSION AND WAY FORWARD

13:00 – 14:00 Introduction to WINS draft training materials and discussion to suggest improvements to the WINS draft training materials

14:00 – 14:45 **Key findings of the Round Table**

- What have we learnt?
- What are the opportunities for improvement and future challenges?
- What follow up actions can we take to strengthen nuclear security culture?

14:45 – 15:00 **Wrap Up and Conclusions**

- Evaluation of the Round Table
- Closing remarks

15:00 **END OF THE ROUND TABLE**