

ROUNDTABLE ON MOTIVATING STAFF - TOOLS

Vienna, Austria 11 – 12 December, 2018

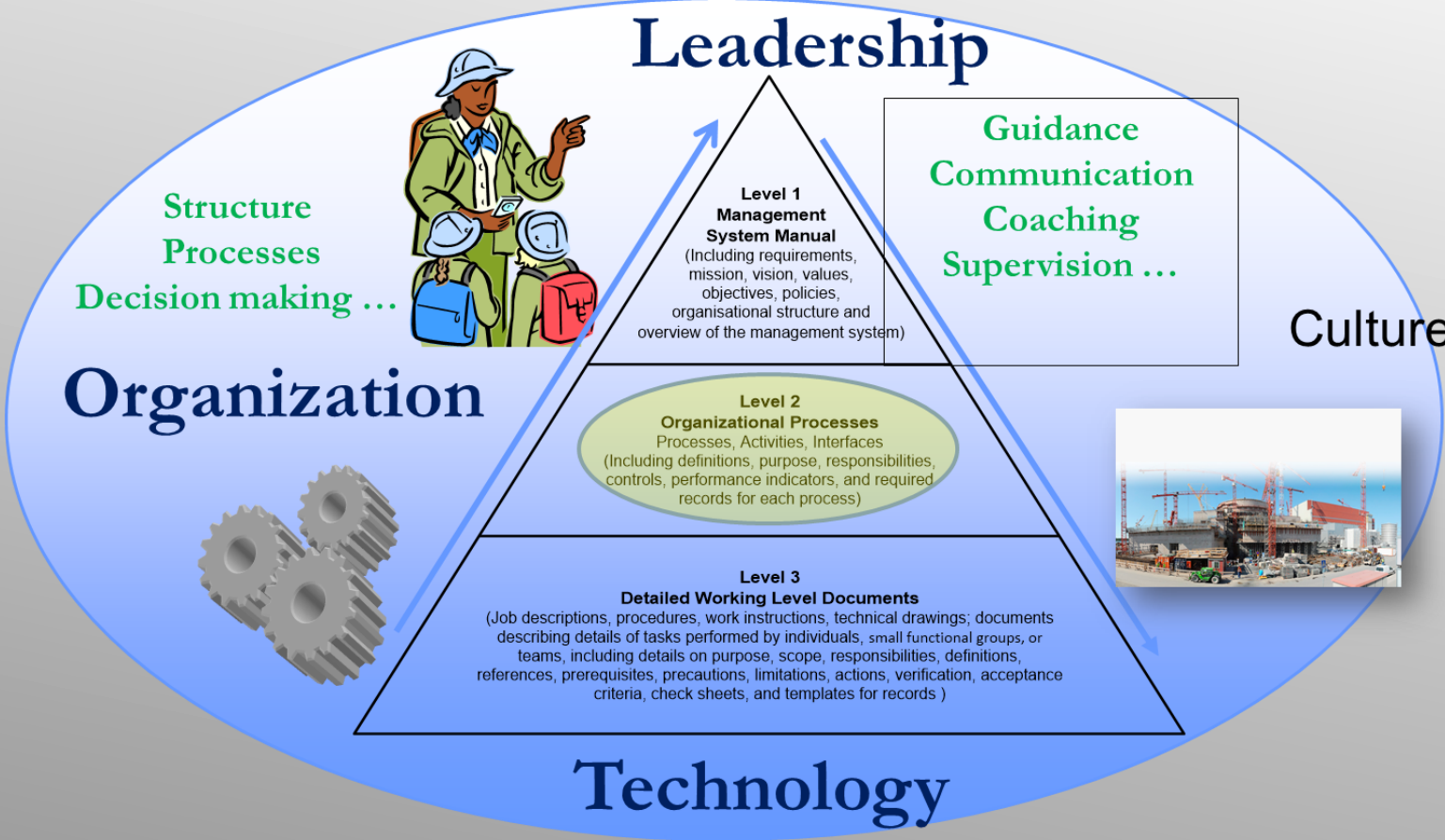
Russ Clark and Blake Hopkins

NUCLEAR POWER - SECURITY/MOTIVATION

- Management
 - Leadership
 - Communication
 - Guidance
- Recognition
 - Pay
 - Time off
 - Training
- Culture
 - Background
 - Union/Non Union



LEADERSHIP, MANAGEMENT, EFFECTIVE PROCESSES AND CULTURE



“Matters (things) are managed, people are led”.

STRATEGIC TOOLS – LESSONS FROM YANKEE NUCLEAR POWER PLANT

- Clear goals, policies, strategies, objectives and organizational **alignment**
 - Well established goals, policies, strategies, plans and objectives promotes **alignment** at all levels of the organization with security being integrated into everyday operations
 - Verification of requirements through periodic assessment and review, including security activities into those reviews
 - Creates better awareness of requirements by ensuring all departments include security initiatives into their core and implementing documents
 - Security is a critical part of plant training

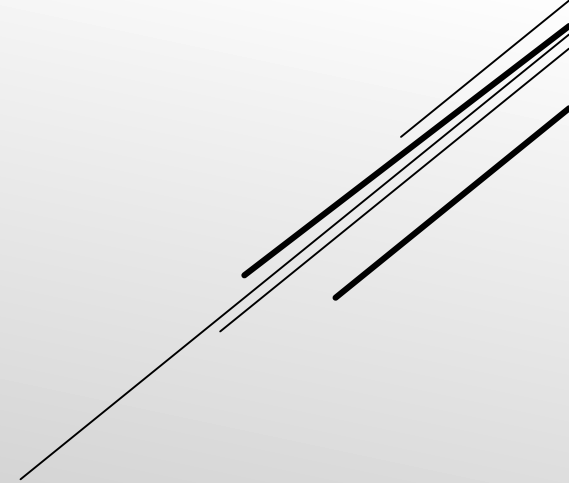


Integrating Security Attributes into the Site



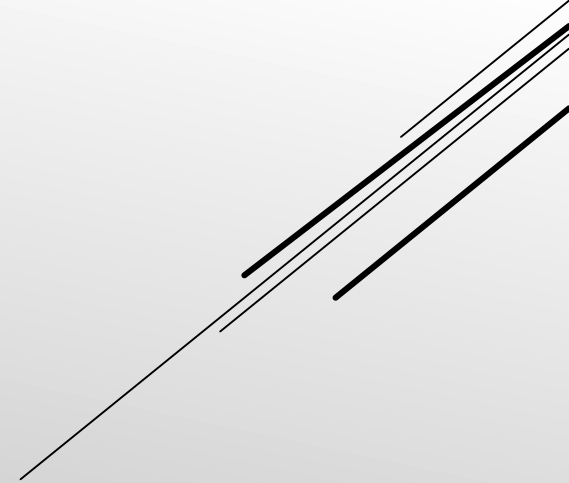
Other Implementing Features:

- Selection of qualified subcontractors who work with security requirements
- State-of-the-art tools and methods applied for the procurement of staff and contractors
- Staff and employees feedback, Walk downs by management and their appropriate response to the concerns expressed by the workers
- Questioning attitude is needed on every level and organization, see something, say something
- Design criteria, inspection and quality requirements are to be respected strictly for security physical and HRP / FFD
- Each person working at the site or facility needs to understand the security significance of his/her work, to promote personal responsibility



Lessons Learned

- There is often a lag between the time weaknesses develop and when an event/issue with significant security consequences becomes apparent.
- Weaknesses in leadership, management systems, organizations and processes tend to interact synergistically, creating an unstable situation that exposes the organization to incidents
- By **identifying early-warning signs** through regular assessments, corrective actions can be taken in time to prevent or mitigate potential incidents and make improvements to strengthen the success of an organization and its security,



□ Questions, comments ?

