

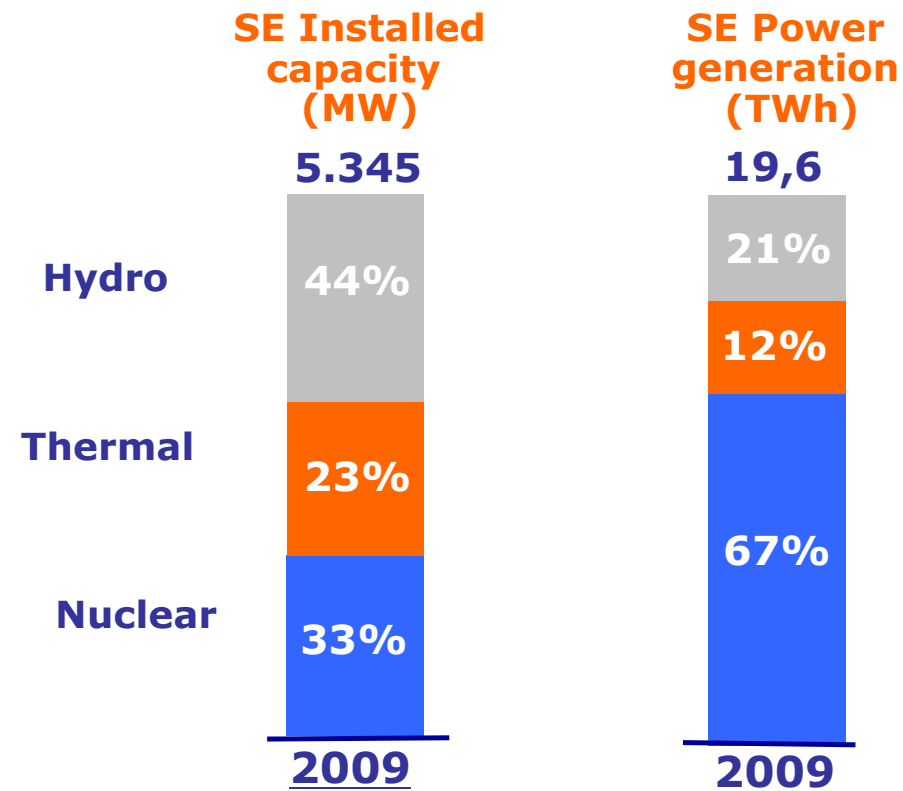


# **Change management and Human Factor**

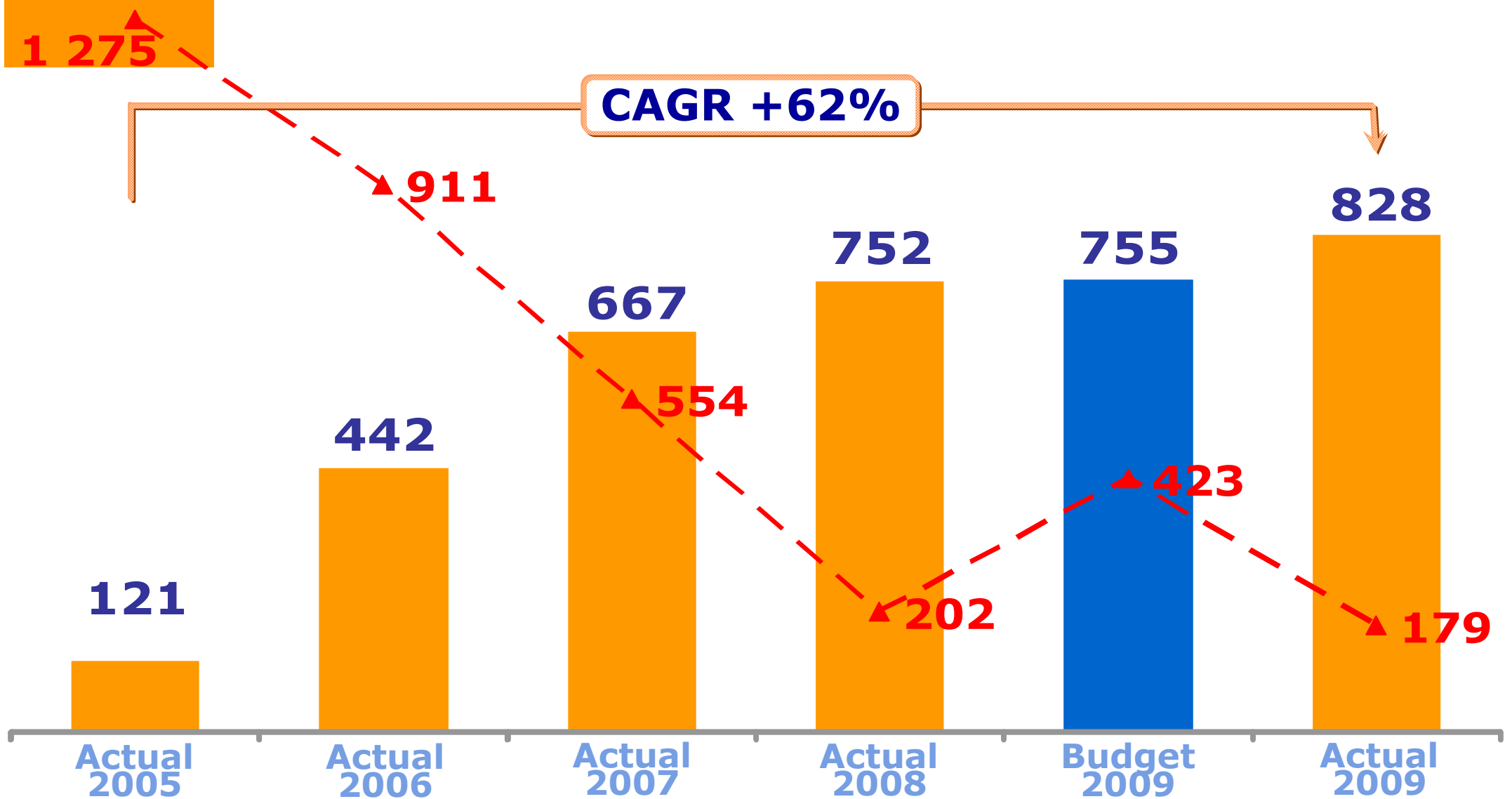
## **Lucia Bohunicka**

Abu Dhabi, 17<sup>th</sup> March, 2010

# Slovenské elektrárne – Member of ENEL group



## EBITDA & Net Debt Evolution



# Company Strategic objectives



SE VISION

SE MISSION

**2010 BUSINESS STRATEGY**  
Excellence in performance

CHANGE MANAGEMENT

VALUES

NEED

LEAD

PLAN

DO

OWN

# Excellence in Performance

## Main Objective:

Take ownership of employee performance and development by aligning key responsibilities to strategic goals, monitoring performance, providing timely and accurate feedback, recognize positive performance, implement plans to close performance gaps

## PEOPLE, TRAINING, COMMUNICATION

## EXCELLENCE IN PERFORMANCE

Knowledge management

Leadership model  
– performance review

Safety culture

Human performance improvement

**SAP Nuclear**



# Knowledge Management

## Definition

Knowledge management is an integrated, **systematic approach** to **identifying, acquiring, transforming, developing, disseminating, using, sharing, and preserving knowledge**, relevant to achieving specified objectives.

**From IAEA NKM Glossary**



# IAEA Assist Visit: EXE SUMMARY

**18. – 20. November 2009**  
**5 International Nuclear experts**  
**43 people from SE involved**

## **Objectives of the Mission:**

Share experiences and approaches in the implementation of Nuclear Knowledge Management.  
Addressing a systematic NKM approach aligned to the SE current operating situation  
Perform a review on of the NKM Self- Assessment conducted by SE team and provide advice on approaches to close gaps  
Provide practical guidance and tools to assist SE in the area of Knowledge loss risk management

## **Conclusions of the experts:**

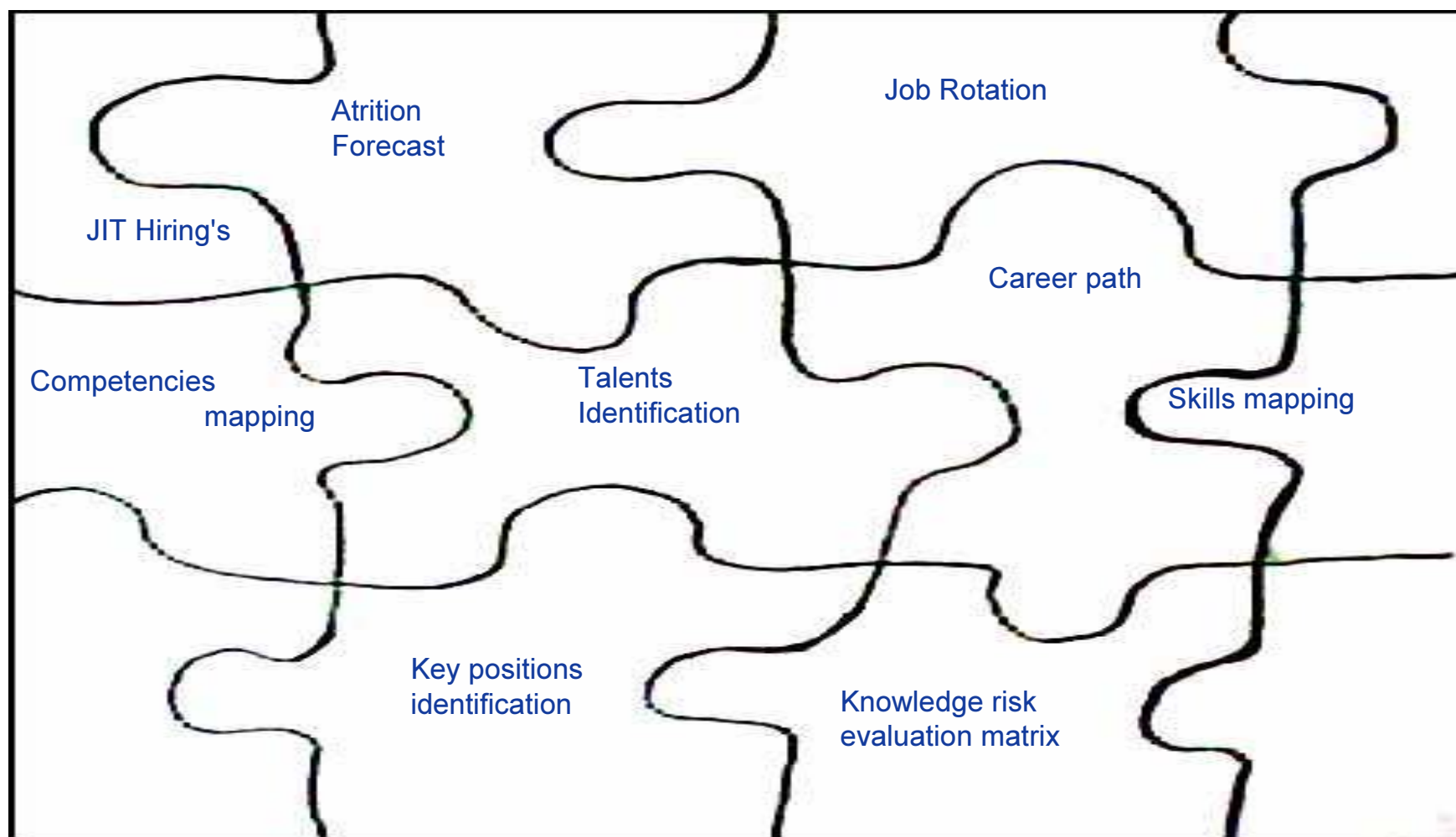
Executive level management support was evident through their active participation in the mission. While the KM effort is in the early stages, positive steps have been taken and implementation team's motivation is strong.

**It should be recognized that KM is a business philosophy that must be integrated in all aspects of the Business to be successful.**

# Knowledge Management Concept

## Main Objective:

Knowledge Transfer and Capture  
IT Support for KMe  
Strategic Workforce Planning-redesign  
Succession Planning





# Leadership model

## Concept

### Main Objective:

Development of a Clear, Understandable, Measurable, SE Culture Model

Develop **measurable behaviors** to support Enel LM

Inclusion of **WANO Value and Behavior Model**

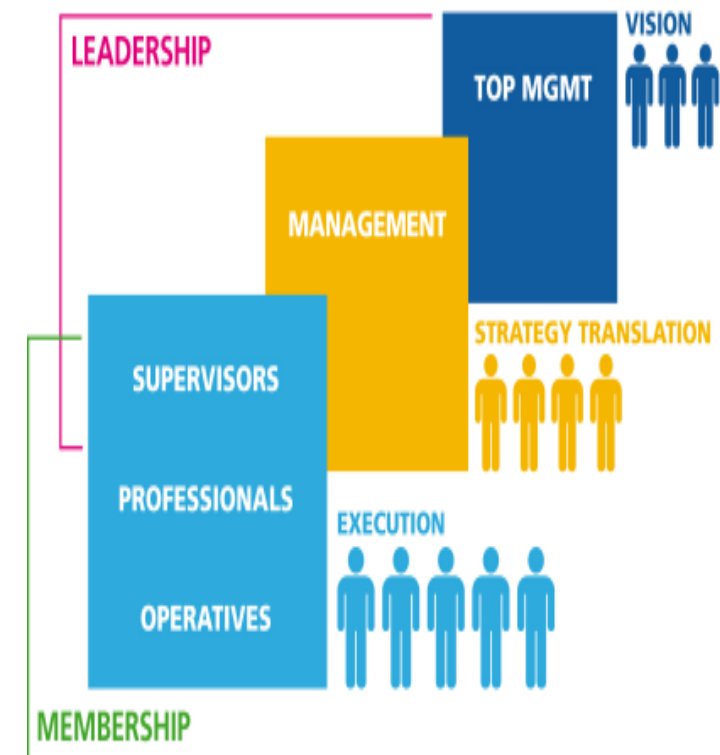
Clearly Define Safety Culture Values and Behaviors

Develop **Training Materials** to Support Newly Define Values and Behaviors

Develop and Implement Change Management Plan

Training Plan, Communication Plan, **Observation** Plan

Specific Training for workers and management



# Human Performance Improvement Concept

## Main Objective:

To improve SE Enel performance in the areas of:  
Nuclear Safety  
Operational Safety  
Industrial Safety  
Radiological Safety



## Basic principles:

1. People are fallible, and even the best make mistakes.
2. Error-likely situations are predictable, manageable, and preventable.
3. Individual behavior is influenced by organizational processes and values.
4. People achieve high levels of performance based largely on the encouragement and reinforcement received from leaders, peers, and subordinates.
5. An understanding of the reasons mistakes occur, and application of the lessons learned from past events can avoid future events.

# Human Performance Improvement

## **Roles and responsibilities:**

**Managers**

**Supervisors**

**Workers**

## **Process Controls:**

**Written expectations**

**Procedures, Guidelines**

**Practical and Classroom training**

## **Performance monitoring:**

**Event free Clock Program**

## **EXPECTED OUTCOMES:**

Roles and responsibilities defined

Hup Review Board

Prompt Investigation

HuP Observation and Coaching Program

HuP Self-Assessments

HuP Training

Leadership Intervention Guidelines

HuP Communications

**Event Free Clock Program**

# SAP Nuclear Concept

## Main Objective:

Nuclear processes improvements  
Future release Management  
Alignment of EMO & EBO plants  
Integration with other systems/applications

## Main KPIs:

**3500 Training days**

**10 months of  
implementation**



# SAP Nuclear

## Go live & POST GO live

### KEY SUCCESS FACTORS:

#### **sponsorship and commitment**

Strong leadership over the solution with constant

**monitoring and addressing of issues, risks**

**Contingency available to address unexpected issues**

Focus on **change management** /Training, organizational alignment, communication/

**Proper language** (Slovak / Eng /Italian)

### LESSONS LEARNED:

Any request with potential benefit for **health or safety standards** needs to be addressed in a **timely** manner

**Continuous improvement** in multiple areas expected by users in coming months of solution

Usage - **Governance model** for **Nuclear template** to be established (ex. to guarantee solution reusability) - **Short response time**

### Post go live:

Main objectives is to design the Post-project structure that would ensure control over the project outcomes – process, organization and system set-up and ensure their further evolution in the controlled manner

# Safety Culture

Concept /WANO Principle/



1. **Everyone** is personally responsible for Nuclear safety
2. **Leaders** demonstrate commitment to Safety
3. **Trust** permeates the organization
4. **Decision-making** reflects Safety first
5. **Nuclear technology** is recognised as special and unique
6. A **questioning attitude** is cultivated
7. **Organizational learning** is embraced
8. Nuclear Safety undergoes **constant examination**

# 4 x E

## ENVISION

Our employees should have same Vision of the Future of our company. Shared Vision is supported by Company **VALUES**, common **VISION**, effective and open **COMMUNICATION** and **TEAMWORK**.

## EMPOWER

Commonly shared goals and information allow us to **DELEGATE** responsibilities and competences by **empowering** individuals, giving them appropriate **feedback**.

## EDUCATE

Provide training supporting company culture, share **KNOWLEDGE**, **DEVELOP** people.

## ENERGISE

We award **pro activity**, flexibility and high performance.



## **Conclusion**

**Thank you for your attention!**