

Learning organisations for nuclear safety

Learn Safe

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Vattenfall expectations for Safety Management development

Organisational learning as a process to support the development of excellent performance is welcomed and a priority

Organisational learning as a tool to support the utilities dealing with rapid changes in business environment has become even more important

Methods and tools to support development of Safety Management are important and require special attention

This LearnSafe project is in line with Vattenfall core values, which are: Effectiveness, Accountability, Openness.

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Vattenfall expectations on Safety Management development

Learn Safe researchers and utility managers are expected to deliver products that reflects the “real” utility business environment and provide usefull results

Organisational learning based on expert knowledge and experience from the actual day-to-day work is expected to deliver valid results.

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Vattenfall experience from the project

The most valuable results from LearnSafe are shown below

Firstly, the activities that have been performed within the project have been found to be valuable. Activities include interviews, meta-plan sessions and benchmarking activities.

Secondly the products and developed methodologies .

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About the interview

- Interviews provided individuals the possibility for reflection and consideration.
- Group interviews provided opportunities for exchange of views and opinions that ordinary day-to-day work could not bring about.
- Individual and group interviews benefited a lot from the facilitator who has kept the discussions on track and also acted as a “father confessor”.
- The interviews allowed the opportunity for exchange of ideas and opinions in a controlled manor.

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Meta-plan sessions

In the same way as the interviews, the meta-plan sessions have provided opportunities for qualified exchange of ideas and views in a controlled manner

The sessions enabled controlled exchange of information and discussions between interviewees.

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Benchmarking

The benchmarking activities brought about some valuable insights, the reported benefits are based on activities at Forsmark and Ringhals

Benefits

- The form and manner in which results were reported and feedback to participating utilities
- The safety culture seminars

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Criticism

Reports were too vague and polite to permit and encourage necessary decision to be made and represent one of the starting point for improvements

Reports must more clearly underline what is considered to be good practise and should be preserved.

Reports must more clearly address what should be seen as the most urgent issues for improvement.

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Conclusion

The most obvious benefit from Learn Safe has been the exercise it self

- The Learn Safe project has provide opportunities fore a qualified exchange of thoughts and views on Safety Management that ordinary day-to-day work doesn't carry.
- The Learn Safe project has provided a possibility for utility management to reflect on Safety Management related issues.
- The Learn Safe process has provided possibilities to discuss important prerequisites for Management of Safety.
- The seminars were perceived as useful in bringing methodologies to the actual utility business environment

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Recommendations for the future, and a possible next step

Group discussions facilitated by a qualified person is a very valuable exercise This should be encouraged and systemised

Seminars, led by a qualified facilitator discussing Safety Management issues are valuable contributions to the organizational learning process

To preserve the results and make it more useful, it is suggested that reports produced within the LearnSafe project be converted into some kind of education material.