

**BNFL**



**Magnox  
Generation**

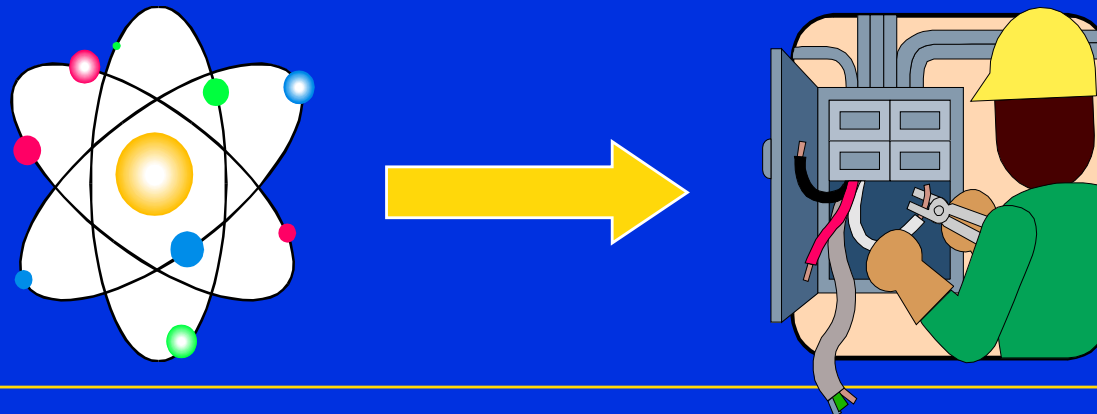
# Creating a Learning Organisation

Dr Ray Hughes

29 April 2004

# Ray Hughes

- 30 years in nuclear generation
- theoretical physics research.....
- .....human factors and performance.....
- .....organisational learning.....
- .....UK WANO Interface.....
- .....safety culture, behavioural safety, HF research....

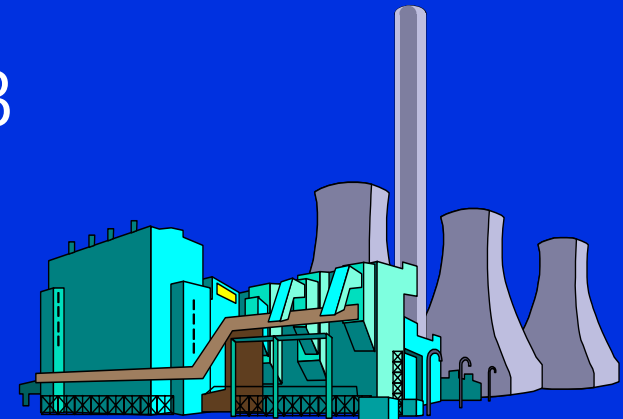


# Magnox Generation

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- Business group within BNFL Government Services
- 7 Magnox power stations
  - 5 generating
  - 2 defuelling
- Closure programme - generation ends in 2010
- Imminent reorganisation will include 3 additional decommissioning stations



# Key Issues for Magnox

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- New focus - Magnox Operating Plan above generation
- Change from plant “owners” to plant “operators”
- New owners (NDA) will make investment decisions and award operating contracts
- People, knowledge and experience will be our only assets
- Maintain and improve safety culture through major organisational change

# Learnsafe involvement

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- Learnsafe
    - Phase 1 - Management of Change
    - Phase 2 - Organisational Learning
  - Prof Cox has ongoing role in Magnox external review arrangements
  - Magnox supports Learnsafe through Lancaster
  - Behavioural Safety identified as a key lever for culture change - process evaluated as part of Learnsafe
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# Learnsafe involvement

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- Oldbury, Wylfa and Chapelcross took part
- Interviews, workshops, site specific reports
- BUT overall impact has been low so far
- Need to evaluate the work more carefully in our changing context to extract the benefits

# Key findings for Magnox

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- Ageing of personnel and preservation of competence
  - Public opinion and distrust of authority
  - Importance of human factors and culture
  - Maintaining focus and priorities
  - Premature closure (ageing components)
  - Floods of paperwork etc.
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# "Initiatives"





# "Reality"

## Management Team



# What is Magnox doing?

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- Human Performance Forum
- Knowledge management
- Sharing learning - better communications without overload
- Safety Culture Assessment and Rating Tool - SCART

**KEY ELEMENTS**

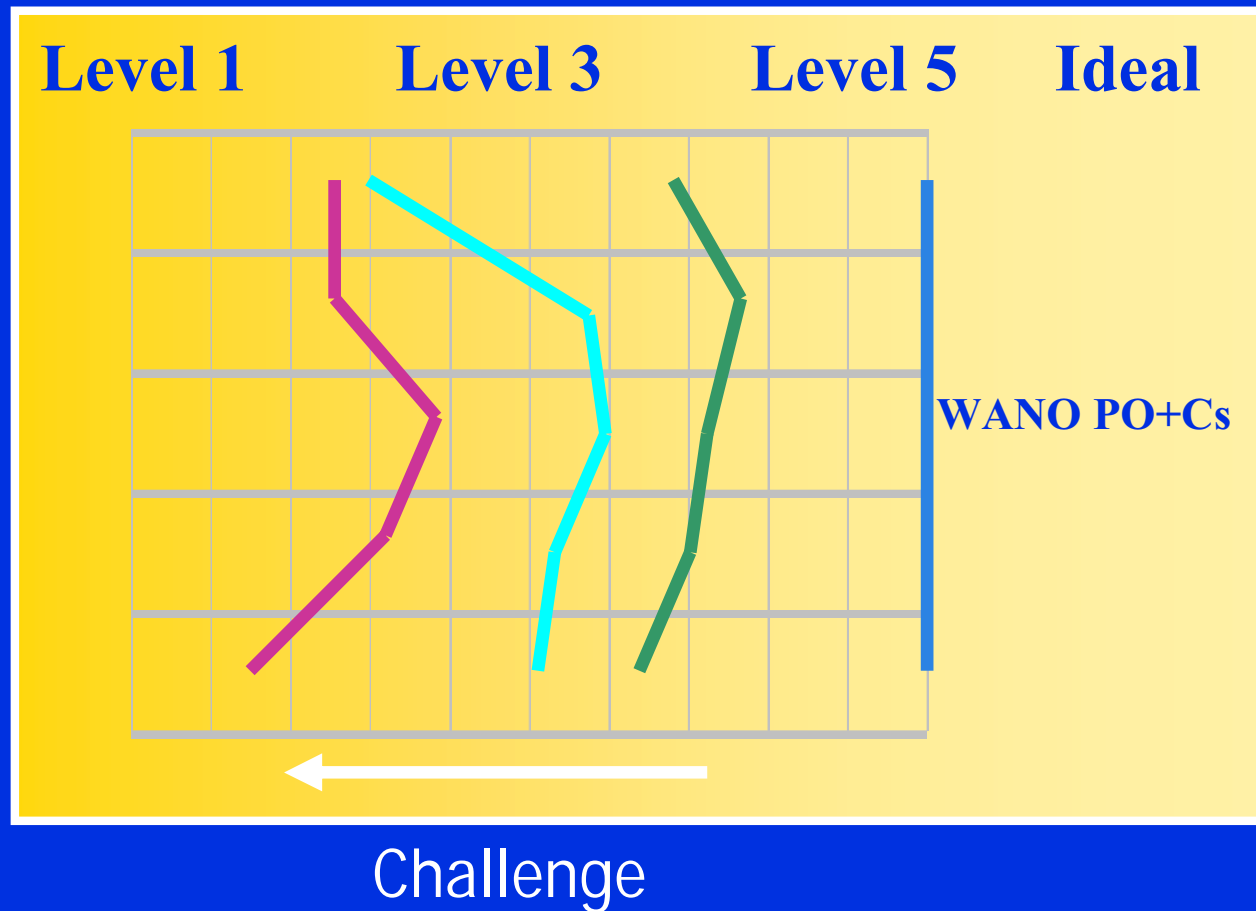
Leadership

Competence

Learning

Communications

Teamworking



# What is Magnox doing?

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- Human Performance Forum
- Knowledge management
- Sharing learning - better communications without overload
- SCART
- Research
  - leadership, OEF, organisational drift, human factors in decommissioning
- Lifetime Partnership Agreement
- British Nuclear Group