

key factors for **sustaining** nuclear plant performance

High levels of nuclear plant performance can be achieved by the heroic efforts of a few but are most often temporary.

Sustained and safe performance requires strategic alignment throughout the organization, connecting leaders to employees in turn optimizing the systems and processes in a culture that drives high levels of safety and achievement.

While each plant is different and has its own culture, Tosan has seen that the following core areas of basic operations are imperative for organizational effectiveness over time. More importantly, actions taken to improve these factors can be measured to track success, and returns on investment.

Safety Culture	Human safety Error prevention Nuclear safety culture Overall plant culture Organization-wide trust and collaboration	<ul style="list-style-type: none"> – Decrease of reportable accidents – Reduction of errors per 10k hours – Improvement of Safety Culture Work Environment survey assessment results – Improvement of INPO 24 culture results – Improvement of INPO Evaluation OR results
Planning, Execution and Alignment to Plant Objectives at all levels	Planning and executing online and outages Vision and business objectives Procedure and standards adherence	<ul style="list-style-type: none"> – Increased schedule adherence online and outage – Decrease outage duration and adherence to budget
Performance Improvement	Process improvement Organizational development and redesign Chain of command and decision making processes Organizational Effectiveness Self assessment and improvement plans	<ul style="list-style-type: none"> – Improvement in safety results and production goals – Improved safety and general culture assessment results – Department improvement as measured against key performance indicators
Leadership	Leadership development Supervisory effectiveness Execution on strategy Achievement of objectives at group level	<ul style="list-style-type: none"> – Improved quality of observations & coaching in the field – Increased trust in culture – Team performance – Success in executing against goals
Team Effectiveness	Intra and Inter-departmental teamwork Execution on front-line initiatives Achievement of objectives at the individual level	<ul style="list-style-type: none"> – Improved results of safety and general culture assessments – Individual performance – Success in executing against goals

Tosan solutions are designed to provide plant-based organizations with the enabling skills, process, culture and tools to understand, assess and achieve high levels of success in each of these performance critical areas.

Safety-driven plant performance is driven by a culture established through Leaders, teams and individuals. Tosan works across all these areas at a foundational level, and in an integrated way, to sustain nuclear and industrial safety and human performance, at all levels of the operation.

Safety Culture	Leadership, Manager & Employee Effectiveness: Building the capacity of individuals to be engaged and accountable for their actions based on exemplary safety at all points of the organization.	<ul style="list-style-type: none"> – Leadership skill development – Leadership style assessment and 360 – Manager and employee assessment – Leadership curriculum development – Fundamentals of managing for performance (Accountability and Coaching) – Advanced leadership, manager and individual training – Coaching and mentoring
	Group, Team & Departmental Effectiveness: Maximize the effectiveness and efficiency of groups and teams with operational safety being the driving point of alignment	<ul style="list-style-type: none"> – Group, team and departmental assessments – Curriculum development – Core team and group trainings – Advanced team and group trainings – Coaching and mentoring – Organizational strategy
Planning, Execution and Alignment to Plant Objectives at all levels	Organizational and Strategy optimization: Performance starts with clear execution of strategy across the entire enterprise.	<ul style="list-style-type: none"> – Organizational assessments give actionable insight into the company’s cultural behavior – Visioning facilitation to establish the organization’s future-state – Workforce optimization & cascading objectives to maximize the functional configuration of the organization – Strategic alignment efforts that get all levels of the organization executing toward high-performance
Performance Improvement and Cost Management	Cultural and Process Improvement: Develop a culture of success with the right tools and environments	<ul style="list-style-type: none"> – Process audit and assessment of quality & effectiveness of existing process. – Process strategy, architecture & planning to move existing processes into sustained levels of performance – Culture audit & assessment to understand the working behaviors that are driving current results – Culture change management processes to systematically deliver on culture strategy efforts. – Internal communications to educate, align and enable the workforce – Performance environment strategies and build out to facilitate collaboration, innovation, knowledge sharing & capture

Summary

Plant performance is plant safety. Sustained plant performance stems from a culture of nuclear plant safety achieved through aligned leaders, teams and individuals. By addressing the key factors of safety culture, planning and execution, performance improvement, and the effectiveness of leaders and teams, nuclear operators can build a foundational culture of performance and safety and impact all critical areas of top performing plants.

ABOUT TOSAN

Tosan has more than 20 years helping high reliability, plant-driven organizations develop their organizations to achieve sustained performance – specifically in the Nuclear power generation sector. The knowledge and insights gained in this work, as well as deep collaboration with groups like INPO, NEI, and others, have shown time and again that there are key factors related to sustaining any plant's performance.

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