

efficiency bulletin

Dec. 2, 2016

Efficiency Bulletin: 16-27a Consolidation of Oversight Meetings

Improve the quality and efficiency of oversight meetings by eliminating numerous meetings that consume senior leaders' time and resources without adequate return on investment. This efficiency bulletin describes a methodology to analyze oversight meeting activities that can be optimized and assimilated into common meetings with the right level of participation for oversight leaders.

Addressees: Chief nuclear officers, NEI APCs and INPO APCs

Issue: OA-2A, Consolidation of Oversight Meetings

Background

The industry has tended to over rely on additional procedures, processes and meetings to resolve performance shortfalls. This has hindered managers from leading their organizations and taxed the organization with implementing numerous oversight meetings, many of which detract from more important activities such as managers coaching and performing paired observations in the field with first-line supervisors (FLS). Internal and external oversight organizations have promoted additional meetings, rather than promoting the use of existing performance improvement tools to address individual issues.

A spreadsheet of oversight meetings that are broken down into short-term and long-term meeting classifications has been created. Initially, close to 20 different meetings were identified for review and differentiated between being classified as perform meetings (no additional oversight required) and oversight meetings. (Attachment 1)

Color Code: GREEN

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The Nuclear Energy Institute is the nuclear energy industry's policy organization.

This bulletin and additional information about nuclear energy are available at nei.org.

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The goal is to establish a “graded approach” methodology for combining short-term oversight meetings into one meeting that lasts for less than one hour and is performed three to five times a week depending on the maturity of the organization. The long-term oversight meeting is a meeting that is performed at a periodicity that ranges from monthly to quarterly or even longer based on the needs of the station. The overall intent is not to review every metric etc. at each meeting, but follow a graded approach that addresses station performance shortfalls and strategic requirements. (Attachment 1)

The objective of this efficiency bulletin is to reduce station leadership attendance at meetings, thereby providing greater opportunities to coach and mentor their direct reports. The intended result is to correct adverse behaviors and performance shortfalls early before they become significant problems that require complex administration actions to resolve.

Summary of Efficiency Opportunity

- Desired end-state—Short- and long-term oversight meetings will be used to manage and provide guidance to subordinate decision-makers. Station leaders need to provide oversight only for those meeting that are clearly oversight in nature. Meetings that are not defined as oversight, identified as perform meetings, should be attended by the senior leadership by exception. The time available to the senior leadership team is limited and should be reserved for high value activities such as performing paired observations with FLSs.
- Value proposition (vision of excellence)—Through the consolidation of various oversight station meetings, senior leaders will have greater opportunity to influence behaviors of their supervisor staffs and to focus on more important issues that affect safety and reliability. Additionally, consolidation of oversight meetings will reduce the level of administrative resources required to schedule, prepare and document meeting actions and results. Other station processes designed to drive performance improvement will be used in lieu of oversight meetings to address lower level problems. Additionally, accountability will be driven downward so that leaders operate at their designated level.
- Why is it important?—This effort will improve leadership effectiveness by increasing available time and opportunity to influence desired behaviors in direct reports and to focus on important matters that affect safety and reliability.
- Industry benchmark value(s)—Continue to meet industry standards identified in INPO 15-005, “Leadership and Team Effectiveness Attributes,” where leaders are encouraged to champion organizational performance to achieve and sustain excellence.
- Measure of effectiveness—Maintain or improve industry performance for safety and reliability. Suggested industry indicators (PIC) include such things as ERI, EN & MA consequential errors, and Ops fundamental events.

Key to Color Codes:

Red: NSIAC initiative – full participation required for viability

Blue: Action expected at all sites, but is not needed for broad industry viability

Green: Utility discretion to implement, consistent with its business environment

- Maximum benefit is obtained when this efficiency opportunity is implemented in conjunction with efficiency bulletins EB 16-27b, "Optimized Corporate Oversight and Assessment" and EB 16-27c, "Graded Approach for Executive Engagement in Performance Assessment."

Relevant Standards

- INPO 12-013, Performance Objectives and Criteria
- INPO Industry Cumulative Impact Short-Term Actions, HU-1 Getting work to the field and CAP-1 Define the CAP and Reduce the CAP backlog
- INPO 15-05, Leadership and Team Effectiveness

Relevant Regulatory Requirements:

- No relevant standards

Guidance

- Implementation of short-term oversight meetings, nominally several times a week, will support a graded approach for discussing all short-term issues (issues needing to be addressed in the next few weeks or sooner) within a single meeting format (Attachment 1). Long-term oversight meetings will occur with reduced periodicity, nominally monthly/quarterly, and will provide a tailored oversight approach for addressing specific long-term performance activities.

Recommended Industry Actions

- Review Attachment 1: Validate that your station meetings and current functions are addressed in the meeting column and determine the level of senior leadership participation for each meeting. Challenge the purpose of these meetings, seeking to separate cultural reasons from necessity when determining future opportunities for capturing efficiencies.
- Determine within the oversight meetings which are short-term in nature (days) and which are long-term (monthly, quarterly) using the guidance in Attachment 1.
- Consolidate short-term oversight meetings to no more than one per day, capturing preparation time previously applied to multiple individual meetings. Implement a single short-term oversight meeting (daily or every other day) using the guidance in Attachment 1. All items reviewed should be done by exception and focus on those areas that represent the most risk significant activities at the plant.
- Evaluate the maturity/performance of the organization for addressing the periodicity of long-term oversight meetings. Use the station performance classifications referenced in EB 16-27b (Normal, Increased, Focused and Recovery) for determining when to increase the frequency of long-term oversight meetings (monthly vs quarterly etc.). Implement a single long-term oversight meeting, nominally monthly/quarterly, focused on long-term performance improvement and strategic alignment of initiatives and actions.
- Consider an integrated approach to both sets of oversight meetings to ensure leadership focus is appropriately applied to the most critical group level decisions.
- Consider restricting participants in the oversight meetings to those positions that provide the most value in critical challenge. This will enable other leaders to perform their daily functions. This restriction should not impede subordinate development in attaining oversight meeting experience in support of future succession opportunities.

Change Management Considerations

Industry Activities

- Webinars will be conducted to provide background on the initiative, discussion, and an open forum to clarify expectations and ask questions. Webinar information can be found at <https://web.inpo.org/Pages/Nuclear-Promise-Issues.aspx>

Company Actions

- Change management and communication plans regarding implementation of the proposed changes should be developed and implemented to ensure all stakeholders are cognizant of the change before final implementation.
- For change management, this efficiency bulletin includes meeting/meeting functions that are scoped into the process per Attachment 1.
- Companies/fleets should review the basis behind their longstanding meetings to fully understand their relevancy in today's nuclear environment.
- Consider implementation using a pilot station to check and adjust meeting schedules and dynamics.

Guidelines

- Monitor key equipment and behavioral performance indicators to identify the presence of unintended consequences that may have correlation to the implementation of this efficiency bulletin.
- Perform an effectiveness review no later than one year after implementation to determine if meeting strategies have adversely affected the quality of the oversight program (consider an external member for this review).

Report Your Site's Results

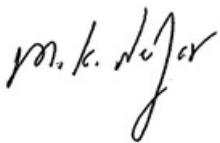
Please report your company's implementation of this improvement opportunity, including the date of completion. Send this information along with your company point of contact to EfficiencyBulletin@NEI.org.

Industry Contacts

- Industry champion for this issue: Jon Sears, 856-339-1265, jonathan.sears@pseg.com
- INPO contact: Gary Waldrep 770-644-8626, waldreg@inpo.org
- NEI contact: James Slider, 202-739-8015, jes@nei.org
- On the web: www.nei.org/bulletin1627a

Industry Approval:

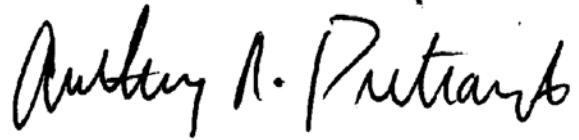
Mano Nazar, CNO Lead



David P. Igyarto, Institute of Nuclear Power Operations

A handwritten signature in black ink that reads "David P. Igyarto". The signature is written in a cursive style with a large, looped initial 'D'.

Anthony R. Pietrangelo, Nuclear Energy Institute

A handwritten signature in black ink that reads "Anthony R. Pietrangelo". The signature is written in a cursive style with a large, looped initial 'A'.

Attachment 1

Sample Short-Term Oversight Meeting Agenda

Concept

This efficiency bulletin recommends a fundamental change in thinking about site oversight meetings. The essential thought is to consolidate the present multiplicity of single-purpose meetings into two meetings that are more or less standing appointments with varying agenda topics. One is a short-term oversight meeting, and the other is a long-term oversight meeting. The approach to these two meetings is to be tailored to the circumstances of the plant. The short-term and long-term oversight meetings are described further below.

Short-Term Oversight Meeting

For rapidly moving topics, issues and trends, a leadership meeting with a frequency of daily, weekly or a couple of times per week, may be needed to provide the appropriate executive oversight. The discussion topics, duration, timing and attendance at this meeting are tailored to the level of performance and the significance of issues to be discussed.

Typical Topics, Discussed as Needed

- Plan of the Day
- New CAP Items
- Acute Nuclear Safety Culture Concerns
- Human Performance Issues
- Shift Manager Turnover

Long-Term Oversight Meeting

For slower-moving topics, issues and trends, especially those involving several parts or all of the site organization, a leadership meeting with a frequency of monthly, quarterly or annually provides the executive oversight necessary to keep performance on track. The choice of topics for discussion and the frequency of long-term oversight meetings are tailored to the level of performance and the significance of issues to be discussed.

Typical Topics, Discussed as Needed

- Station Performance Review
- CAP Trends
- Plant Health
- Asset Management
- Self-Assessment Results and Schedule
- Cross-Functional Review of Focused Area Self-Assessments
- Site Industrial Safety
- Nuclear Safety Culture behaviors
- Management Review Meeting
- Mid-Cycle Review
- Performance Indicator Review
- ALARA Trends and Concerns
- Training
- Outage Plan Review (> 6 months before outage)