Technical Meeting on Management and Leadership of Nuclear Power Projects from New Build to Decommissioning

IAEA Headquarters
Vienna, Austria

7–10 August 2017

Ref. No.: 12-TM-52518

Information Sheet
A. Background

The nuclear industry is currently experiencing a period of significant change, with several countries building new nuclear power plants (NPPs). At the same time there are countries where the nuclear industry is facing challenges, downsizing and even phasing out. Projects to improve the safety and economics of such facilities, or to decommission them, are being carried out around the world. The nuclear industry is also seeing many people retiring from the workforce, and a new generation replacing them.

All of these factors bring with them new challenges in the areas of leadership, organization, project management and management systems. Effective leadership, well-developed organizational culture and judicious management, also including the management of change, are vital to meet these challenges, and there are both opportunities and threats involved. In all cases one has to bear in mind that the exact way to lead and manage is always dependent on the actual situation, the local norms and values.

Recent developments show that careful planning of the objectives, roles, responsibilities, interfaces and tasks to be carried out during the different phases of a project is important for success. Thus, inspiring leadership and creating a functioning management system are vital also for a project’s success from the economic, safety, security, safeguards and environmental point of view.

B. Objectives

The overall purpose of the meeting is to provide an international forum for specialists to exchange experiences related to the challenges in leading and managing major projects for the construction of new nuclear power plants (NPPs), the modification of operating NPPs and the decommissioning of NPPs.

A more specific objective is to provide the participants and the International Atomic Energy Agency (IAEA) with a set of good practices in dealing with nuclear projects. Generic guides and training in the area of project management, although helpful, usually do not cater for the specifics and special nature of NPP projects.

It is expected that the meeting will provide the IAEA with valuable recommendations for its future work and for the development of potential services aimed at its Member States in the area of major nuclear projects from new build to decommissioning.

C. Target Audience

The meeting is primarily intended for leaders, managers and experts involved in the planning and execution of major nuclear projects. These projects may be related to the construction of a new NPP unit, to the upgrading or modification of an operating unit, or to the planning and execution of decommissioning, as these areas all have their special challenges.
Furthermore, individuals responsible for developing, implementing and improving management systems at their facilities, or who are responsible for oversight or dealing with quality assurance/control, would be very relevant as potential participants. Specialists from regulatory bodies; representatives of engineering, procurement and construction contractors, and specialists from international and non-governmental organizations who are involved in the development or promotion of leadership and management system standards are also encouraged to participate.

Participants are invited to give presentations on challenges, practical solutions and lessons learned in relation to the topics of the meeting. In particular, presentations on practical ways to tackle the above-mentioned challenges would be highly appreciated.

The proposed presentations, or an extended outline of these (max. 200 words), should be sent to the Scientific Secretary, Mr Pekka Pyy (see contact details in Section K below), for review and incorporation into the meeting agenda not later than **15 May 2017**.

**D. Topics**

A good management system does not guarantee success. One also needs competent staff, and people need to be led to create a right project culture and to achieve results safely. What works at one facility might not work at another. Leadership and management are distinctively different competences, as defined, for example, in the recently issued IAEA Safety Requirements publication *Leadership and Management for Safety* (IAEA Safety Standards Series No. GSR Part 2)\(^1\), and both are vital for success.

The meeting programme is expected to focus on presentations, discussions and group work related to practices and developments in the leadership and management of activities falling under the following distinct types of nuclear projects:

1. New build NPP projects, where potentially newcomer staff in an embarking country — or a new generation of people — need to be led, and their activities systematically managed, in order to steer the project through all its phases (i.e. development, contracting, manufacturing, construction/installation of equipment and commissioning), and to ensure that the project upon completion has achieved its safety, quality, cost and time schedule objectives;

2. Projects related to operating NPPs, where major safety, economically oriented or other upgrades take place (regularly repeated projects may also be used to provide instruction in new areas, and to motivate people in their daily work to generate interesting new views and roles); and/or

3. Planning and execution of decommissioning projects, where the project’s goal is the safe shutdown, defuelling, and eventual demolition/safe storage of radioactive waste generated by the NPP, with a potential leadership challenge of reskilling and motivating the former nuclear operator workforce and integrating new working practices and people into the decommissioning organization (from a management point of view, decommissioning is a

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\(^1\) ‘Leadership’ is the use of an individual’s capabilities and competences to give direction to individuals and groups and to influence their commitment to achieving the fundamental safety objective and to applying the fundamental safety principles, by means of shared goals, values and behaviour. ‘Management’ is a formal, authorized function for ensuring that an organization operates efficiently and that work is completed in accordance with requirements, plans and resources. Managers at all levels need to be leaders for safety.
reverse nuclear infrastructure project with radiation and other health risks and many different activities and technologies from those of an operating plant).

The meeting will focus mainly on NPPs, but other nuclear facilities and associated projects may also provide important lessons and so these will be considered too.

E. Material for the Meeting

It is planned that the presentations and the material working sessions will be made available through the Management System Network of Excellence (MSN), which is one of the networks hosted by the IAEA CONNECT (‘Connecting the Network of Networks for Enhanced Communication and Training’) platform.

Please note that IAEA CONNECT (http://nucleus.iaea.org/sites/CONNECT) is available, through sign-on access, to registered users of the NUCLEUS portal. To register first for NUCLEUS, simply go to: http://nucleus.iaea.org and follow the instructions for easy registration and access.

Please also see the appendix for a list of useful reading material in preparation for the meeting.

F. Working Language

The meeting will be conducted in English. No interpretation will be provided.

G. Administrative and Financial Arrangements

Designating Governments will be informed in due course of the names of the selected candidates and will at that time be given full details on the procedures to be followed with regard to administrative and financial matters.

No registration fee will be charged to participants. The costs of the meeting, including the meeting facilities and logistic support for the meeting, are to be borne by the IAEA. Travel and subsistence expenses of participants may, in certain cases, be borne by the IAEA using the limited funds that are available to help cover the cost of certain participants. Such assistance can be offered upon specific request to normally one participant per country provided that, in the IAEA’s view, the participant on whose behalf assistance is requested will make an important contribution to the meeting. The application for financial support should be made at the time of designating the participant.

It should be noted that compensation is not payable by the IAEA for any damage to or loss of personal property. The IAEA also does not provide health insurance coverage for participants in meetings, workshops or training courses or for consultants. Arrangements for private insurance coverage on an individual basis should therefore be made. The IAEA will, however, provide insurance coverage for accidents and illnesses that clearly result from any work performed for the IAEA.
H. Application Procedure

Designations should be submitted using the attached Participation Form (Form A). If the designated participant wishes to give a presentation, this should also be indicated on the Participation Form together with the suggested title, and a synopsis of approximately 200 words should follow the designation.

Completed forms should be endorsed by the competent national authority (e.g. Ministry of Foreign Affairs, Permanent Mission to the IAEA, or National Atomic Energy Authority) and returned through the established official channels. They must be received by the IAEA not later than 15 May 2017. Designations received after that date or applications sent directly by individuals or by private institutions may not be considered. Designating Governments will be informed in due course of the names of the selected candidates and at that time full details will be given on the procedures to be followed with regard to administrative and financial matters.

For Member States receiving financial assistance through technical cooperation funds, applications for financial support should be made at the time of designating the participant.

I. Visas

Participants will be required to enter Austria and should submit the necessary visa application to the nearest diplomatic or consular representative of the Austria as soon as possible.

J. Local Arrangements

The meeting will be held at the IAEA’s Headquarters in Vienna, Austria — specifically in Room M2, First Floor, Building M, of the Vienna International Centre (VIC) — and will begin on Monday, 7 August 2017, at 09:30 and end by 13:00 on Thursday, 10 August 2017. Participants are kindly requested to be at the venue at least an hour before the meeting starts, to allow adequate time for registration. Participants should bring some form of personal identification, such as a national passport, in order to identify themselves to the Security Officers at Checkpoint 1/Gate 1 of the VIC.
K. Organization

Scientific Secretary:

Mr Pekka Pyy
Division of Nuclear Power
Department of Nuclear Energy
International Atomic Energy Agency
Vienna International Centre
PO Box 100
1400 VIENNA
AUSTRIA

Tel.: +43 1 2600 26189
Email: P.Pyy@iaea.org

Administrative Secretary:

Ms Olga Glöckler
Division of Nuclear Power
Department of Nuclear Energy
International Atomic Energy Agency
Vienna International Centre
PO Box 100
1400 VIENNA
AUSTRIA

Tel.: +43 1 2600 22804
Fax: +43 1 26007
Email: O.Gloeckler@iaea.org

The meeting will be organized in close cooperation with the Operational Safety Section (Ms Helen Rycraft), Division of Nuclear Installation Safety, Department of Nuclear Safety and Security; the Nuclear Infrastructure Development Section (Mr José Bastos), Division of Nuclear Power, Department of Nuclear Energy; and the Waste Technology Section (Mr Vladimir Michal), Division of Nuclear Fuel Cycle and Waste Technology, Department of Nuclear Energy.

Subsequent correspondence on scientific matters should be sent to the Scientific Secretary, Mr Pekka Pyy and correspondence on other matters related to the meeting to the Administrative Secretary, Ms Olga Glöckler.
Appendix: References


INTERNATIONAL ATOMIC ENERGY AGENCY, Safety of Nuclear Power Plants: Commissioning and Operation, IAEA Safety Standards Series No. SSR-2/2 (Rev. 1), IAEA, Vienna (2016)

INTERNATIONAL ATOMIC ENERGY AGENCY, Stakeholder Involvement Throughout the Life Cycle of Nuclear Facilities, IAEA Nuclear Energy Series No. NG-T-1.4, IAEA, Vienna (2011)


INTERNATIONAL ATOMIC ENERGY AGENCY, Managing Human Performance to Improve Nuclear Facility Operation, IAEA Nuclear Energy Series No. NG-T-2.7, IAEA, Vienna (2014)


INTERNATIONAL ATOMIC ENERGY AGENCY, Commissioning Guidelines for Nuclear Power Plants, IAEA Nuclear Energy Series No. NP-T-2.10, IAEA, Vienna (forthcoming)


INTERNATIONAL NUCLEAR SAFETY ADVISORY GROUP, Maintaining the Design Integrity of Nuclear Installations throughout their Operating Life, INSAG Series No. INSAG-19, IAEA, Vienna (2003)


INTERNATIONAL ATOMIC ENERGY AGENCY, SALTO Peer Review Guidelines, IAEA Services Series No. 26, IAEA, Vienna (2014)


# Participation Form

**Technical Meeting on Management and Leadership of Nuclear Power Projects from New Build to Decommissioning**

**IAEA Headquarters, Vienna, Austria**

**7–10 August 2017**

To be completed by the participant and sent to the competent official authority (e.g. Ministry of Foreign Affairs, Permanent Mission to the IAEA, or National Atomic Energy Authority) of his/her country for subsequent transmission to the International Atomic Energy Agency (IAEA), Vienna International Centre, PO Box 100, 1400 Vienna, Austria, either electronically by email to: **Official.Mail@iaea.org** or by fax to: +43 1 26007 (no hard copies needed).

Participants who are members of an invited organization can submit this form to their organization for subsequent transmission to the IAEA.

**Deadline for receipt by IAEA through official channels: 15 May 2017**

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Do you intend to submit a paper? **Yes** ☐ **No** ☐

Would you prefer to present your paper as a poster? **Yes** ☐ **No** ☐

**Title:**

*Please send a short abstract of your proposed paper, as indicated in the Information Sheet.*