Abstract

1 Objectives

This document is intended to show the importance of NPP organisational operations allowing a PSA task force to develop the study in such a way that, its insights and results, become a part of the organisations culture, developing an actual positive impact in attitude of people toward safety issues related with severe accidents. With organisational operations it is meant all those actions such as setting strategies, planning, procuring resources, communicating objectives, managing relationship between functional areas, in order to adjoin a new group, the PSA task force, for which, information the rest of the organisation detain is one of its most critical supplies.

2 Introduction

Performing a PSA study is an expensive, time consuming and laborious effort with the risk that its results be forgotten inside its files. Unhappily this is a very frequent fact when the study is performed not regarding credibility and acceptance from the people that could take advantage from applying its results. In other case organisation support is not effective because of the placement of not enough resources. This undesirable
danger should be addressed from the very beginning of the planning stage of the study. From an organisational point of view there is a three part relationship that should be managed to achieve success. It involves, the top management, the PSA group and the potential user of the results, that is people of different functional areas at the plant. In the case being presented, there is also an important role of the Regulatory Body as a driving force of the study.

This paper deals with the process of achieving the acceptance and support from people, how important it was to reach the desired goals and which was the impact in the safety attitude of people at the plant.

3 Historic summary

On December 1991, the Argentine Nuclear Regulatory Authority (NRA) placed a requirement to perform a Level I PSA to Atucha I NPP. Although it was their requirement, they tried to make easier the way of the utility towards PSA supplying training, PSA documentation, like procedures from other PSA studies and the PSAPACK computer code.

On the utility side, instead of accomplishing plainly that requirement, the organisation fostered its development as an useful safety management tool. At that moment the intention was to strongly support on a quantitative base, all the decision making actions related to safety.

4 Our particular case

As any new project, although the strong management support and the significant amount of resources placed, the project faced a subtle resistance from people inside the plant.

In such people there is a tendency to perceive external or new groups as resource draining elements with no practical return. They are suspected of poor knowledge and weak commitment with the plant.

A previous attempt to perform a less ambitious study, failed but gave some warnings about the way the PSA should be promoted.