

Edventures in Learning Assists Davis-Besse Restart

Situation:

First Energy Nuclear Operating Company (FENOC) was preparing to restart its Davis-Besse generating plant after an 18-month shutdown. During the shutdown, FENOC completed extensive repairs to the facility and conducted a comprehensive review of operating and safety procedures under the directives of the NRC. To meet critical deadlines, employees were working 60-72 hours per week. Despite increased work schedules and little cross-functional and interdepartmental teaming, FENOC's people needed to move from a "shutdown" to an "operation" mode. FENOC realized that it couldn't just restart the facility with a "business as usual" approach.

What was needed.

With the restart, FENOC management decided to create a "New Beginning" at Davis-Besse. A beginning that would involve and educate all 1,200 of the facility's employees. The fundamental goals for the effort were threefold:

Goals

- 1) Create alignment for the organization with a clear understanding of where it had been, the lessons learned, and where it needed to go.
- 2) Develop employee understanding of:
 - The current realities of Davis-Besse performance – how current performance stacks up to industry standards as defined by the NEI Common Process.
 - How they individually impact a positive Safety Culture and Safety Conscious Work Environment.
- 3) Complete the above under a demanding speed to implementation schedule.

To accomplish these goals, the program needed to focus on four key components:

- 1) The Work Management Process
- 2) The Corrective Action Process
- 3) Safety Culture
- 4) Human Performance

What was done.

FENOC selected Edventures in Learning and its innovative dialogue and learning process as best suited to meet the program's goals. Working under critical time constraints, FENOC and Edventures collaboratively developed a program utilizing a series of Edventure Maps. These tools engaged all 1,200 employees in small group activities allowing each individual to better understand their critical role in FENOC's "New Beginning." The maps and tools were tested with multiple focus groups to ensure the desired learning results were achieved.



Client Perspective.

Randy Fast – FENOC

“On behalf of our nearly 2,900 employees with FirstEnergy Nuclear Operating Company, I would like to thank you. The overwhelming majority of our folks thoroughly enjoyed the ‘edventure’ you helped us develop on our ‘current realities,’ ‘a start to a new beginning’ and our ‘safety culture.’ This learning exercise has solidified our employees’ understanding of where we are, and most importantly, where we need to go to be successful.”

The Edventure Maps



1) Putting It All Together – Connecting Our Work and Our Strategy

The first Edventure Map™ tool connects work processes to the organization's strategic direction. It focuses specifically on:

- The elements of the five core workflow processes as described by the Nuclear Energy Institute (NEI): Operate Plant, Work Management (Maintenance), Configuration Control, Equipment Reliability and Support.
- The external forces of change impacting the nuclear industry. Some of these issues include the increased need for efficient and cost effective energy sources, increased regulation and oversight, and consolidation of the industry.
- Various components of FENOC's strategic direction, including a review of the FENOC Vision, Values, Strategic Objectives, and how these objectives will be measured.
- Participants' perspectives on how well we are currently performing in pursuit of our strategic objectives.

2) The Path To Success – Safety Culture



A strong Safety Culture is a critical element in the strategy of any nuclear operating company. The second Edventure Map™ tool connects each individual to the organization's Safety Culture. It focuses specifically on:

- The definitions of Safety Culture and Safety Conscious Work Environment.
- The various elements of your organization's Safety Culture Model – Policy/Corporate Level Commitment, Plant Management Commitment, and Individual Commitment.
- Examples of the various Safety Culture Model elements.
- The completion of a Safety Culture Assessment by each member of the group.

3) Aligning Our Efforts – From Dialogue to Action



The third Edventure Map™ tool connects individual work unit actions to the overall Strategic Direction. It focuses specifically on:

- How each work unit contributes to the organization's Vision and Strategic Objectives.
- How the activities currently being pursued help and/or hinder the achievement of the Vision and Strategic Objectives.
- How activities could be reprioritized to better achieve the Vision and Strategic Objectives. Essentially focusing on the critical and setting aside the non-urgent and/or unimportant.
- Other activities that the work unit could pursue to help the Vision and Strategic Objectives be achieved.

Program Implementation.

There were two rollouts of the maps approximately eighteen months apart at Davis-Besse.

The first was spread across a 10-day period and entailed an all-day event for groups of 150-200 people. Groups were divided into cross-functional teams of 8 to 10 people with a mix of individuals from various departments and levels. Senior leaders provided a brief introduction, after which, table coaches used the Edventure Map™ tools to guide participants on a self-discovery journey around the organization's critical issues. Table coaches were trained by Edventures in Learning prior to the session and included Davis-Besse employees from all ranks (labor, supervision, and leadership).

The second rollout took place approximately eighteen months later. The Edventure Map™ tools were updated to reflect current data and progress since start-up. Leadership decided on a half-day event where intact work teams, who were scattered throughout the plant, experienced the Edventure Map™ tools. This session not only updated the participants with the new data and information, but also included "go-forward" action plans that were developed, prioritized and detailed by the individual work teams. The process was structured so that the exercise became a repeatable activity for work teams to continuously re-connect to the organization's strategic initiatives. At the same time, work teams developed action plans that they themselves could act on and implement immediately.

Results.

- People understood that they individually make a difference.
- Ownership and accountability was generated at the individual level.
- Cross-functional and interdepartmental teamwork and communication in the organization improved.
- Quotes from participants included:
 - "I'm going to find a way to bring up an opportunity for improvement if I see a need."
 - "We all depend on each other and I see how important I am."
 - "I understand who the others are that I interact with – I see all the departments."
- Davis-Besse received INPO's improved performance award in November, 2005.



About Edventures in Learning

Edventures in Learning fosters dialogue and change in organizations through a unique, small-group interactive process. Known as Edventures Learning Solutions™, the process utilizes customized dialogue and visual “maps.” These tools allow people to explore and discuss targeted core issues facing the organization. Within the nuclear industry, Edventures Learning Solutions™ help organizations improve: plant operations and safety, alignment with organizational strategy, speed of implementation, and communications within the organization fostering better teamwork and collaboration.

**For more information on Edventures Learning Solutions™ please contact us at
419.725.0077**

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