Technical Support and Exchange WPG 04

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WANO Programme Guideline ǀ WPG 04

Technical Support and Exchange

**Purpose**

1. This WANO programme guideline establishes principles for the conduct of the WANO Technical

Support and Exchange (TS&E) Programme. Each regional centre supports the TS&E Programme using

specific implementing guidance. Regional centres can adopt their own methods to support these

activities according to the common WANO programme processes.

**Background**

1. The exchange of information and experience among members is fundamental to the mission of

WANO. Some of the methods of sharing experience among nuclear power plant operators are grouped

into this programme.

2. This programme is made up of the following four sub-programmes, each with its own features and

technical character:

• Principles, Guidelines and Good Practices (PL, GL, and GP)

• Performance Indicators (PI)

• Technical Support Missions (TSM)

• Operator Exchanges (OX)

3. In 2006 WANO revised Policy Document 2, ‘Principles and Membership Obligations’ to implement

formal agreements and clearly delineate the responsibilities between WANO and its members. The

Governing Board reaffirmed the principle that the concept of WANO as a voluntary organisation is

fundamental to WANO’s continued success. However, membership of WANO carries with it a range of

commitments and obligations. The following are WANO Membership Obligations related to the

Technical Support and Exchange Programme:

a. Members will assist each other and actively exchange information and experience amongst the

membership. Contact between nuclear power plant staff is largely in the form of operator

exchange visits, twinnings or the exchange of personnel.

b. Members will support technical support missions by engaging in the following activities:

i. Requesting assistance to resolve known problems. For example, assistance can be provided

by a focused technical support mission to exchange information, review specific elements of

station operations, or address previously identified areas for improvement.

ii. Members will provide experienced peers for WANO technical support missions.

c. Members will support the performance indicator programme by timely and accurate reporting of

data so that individual members can assess the performance of their plants objectively by

comparing their performance with that of other plants around the world.

d. Members will actively conduct self-assessments of selected nuclear plant operating activities

using guidelines based on high standards of performance and implement improvements based on

existing good practices.

4. The WANO London Office TS&E Programme Director is assigned for oversight of activities in the WANO

Technical Support and Exchange programme. The Programme Director provides overall direction and

oversight and is assisted by one or more Technical Programme Managers in the WANO London Office

**Guidance – Principles, Guidelines and Good Practices**

**Objective**

1. The objective of this sub-programme is to identify, document and promote practices and processes

that can help members to achieve high standards of performance and thereby contribute to safe and

reliable plant operation.

**Summary**

2. Regional centres promote the use of principles, guidelines and good practices by referring to these

documents appropriately during peer reviews, technical support missions, workshops and seminars.

Translation of these documents to other languages by regional centres is permitted for working

purposes and the English versions hosted on the WANO member website will remain the officially

approved documents.

• WANO Principles (PL) provide the fundamental attributes of broad industry issues. They provide

the general and basic rules to be followed during nuclear plant operation.

• WANO Guidelines (GL) describe key programme elements for the management of selected

nuclear plant activities. Their implementation should result in sustained or improved

performance.

• WANO Good Practices (GP) describe existing practices that have achieved high levels of

performance. These practices are identified through peer reviews and other interactions with

WANO members or are voluntarily submitted by the members.

**Principles**

3. WANO Principles – usually policy level documents – are fundamental truths or actualities that promote

excellence in a given area. Utility managers are encouraged to make in-depth comparisons between

these documents and their day-to-day policies and practices. WANO Principles provide an opportunity

to communicate management philosophy and expectations to all nuclear personnel. When leaders and

individuals apply the principles they should ensure that plant operation, maintenance, engineering and

other activities are conducted in a manner that leads to improved plant safety and operating

excellence.

4. Principles should be used by utilities to improve their organisation, to develop their own documents,

to develop training materials and to conduct critical non-technical training in areas such as safety

culture, human performance, leadership, governance and oversight, self-assessment, decision making

etc. Continuous consideration of the attributes contained within the principles is encouraged during all

aspects of nuclear plant operation.

5. Principles are intended for members but may be of interest to other organisations that support

nuclear safety activities. Principles are generally classified as GENERAL DISTRIBUTION and contain an

appropriate copyright statement as described in WANO Policy Document 4, ‘Confidentiality’. For

certain topics, a different confidentiality classification can be specified by WANO London.

**Guidelines**

6. WANO Guidelines are developed in nuclear plant management areas to assist members in meeting

related performance objectives as described in the WANO Performance Objectives and Criteria

(PO&Cs). At a more practical level, they contain more details about how certain activities should be

performed to comply with principles and reach excellence in performance objectives. Therefore,

member nuclear plants should strive to meet the intent of WANO Guidelines.

7. Guidelines are intended to be used by plant personnel during assessments of their programmes to

identify opportunities for improvement. They can also be used to develop new programmes or assist

in developing corrective actions to known shortfalls in existing programmes.

8. Guidelines are also intended to be used by corporate managers and staff members responsible for

monitoring plant activities. In particular, guidelines could be used to assess the implementation,

effectiveness and adequacy of corporate policies and plant practices.

9. Guidelines do not specify the minimum requirements. Instead, they provide guidance to achieving

excellence by combining and documenting the best expertise in industry. Guidelines should focus on

the criteria of specific WANO performance objectives, providing advice and international practice on

how to fulfil these objectives.

10. Guidelines are intended for members but may be distributed to prospective members, contractors,

vendors that work with members or other industry organisations that support nuclear safety activities.

Guidelines are generally classified as GENERAL DISTRIBUTION and contain an appropriate copyright

statement as described in WANO Policy Document 4, ‘Confidentiality’. For certain topics, a different

confidentiality classification can be specified by WANO London.

**Good Practices**

11. WANO Good Practice documents represent a more practical level of information compared to

principles and guidelines. A good practice is a technique, programme or process that has been proven

particularly effective at improving safety and reliability at one or more nuclear power plants. Once

identified and screened for applicability and genuine value to other plants, good practices are

distributed to members via the WANO website. Good practices give specific examples of how

members achieve excellence in certain PO&C areas. Each member shall decide which good practices

will be implemented within its station.

12. The WANO website contains a searchable list of all good practices submitted by members. Members

are encouraged to submit good practices using the Good Practice Proposal Form provided on the

WANO website. Similarly, regional centre personnel may propose good practices based on strengths

identified during peer reviews or technical support missions. The proposed good practices will be

processed as described below.

13. All good practice proposals are sent to the London Office to be routed to all the centres for assessment

and final selection. Each regional centre will review and evaluate the proposed good practices

considering the following criteria. To be classified as a GP, the following four criteria have to be met:

• The good practice supports the WANO mission of maximising the safety and reliability of nuclear

power plant operations.

• The good practice has been tried and proven to be successful, but is not yet widely applied.

• Many nuclear plants could potentially benefit from the good practice.

• The good practice can be shared worldwide and is not developed as a commercially sold product.

14. Proposals should receive a majority of votes from the four WANO regional centres and accepted by

the Programme Director to be put forward. After acceptance, the appropriate regional centre

develops a good practice summary sheet and full text materials. The good practice (with summary

sheet and full text document) should be provided in English to the London Office for confirmation.

15. The good practice summary should contain basic information (subject, short description, area of

application, category, keywords, member details and author contacts). The full text good practice

document should include detailed information (purpose, scope, detailed description, effects,

examples, relevant pictures and any additional useful information). Document should be clear enough

to make important aspects of the good practice easily understood by other members.

16. After proofreading and formatting of the good practice by the London Office, the WANO TS&E

Programme Director gives final approval and submits the good practice for publication on the WANO

member website.

17. Regional centres should promote the use of specific good practices when they can be helpful in

improving member plants’ performance. It is recognised that other practices or techniques may be as

good as, or better than, the collected good practices. Regional centres and their members may

selectively use the information as desired in developing programmes applicable to their plants.

18. Good practices are classified as GENERAL DISTRIBUTION documents that are formally controlled and

distributed by WANO for members’ internal use only. Good practices contain the appropriate

confidentiality and liability disclaimer statements as described in WANO Policy Document 4,

‘Confidentiality’. For certain topics, a different confidentiality classification can be specified by WANO

London in agreement with the member providing the good practice.

**Performance Indicators**

**Objective**

1. Performance Indicators (PIs) are mainly used as a management tool so that each WANO regional

centre, member and plant can monitor its own performance and progress, set challenging goals for

improvement and consistently compare its performance with that of other plants or the wider

industry. Performance indicators are also used to assess industry performance, to support other

WANO programmes and to provide assistance to members if necessary.

**Summary**

2. A set of performance indicators has been developed to enable members to exchange information and

assess the performance of their plants objectively. With each member providing data on its

performance, WANO members can compare their performance with that of other plants around the

world.

3. WANO Performance Indicators are intended to support the exchange of operating experience

information and to allow consistent comparisons of nuclear plant performance. It is expected that

WANO performance indicators will encourage members to emulate the best industry performance and

motivate members to improve the operations of their nuclear plant(s).

4. WANO Performance Indicators are classified as a GENERAL DISTRIBUTION product that is formally

controlled and distributed by WANO for members’ internal use only.

**General Principles**

5. Great care should be exercised in the use of performance indicators to ensure that they are not used

in a manner that could encourage plant personnel to take non-conservative actions regarding plant

safety in order to improve performance values or to achieve performance goals that are based on the

indicators.

6. WANO performance indicators associated with the name of a specific nuclear plant are considered

strictly confidential and are not released outside WANO without the authorisation of the nuclear

operating organisation. WANO members and regional centres may use and release statistical

performance data, including median and mean values, outside WANO as long as there is no

compromise of plant or member identity. For their own plants, nuclear operating organisations may

release performance indicators and associated plant names as they deem appropriate.

7. The WANO PI Reference Manual should be used by members and WANO staff for collecting, reporting,

reviewing and using performance data and calculated indicators, as applicable. The PI managers in the

regional centres are encouraged to contact the London Office and each other to discuss and clarify

more complicated questions related to data quality and supply.

8. WANO performance indicators provide a quantitative indication of nuclear plant performance in the

areas of nuclear plant safety and reliability and personnel safety. WANO members report on all of

these indicators for each nuclear unit on a quarterly basis. The data is collected through the WANO

member website, trended and redistributed to WANO members via the website. Experience has

shown that using the performance indicators can contribute to significant improvements in plant

performance.

9. WANO regional centres use the PIs in a consistent manner when evaluating plant performance within

each region and provide support for members to do so. Using a regional report or assessment, regional

centres should regularly identify stations with lower performance levels, which should then be placed

in “focus” for additional assistance. This report or assessment identifying specific units should be

provided to the WANO London Office.

10. Long-term target values are identified by WANO for specific performance indicators. These targets are

established to encourage performance improvement by individual units (individual targets) and the

industry (industry targets). Industry performance targets should consider industry historical

performance data when establishing future long-term performance targets. Performance relative to

these targets should be evaluated regularly by WANO’s senior management, working groups, regional

centres and members at all management levels.

11. An annual performance indicator report called the WANO Performance Indicator Trifold is available

showing safety performance trends in the nuclear industry.