

## INTRODUCTION AND MAIN CONCLUSIONS

### INTRODUCTION

At the request of the government of the Czech Republic, an IAEA Corporate Operational Safety Review Team (OSART) of international experts visited the Czech Corporate organization ČEZ, a. s. from 29 September to 09 October 2013. The purpose of the mission was to review corporate functions in the areas of Corporate Management; Independent Oversight; Human Resources; Communication; Maintenance; Technical support; and Procurement. In addition, an exchange of technical experience and knowledge took place between the experts and their counterparts on how the common goal of excellence in operational safety and corporate functions could be further pursued.

The ČEZ Corporate OSART mission was the first Corporate OSART and 176<sup>th</sup> in the OSART programme, which began in 1982. The team was composed of experts from Finland, France, Romania, and the United States of America, together with IAEA staff members and one observer from France. The collective nuclear power experience of the team was approximately 270 years.

Before visiting the corporate organization, the team studied information provided by the IAEA and ČEZ to familiarize themselves with the ČEZ corporate's main features and operating performance, staff organization and responsibilities, and important programmes and procedures. During the mission, the team reviewed many of the ČEZ corporate's programmes and procedures in depth, examined indicators of the corporate performance, held in-depth discussions with the corporate personnel and visited the Temelin NPP.

Throughout the review, the exchange of information between the OSART experts and the corporate personnel was very open, professional and productive. Emphasis was placed on assessing the effectiveness of operational safety and corporate processes rather than simply reviewing the content of programmes. The conclusions of the OSART team were based on the corporate organizational performance compared with the IAEA Safety Standards.

The following report is produced to summarize the findings in the review scope, according to the Corporate OSART Guidelines and OSART guideline documents.

### MAIN CONCLUSIONS

The OSART team concluded that the managers of ČEZ, a. s. are committed to improving the operational safety and reliability of their nuclear power plants and corporate processes and performance. This was clearly demonstrated by the fact that since the Corporate OSART seminar in December 2012, and preparatory visit in March 2013, the Corporate organization has introduced or extended several programmes contributing to improved performance. The team found good areas of performance, including the following:

- A proactive and targeted approach that enhances the timeliness and accuracy of regulatory and legislative safety related requirements evaluation and implementation.
- The Safety Portal implemented on the intranet of the ČEZ Group is effectively used to convey safety information throughout the whole organisation.

- A project aimed in the area of talent acquisition, the outputs of which are implemented on a routine basis by the Strategic Recruitment Section.

A number of proposals for improvements were offered by the OSART team. The most significant proposals include the following:

- The corporate organization shall organize the areas of management as an integrated level for the processes connected with activities important to nuclear safety and radiation protection.
- The corporate independent oversight should be extended to cover all corporate functions with potential impact on the nuclear safety, and in particular quality management, human resources management, procurement and strategic development.
- The corporate organization should develop a comprehensive policy addressing a succession planning which includes key performance indicators and a regular structure review by senior management of the overall succession planning program

ČEZ, a. s. management expressed a determination to address the areas identified for improvement and indicated a willingness to accept a follow up visit in about eighteen months.