Preparing decision makers for emergency situations

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Responding to emergencies: examples of challenges to decision makers

a) Definition of the emergency phases:
   • When to declare an emergency
   • When to declare the emergency is over

b) Face the uncertainties about the causes of the emergency and how to overcome it, divergent technical opinions

c) Communication with government leaders, parliament, media, international peers, organizations, internal staff

d) Coordination with other organizations collaborating to respond to the emergency

e) Unexpected issues

f) Mobilize suitable financial support, human resources, infrastructure

g) Clean up criteria: how safe is safe enough
## Effective safety paradigm

<table>
<thead>
<tr>
<th>Event Description</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>A natural disaster caused a nuclear plant to go wrong in Japan, killing nobody as a result of radiation</td>
<td>result closure of German nuclear industry.</td>
</tr>
<tr>
<td>A chemical explosion in Taijan, China, kills about 200 people</td>
<td>result no effect on German chemical industry.</td>
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</tbody>
</table>

## Ensure global nuclear safety

- Confidence in management of nuclear technology and operations
- Stakeholder trust
- Risks in perspective

## Leadership
Challenges for leadership development

“Senior management should develop and maintain leadership competencies at all levels in the organization....”

- Typical characteristics of leaders
- Identification of potential leaders for emergency situations
- Creation of suitable environment for leadership development
- Preparing and motivating leaders
- Expected results
Transparency: Decision making check list

- Has the decision a strong safety argument?
- Is there a clear legal basis?
- Has the views of the public and stakeholders been considered?
- Is the required information reliable?
- Are there any serious technical divergent opinions?
- Is the decision consistent with earlier precedents?
- Is there any political economic, operational or technical pressure?
Considerations on senior management technical knowledge

• The decision maker should have the minimum knowledge and be able to form inferences about the causal connections of events and on the relevant characteristic of the context.

• Excessive and unnecessary protective measures are avoided and the decision making process is faster when the senior manager has familiarity with the installations and good understanding of the principles of radiation protection.
Considerations on senior management

- Clear and concise publications and web links with easy and understandable essential topics
- Visit to all nuclear installations
- High level seminars about lessons learned from past accidents
Considerations on senior management skills: communications and crisis management

• Since day 1 of an emergency, the senior managers need be able to talk to the media.

• Foster open communication within the organization and to keep emergency workers moral high, motivation the team in extraordinary stressful situation.

• It is fundamental to know the legal competencies and the role of each other organization collaboration in the emergency response, with which the senior manager is more likely to interact.
Considerations on senior management skills: communications and crisis management

- Media training, including TV live interviews
- Emergency simulation exercises and public hearings
- Role-playing sessions with professional actors to learn how to deal with people that react aggressively or panic
- Listen to first hand experience
- Keep international network
Considerations on senior management attitudes

<table>
<thead>
<tr>
<th>Transparency and openness to listen to concerns</th>
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</thead>
<tbody>
<tr>
<td>Focus to solve the situation</td>
</tr>
<tr>
<td>Caring</td>
</tr>
<tr>
<td>Quick thinking</td>
</tr>
<tr>
<td>Self-confidence</td>
</tr>
<tr>
<td>Do not underestimate the situation</td>
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<tr>
<td>Continuously monitor the emergency response</td>
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<tr>
<td>Demonstrate responsible actions</td>
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</tbody>
</table>
Conclusions

• Different approach for training senior management
• Real case studies and interaction with other organizations that may respond to emergency for exchange of experiences in short meeting and social events
• The emergency plan, principles and criteria should be concise, updated and reached from anywhere, such as from an App
• Media training and exercise it!
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