

## ENC 2002 Conference Invited Paper

### IT CHANGE IN THE NUCLEAR GENERATION ENVIRONMENT

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One of the major challenges that face effective nuclear generation is how it should respond to the requirements of change. The pressures for change derive from external factors (e.g. energy markets, supplier costs) and internal drivers (demographic, current structures, procedures, labour markets). How should each company or plant approach the time-honoured phrase “we will have to change”

Firstly my view is that there is no such thing as a nuclear template of change. However there are certain key aspects, which unless considered and balanced militate against effective change from the outset. In particular the reliability and scope of information technology to support change has never been so opportune and yet the failure of systems to deliver the anticipated level of business benefit remains depressingly high. The full paper will show why this should not be the case. Success should be the norm not failure.

A contributing factor to the correct condition for change not being successfully created is the confusion between policy, strategy and measured effective implementation. It is relatively easy to develop a policy (we will become the most cost effective, whilst always maintaining or improving our safety standards). To take this policy into a strategic implementation level which will embrace plant Maintenance, Engineering, Operations, Procurement, Human Resources, Documentation and senior Management in a major challenge. What frequently emerges is a solution driven by the most determined of the company's internal disciplines, which distorts the correct balance (external and internal), which should be applied. Even if the right skills and effort has been marshalled to create an implementation strategy many organisations then consider that are then in a position to make a decision in relation to change. This I believe to be a fundamental error, which is the precursor to most failures. Certain prior commitments are required. A commitment: -

- (1) To understand change in the life cycle context.
- (2) To understand how a “balance” of your company's structures and disciplines together with the same factors externally are necessary for real benefit realisation.
- (3) To understand the full opportunity of benefit from change against the full risk of failure.
- (4) To understand how risk can be reduced to a minimum.

These aspects together with a coherent philosophy of approach would be developed in the full paper.

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Rory was **Commercial Project Manager** for the £120m **British Energy Vanguard Programme**. He was responsible for the replacement of the Supply Chain, Human Resources and Financial Control applications used throughout British Energy at their 10 sites. He led the development of the original programme strategy and vendor application suites selection. He also designed and implemented the commercial and contracting strategies for the multiple international partners involved in the implementation of the programme and oversaw the delivery and implementation effort.

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