



# Maintaining Safety Through Transition

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# Major Challenges

- New Management Model going from Government Owned and Operated (GOGO) to Government Owned and Contractor Operated (GOCO)
- Most of new leadership not Canadians and not known by company employees
- Day 1 of Contract we took over licence responsibility and all operations while concurrently doing Due Diligence to make sure assumptions correct from bid



# Major Challenges

- New retirement plan to be started with all new hires and all site employees in the new plan in 3 years.
- Largely unionized company with a number of contracts coming due for negotiations
- New organization as the client (they are also trying to understand their roles) including a number of previous site employees



# Mitigations

- Transition in Safety Plan
  - Day one Safety Stand Up
  - Initiate Culture Shift with start of meeting safety topics
  - Management Walk-Downs and review of Work activities
  - Meetings with Unions leadership
  - Review High Hazard work activities



# Mitigations

- Listening sessions with goal of reaching all employees
- Review of subcontracted work and subcontractor performance
- Senior Leadership eating lunch with employees in cafeteria
- Communication, communication, communication



# Thoughts

- Evolution not revolution, listening prior to making changes and respecting the good work that has gone on in past years
- “We” are moving forward not “I” think you need to change
- Building relationships leads to trust

