

MANAGING ORGANIZATIONAL CULTURE WITHIN A MANAGEMENT SYSTEM

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Abstract

The Point Lepreau Generating Station (PLGS) is currently undergoing a major refurbishment of its nuclear reactor. At the same time, a small team is designing the organization that will operate the plant after refurbishment. This paper offers a high level overview of the Post-Refurbishment Organization (PRO) project and will focus primarily on the approach used to address organizational culture and human system dynamics. We will describe how various tools, used to assess organization culture, team performance, and individual self-understanding, are used collectively to place the right person in the right position. We will explain how the career system, Pathfinder, is used to integrate these tools to support a comprehensive model for organization design and development. Finally, we demonstrate how the management of organizational cultural and human system dynamics are integrated into the PLGS Integrated Management System.

1 Introduction

The Point Lepreau Generating Station (PLGS) is currently undergoing a major refurbishment of its nuclear reactor. This will extend the operating life of the plant for 30 years of operation. At the same time, a small team is designing the organization that will operate the plant after refurbishment. This Post-Refurbishment Organization (PRO) project comes at a time when the nuclear industry is being challenged by the rapid succession of experienced staff as the workforce ages. There is significant organization change as PLGS integrates our workforce with Atomic Energy of Canada Limited (AECL) to meet the challenges of completing a \$1.4 Billion project to retube our CANDU 600 reactor, make other changes to extend the reactor life, and to increase the safety and reliability of the unit. This challenge presents us with an opportunity to design and implement a new organization that will meet the operating needs of the station in the future and change the structure of that organization at a time when staff is returning from the refurbishment project to assume a production configuration. The high level of succession predicted over the next few years gives us the opportunity to build on the existing strengths of the management team by placing additional leaders with desired skill sets that will facilitate the creation of the desired organizational culture.

This paper will focus on how New Brunswick Power Nuclear (NBPN) is addressing the cultural aspects of designing, staffing, and running a nuclear utility organization. NBPN has integrated concepts of an Integrated Management System, Safety Culture, Team Performance Model, Human Resources Strategy, Information Management System, Organizational Cultural Diagnostic and Individual Behavioural Traits, in a manner that we believe has not been attempted before.

2 Integrating Safety Culture into a Management System

Most organizations aspire to some universal standard as the basis for their management. ISO 9001, ISO 14001 and ISO 18001 are familiar examples to most. PLGS developed its Integrated Management System based on the Electrical Institute Alliance (EIA) model used to compare the operation of electrical utilities. All the standards required for our operation are integrated into the integrated management system. For example, PLGS is registered for the environmental standard ISO 14001. The elements of this standard (or other standards like CSA N293) are documented in the integrated management system. In addition, we have documented where the requirements of a particular standard are found in the execution of the processes. This serves as a map for auditors who assess compliance to a specific standard or program. An overview of the PLGS Management System is shown in Figure 1.

Most management systems are virtually silent on organizational culture and have minor references to safety culture. They primarily focus on process or elements of a program and give little direction on managing the human system dynamics of an organization. The management systems we have experienced give little or no guidance on promotion and management of organizational culture. With that realization, the design team was determined to change the PLGS Integrated Management System to make managing of organizational culture and thus the management of safety culture very visible.

To support this objective, we are developing a new Executive Process into the PLGS Management System. The process is called *DM-3: Manage Human and Organizational Development*. How this process interacts with the other Executive Processes is described in Figure 2. The key point is that an understanding of the organizational culture is needed before a decision is made to initiate change and to assess the impact or cost of the change. Once the decision for change is made within the process *DM-1: Direct and Manage the Business*, there needs to be direct support for organizational change within the change management strategy. Implementation of a modification to the organizational design or workforce structure requires the development of training and learning plans and possibly, a facilitation of the change in organizational behaviour. Activities within DM-3 include managing the inter-relationships of the internal customers within the management system, or in organizational terminology, managing the human system dynamics.

Figure 3 illustrates the organizational design in which major management system outcome-focused process groupings form the structure for roles in the top management level of the organization. An outcome is defined as the ultimate long-term resulting effect of the customer's use or application of the organization's outputs. Subordinate levels of management are developed using sub-outcomes to those in the figure. The PRO project emphasizes the process view of the organization as opposed to the traditional functional view of the organization (e.g., Engineering, Maintenance, Operations, etc.). The PRO project will move NBPN toward a process based organization.

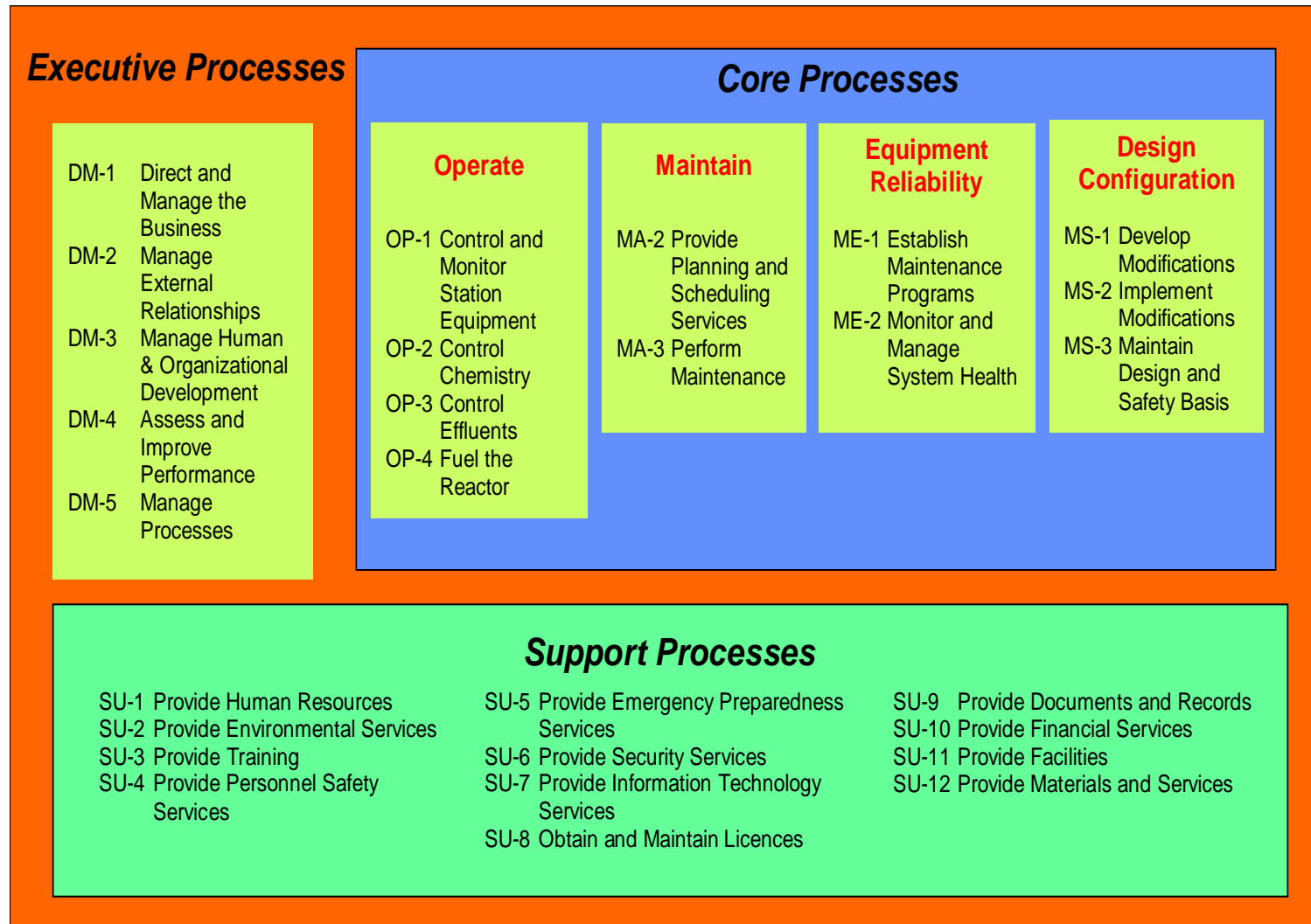


Figure 1: The PLGS Management System

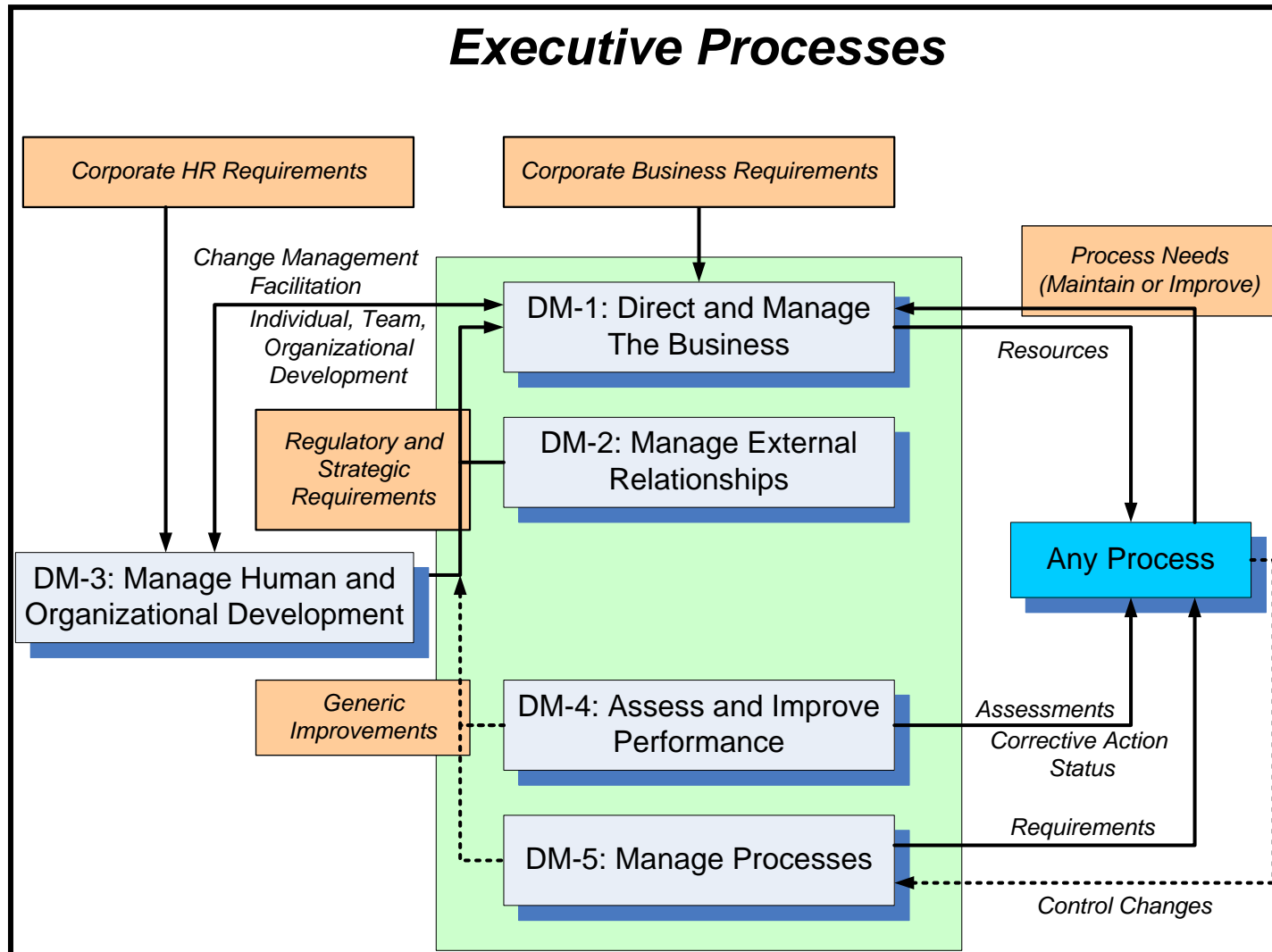


Figure 2: PLGS Management System Executive Processes

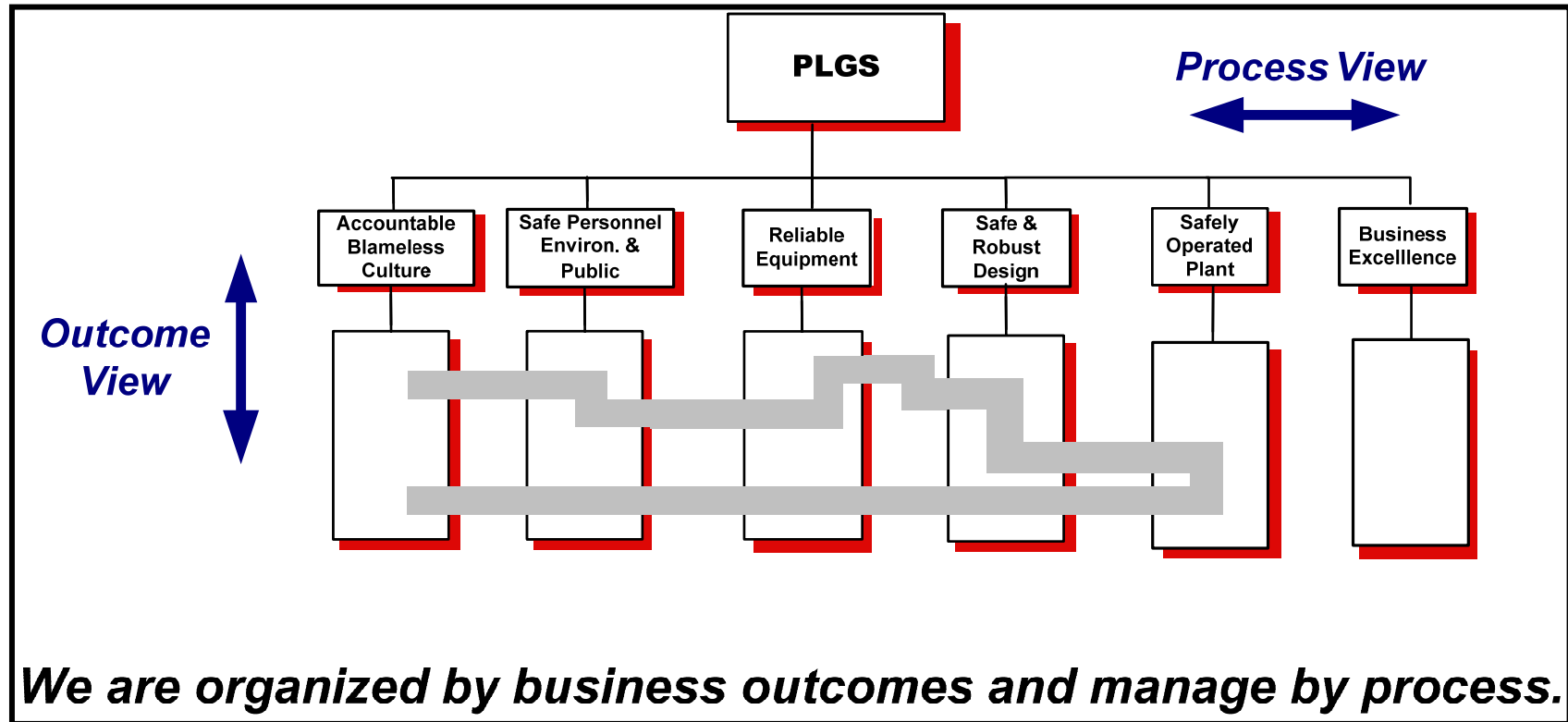


Figure 3: Outcome Focused Process Outcomes

3 Integration of Pathfinder, OCI, NBP-TPM, Q-map and TBR

3.1 *The Challenge of Integration*

NB Power uses a number of tools to assess organizational culture, to facilitate organizational change and to determine the placement of the right person in the right job. The vision for Human Resources at PLGS is: ***“People at their best in an accountable, blameless organization based on relationships, innovation and learning”***.

The Organizational Culture Inventory (OCI) is used to evaluate the current culture of the organization or team and to determine the ideal culture desired by the organization. It was developed by Human Synergistics, Inc. and has been adopted by a number of nuclear plants in North America and by the Canadian Nuclear Safety Commission to assess organizational culture.

The New Brunswick Power Team Performance Model (NBP-TPM) is based on the Team Performance Model developed by Allan Drexler, David Sibbet and Russell Forrester as described in their publication: *The Team Performance Model Abstract*¹. It describes the elements of a team dynamic either through the lifecycle phases of a project, or during ongoing interactions.. Teams can self-assess their overall dynamic or the model works in conjunction with Pathfinder to determine missing behavioural preferences that could be recruited to enhance team performance.

Pathfinder is a career suitability assessment tool that is widely used throughout NB Power. It measures individual preferences for 85 behavioural traits and 35 career themes. Statistical regression analysis compares individual trait profiles with those of high performers to predict career satisfaction and career success in career themes or specific roles.

A comprehensive employee information database captures individual career information. This consists of 2500 data elements that include training, experience, skills, career preferences, compensation, qualifications, etc. that are entered primarily by the employee. This information is referred to as the Qualifications map (Q-map) and is stored in an HR information system called PeopleSoft.

Team Based Resourcing (TBR) is a methodology used by NB Power to fill vacant positions in the organization. The TBR process analyzes team and positional information with the tools mentioned above to determine the strengths and challenges of the team. From the analyses, verified in a facilitated session with the team, HR staff determine the search criteria to identify candidates suitable for the position in terms of skills, qualifications and best fit for the position and for the team. The criteria include Q-map data stored in PeopleSoft on career aspiration, experience and qualification, as well as, Pathfinder behavioural factors and position specific benchmarks.

The above tools and the process comprise a comprehensive system used to determine the right person for a specific position. Each component uses widely differing terminology. The challenge was to devise a model to integrate them. The Design Team conducted a number of research activities to develop a framework for all the tools with a common basis for understanding and integration. We used Pathfinder data and terminology as the foundation to inter-relate and integrate the other tools and models. The relationship and interdependence is depicted in Figure 4. The following sections will present an overview of each tool and how the integration is being realized.

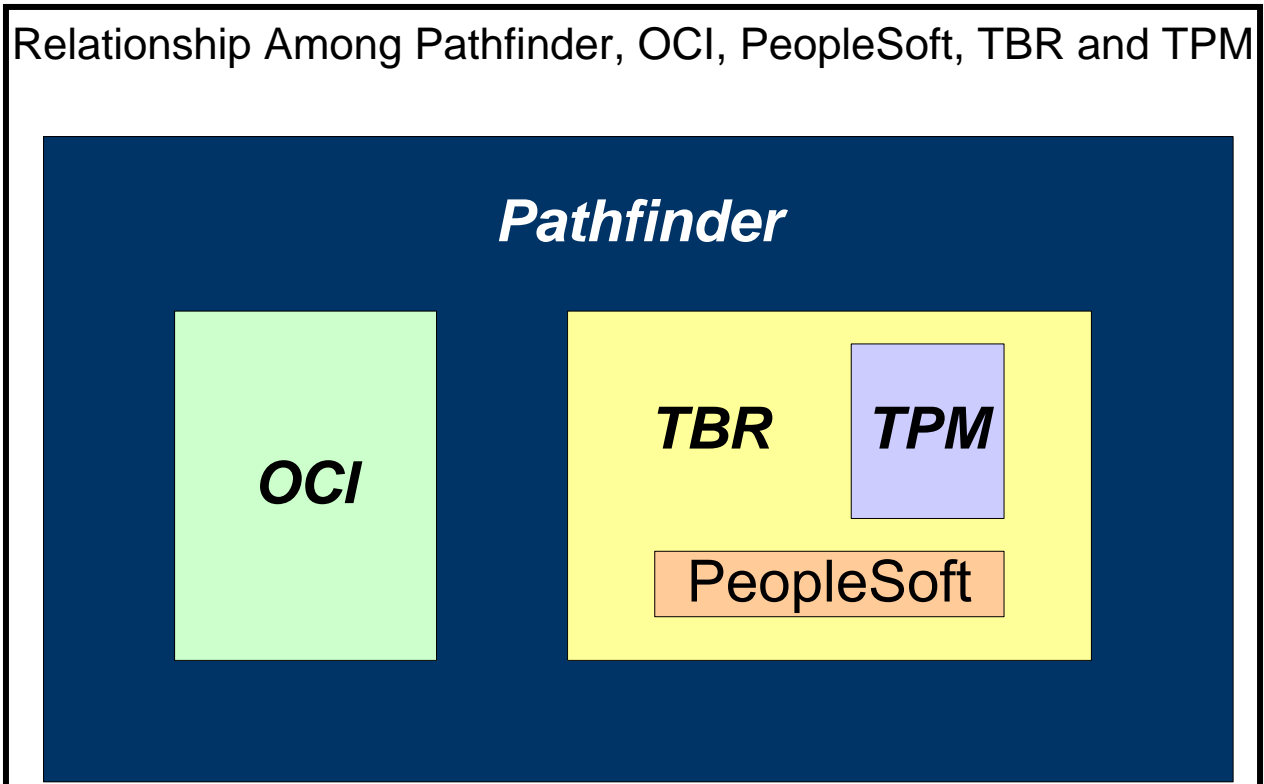


Figure 4: Elements Used to Manage Human System Dynamics

3.2 *Pathfinder*

The Pathfinder Career System was developed by Larry Cash and Pamela Lehman over a period of 30 years. Their research took the best of existing career tests and brought the analysis of the data to a level that no other test can match. It is rated a Class 1 Psychometric Test by the American Psychological Association. All Pathfinder career facilitators undergo a rigorous and comprehensive training and exam process. Facilitators will help individuals understand themselves and their behavioural dynamics with a focus on preferred behavioural styles in the workplace, as either career success or career restraint factors. They assist the individuals by predicting their job satisfaction for career themes and by predicting job success in specific job classifications.

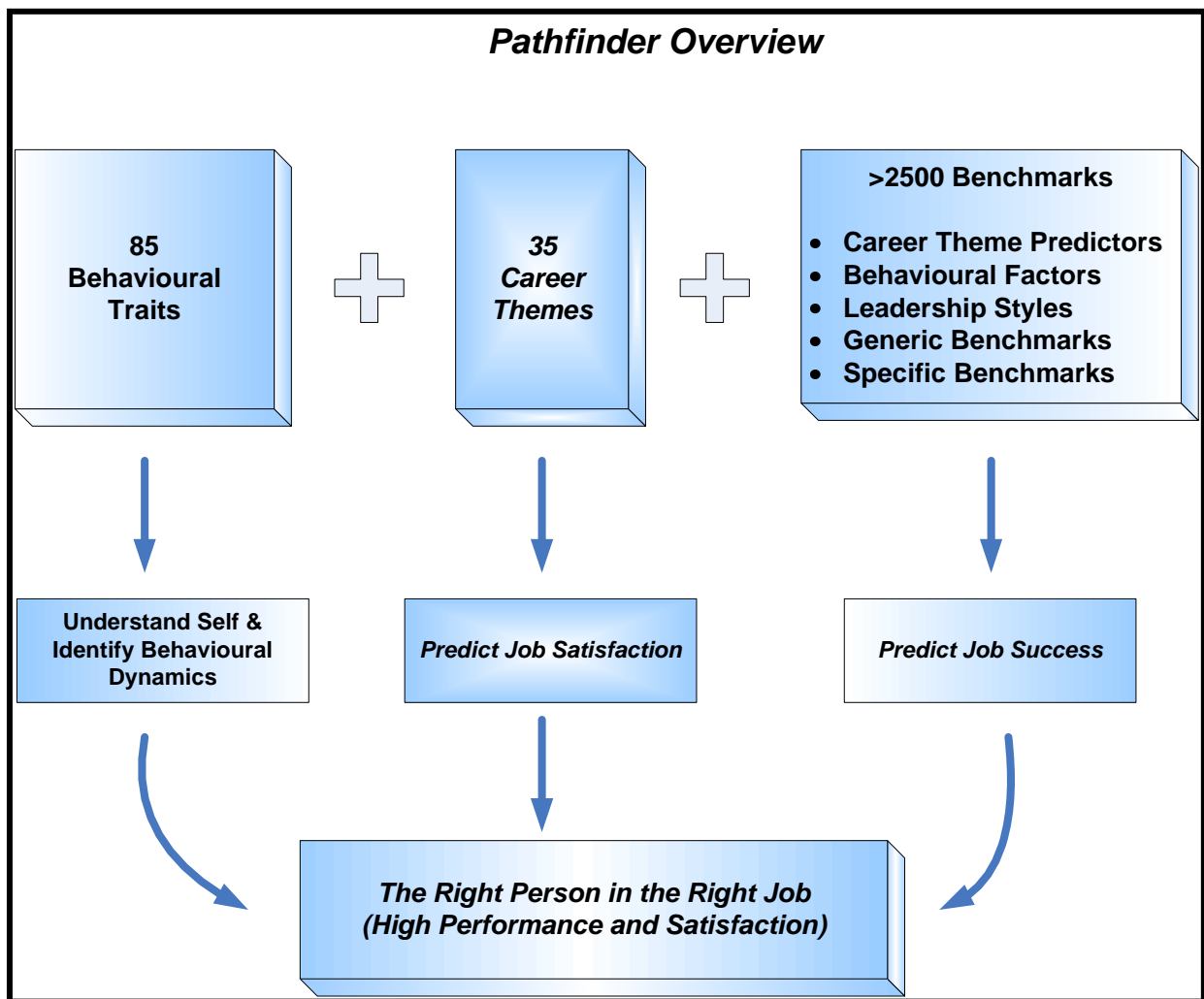


Figure 5: Overview of Pathfinder

The basic components and outputs of Pathfinder is illustrated in Figure 5. Pathfinder generates raw data scores for the 85 behavioural traits for the individual. These traits are organized into 8 behavioural attributes:

- Problem Solving Style
- Self-assessment
- Work Habits
- Motivational Factors
- Human Relations
- Coping Strategies
- Lifestyle Priorities
- Vocational Incentives

A Pathfinder facilitator analyzes the scores to identify behavioural dynamics which are a combination of traits which lead to a preferred behaviour style for the individual.

Pathfinder identifies individual career satisfaction scores for 35 career themes. These themes are grouped in 6 clusters as follows:

- Business Cluster
- Investigative Cluster
- Trades Cluster
- People Cluster
- Services Cluster
- Expressive Cluster

This Pathfinder data measures individual interest in the career areas. The Pathfinder also predicts career fit based on the environmental realities of each specific career.

Pathfinder then provides benchmark scores that compare individual profiles to those of top performers in a wide variety of career positions. Each benchmark is comprised of individual behavioural traits scores, career satisfaction scores and career realities data and are used to predict success in hundreds of specific roles or themes. Unlike other career tests, Pathfinder predicts career satisfaction and career success before an individual invests in the training and experience required to attain a career position. Pathfinder does not assess the education, skill or experience to achieve high performance for a career.

Cash Leman & Associates conducted research on what contributes to effectiveness in career areas or management level of the organization. They have developed a number of benchmarks called Career Theme Predictors (CTP). These identify behavioural factors that highlight the distinguishing traits of top performers in various career areas and at various management levels within an organization. NBPN uses these benchmarks to identify candidates that will be successful and satisfied working in a specific role.

Figure 6 illustrates how the Pathfinder CTP's reveal a distinction among the behavioural factors or "super traits" that successful individuals have at various management levels in an organization. As you scan the various behavioural factors you will notice that a number of them will stand out as the appropriate behaviour and focus for the position relative to the subordinate position. Specific examples are Seeks Innovation, Demonstrates Social Charisma, Exercises Political Influence for the Executive; Focuses on Results, Initiates Independently, Leads Decisively, Demonstrates Energetic Enthusiasm for the Senior Manager; and Builds Consensus, Responsive to Change, Focuses on Results, Strives for Excellence for the Superintendent.

By examining the CTP's, we can assess the bench strength of our leadership teams and select people for a specific team that will "fill the gaps". We can also identify high potential candidates for career and management positions who have the required traits and interest. Once identified, we need to develop a learning plan that will ready them for their future roles. By understanding the leadership potential of our staff we can ensure that people with the right abilities, i.e., with the traits needed for increasingly responsible roles, can be positioned strategically to gain a comprehensive understanding of the business, develop skills, acquire the necessary experience, to be ready for succession of senior staff.

Benchmark	CTP-01 Executive	CTP-01 Senior Manager	CTP-01 Superintendent	CST-01 Supervisor
Predictors of Success at the Very Good Level	<ul style="list-style-type: none"> Leads Decisively Seeks Innovation 	<ul style="list-style-type: none"> Leads Decisively Focuses on Results 		
Predictors of Success at the Good Level	<ul style="list-style-type: none"> Focuses on Results Initiates Independently Thrives in Chaos Demonstrates Social Charisma Sustains Profitability Maintains Accountability Manages Stress Reasons Critically Exercises Political Influence 	<ul style="list-style-type: none"> Maintains Accountability Demonstrates Energetic Enthusiasm Reasons Critically Initiates Independently Sustains Profitability Thrives in Chaos 	<ul style="list-style-type: none"> Reasons Critically Builds Consensus Demonstrates Character Responsive to Change Strives for Excellence Focuses on Results 	<ul style="list-style-type: none"> Demonstrates Character Leads Decisively Reasons Critically Maintains Accountability

Figure 6: Comparison of Benchmarks by Management Level

3.3 The Organizational Culture Inventory (OCI)

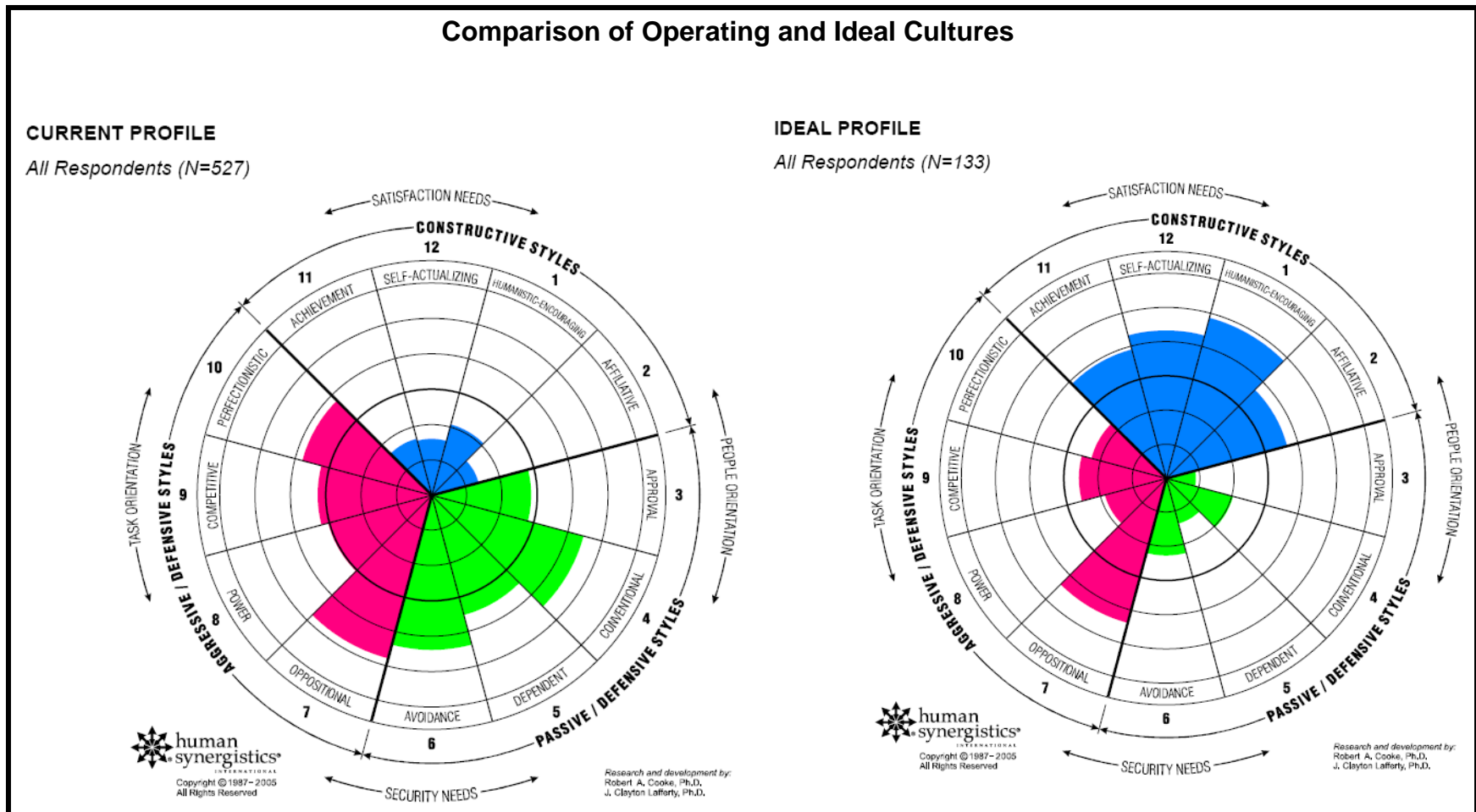


Figure 7: PLGS Operational and Ideal Cultures

Figure 7 compares the operating and ideal cultures which represent NB Power Nuclear's values in terms of the behavioral expectations. Participants' perceptions of current behaviours are contrasted with those behaviours they believe should be expected and encouraged to maximize the organization's effectiveness. The information is displayed as a circumplex and represents three leadership styles.

Constructive style leadership is expected to interact with people and approach tasks in ways that will help participants meet their higher-order needs for satisfaction and growth (includes norms and expectations for Achievement, Self-Actualizing, Humanistic-Encouraging, and Affiliative behaviors). This is the style considered best to promote a healthy safety culture.

Aggressive/Defensive style leadership is expected to approach *tasks* in forceful ways to promote participants' status and security (includes norms and expectations for Oppositional, Power, Competitive, and Perfectionist behaviors).

Passive/Defensive style leadership is expected to interact with other *people* in cautious and tentative ways to protect their own security (includes norms and expectations for Approval, Conventional, Dependent, and Avoidance behaviors).

Overall, the largest discrepancies between NB Power Nuclear's current operating culture and the ideal culture are in the Constructive cluster. In particular, the largest cultural gaps are in the areas of:

Self-Actualizing (Constructive), which involves expectations for gaining enjoyment from their work, developing themselves, and taking on new and interesting activities.

Humanistic-Encouraging (Constructive), which involves expectations for being supportive, constructive, and open to influence in their dealings with one another.

The gaps between the ideal culture and the current operating culture are likely due, at least in part, to the nature of NB Power Nuclear's mission and philosophy, predominant leadership style, structures, systems, technology, and/or skills/qualities.

Behaviours expressed in the constructive style align to our values and vision for PLGS. In addition, these same behaviours are most effective in promoting and sustaining a strong safety culture.

The term "norms and expectation" used by Human Synergistics were considered by the Design Team to correspond to the term "behavioural factors" used by Cash Lehman and Associates (CLA) in Pathfinder. NBPN asked CLA to interpret the OCI terminology and match leadership style profiles used in Pathfinder to those expressed on the OCI.

Pathfinder defines six styles of leadership:

- *Transforming Style*: Transforming leadership is a style where one or more persons engage others in such a way that leaders and followers raise one another to higher levels of motivation, effective relationships, quality orientation and overall workplace productivity. Transforming Leadership focuses on higher order intrinsic needs. Thus followers identify with the needs of the leader.
- *Entrepreneurial Style*: Entrepreneurial leadership engages creativity as a continuous activity ... seeking new ways of doing things with little concern for how difficult they might be or whether the resources are available. But the creativity in the entrepreneur combines with the ability to innovate, to take the idea and make it work in practice. Seeing something through to the end and not being satisfied until all is accomplished is a key motivation for the entrepreneur. Indeed, once the project is accomplished the entrepreneur seeks another 'mountain to climb' because for the Entrepreneurial leader creativity and innovation are habitual.
- *Laissez-faire Style*: The laissez-faire leadership style is also known as the "hands-off" style. Managers provide little or no direction and give employees as much freedom as possible. Authority and power are given to employees and they must determine goals, make decisions, and resolve problems on their own.
- *Utilitarian Style*: Utilitarian leadership recognizes signs of lagging productivity and overall ineffectiveness in achieving results. The utilitarian style identifies processes that increase the competitive advantage and watched for a lack of commitment to the organization's need for higher productivity. Utilitarian leadership believes that work produced should be the main criteria of one's salary level. Given a set of alternative allocations of goods or income for an employee, a work activity that can increase productivity of one individual without a disadvantage to another is called an utilitarian improvement.
- *Command & Control Style*: This leadership style is considered the classical approach. The manager retains as much power and decision-making authority as possible. Command & Control leadership does not consult employees, invite or even allow them to give input. Employees are expected to obey orders without explanations and to receive "constructive criticism" without discussion or challenge. The motivation environment is a structured set of rewards and punishments. Command & Control leadership can be the most effective style. It is good for employees who need close supervision to perform certain tasks. Creative employees and team players resent this type of leadership because they are unable to enhance processes or decision making, resulting in job dissatisfaction.

- *Bureaucratic Style*: The bureaucratic leadership style follows normative rules and adheres to lines of authority. Bureaucratic leadership is not considered by modern management to be leadership at all but is distinguished in the literature as “management” vs “leadership”. Bureaucratic leadership manages “*by the book*”. This manager is more of a police officer than a leader. Bureaucratic Leaders equate enforcing the rules with effective “*leadership*”. If it isn’t covered by the book, Bureaucratic Leaders refers to the next level above him or her. This leadership style is preferred in situations where the work environment is dangerous and specific sets of procedures are necessary to ensure safety.

Comparison of OCI and Pathfinder leadership types indicates that despite the terminology differences there is a direct correspondence among the leadership styles. Figure 8 shows the relationship between the styles defined in the OCI to the Pathfinder leadership styles.

OCI Leadership Styles	Pathfinder Leadership Styles
Constructive	Transformational Entrepreneurial
Aggressive/Defensive	Command and Control Utilitarian
Passive/Defensive	Bureaucratic Laissez-Faire

Figure 8: Comparison of OCI and Pathfinder Leadership Styles

3.4 Team Performance Model and Behavioural Factor Overview

The Team Performance Model (TPM) used by NBP was developed by Allan Drexler, David Sibbet and Russell Forrester associates. In consultation with Cash Lehman & Associates, NB Power organizational development practitioners attributed Pathfinder Behavioural Factors to the 7 elements of the TPM. Behavioural factors consist of behavioural traits that form a competency or “super trait”. NBP included the Pathfinder behavioural factors that correspond to the original TPM to arrive at its version of the model. This version is referred to as the NBP-TPM. Figure 9 shows this relationship and the ensuing text gives a detailed description of each NBP-TPM element and the corresponding Pathfinder behavioural factors. The text used to describe the model was extracted from the information published by the original authors^{1,2}.

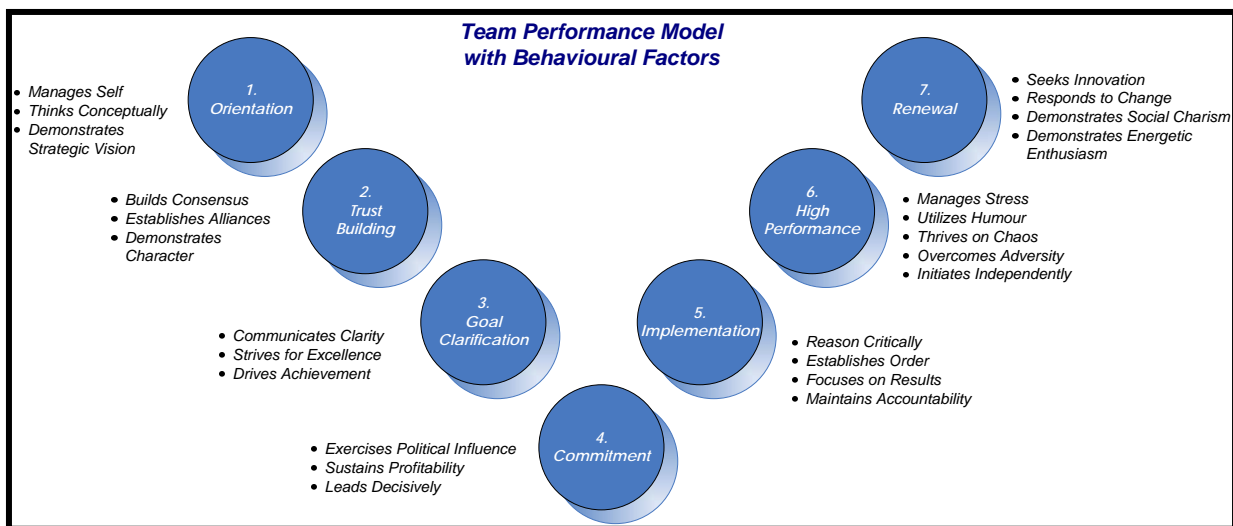


Figure 9: NBP Team Performance Model

1. Orientation

Orientation is about defining team and individual purpose. It answers the questions, why the team exists, what they are expected to deliver and how each individual contributes. When teams have a clear sense of why they exist both as a team and individually they see themselves as a collective unit working towards a shared purpose. Being clearly oriented is fundamentally important to a team’s overall success. Without clear orientation teams can work very hard and achieve short-term results, but lack the ultimate direction or outcome needed for long-term success.

The Behavioural Attributes that support Orientation are:

Manages Self: Seeks a deeper self-understanding of one’s self and maintains a healthy self-acceptance without guilt and self-criticism.

Thinks Conceptually: Demonstrates the ability to comprehend theoretical concepts and be curious about the broader “why” or holistic perspective on problems.

Demonstrates Strategic Vision: Takes a longer-term and purposeful approach to finding solutions, in order to actualize a more meaningful or worthwhile strategic goal.

2. Trust Building

Because people on a team have to depend on one another to be successful, trust is essential. Trust is the willingness to let go of full control and to some extent put your fate in someone else’s hands, with the belief that they will come through for you. Trust always involves some risk and some uncertainty. When trust flourishes, information flows easily, people are willing to tell the truth from their perspective and put their personal agendas aside for the good of the team. The more trust a team has the more real information it has to base its decisions on, because team members are willing to share what matters most.

The Behavioural Attributes that support Trust Building are:

Builds Consensus: Enjoys working as part of a team. Emphasis is on appropriate compromise, demonstrating tact, maintaining emotional control and interpersonal tolerance rather than making demands.

Establishes Alliances: Establishes friendly relationships, enjoys expressing one’s views and participating socially with others in a manner that reflects genuineness and interpersonal intimacy.

Demonstrates Character: Honours interpersonal commitments, maintains the courage of high-minded convictions, values living rightly and plays by honourable rules.

Demonstrates Community Consciousness: Demonstrates a commitment to making a worthwhile contribution to business solutions of public consequence and improving the quality of life in one’s community, including respect for the environment.

3. Goal Clarification

Goal clarification is about getting to a shared understanding of what the team is trying to accomplish, what the end point of the team’s work looks like. It is about setting measurable goals which outline the path to success. Agreement on what tasks to do cannot be achieved without members’ exchanging information. Goal clarification is about surfacing all of the options for consideration. Without clarity in this stage teams are bogged down by bickering and irrelevant competition. Other members may disengage completely unsure of where to focus their efforts.

The Behavioural Attributes that support Goal Clarification are:

Communicates Clarity: Demonstrates the capacity to deliver persuasive and articulate oral and written communications.

Strives for Excellence: Demonstrates a desire to produce the best quality products or serves and conscientiously tracks and double checks the accuracy of work.

Drives Achievement: Demonstrates an outstanding need to achieve exceptional challenges under competitive scenarios and is prepared to make lifestyle sacrifices for the sake of career advancement.

4. Commitment

When goals are clear and options have been identified, teams move to action. Commitment is about determining how we will achieve our goals. At this stage teams must address critical questions about roles and responsibilities, ensuring functions and accountabilities are clear and distinct to avoid overlaps or gaps. Teams must also address the distribution of resources and money at this stage. They must make the hard choices about which work to do and which to set aside based on the availability of resources, money and time to support it. Finally teams must agree on how to handle decision making authority, how frequently they need to check in with one another and for what purpose. Dependence and resistance are symptoms of unresolved issues in this phase. Blame and finger pointing can occur as members try to shift accountability for missed deadlines or cost and schedule overruns.

The Behavioural Attributes that support Commitment are:

Exercises Political Influence: Builds politically effective relationships and anticipates the hidden political agendas that could sidetrack or manipulate an appropriate outcome.

Sustains Profitability: Uses financial profitability, personal wealth and market share growth as the fundamental factors to judge one's own and others performance on the basis of measured return on investment cost/benefit analysis.

Leads Decisively: Demonstrates assertive leadership by acting decisively and confidently.

5. Implementation

At this stage teams are ready to tackle who does, what, where and how to ultimately define and address the sequence of work. Team members are imposing order to their tasks and committing to a schedule. When the sequence is understood, energy can be devoted to the work itself. The challenge at this stage is to effectively integrate a collection of activities into a smooth operation. It is about ensuring timing and balance. When the sequence is well defined, actions are disciplined, orderly and the results are predictable. When the sequence is not well defined or understood, work is haphazard, chaotic, conflicts occur and ultimately the schedule and results suffer.

The Behavioural Attributes that support Implementation are:

Reasons Critically: Demonstrates the ability to tackle difficult problems by using logical, quantitative reasoning to identify patterns relevant to problem solving.

Establishes Order: Establishes clear guidelines and expectations for others and implements departmental systems to effectively manage the orderly flow of work to ensure efficiency and disciplined effort.

Focuses On Results: Prepared to make the personal sacrifices or expend extraordinary dedication to one's work when frequent overtime is required to complete assignments.

Maintains Accountability: Demonstrates an attitude that is defined by taking responsibilities and loyalties very seriously, by assuming a sense of personal accountability of one's results, as well as co-workers' actions without seeking to blame or provide excuses for failures.

6. High Performance

High Performance is about surpassing expectations. It is reaching a level of synergy where boundaries are broken and limits are stretched. Everything clicks and people have a strong sense that we've got it figured out. High performance is difficult to attain and sustain for long periods. Teams usually arrive there due to a crisis (e.g. like an emergent technical problem). The Team Performance Model suggests that teams can also reach this stage by addressing the issues effectively within all of the earlier stages of the model. Teams who have a clear sense of purpose, mandate - have strong, healthy relationships - clear, measurable goals - roles and responsibilities are clearly defined, resources are effectively allocated, decisions are made - and everyone knows who does what, when and how - are well positioned for high performance, but to achieve it is still a rare feat.

The Behavioural Attributes that support High Performance are:

Manages Stress: Demonstrates a capacity to function effectively under pressure without excessive worry or anticipating the worst.

Utilizes Humour: Exercises appropriate humour in the workplace and strives to maintain a relaxed, informal environment where people can have fun.

Thrives in Chaos: Enthusiastically keeps on top of seemingly chaotic demands, rapid and overlapping priorities and displays intensity for getting everything done now.

Overcomes Adversity: Demonstrates an ability to persevere when pursuing difficult challenges and responds positively to adversity in the face of failure.

Initiates Independently: Demonstrates a preference for taking action, pursuing high risk and initiating projects independently of prior approval or requests.

7. Renewal

This stage is about recognition, reflection and renewal. The primary question is about why continue? It is an opportunity for teams to revisit stage one and determine if they have in fact achieved their purpose. It is about reflecting on the work that has been accomplished and determining if some remains or if the time has come to move on to other goals and projects. For project teams this phase is more easily dealt with as they usually have a pre-determined outcome and an understood finite life-span. For other teams it is worthwhile to check in periodically to ensure things are on track to avoid boredom or burnout.

The Behavioural Attributes that support Renewal are:

Seeks Innovation: Thinks expansively and combines novel ideas in unique ways to generate innovative solutions.

Responds to Change: Demonstrates the ability and willingness to adapt, contribute and support rapid change in response to different circumstances or objectives.

Demonstrates Social Charisma: Intentionally seeks to have a visible and forceful influence on others in order to convince, persuade and gain the support of one's agenda.

Demonstrates Energetic Enthusiasm: Operates at a fast pace, possesses a high energy level and maintains a physically active, healthy lifestyle.

3.5 PRO-TBR Methodology

The post-refurbishment organization will assign staff using the Team-based Resourcing (TBR) methodology that is part of the HR strategy for NB Power. This process is outlined in Figure 10, *PRO – TBR Process*. For each outcome based process grouping, it is assumed that the scope of the grouping is broad enough to warrant the assignment of a Level 1 Leader to assume the responsibilities and accountabilities for the processes. A similar approach will be used to design the various levels of the organization by looking at the major sub-outcomes

Each position description is created including detailed information on the scope of the position. In addition to traditional information like technical competencies, experience, roles, responsibilities, credentials, etc., a number of Pathfinder benchmarks are selected for the position which include career success predictors, behavioural factors, general leadership benchmarks at the positional level, detailed benchmarks, etc.

TBR is designed for enhancing teams. If the position is part of a team, the team profile is drawn up and analyzed against the NBP -Team Performance Model. To balance the overall performance of the team, additional behavioural factors may be added to the position profile. Once the position is completely defined, the search criteria for the position are selected. The search is performed against the information from the Pathfinder data and PeopleSoft data. The query results in a list of qualified candidates for the position.

The current implementation of TBR is focused on the filling of a single position which may stand alone or be part of an existing team. PRO – TBR has to use a variation of this approach when several positions within a team have to be filled or if a new team is created. Because the team profile is not defined in this situation, the activities to determine positional search criteria, to perform the search, and to balance the team, are performed as a looping activity until a suitable team balance is reached.

Figure 11, *PRO-TBR Search Criteria for Enhancing Organizational Effectiveness*, illustrates the comprehensive search criteria that go into the selection of a suitable candidate for a position. The information from Pathfinder is collected in three areas. First, Career Success Predictors and Detailed Benchmarks are used to determine position suitability. For leadership roles, the benchmarks may be generic (e.g., 01 Manager) while for more technical positions very positional specific benchmarks are used (e.g., NBP – Control Room Operator). In some cases where specific benchmarks are not available they may be developed with assistance from Cash Lehman and Associates.

Second, specific behavioural factors will be selected out of a choice of 26 that are appropriate to enhance the role or to enhance the overall performance of the team (i.e., increase the level of performance in any NBP-TPM element). Examples of such behavioural factors include: reasons critically, leads decisively, demonstrates strategic vision, etc.

The remaining screening information is obtained from the PeopleSoft database which is part of the NB Power HR Information System. These criteria include elements such as career aspirations, working conditions, credentials, experience, technical competencies, etc.

TBR searches, as utilized today, look for candidates for a position based on an exact match to criteria based on a “and/or” constructed logic. It is primarily a logic designed for meeting the requirements of a position within a known team environment. In the PRO project, it will be necessary to fill multiple positions for a team which will require an evolution in the sophistication of the searching methodology. The need is compounded when the system is trying to find candidates that will be potential partners for a position when a single person with all the desired attributes for a position is not available within the organization. Pathfinder attributes can be used to determine team balance and congruence for the partners.

Third, the leadership style for the position may be important for the effective execution of the role or to enhance the team. Furthermore, the leadership style can be an effective approach in changing the organization culture to the desired state. The leadership styles used for the searches may include any one or combination of the following six styles:

- Bureaucratic
- Utilitarian
- Laissez Faire
- Transformational
- Entrepreneurial
- Command and Control

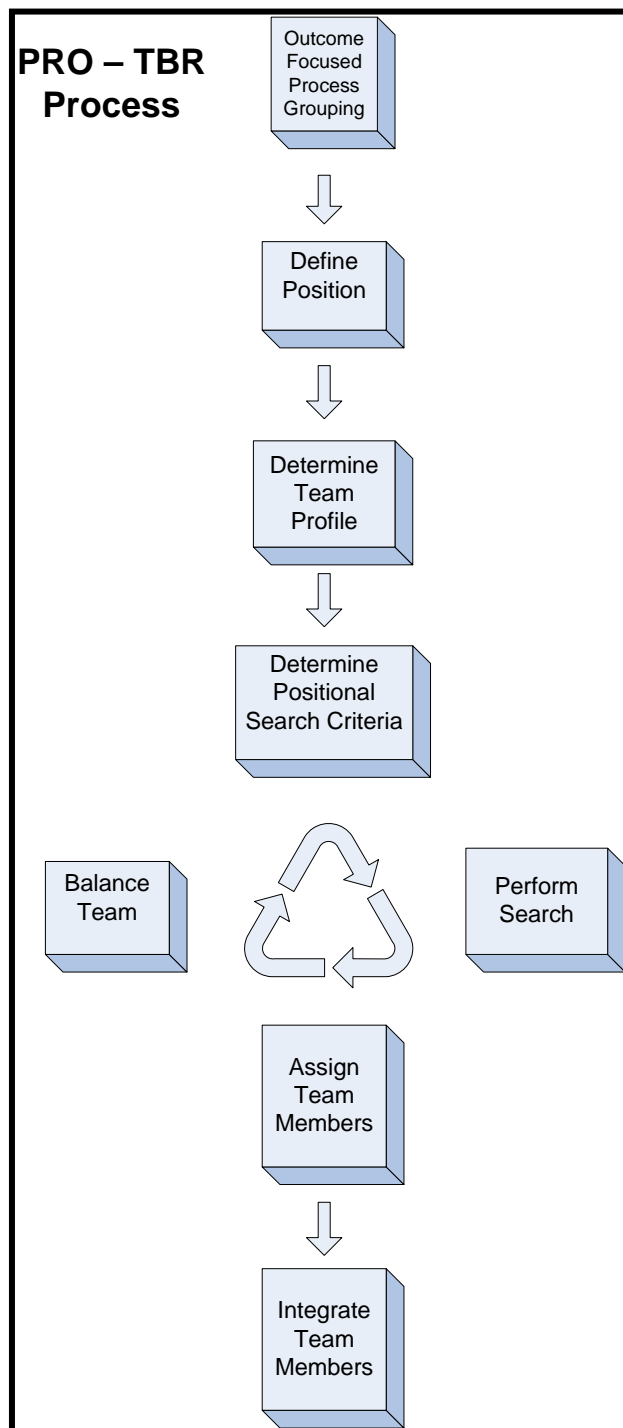


Figure 10: Pro – TBR Process

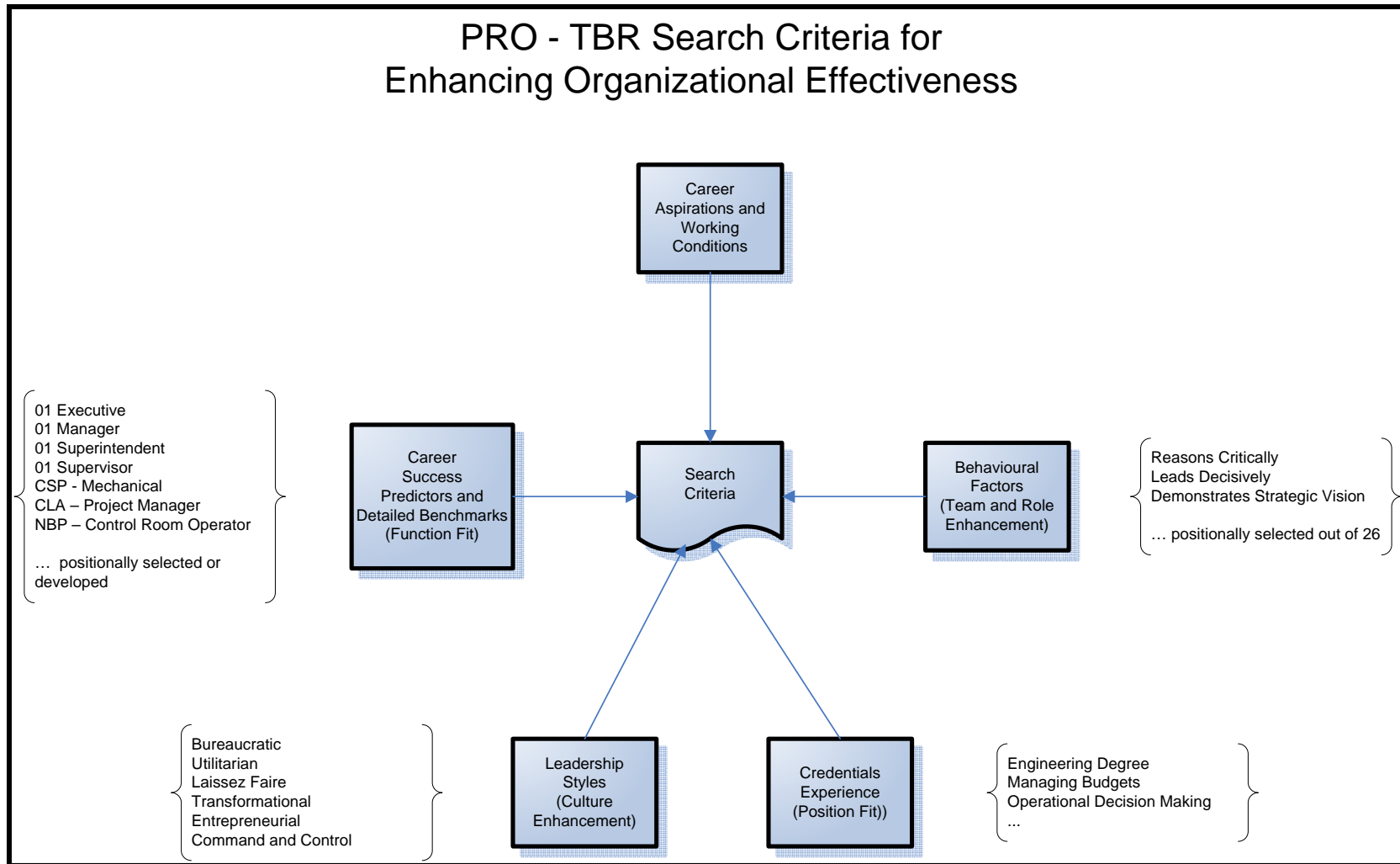


Figure 11: PRO – TBR Search Criteria

The search criteria is gathered and assessed in two phases. In the preliminary search, Pathfinder data is loaded into a temporary data store. The initial unscreened list of candidates can be selected in multiple passes of the database using varied criteria that support the positional analysis. This provides candidates who have various behavioural attributes that support the position but with different strengths in many areas (e.g., leadership vs technical competencies). Once the Pathfinder searches are complete, the information appropriate for the position from PeopleSoft is added to the temporary data store to complete the preliminary search. This preliminary search includes data that includes the following:

- Career Success Predictors
- Career Satisfaction Predictors
- Career Aspirations*
- Behavioural Factors
- Leadership Styles (6)
- Selected Cash-Lehman Benchmarks
- Credentials*
- Salary*
- Q-map Technical Experience*
- Q-map Management Experience*.

Items that are asterisked indicate the data taken from the PeopleSoft database. Otherwise the data is derived from Pathfinder. From the analysis of all this data emerge the top candidates for a position.

4 Conclusion

NBPN has made significant steps toward the open management of organizational culture and human system dynamics as an integrated part of the PLGS Integrated Management System. We are in the early stages of the implementation and it will take time before we are fully operational. By using Pathfinder as the common basis of the HR tools used for organizational design, culture assessment, staffing, individual self-awareness, career planning and team effectiveness, we have created a common language and an effective and comprehensive toolset for organization culture assessment and management. To date, the upper level of the PRO has been designed and implemented. PRO-TBR was used to select and place the best people for the positions who will address all aspect of running the organization: People, Process and Plant. Other levels of leadership will be designed and implemented in 2009 using the same methodology described in this paper. NBPN has adapted a coaching model to promote and encourage the behavioural dynamics needed to operate in a world class manner.

5 References

- [1] A. Drexler, D. Sibbet, R. Forrester, "Abstract: The Team Performance Model", Reproduced from "Team Building: Blueprints for Productivity and Satisfaction", Published by NTL Institute and University Associates
- [2] Cash Lehman and Associates, excerpts from Pathfinder Practitioner training material