

tions, including healthcare. “If you have an application where a worker needs to hold something for a long time, give us a call,” he said.

Decommissioning

Closing a nuclear power plant—taking it from operations to decommissioning status—requires not only a lot of strategy and planning but also a cultural shift. That cultural shift has been noted by many people involved in commercial reactor decommissioning, including Kerry Rod, who spoke on the San Onofre Nuclear Generating Station decommissioning project during the technical session “Plans for and Experience in Transitioning from Operations to Decommissioning.”

Rod, general manager of decommissioning oversight at San Onofre, explained that the plant had 21 discrete management systems that had to be transitioned from an operational standpoint to one focused on decommissioning. That transition, he said, was a gradual process that began even before Southern California Edison (SCE) awarded the San Onofre decommissioning contract in 2016. To facilitate the transition, SCE directed program owners to develop transition plans for each of the 21 management systems.

Rod said that a number of factors contributed to SCE’s successfully completing

the transition of management systems to the decommissioning contractor within a year. These included actively fostering a collaborative environment with the contractor, facilitating the transfer of knowledge, keeping to a rigorous schedule, and working to keep transition teams aligned. Experience shows, Rod said, that a one-year period is a reasonable amount of time to complete the transition process.

Andreas Roos, a manager at Sweden’s OKG Aktiebolag, also noted the change in mindset that needs to occur when a nuclear reactor is transitioned from operations to decommissioning. That transition is further complicated, he said, when it occurs at a site where other reactors remain operational, such as at Oskarshamn in Sweden, where Units 1 and 2 were shut down in 2017 and 2016, respectively, and Unit 3 remains in operation.

Having operating and decommissioning reactors at the same site presents a number of challenges, Roos said. These include transferring personnel within the company, finding the needed competencies within the available workforce,

and acclimating personnel to new interfaces with different authorities and stakeholders.

OKG, however, had a number of factors in its favor. Roos noted that the company had a skilled workforce to draw upon, as

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well as a healthy decommissioning fund available to finance the work. In addition, he said, OKG was able to coordinate work with Oskarshamn’s sister plant, Barsebäck, which is also undergoing decommissioning.

To prepare the two Oskarshamn units for dismantling, Roos said, OKG began intensive preparations early in the process, including obtaining the necessary permits, moving spent fuel to storage, and completing partial dismantling. Cutting and segregation of reactor internals is to begin at Oskarshamn-2 in 2018 and at Oskarshamn-1 in 2019.—*Tim Gregoire* **IN**



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