	Organisational Structure	Nuclear Operating Unit
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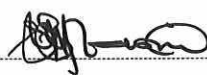
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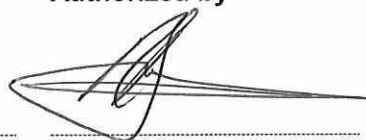
Functional Responsibility



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1. Introduction

The control of operational structures and mandate is important for the governance of an organisation. This document describes the Nuclear Operating Organisational Structure and the associated allocated mandates.

2. Supporting Clauses

2.1 Scope

This document reflects the authorised organisation structure reporting to the Chief Nuclear Officer and describes the mandates of the different functions within the Nuclear Operating Unit structure.

2.1.1 Purpose

The purpose of this document is to describe approved mandates for functional areas within the Nuclear Operating Unit.

It defines the process to assess proposed changes to the organisational structure and any re-allocation of mandates, and provides the mechanism to capture the record of the evaluation and the organisational change.

2.1.2 Applicability

This document shall apply throughout the Nuclear Operating Unit.

2.2 Normative/Informative References

Parties using this document shall apply the most recent edition of the documents listed in the following paragraphs.

2.2.1 Normative

- [1] 238-187 Management of organisational change
- [2] 238-28 Nuclear Safety Management Programme
- [3] 238-8 Nuclear Safety and Quality Manual
- [4] 2-83 Eskom Nuclear Management Policy

2.2.2 Informative

- [5] RD-0034: Quality and Safety Management Requirements for Nuclear Installations

2.3 Definitions

- 2.3.1. **Controlled disclosure:** controlled disclosure to external parties (either enforced by law, or discretionary).

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2.4 Abbreviations

Abbreviation	Explanation
CNO	Chief Nuclear Officer
COO	Chief Operating Officer
DPE	Department of Public Enterprise
EAL	Eskom Academy of Learning
FOS	Functional Organisational Structure
HLW	High Level Waste
HR	Human Resources
HTR	High Temperature Reactors
KNPS	Koeberg Nuclear Power Station
NOU	Nuclear Operating Unit
KPI	Key Performance Indicator
LOPP	Life of Plant Plan
LTO	Long term Operations
MRM	Management Review Meeting
NEXCO	Nuclear Executive Committee
NSRB	Nuclear Safety Review Board
NSRC	Nuclear Safety Review Committee
OCA	Owner Control Area
PBMR	Project Development Department
PO&C	Performance Objectives and Criteria
QA	Quality Assurance
QC	Quality Control
QMS	Quality Management System
SD&L	Supply Development and Localisation
SHEQ	Safety, Health, Environment and Quality
SMR	Small Modular Reactor
WANO	World Association for Nuclear Operators

2.5 Roles and Responsibilities

Not applicable

2.6 Process for Monitoring

Not Applicable

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2.7 Related/Supporting Documents

Not Applicable

3. Nuclear Operating Unit Organisation

The current approved top structure of the Nuclear Operating Unit is reflected in Appendix A. It reflects the CNO reporting directly to the Eskom Chief Operating Officer (COO), with the following direct reports:

- Koeberg Power Station
- Nuclear Engineering
- Nuclear Project Management
- Nuclear New Build (formally with Group Capital)
- Nuclear Commercial
- Nuclear Strategy and Regulation
- Nuclear Oversight
- Nuclear Fuel
- Human Resources
- Finance
- PBMR and SMR / HTR Research

The purpose of the NOU is to implement the Nuclear Policy and achieve the Eskom Nuclear Objectives, while delivering world class nuclear energy, today, tomorrow and into the future.

Besides the functional area mandate, expanded on in the subsequent sections, each functional area is required to foster an environment of continuous improvement through:

- The documenting, implementation, and maintenance of a Management System that supports the overall Integrated Management System as required by the Nuclear Management Policy
- Staying abreast of Koeberg and international operating experience
- Benchmarking and emulating top industry performance.
- Support of Long Term Operations objectives and initiatives.
- Ensuring support as required to the corrective action programme.
- Analysing trends from events and observations to identify risks within the various departments.
- Managing Functional Area risks and reporting to NEXCO on those of risk significance (Level I and II).
- Measuring performance against the WANO PO&Cs through appropriate KPIs and drive towards excellence.
- Monitor performance through appropriate MRMs, and account performance to NEXCO.

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3.1 Koeberg Nuclear Power Station

3.1.1 Statement of Scope

Generate electricity using nuclear energy in a safe, economic and sustainable manner.

3.1.2 Key responsibilities and activities

- a) Operate and maintain Koeberg to meet nuclear safety requirements,
- b) Operate and maintain Koeberg to meet the day-to-day production plan requirements.
- c) Manage and control compliance to legal requirements, nuclear licence and corporate SHEQ policies and requirements. Includes the Level 1 compliance reporting to the DCO / FCO.
- d) Set outage duration targets, and control and execute outage scope (MRB/SRB) within the target duration to respect the Production Plan provided to Generation for outage scheduling.
- e) Ensure that all forms of radioactive waste is packaged, stored, transported and disposed of in accordance with requirements and in approved packages between controlled locations.
- f) Package, store, and transport all operational waste to Vaalputs.
- g) Secure the Koeberg national key-point, the OCA site and the old Single Quarters.
- h) Manage and maintain the facilities associated with Koeberg (Inside OCA and Single Quarters).
- i) Develop and maintain the readiness to implement a plan for nuclear emergencies.
- j) Identify material / items to be maintained as stock, together with demand forecasts for stock and non-stock items and services required to support planned maintenance and operation of KNPS.
- k) Manage technical training capability to train, develop and assess staff on operating and technical competencies, excluding Project Management and Commercial
- l) Maintain training oversight on the leadership, management and supervisory skills training program through the Leadership Development Curriculum Steering Committee.
- m) Manage the station interface with WANO.
- n) Accept the Technical Plan and Project Implementation Plan (PIP) for Koeberg
- o) Maintain the Safety management programme, the Nuclear Safety Culture philosophy and the Human Performance framework in the NOU
- p) Facilitate the implementation of the safety culture programmes in the NOU and provide support to all Functional Areas in the implementation of these programmes
- q) Oversee the implementation of the performance improvement programmes, including the analyses of major events; oversight of the corrective actions, trending, operating experience, self-assessment and observation programmes; and the management of the occurrence management database and the Corrective Action Programme.

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- r) Provide a Technical Documentation and Records management service for all NOU documentation
- s) Provide OH&S monitoring and reporting for the NOU.

3.2 Nuclear Engineering

3.2.1 Statement of Scope

Nuclear Engineering establishes and maintains the Koeberg design and safety basis, monitors and supports the utilisation of the asset in line with the design and safety basis and optimises the design in partnership with the Operator. They also maintain an appropriate level of readiness and capability within Eskom to deliver on possible Integrated Resource Planning (IRP) requirements e.g. siting availability and technical requirements.

3.2.2 Key Responsibilities

- a) As the Nuclear Design Authority, establish and maintain the Koeberg Design Basis (includes Operating, Test, Maintenance and Inspection bases) and Safety Case
- b) Provide plant engineering support, assigned to the station, to maintain compliance to nuclear safety and provide operational support within the scope of the design base.
- c) Perform technical analyses and when necessary, the justification for deviations in support of the operations and maintenance of Koeberg.
- d) Provides the design and project engineering service for Koeberg.
- e) Approve and control the use of design standards for nuclear installations (e.g. ASME III)
- f) Develop and manage the Koeberg Configuration Management Programme
- g) Comply with all relevant legislation affecting Engineering work
- h) Provide assurance that the design basis is adhered to by confirmation of alignment to engineering requirements
- i) Provide a plan for all changes that affect the design base
- j) Collect and integrate international Operational Experience pertinent to the design base
- k) Provide engineering leadership for clarification and application of design basis
- l) Provide engineering direction for strategic asset management
- m) Provide technical basis and strategy for the decommissioning of nuclear plant

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- n) Ensure that the engineering aspects of the licensing bases are appropriately managed (including licensing frameworks)
- o) Establish and control processes for assessing issues for impact on design bases including Safety Evaluation process
- p) Support procurement activities by providing specifications and Quality requirements for Systems, Structures and Components (SSCs) within the design base
- q) Provide requirements and ensure effectiveness of the engineering programmes required for managing aging, obsolescence and maintaining the design bases
- r) Inspect, test and analyse plant components and structures in accordance with an In Service Inspection programme and within the scope of the design base.
- s) Perform all fuel movement and fuel related manipulations and insert permutations.
- t) Manage the Koeberg site plan in support of all developments and the required EIA applications.
- u) Identify, select and qualify sites suitable for nuclear power generation, ensure their continued viability by maintaining the integrity of site specific design parameters, and when appropriate apply for a Nuclear Installation Site Licences.
- v) Coordinate research and development (R&D) activities related to future nuclear technologies and potential installations.

3.3 Nuclear Project Management

3.3.1 Statement of Scope

- To develop, manage, execute and monitor projects, on behalf of the Nuclear Operating Unit (NOU) in accordance with its management processes re time, budget, scope, quality, safety, health and environment.
- To be the custodian of the Nuclear Portfolio Investment Plan.

3.3.2 Key Responsibilities and Activities

- a) Provide project development and project management services for projects and modifications.
- b) Develop and maintain standards for nuclear projects.
- c) Minimise production impact through optimised project plans and implementation schedules that respect the outage targets, this requires close interfaces with Plant Management and in particular, Outage Management.
- d) Manage the Nuclear Portfolio Investment Plan with inputs compiled from Nuclear Engineering, and acceptance by KNPS; including the integration with the LOPP.

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- e) The management of project engineering and specialist services or subject matter experts seconded from Engineering or other departments.
- f) Provide strategic and detailed planning, scheduling and control of all modifications and projects within the department as well as interfacing with the Nuclear Operating Unit, Finance and Commercial departments, to agreed milestones.
- g) Manage the training and development of project managers for nuclear projects
- h) Provide project management quality control and quality assurance functions during the project life cycle.
- i) Provide construction management function for all projects.
- j) Manage contracts for projects.
- k) Ensure the configurations control of documentation following modifications to the plant
- l) Conduct project review readiness assessment for nuclear projects.
- m) Closeout and handover of projects ensuring transfer of ownership.

3.4 Nuclear New Build

The Nuclear New Build group is re-linked from Group Capital as part of Eskom's restructuring strategy. The intent is to merge with Nuclear Project management to have one Functional Area dealing with Project Management within the Nuclear Operating Unit.

Their mandate is currently the same as Nuclear Project Management – dealing specifically with the Steam Generator Replacement Project and the project management of the Nuclear Siting activities.

3.5 Nuclear Commercial

3.5.1 Statement of Scope

To provide a materials management function and procure/source the right product/service to the NOU at the right time without causing production interruptions, while complying with nuclear license requirements.

3.5.2 Key Responsibilities and Activities

- a) Align and integrate the nuclear purchasing and supply management strategy with the Eskom Commercial and NOU functional strategies.
- b) Identify NOU Procurement & Supply Chain business requirements and provide suitable resources to meet these requirements, minimizing the burden on the end user.

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- c) Monitor and ensure implementation of, and compliance with Eskom Commercial governance processes, policies and procedures.
- d) Identify and implement appropriate processes and measures within the Procurement & Supply Chain to ensure compliance with nuclear quality and safety requirements.
- e) Manage Nuclear Commercial's customers/users/buyers needs including training, support, authorities and delegation.
- f) Ensure clear procurement strategies, effective control systems, and development of expertise.
- g) Ensure fair value for money when procuring goods and services.
- h) Promote supplier development and localisation initiatives.
- i) Conduct performance monitoring/benchmarking/continuous improvement initiatives.
- j) Ensure that spares in the stores are maintained appropriately, and that rotatable spares are returned timeously in a refurbished condition.
- k) Optimise spares inventory holding while ensuring that spares are available on demand.

3.6 Nuclear Strategy and Regulation (previously Nuclear Support)

3.6.1 Statement of Scope

- Maintain the nuclear governance structure on behalf of the CNO.
- Manage the assigned nuclear specialists to ensure effective support to the Station and OU.
- Provide the licencing support for the NOU, and manage the Eskom interface with the NNR.
- Provide Nuclear Communications (internal and external), and Stakeholder management.

3.6.2 Key Responsibilities and Activities

- a) Maintain the suite of NOU Management System Requirements.
- b) Support CNO in setting nuclear policy, direction, and objectives for Eskom.
- c) Manage the Nuclear Governance structures (NEXCO, NMC, etc.) and the associated nuclear reporting within Eskom.
- d) Facilitate the Business Planning, Risk Management and Performance Reporting for the NOU.
- e) Maintain the centralised Management Information System, the suite of KPI for the NOU, recommends appropriate targets and co-ordinates the NOU involvement in the Eskom incentive scheme
- f) Interface with system operations and generation regarding the production statistics and the declared availability forecasts.

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- g) Effectively manage the assigned specialists to assist the NOU in setting direction, facilitating compliance to requirements, dealing with emerging issues while providing an assigned role.
- h) Provide the level II compliance assurance to the nuclear license and regulatory requirements.
- i) Benchmarks performance and recommend strategies and areas for improvement.
- j) Interpret, monitor and influence regulations and Eskom requirements for applicability to NOU.
- k) Perform the Management Authority role on behalf of Eskom for the proclaimed conservation land on the three "Nuclear" sites.
- l) Manage the NNR licencing interface for the NOU and provide regulatory and nuclear licensing functions for the purposes of obtaining and maintaining nuclear installation licences.
- m) Provide a licencing function that enables the relevant line functions to comply with nuclear license and regulatory requirements, and to monitor their Regulatory commitments.
- n) Maintain the interface with Government stakeholders on regulatory related issues (NNR, Department of Energy and Mineral Resources, City of Cape Town)
- o) Provide internal and external communication services (covering both normal and emergency coms)
- p) Co-ordinate the logistics for the Koeberg Public Safety Information Forum
- q) Manage Eskom CSI initiative in communities where Eskom has nuclear interests.
- r) Manage the nuclear community stakeholders and the engagement/awareness plans associated with Koeberg.

3.7 Nuclear Fuel

3.7.1 Statement of Scope

Optimally source and supply nuclear fuel and provide nuclear backend management services required by Eskom.

3.7.2 Key Responsibilities and Activities

Nuclear Fuel Supply and Related Services

- a) Develop, continually review and implement strategies and action plans for the sustainable supply of uranium, uranium conversion, uranium enrichment, fuel fabrication and delivery of nuclear fuel to Koeberg.

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- b) Negotiate, develop and manage contracts for the supply of nuclear fuel and related items
- c) Ensure that nuclear fuel is delivered to the Koeberg site in accordance with specifications and requirements. This includes:
 - i. agreeing on selected design implementation with suppliers and customers
 - ii. agreeing on QA/QC requirements with suppliers
 - iii. performing quality audits
 - iv. performing product and process performance based audits during manufacturing
 - v. reviewing and agreeing on product and process deviations and associated corrective actions
 - vi. performing final release inspection and quality acceptance on product before delivery to Koeberg
- d) Develop and implement the necessary financial plans, budgets and forex management for implementing the strategies and action plans.
- e) Be the centre of excellence within Eskom for the supply of nuclear fuel, which includes to stay up to date with market developments and trends
- f) Provide advice and strategic support to Eskom on issues related to the supply of nuclear fuel.
- g) Develop, continually review and implement the necessary risk management strategies and related action plans for nuclear fuel supply.

Nuclear Backend Management

- h) Develop and continually review/update comprehensive strategies and action plans, including reference technical plans (RTPs), for short- and long-term Nuclear Backend Management, namely, (1) used nuclear fuel management (UFM), (2) decommissioning waste management (DWM) and (3) operational radioactive waste management (RWM) (only pre-shipment inspections, transport, off-site storage & disposal).
- i) Ensure off-site implementation of UFM and RWM strategies, plans and activities
- j) Facilitate Government's authorisation and stakeholder's (including NNR) awareness of UFM and RWM strategies, plans and activities
- k) Plan for and facilitate the establishment of a centralised storage facility for used nuclear fuel (UNF) and high-level radioactive waste (HLW)
- l) Manage the contract for the disposal of low and intermediate level operational waste (LILW) at Vaalputs
- m) Co-operate with NECSA and/or the National Radioactive Waste Disposal Institute in the planning and selection of a suitable geological repository site for the final disposal of UNF, HLW and decommissioning waste.

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- n) Generate cost estimates and schedules for the implementation of the RTPs (for UFM and DWM) as a basis for calculating Eskom's nuclear backend liability and financial provision thereof.
- o) Support the Koeberg Interim Storage Project for addressing the anticipated shortage of UNF storage capacity at Koeberg.
- p) Be the centre of excellence for Nuclear Backend Management and provide capacity building and awareness programmes for stakeholders about the function.
- q) Provide advice, strategic and technical support to Eskom and Government on Nuclear Backend Management

3.8 Nuclear Oversight

3.8.1 Statement of Scope

- To independently review, assess and report to the Chief Nuclear Officer on the extent to which the Nuclear Operating Unit fulfils its nuclear safety role effectively and sustainably in the discharge of its mandate.
- Provide assurance that the nuclear safety objectives of the organisation are being met.

3.8.2 Key Responsibilities and Activities

- a) Maintain the Eskom Oversight Strategy current with international best practices.
- b) Conduct periodic evaluations and assessments of the Nuclear Operating Unit (NOU) against the established criteria.
- c) Provide assurance of compliance to nuclear license conditions and management processes within the NOU.
- d) Execute and provide feedback on audits within the NOU.
- e) Manage the Integrated Monitoring Programme (IMP) for the NOU
- f) Identify and report independently on issues and non-conformances that have the potential to impact on Nuclear Safety.
- g) Provide assurance and oversight that the QMS functions within the NOU BAs are effectively directed, governed, controlled, maintained and administrated.
- h) Provides the secretariat function for the NSRB and NSRC meetings, which includes support to the chairpersons and administering of the meetings.
- i) Produces the relevant NOU oversight reports for the CNO as required by the Nuclear Oversight Strategy, including ad-hoc reports when warranted.

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3.9 Finance

3.9.1 Statement of Scope

Provide the necessary financial services to the Nuclear Operating Unit.

3.9.2 Key Responsibilities and Activities

- a) Financial analysis, evaluation and investment support
- b) Financial Accounting and FOREX Compliance
- c) Process Control and Assurance
- d) Management Reporting
- e) Project Accounting
- f) Technical accounting
- g) Taxation
- h) Financial Planning and Regulation
- i) Financial Business Partnering
- j) PFMA Reporting
- k) Ethics custodianship and ethics reporting
- l) Creation and Maintenance of Delegation of Authorities
- m) Nuclear Investment Committee management, including secretariat function.
- n) Support other Units in Eskom (as required).

3.10 Human Resources

3.10.1 Statement of Scope

To partner a high performing culture through partnering and empowering line management to recruit, develop and retain highly skilled, committed, engaged and accountable employees across the organisation.

3.10.2 Key Responsibilities and Activities

- a) To provide an HR Advisory service and ensuring compliance to Eskom's HR policies, procedures, processes and practices as well Conditions of Service
- b) Support management with the development, compile and implementation of an updated strategic workforce plan
- c) Provide advice in respect of organisational design, and to facilitate the review and updating of organisational structures

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- d) Advise and support HR Shared Services and line management on recruitment and selection processes, and appointment of staff in response/line to business requirements and objectives.
- e) Provide psychological services by monitoring licensed staff in accordance with the NNR requirements through diagnoses and interventions.
- f) Promote and support harmonious employee relations amongst the workforce with the integration and implementation of employee relations initiatives through the consistent application of fair and consistent IR practices, processes and policies.
- g) Administer, maintain and control all activities associated with development of employees and learners through bursaries, learnership programs and further studies.
- h) Manage, advise and co-ordinate all strategies and initiatives relating to the attraction, development and retention of talent and skills.
- i) Provide and control all HR data, information and statistics to provide accurate information to assist in making informed business decisions.
- j) Provide and promote organisational effectiveness by facilitating individual and organisational change, organisational culture management, transformation, organisational design, performance management and leadership development in consultation and in collaboration with EAL.
- k) Ensure that NOU remuneration and benefits practices are aligned to and comply with Eskom remuneration strategies and policies.
- l) Provide a comprehensive and effective health and wellness service to all employees
- m) Provide an advisory and support service in respect of staff engagement initiatives to ensure the open and honest flow of two way information between staff and management
- n) Facilitate and co-ordinate projects within the Human Resources discipline

3.11 PBMR and SMR / HTR research

3.11.1 Statement of Scope

CEO of Pebble Bed Modular Reactor SOC Ltd., and HTR Research

3.11.2 Key Responsibilities and Activities

Pebble Bed Modular Reactor SOC Ltd (PBMR)

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- a) Maintain the Pebble Bed Modular Reactor SOC Ltd (PBMR) in a state of 'Care and Maintenance (C&M)'. This entails the preservation of existing Intellectual Property (IP) whilst being hosted by Eskom and the preservation or disposal of research assets based on the guidance of the Department of Public Enterprises (DPE). Eskom, through the Nuclear Operating Unit, provides a Chief Executive Officer to manage the PBMR as per the agreement with the Minister of Public Enterprises. The mandate that is to be executed can be summarised as:
- i. Preserve PBMR as a legal entity.
 - ii. Preserve PBMR's Intellectual Property (IP).
 - iii. Preserve the Eskom and PBMR HTR GmbH licences and the PBMR Nukem GmbH license.
 - iv. Preserve and dispose of research assets, including the fuel manufactured by PBMR, in conjunction with the DPE.
 - v. Ensure that PBMR remains a going concern given available funding.
 - vi. Ensure compliance with relevant legislation.
 - vii. Ensure PBMR is integrated into the Eskom governance structures and monitoring in accordance with agreements with Eskom.
 - viii. Prepare PBMR to be in a defined state as per the guidance obtained from the Minister of Public Enterprises

SMR technology and Nuclear Research consulting

- b) Represent the NOU on the Research Steering Committee to ensure nuclear research topics are considered.
- c) Maintain the Eskom SMR knowledge base, which includes staying up to date with market developments and trends.
- d) Provide advice and strategic support to Eskom on issues related to the SMR technology.
- e) Assist the Eskom Enterprises Growth Office in nuclear related feasibility studies/business cases.

4. Organisational structure changes and change control process

The breakdown of the mandates is only a reflection of the approved organisational structure and the roles of the different areas. An optimised structure involves maintaining the balance between the number of functional areas, the scope and alignment of the activities within each functional area, the organisational principals relating to span of control, and the optimum use of resources

Principles to be considered when considering future changes to the structure:

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- Ensure that they collectively define all the functions that are required to be performed by the NOU (or functional area) in achieving the Eskom Nuclear Objectives
- Each functional area has a defined mandate to execute. Based on the functional area roles, the generic inherent mandates are unambiguous and by default are all encompassing. Clarification and the expanded descriptions of the mandates are for ease of understanding, and to facilitate the evaluation of changes to the structure and to eliminate potential duplication.
- The grouping of activities and processes within the NOU should consider the following:
 - The grouping of processes along the lines of the NEI and IAEA process models and principles: (i.e. operating and maintenance, configuration management, project, asset creation, etc.)
 - Insights from the different models applied in the industry.
 - Alignment with the roles within the broader Eskom and Generation organization and the Eskom delegations of authority.
 - Maintaining a balance between centralised and de-centralised services. Where a service is critical or to a particular area, then to ensure a clear "line of sight" with regard to accountability, the service can be "centralised" within that functional area.
 - Preventing the duplication of roles or the creation of conflicting roles. E.g. oversight vs implementation; the author of the rules vs. the implementer of rules, etc.

Any change to the structure involves the reallocation of mandates. Changes in the activities to be performed must be removed from one functional area and added to one or more functional area mandates. Mandates can be merged, split or even deleted if no longer relevant, depending on the change driver. In each case the change must be properly assessed to ensure that there is no safety impact associated with the proposed change (Regulatory requirement).

Changes to the organisational structure should be assessed as per 238-187. The process for changing the organisation structure in an informed manner would follow the following sequence:

- Identify the proposed change,
- assess the impact,
- get revised structure approved (if needed),
- update the documentation (this document and SAP),
- And implement the change.

If due to external drivers, the process cannot be followed, the revised organisational structure must still be assessed, even if it is after the fact, to ensure all roles and responsibilities (mandates) are appropriately and clearly assigned, to identify any resource implications and to identify any required mitigating actions.

For each Functional Area the structures and the breakdown of the Mandates into FOS's are documented in a lower tier document, to which the same control over changes should be applied.

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5. Changes from previous revision

The following table summarises the changes in structure and mandates from the previous revision and records the assessment that was performed.

Area	High level description of change from Revision 2 to Revision 3
NOU CNO reporting and NOU purpose and common mandates	<ul style="list-style-type: none"> CNO previously reported to COO through the GE: Generation. Now linked as a direct report to COO. Defined common roles associated with Performance Improvement (PI).
Power Station	<ul style="list-style-type: none"> Power Station reporting line directly to CNO. Plant engineering moved to Nuclear Engineering. Performance Improvement role to remain within ISSED. Some statements reworded for clarity
Nuclear Engineering	<ul style="list-style-type: none"> Plant Engineering moved from Power station to Nuclear Engineering. Rationalisation of the Nuclear Engineering role – focus is Koeberg with limited focus on New Build.
Strategy and Regulation	<ul style="list-style-type: none"> Change of name and rationalisation / clarification of mandates to cater for resignation of specialists.
Nuclear Commercial	<ul style="list-style-type: none"> Minor wording changes
Nuclear Project Management	<ul style="list-style-type: none"> Minor wording changes
New Build	<ul style="list-style-type: none"> Linked as is from Group Capital. To be merged with NPM in an optimised manner as they have the same mandate as NPM.
Nuclear Fuel	<ul style="list-style-type: none"> Minor wording changes
Nuclear Oversight	<ul style="list-style-type: none"> Included NSA, Previous defined role of PI to remain with Station.
Nuclear Client Office	<ul style="list-style-type: none"> Role not needed. The needed responsibilities are addressed in NE or S&R.
Human Performance	<ul style="list-style-type: none"> Moved to Power Station
Finance	<ul style="list-style-type: none"> New addition
HR	<ul style="list-style-type: none"> New addition

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AHTR and PBMR	▪ New addition
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6. Acceptance

This document was developed as a result of the following interventions by NOU senior management:

Name	Date of Workshop
LTO	March 2021 - Update to include update in LTO

7. Revisions

Date	Rev.	Compiler	Remarks
March 2021	4	Mark Young	Included the LTO
November 2019	3	E van der Vindt	Changes summarised in paragraph 5
March 2014	2	E van der Vindt	
July 2013	1	E van der Vindt	Approving managerial organisational structures

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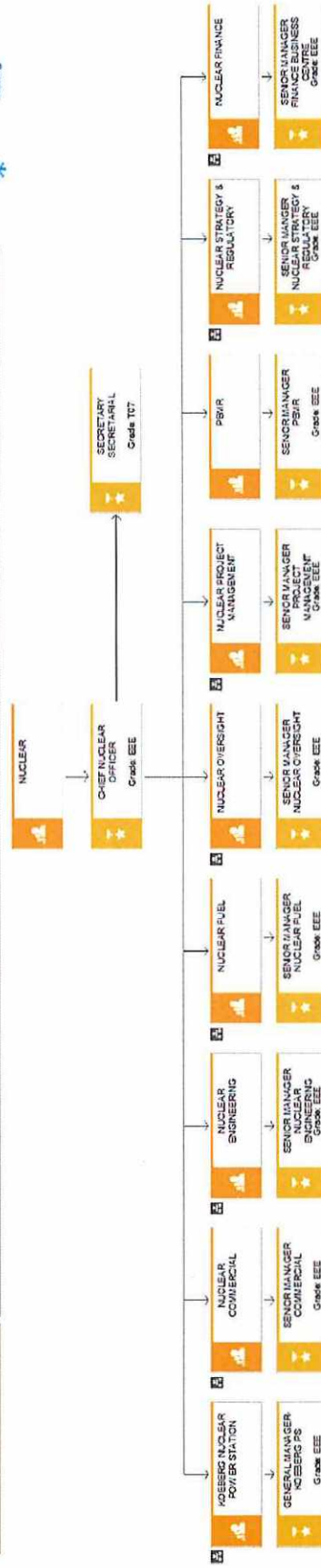
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Appendix A- Nuclear Operating Unit Organisation Structure

NUCLEAR OPERATING UNIT
BLUE PRINT STRUCTURE

Organisation unit	
Position	
Person	
Acting	

To deliver world class nuclear energy, today, tomorrow and into the future

Organisation
Mandate

Designation	Proposed by:	Verified by:	Recommended by:	Authorised by:
Signature & Initial	Chief Nuclear Officer	Senior HRBP	N/A	CEE Generation (Acting)
Signature	Bakardip Riedwaan	Moshelle Mollogadi	N/A	Dukashie Philip
Date	2021-02-17	17 February 2021		17 February 2021

Source: A/s Designer – official organisation design system

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Checked by	
COE	