

# Critical Factors for Creating Effective Relations With Stakeholders During Decommissioning of Nuclear Facilities

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## 1. Introduction

Taking into account that the decommissioning is rather complicated and long term process, stakeholders have an important (sometimes governing) influence on it. It is important to balance the impacts of any particular stakeholder, in as much as they can have positive and negative impacts. The key to good stakeholder management is to maximize and develop the positive aspects and minimize the impact of the negative aspects, without undermining any group's confidence in the decommissioning process.

## 2. Understanding the influence of stakeholder involvement during decommissioning of nuclear facilities

Taking into account that the decommissioning is rather a complicated and long term process, stakeholders have an important (sometimes governing) influence on it. The areas of influence depend on the categories of stakeholders.

Table 1 presents four typical steps in the involvement of stakeholders in a project.

Table 1. Types of stakeholder involvement

Approach	What is meant by this	Aim
Information giving	Where we give information to people, for example, raising awareness of an issue,	To ensure that those who want or need it are in receipt of

	alerting people to opportunities for getting involved, telling people of a decision.	relevant information.
Information gathering	Using survey methods to gather information. Usually used where we need to understand the opinions of a large number of people.	To generate information to inform the decision-making process.
Consultation	Giving people the opportunity to consider and respond to proposals, issues and options that we have developed.	To generate clearer understanding of people's concerns and opinions
Dialogue	Where we bring smaller numbers of key stakeholders together to discuss and deliberate together with us, before decisions are made.	To create opportunities to build shared understanding and agreement

## 3. Critical success factors for creating effective relations with stakeholders during decommissioning of nuclear facilities

Critical success factors for creating effective stakeholder relations are organizational readiness, planning, stakeholder relations and communications, openness and transparency, developing effective process, and evaluation.

In decommissioning projects, the primary decision-making criteria are protection of human health and environment, compliance with legal requirements, and costs. Other factors include but are not limited to schedule impacts, local economic impacts, institutional preferences, local social preferences, and environmental.

#### 4. Conclusions

Stakeholder involvement should be an integral part of the management of nuclear facilities/program from their conception through final closure and decommissioning. Regardless of the scope of adjustment, nuclear communication with stakeholders must continue to be implemented even while it is continually adjusted in a disciplined and deliberate manner. The cycle of planning, implementing, evaluating and adjusting can be represented in many ways, such as represented in Fig. 1.



Fig. 1. The learning cycle of stakeholder engagement.

Decisions regarding any type of nuclear facility have typically received considerable attention of the public and other stakeholders. Regardless of the stage in the life cycle of the nuclear program, properly addressing stakeholder needs and concerns improves the probability of program success. Engaging stakeholders as early as possible and with ongoing attention is essential, including helping stakeholders to understand the extent of their involvement and responsibility in decision making processes regarding these nuclear facilities/program.

Continual assessment of the stakeholder involvement program is necessary to ensure that it

continues to achieve its goal and objectives, as well as to determine if these objectives continue to be relevant. Active involvement of stakeholders in evaluation of the program is strongly encouraged

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