

# ARIZONA PUBLIC SERVICE COMPANY

## Phoenix, Arizona

### Peter Rail

*Employee Concerns Department Leader  
Palo Verde Nuclear Generation Station*

Employing nearly 2,500 people, Palo Verde Nuclear Generating Station is the largest nuclear generating facility in the United States.

#### **Why did you want a program to improve communications at your facility?**

We recognized that resolving communication issues was vital to our organization. We wanted to change the culture so that managers would be more responsive and more timely in dealing with employee issues. We also wanted our managers to understand what rights employees have in raising issues and what our company's expectations are in terms of assuring that managers do not violate employees' rights. Employment Learning Innovations' program was one of several key initiatives we implemented to firmly anchor the new culture that would encourage employees to express their concerns.

#### **How and to whom has the training been delivered?**

Everyone has been trained. ELI® developed versions of the program for supervisors and front line employees. We used both ELI® facilitators as well as internal APS trainers; we felt a joint delivery would work the best for APS and had some of our own trainers certified to teach the class.

#### **What has been the impact of the training?**

It has given our supervisors a broader understanding of their responsibilities and of management's expectations. It's had the same effect with front line employees. As a result of the training, all of our employees have a clear understanding of their rights and management's expectations.

#### **Have you seen concrete benefits?**

Absolutely. We used to have six representatives and engineers who worked in the employee concerns area investigating issues, particularly nuclear safety issues, raised by employees. In the last two years, the number of issues has dropped considerably, and Employee Concerns is now down to two people. I believe the ELI®



training has contributed substantially to that change, because it has improved communications between supervisors and employees.

Employees are comfortable raising safety concerns to their front line supervisors in a manner encouraged by both APS and the Nuclear Regulatory Commission. These concerns are being addressed at that level, rather than through a third party.

#### **So have you been satisfied with the program?**

Very satisfied. We have recommended it to other facilities. We're just beginning to work with ELI® on a "second generation" version that will address a broader set of issues and will also include training on new policies from the Nuclear Regulatory Commission. We've been very impressed with the ability and knowledge of ELI® personnel regarding safety and communications issues.

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