The plant has developed and is effectively performing training for maintenance personnel on carrying out maintenance work, clearly identifying acceptable and unacceptable practices by using video presentation intermixed with instructor presentations, questioning sessions and group discussions.

Main objective of this training is setting the management expectations and standards, and getting agreement (consensus) on following the standards by maintenance personnel. The course is delivered by managers of maintenance department sections in cooperation with the manager of the radiation protection department.

The videos produced in support of this training cover work practice and work permit system, welding, working in confined space, working with tools in hot workshop, equipment qualification after repair. In all videos, examples of unacceptable performance are followed by examples of good performance. Video shots have been recorded in actual working conditions in the installation of the Borssele NPP. No professional actors have been used.

Video presentations are developed in close cooperation between training department and maintenance department. Storyboard for the video was developed inside training department, efficiently integrating human factor aspects, and good use of adult learning principles and modern instructional techniques. Video presentations by themselves are very well done and are good example of efficient training tools that can be developed in-house.
Training center has an accreditation (license) of the Ministry of Education. In total 22 training programmes has been accredited (trainees are getting a "state license"). Inspections of Ministry of Education are performed approx. once in 3 years, last in 2006. Within the accreditation process following documents had to be submitted to the state accreditation authority (Territorial educational and consulting service) for reviewing:
- Specification of work training programmes (requiring the Lithuanian state license) to be provided by the training center (e.g. work with open fire, operators of steam and hot water pipe systems, operators of pressurized systems, crane operators, compressor operators, etc.)
- Specification of the classes for theoretical training including description of location and room area.
- Specification of training tools, training methodology documents and technical equipment for each type of training course.
- Training instructors qualification data (education, work experience, pedagogical experience, certificates available),
- Sanitary certificate (including inspection of work safety conditions)

The license for training center has been issued by the Ministry of Education based on recommendation of the accreditation authority.

The Ignalina NPP training center is periodically inspected by the state accreditation authority. In case of incompliance with the training center license conditions, the license can be taken back.

Licensing of the NPP training center by the educational authority can be considered as a good practice, as it provides additional independent periodical evaluation of the training process quality.
The plant in 2004, developed a preparation guide which was included as a requirement for the annual interview process. This guide provided detailed guidance for both management and staff for their preparation for the annual performance assessment and training needs interview.

The plant as with all the EDF plants must perform an annual review of the needs and performance of each staff. This process is delineated in the Technical Note 4835, which has been in place similarly for other plants for approximately 10 years. However, in 2004, the plant worked with the unions to get their support in providing improvement into this process which ultimately benefited both the staff and management. With this in mind, the plant developed a guidance for both staff and management on specific items to prepare for the annual interviews. This makes the process more efficient and more consistent from one interview to another.

Therefore, the plant developed a key guide for both staff and management with specific topics for each to prepare for their interviews. This guide was added to the existing technical note and notable improvement in quality and efficiency, and consistency was evident. Discussion with two departments and couple of technicians indicated satisfaction and noted that the interviews were more worthwhile.

The guide titled, "The Individual Interview is a Privileged Moment for the Exchange and Dialogue Between the Employee and the Management," listed two guidance information for the employee and the manager. For each member the guide listed three topical areas with detailed bullets of expectations.

The employee was required to be prepared for the following: (1) to exchange with his supervisor on the activities he has been given, (2) to know his objectives, and (3) to prepare his expectations. For item (1), the employee must be prepared to explain his difficulties, express his satisfaction in his job, propose improvements, and have feedback on his activities. For item (2), the employee must be ready to participate at the definition of his objectives, and know what is expected from him. For item (3), the employee shares how he develops his experience, expresses his improvement wishes, and lets his supervisor know his training needs.

The manager was required to be prepared for the following: (1) to appreciate the individuals contribution, (2) to explain and share the objectives and decisions, and (3) to prepare the evaluation of his team. For item (1), the manager must recognize and develop the successes, identify the competencies, and appreciate the results. For item (2), the manager must explain the missions and demands of the plant and to define the objectives and the actions for the year to come. For item (3), the manager must measure the abilities of the employee, dispatch the missions and objectives according to everyone’s wishes and abilities, and define the training needs according to the missions and objectives of the plant’s needs.
Extended developments of the evaluation phase in the use of Systematic Approach to Training (SAT).

- The trainees complete feedback sheets after classroom training.
- When qualified after few months, a questionnaire is send to his supervisor in order to evaluate the benefits of the training on his job performances.
- An instructor (other than the one providing the lesson) is requested to attend regularly classroom trainings and to complete an evaluation sheet. For this purpose, a yearly planning is established (once a month for instructors, twice a year for managers). The attendance is recorded in a logbook.
- Managers of trainees regularly attend classroom trainings and complete an evaluation sheet.
- All questionnaires are collected and discussed every quarter during the "Quality day" meeting organized by the training department. Action items with responsible names and deadlines are registered in the report of the meeting and correctly tracked.
- The training department is audited internally by the quality assurance department.
- In addition, the training department has its own Quality and Management Section who conduct periodic self-assessments on the basis of an annual programme.
- A specific commission of the Headquarters headed by the responsible on the training in the Company conducts periodic audits (the last one was in 2005).
- The Regulatory Body regularly audits the training department in order to authorize the plant to train licensed personnel; this accreditation is absolutely required. Depending on the results of these audits, the accreditation of the training department will be renewed.
- In the same way, the Ministry of Education regularly audits the training centre to authorize this department to deliver qualifications certificates for other specific jobs. The OSART is also an external international audit.

Training to boost new trainees' memory.

All new recruits follow a lengthy training course:

- 14 weeks to learn the common aspects of the various crafts
- 20 weeks to learn the specific aspects of their future craft speciality e.g. operations, I&C, electrical, fuel, testing, maintenance. In view of this large volume of information to be assimilated, an initial course called « Boost your memory » has been designed to improve the trainees' ability to absorb information.

The interactive games incorporated in this extra course, presented by a cognitive memory specialist also helps to create an excellent team spirit amongst the trainees. Trainees retain the information taught in the various courses and have a more serene approach to the various evaluations. The final training results of these evaluations and the managers' assessments have confirmed the effectiveness of this course.
An innovative approach to operator and technical training for the parallel installation of instrumentation and control system modernization and power upgrade projects at a multi-unit plant.

A key success factor for effective implementation of complex modifications at operating units is efficient scheduling, coordination and implementation of high quality training for employees who need new knowledge and skills to design, operate, maintain and manage new equipment and technology. In a phased approach, the Training Department in cooperation with line management prepared comprehensive training plans to implement the design, installation and operational phases of two complex projects on four units over a period of approximately eight years.

Phase one included a sequential familiarisation and fundamentals training for those employees involved in the design of both projects. This training provided knowledge and skills to employees who would implement the design phase of the projects.

Phase two was implemented once the instrumentation and control (I&C) system technology was selected. Basic and advanced training was implemented for I&C technicians including theory and practical elements. Training was conducted initially at the vendor’s facility and subsequently at the newly installed practical training centre, full scale simulator and display simulator. As a result, technicians were ready to support actual instrument installation and testing as new equipment was placed in-service and provide surveillance testing and equipment troubleshooting on a long term basis. For the duration of the project, I&C technicians maintained their qualification on both old and new technologies. The practical training centre supports I&C initial and continuing training.

Phase three was implementation of the modernization and power reserve modifications. Since there would be an eight year span for the full implementation of these modifications, the training and operations departments partnered to develop a sequential training regime for licensed operators. The strategy included maintaining operator qualification and proficiency on older technology while preparing for sequential implementation of the upgrades on each unit. This strategy included training on new technology, simulator practice and qualification. In order to accomplish this, a unique approach was used in conjunction with regulatory approval. An investment was made in a display simulator to be used in coordination with the existing full scale simulator. Licensed operator training schedules, the project implementation sequence and simulator software validation for both the full scale simulator and the new display simulator were key coordination elements for this phase. A full scale simulator modernization was coordinated during phase three to complete the final hardware implementation for on-going operator training.

Effective coordination of multi-discipline, multi-year training requirements in support of the I&C modernization and power upgrade projects resulted in on-going successful implementation of these complex modifications without significant plant events. Key contributors to this success included, a phased approach to training, partnership between training and line management, a detailed sequential implementation plan, the use of both full scale and display simulators and the investment in supporting hardware, software and vendor training.