

**OSART Good Practices**  
**TRAINING AND QUALIFICATION**  
**Quality of the Training Programmes**

**Borssele, Netherland**

Mission Date; 8 Nov.-7 Dec., 2005

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.

## Ignalina, Lithuania

Mission Date; 5-21 June, 2006

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) 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 manger 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.