

# OSART Good Practices

## TRAINING AND QUALIFICATION

### Training Programmes for Management Personnel and Supervisory Personnel

#### Angra 2, Brazil

Mission Date; 12-31 October, 2002

The training organization, with the support of the Human Resource Department (HPD) and line management, has developed and conducted a series of training courses aimed at raising awareness of all staff (both internal and contractors) in safety culture. This training was part of a comprehensive plan produced from a cultural survey commissioned by the leadership of "Eletronuclear" done for all staff in 2000. The delivered program focuses on:

- Overview of overall company direction
- Teamwork Skills
- Conflict Management
- Self Awareness
- Trade-offs between safety and Production
- Knowledge Transfer

Senior Plant and Utility Managers are directly involved with the program delivery. The program is ongoing and new areas are being added to reflect areas identified as needing improvement from the staff surveys. Feedback has been extremely positive and an assessment of the current state will be done with revisions to the overall plan to follow.

## Management Personnel training

Training for managers at various levels of plant organization is organized commensurate to their position. The programs span from executive positions to supervisory level. Various national and international institutions are involved in these training programs. Some programs are of general management nature while some are specifically linked to nuclear field.

Being an international member of WANO/INPO organization, Krsko NPP uses this opportunity to send senior and supervisory level managers to INPO courses for senior NPP management and development seminars for supervisors on particular work positions. Specifically, the Senior Nuclear Plant Manager course and professional development seminars for Shift Manager, Maintenance Supervisor, Engineering Supervisor, Radiological Protection and Chemistry Supervisor, Training Supervisor and Liaison Engineer Program are used.

Standard management development programs, organized at specialized institutions, are used for different managerial levels. International MBA programs are used for executive management, general management program of approximate five-week duration is used for higher management positions and two-week program is used for young managers.

The MBA program for executive management is a professional degree program of approximate one-year duration. A faculty drawn from the leading European and North American business schools teaches a curriculum, focused on general management in an international environment. The objective of the program is to provide a solid foundation in managerial knowledge and skills. Dedication to integrative role of general management and fostering the attitudes and personal characteristic required for effective leadership, are also topics of this programme.

The General Management Program is a five-week seminar that provides a thorough coverage of managerial knowledge, skills and attitudes, and is aimed at managers who have the potential to take over strategic responsibilities. It covers a set of topics from main business areas ranging from fundamental concepts to the latest trends.

The Young Managers Program is a two-week course that provides an overview of the main fields of management and managerial skills. It targets beginners in management positions who need to complement their educational background in order to enhance their management knowledge, skills and practices, and to support applying newly learned concepts to practical business situations.

Management development seminar on developing leadership competencies and teamwork skills, tailored to Krsko NPP needs, is periodically conducted and is intended for all division directors, line managers and key staff. The topics are selected and customized by direct communication with the selected lecturer and organizing business school.

In addition to above described formal forms of management training, a team building event in nature is organized each year for all division directors, line managers and key staff. Such event is designed to promote achieving results as teamwork efforts and to foster good interpersonal relationships.

## Quinshan3, China

Mission Date; 5-24 May, 2005

Self-study activities and consequent sharing of information are set up to improve the management skills and reinforce management expectations.

TQNPC has started management skill training since 2000. As an important part of the training, special reading activities have been organized since 2004.

First, the senior and middle level management staff (e.g. General Manager/Deputy General Manager and Super-Intendants/Supervisors respectively) study the management philosophy of "Win with Implementation". This promotes an open, honest and harmonious working environment. Discussions are held periodically between senior and middle level management staff.

Second, in 2004, management was required to study two management books titled "Willingness" and "No Excuse". They were encouraged to write essays concerning their thoughts after reading the books and to exchange their ideas, to provide their personal interpretation about these management concepts to other managers.

So far, more than 60 essays have been collected and printed in 2004 so that more information exchange can be made. The book available in Chinese version for senior and middle management is called "Manager personnel learning activity report".

In 2005, self-study activities started in March. The reference book is "Detail is the Key of Success". The essays should be given to senior management by the end of April 2005.

Training arrangements for the promotion and substitution of personnel at Volgodonsk NPP. Volgodonsk NPP has a very good approach to the preparation of the personnel in reserve for promotion to plant managers and supervisors and for substitution at all managerial levels.

The performance of all employees at Volgodonsk NPP is assessed on the basis of the results of the periodical personnel qualification. For this purpose a special statement was developed describing the procedure and the following evaluation criteria:

- professional competence;
- stability in the production activity results;
- performance quality;
- career;
- motivation for work;
- team work;
- personal quality;
- managerial skills.

Those individuals who are identified as having the aptitude for promotion to more responsible posts are placed on a "Reserve List" which is annually reviewed. The actual NPP personnel reserve database comprises 321 persons.

Persons on this list benefit from an individually prepared training programme designed to develop their skills and prepare them for career development. Following the annual review of progress, the programme is modified as necessary.

Two persons in reserve are trained for each plant managerial position.

The training of personnel in reserve consists of the following plans:

- additional education for the managerial activity;
- continuous training for the managerial activity (not more than one in three years);
- preparation for the position the person is designed to substitute;
- substitution;
- continuous training maintenance for the position the person is designed to substitute (every year).

Periodical examination for the actual position and the position the person is designed to substitute is held not more than once every three years.

Presently, 121 candidates have concluded the training in reserve and periodically substitute the high level managers. 200 other candidates continue the training according to the individual program.

All personnel in reserve included for the positions of plant manager, chief engineer and their deputies have passed top management training with involvement of the external training institutions and all of them have obtained a certificate (29 persons).

During this year more than 300 persons have passed the training for the personnel management principles (40 hours) and obtained a certificate.

The training programme of the designated persons as a future manager is parallel supported by others activities such as:

- to the development and realization of the actions concerning the technical, financial, economical, household, staff and social issues solution, and to the preparation and conduction of the meetings and conferences;
- to the development of the normative and administrative documents, to tests and examinations, that are carried out at Volgodonsk NPP;
- participation on the business trips to the other subsidiaries, organizations, as well as abroad, in order to study the advanced operational experience;

-participation in the business meetings, discussions.

Successful completion of the training programme is a prerequisite for advancement within the organization. It is also necessary to have successfully completed the training before an individual can substitute for a more senior post. The team recognizes that the implemented systematic approach to training of the future managers at Volgodonsk NPP really represents a well-managed process, which could be shared with the nuclear industry.