TWINNING PROJECT TR 13 IPA NS 01 16 R
IMPROVEMENT OF THE NUCLEAR SAFETY
REGULATORY INFRASTRUCTURE OF TURKEY

Mission Report
Activity 4.1 – Mission 3

“Preparation of Nuclear Safety Department Human Resource Management System Manual”

Mission carried out from
- 24th April 2018 – 27th April 2018

Mission carried out by:
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1. Executive Summary

This Mission Report was prepared within the Twinning Project TR 13 IPA NS 01 16 R, titled “Improvement of the Nuclear Safety Regulatory Infrastructure of Turkey”. It was the 3rd mission of Component 4 “Human Resource Management”, Activity 4.1 “Preparation of Nuclear Safety Department Human Resource Management System Manual”.

The purposes of this mission were to continue the work of the first and second missions, that means:

- To perform additional analysis of existing TAEK/Department for Nuclear Safety (DNS) Human Resource Management System.
- To perform round table/working meetings to
  - integrate/merge existing process-regulation into the operative processes “Qualification to expert” and “General training for newcomer”, “Advanced training” and “Recruitment” (as far as possible)
  - to identify area of improvements
  - to confirm the results by detailed discussion with the counterparts.

The results of this mission were:

- The process “Qualification to expert” has been defined in detail and confirmed by counterparts.
- The process “General training for newcomer” has been defined in detail and confirmed by counterparts.
- The process “Advanced training” has been defined in detail and confirmed by counterparts.
- The process “recruitment” has been discussed. As a result of this discussion it came up that big parts of the recruitment process for civil servants in Turkey are defined in state laws and other regulations that are not under the control of TAEK.
- Further relevant Turkish regulatory documents dealing with (parts of) HRM were identified and reviewed.
2. **Team Members**

The Mission was carried out by following Team Members:

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3. **Meetings held during Mission 3 of Activity 4.1**

During Mission 3 of Activity 4.1 between MS- and BC-experts following meetings were held:

1st Meeting:

Date: 24th April 2018  
Place: TAEK Headquarter in Ankara, Meetingroom 11B  
Participants: MS-Team-Members  
   RTA-C: Mr. Mustafa Vural (TAEK)  
   Mr. M. Kemal Öztas (TAEK)

Subjects of the first meeting were the processes “Qualification to Expert” and “General Training for new DNS-Staff”.

2nd Meeting:

Date: 25th April 2018  
Place: TAEK Headquarter in Ankara, Meetingroom 11A  
Participants: MS-Team-Members  
   RTA-C: Mr. Mustafa Vural (TAEK)  
   Mr. M. Kemal Öztas (TAEK)

After a validation of the results according to the processes “Qualification to Expert” and “General Training for new DNS-Staff”, the process “Advanced Training” was discussed.

In the course of this meeting the experts discussed the content and the relevancy of the Atomic Energy Expert Regulation (Official Gazette Date: 08.05.2013, Official Gazette No: 28641), that is dealing with the processes “recruitment” and “qualification to expert”.
3rd Meeting:

Date: 26th April 2018
Place: TAEK Headquarter in Ankara, Meetingroom 11B
Participants: MS-Team-Members
   RTA-C: Mr. Mustafa Vural (TAEK)
   Mr. M. Kemal Öztas (TAEK)

After a validation of the results according to the process “Advanced Training” the content of the process “Recruitment” was discussed.

The BC-experts gave information about current trainings for new DNS-Staff with a database query in the Competence management system of TAEK/DNS (DNS-Training list).

4th Meeting:

Date: 27th April 2018
Place: TAEK Headquarter in Ankara, Meetingroom 11B
Participants: MS-Team-Members
   RTA-C: Mr. Mustafa Vural (TAEK)
   Mr. M. Kemal Öztas (TAEK)

In the 4th meeting the BC-experts have been kindly asked to provide following information until the next mission:

Task 1: DNS-Training list
   - The TAEK-Training „Orientation“ should be complemented in the DNS-Training list
   - Courses IAEA
   - No. 9 to No. 28: Details about courses
   - Integration elements of the completed DNS-training list in the General Training Matrix (sent by email)

Task 2: Identification of directives and regulations (also in Turkish) applied to component 4, e.g.
   - Competence
   - Qualification
   - Training
   - Recruitment
• Staffing
• ...
and processes concerning the topics above.

4. Mission Results

During Mission 3 of Activity 4.1 the focus was to develop the identified operative processes to be integrated into the Human Resource Management system of DNS (which is still in development).

Methodology (continued)

The current practices of HRM activities at DNS were discussed between BC- and MS-experts. It was noticed that, as a governmental organization, TAEK is obliged to comply with the relevant national administrations laws generally, particularly the ones referring to HR rules and regulations. TAEK has to integrate these governmental administration as mandatory Human Resource Elements in their management system. With respect to this but also with consideration of the IAEA and ISO 9001 requirements as well as best practices for resource management analysis, the MS- and BC-experts developed a common understanding of the main scope and content of the TAEK/DNS Human Resource Management Manual. Besides processes that are not under the control of TAEK (due to state laws or other regulations), following processes have been identified as such one, that can be adapted by TAEK/DNS and that are important according to the IAEA and ISO 9001 HR-requirements:

• Competence Management/Staffing
• Training
• Recruitment

It was jointly decided to develop processes only for these process areas in the HRM (see Results).
Organizational TAEK documents, which were reviewed:

- NGD-YNG-024: Nuclear Safety Department Human Sources and Training Directive, Rev. 1.0.
- Official Gazette No: 28641 about recruitment, training, proficiency examinations, appointments, duties and responsibilities of the atomic energy specialists and expert assistants (08.05.2013)

Results of the further investigations for the design of TAEK/DNS Human Resource Management System Manual

Continuing the work of the 2nd Mission the operative processes for training and recruitment (partly) reached a level to be transferred into approved procedures and implemented in to the management system.

Current status of the processes:

Competence Management Process:
<table>
<thead>
<tr>
<th>Process step</th>
<th>Description</th>
<th>Responsibilities</th>
<th>Documents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tasks/Roles NGD</td>
<td>According to the vision and mission of the NGS a competence management strategy should be defined.</td>
<td>Top Management</td>
<td>NGD-YNG-024</td>
</tr>
<tr>
<td>Target Status Competencies</td>
<td>Derived from the tasks and roles the target status of the competencies should be defined at all hierarchy levels. To create a target status matrix a combination of following methods might be applied: - Benchmarking - Internal Survey - Forecasting - Experiences from former projects - ...</td>
<td>Middle Management (Heads of departments, sections, working groups, ...)</td>
<td>Competence model of TAEK SARCoN Database NGD-YNG-024, Article 5 Appendix 13.1: Example of a Competence/Capacity list for a nuclear regulatory authority</td>
</tr>
<tr>
<td>Current Status Competencies</td>
<td>Current status of the competencies should be defined at all hierarchy levels by - Internal survey - Self recording - ...</td>
<td>Middle Management (Heads of departments, sections, working groups, ...)</td>
<td>Competence model of TAEK SARCoN Database NGD-YNG-024, Article 5 Appendix 13.1: Example of a Competence/Capacity list for a nuclear regulatory authority</td>
</tr>
<tr>
<td>GAP Analysis</td>
<td>Comparison of the results of current status and target status with proposal for filling the gaps. Following questions are answered by gap analysis: • Who needs personnel? • How many persons are necessary? • When are the persons necessary? • What skills and qualification profiles are necessary?</td>
<td>Middle Management (Heads of departments, sections, working groups, ...)</td>
<td>SARCoN-Tool</td>
</tr>
<tr>
<td>Staffing strategy</td>
<td>Decision about the Staffing strategy should be made and documented.</td>
<td>TOP Management</td>
<td>Strategy paper defines operative measures</td>
</tr>
<tr>
<td>Recruitment</td>
<td>According to the local governmental regulations/directives</td>
<td>TOP Management</td>
<td></td>
</tr>
<tr>
<td>Outsourcing</td>
<td>Identification, selection and contracting external experts</td>
<td>TOP Management</td>
<td></td>
</tr>
<tr>
<td>Process step</td>
<td>Description</td>
<td>Responsibilities</td>
<td>Documents</td>
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<tr>
<td>----------------</td>
<td>------------------------------------------------------------------------------</td>
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<tr>
<td>/ external organizations (procurement)</td>
<td></td>
<td></td>
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<tr>
<td>Training</td>
<td>Identification and selection of sources (internal, external) to fill the gaps Drafting training plan Conduction / Participation in and evaluation of the selected training</td>
<td>TOP Management</td>
<td></td>
</tr>
<tr>
<td>Other measures</td>
<td>For example: work force planning, changes in work organization</td>
<td>TOP Management</td>
<td></td>
</tr>
<tr>
<td>Maintenance Competency Matrix</td>
<td>Monitoring of the current and target status of competencies.</td>
<td>Middle Management (Heads of departments, sections, working groups, ...)</td>
<td></td>
</tr>
</tbody>
</table>
Recruitment Process:

1. Nuclear Strategy of TAEK
2. Task to calculate future HR-Capacity
3. Determine Capacity needs
4. Calculation Tool
5. Calculation results as a request
6. Request by HR-Experts
7. Request by DNS-Head
8. Letter of request
9. Decision of President of TEAK
10. Decision Letter
11. Nuclear Strategy of TAEK
12. Budget of TAEK
13. ...
Resource planning of DNS - Management

Permission for Procurement HR

Decision: change tasks priority

Procurement other sources: Consultants, TSO

Like agency staff

...
Process “General Training for new DNS-Staff”:

1. Recruitment
2. "Newcomer" staff
3. Definition individual training program
4. HR-Data
5. Permission of trainings
6. Performing of the trainings
7. Mentoring
8. Training program Conducted
9. Designation of mentor(s)
10. Individualized Training Program
11. Controlling by section head
12. Closing meeting
13. General Training closed with success
14. Update HR-Data management

Title: General training for "newcomer staff"
Process “Becoming Nuclear Expert”:

Recruitment → TAEK Assistant expert → TAEK assigns A. Expert to area section → Preparation thesis → Acceptance of thesis (incl. oral exam.) → Success

First repetition?

Qualification to TAEK Expert is stopped

Yes → Examination (written) → Success

First repetition?

Yes → TAEK Expert

Qualification to TAEK Expert is stopped

No

Update → HR-Data management
Process “Advanced Training”:

1. Personnel Development
2. Training staff
3. Define training
4. Suggest training
5. Select, applicate and permit training
6. Conduct training
7. Assessment quality of training
8. Assessment success of training
9. HR-Data management
10. HR-Data (Known trainings)
11. HR-Data

Demands:
- Supervision duty DGS
- Urgent trainings
- Authority tasks
- Type of reactors/plants
- Capacity gaps
- Current experiences staff
- Budget
Next steps:

During the next mission the design of the above-mentioned processes will be completed, missing aspects will be taken into account and the drafting of the Human Resource Management Manual will be completed.