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

Mission Report
Activity 4.1 – Mission 4

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

Mission carried out from
- 9th July 2018 – 13th July 2018

Mission carried out by:
- [Name Redacted]
- [Name Redacted]
- [Name Redacted]
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 4th mission of Component 4 “Human Resource Management”, Activity 4.1 “Preparation of Nuclear Safety Department Human Resource Management System Manual”.

The purpose of this fourth mission was to continue the work of the previous three mission and finalize the Human resource management manual (HRM).

During the mission the operative process descriptions developed in the previous meeting were harmonized and connected to each other. The document “Personnel Planning Report DNS, Plan of required personnel capacities and competences for the period 2003 – 2013” was provided (Turkish version).

The results of this mission are:

- The Human Resource Management Manual covering the identified relevant processes of gaining competence in DNS is finally drafted and confirmed by counterparts.
- A generic training plan, covering all the necessary training issues is prepared
- The “Sample Form: Individual Training Program” is developed

2. Team Members

The Mission was carried out by the following Team Members:

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3. Meetings held during Mission 4 of Activity 4.1

During Mission 4 of Activity 4.1 between MS- and BC-experts the following meetings were held:

1st Meeting:

Date: 9th July 2018
Place: TAEK Headquarters in Ankara, Meetingroom 11B
Participants: MS-Team-Members
   RTA-C: Mr. Mustafa Vural (TAEK)
   Mr. M. Kemal Öztas (TAEK)

Subject of the first meeting was the discussion of the work program of the mission and the intended outcome. The scope of the HRM was discussed and agreed.

The counterparts informed the team about the internal document “Personnel Planning Report DNS, Plan of required personnel capacities and competences for the period 2003 – 2013”. This document comprises DNS’ investigations on necessary competences. It is based on international experience (NRC: Staffing, Training and Technical Support for Startup of a Nuclear Safety Regulatory Program, 2009).

2nd Meeting:

Date: 10th July 2018
Place: TAEK Headquarter in Ankara, Meetingroom 11E
Participants: MS-Team-Members
   RTA-C: Mr. Mustafa Vural (TAEK)
   Mr. M. Kemal Öztas (TAEK)

Subject of the second meeting was the clarification of question with regard to certain process steps, the assigned responsibilities, and related documents.

3rd Meeting:

Date: 12th July 2018
Place: TAEK Headquarter in Ankara, Meetingroom 11B
Participants: MS-Team-Members
   RTA-C: Mr. Mustafa Vural (TAEK)
   Mr. M. Kemal Öztas (TAEK)

Subject of the third meeting was the discussion of the draft version of the HRM and clarification of the final steps

4th Meeting:

Date: 13th July 2018
Place: TAEK Headquarter in Ankara, Meetingroom 11B
Participants: MS-Team-Members
   RTA-C: Mr. Mustafa Vural (TAEK)
   Mr. M. Kemal Öztas (TAEK)
Subject of the fourth meeting was the discussion on the recommendation given by MS Team-Members for further optimisation of the competence management. All given recommendations were agreed on by the counterparts.

4. **Exchanged Documents**

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<tr>
<th>Organization</th>
<th>Document Title</th>
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<tr>
<td>TÜV SÜD ET BW</td>
<td>Einweisungsrahmenplan für Grundeinweisung der TÜV SÜD Energie- und Systemtechnik GmbH Baden-Württemberg, Stand: 02.2018</td>
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5. **Mission Results**

With mission four, the draft of the Human Resource Management Manual was finalized.

The manual describes the processes of making the staffing decision and the subsequent processes of recruitment and training. The basis for the gap analysis are the actual status of DNS staff and the identified need on competence and capacity as described in the document “Personnel Planning Report DNS, Plan of required personnel capacities and competences for the period 2003 – 2013”.

The appendices show a generic training plan, giving the overall view of training issues as well as an attribution of a single issue to the basic training or the special training.

The description in the HRM are based on the information about the organisation given during the previous first meetings. This means DNS being a part of the TAEK. During this fourth mission we were informed that this form of organisation is superseded by a new one. The regulatory authority will be organised as a distinct, independent authority, being no longer a part of the TAEK. Therefore, the allocated responsibilities in the depicted processes have to be updated. Nevertheless, the HRM developed during this task will serve as a good basis for future HRM of the new organisation. The fact of being a discrete authority and no longer part of an even bigger organisation leads to a concentration of responsibilities in the processes and bears the chance of simplifying the decision processes.

To foster this process of further development the following recommendations were given:
Recommendations

1. The competency targets presented in the document “Personnel Planning Report DNS, Plan of required personnel capacities and competences for the period 2003 – 2013” reflect adequately the requirements set by best international practices (US NRC and a European NRB) for the capacities of a regulatory body in similar context in terms of the IAEA milestone principle. It should be consistently implemented. The document giving the numbers and competences of staff should be officially adopted to emphasis its importance. The given numbers and competencies should be mandatory to be achieved.

2. The given numbers of the target capacity of staff and required competences should be reviewed on a regular basis under considerations of changes of the organization as well changes in boundary conditions (e.g. nuclear development program).

3. The involvement and the responsibility of the Head of DNS for the capacity building issues should be enhanced according to the IAEA guides (IAEA GSR-Part 2 Leadership and Management for Safety).

4. Supporting services such as training coordination, data storage and maintenance, etc. should be assigned to special staff or unit (optionally to HR department). This unit should be staffed with appropriate capacity. Documentation in general and particularly the storage and accessibility of training material for employees as well as the documentation of individual-related training measures should be assigned to non-nuclear service personnel. This would unburden the Section Heads and support the consistency of the competence management process throughout DNS.

5. A data base containing data on competence target, existing competences and training measures should be used and maintained in an up-to-date status. It is recommended to use some parts of the implemented SARCON approach in simplified user friendly form

6. It is recommended to conduct training evaluation systemically and document the results of the estimate. To support this, a training feedback form should be developed, to be filled by the participant of a training measure, to get knowledge of quality and applicability of this training measure.

7. Identified and approved trainings should be linked to the competence data.

8. To gain additional competence on short call (e.g. in the case the standard recruitment process would take too long a time or competences are required temporarily), the option to hire and appoint highly experienced personnel beyond the standard recruitment process should be taken into account.
Annex

(1) DNS-Human Resources Management Manual (Draft)
(2) Appendix 1 Benchmarking example for capacity calculation
(3) Appendix 2 Generic Training plan
(4) Appendix 3 Individual Training Plan Form Draft