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

Mission carried out from
- 20th February 2018 – 01st March 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 second 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 mission, 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
  > deepen the common understanding of Human Resource Management (HRM)
  > discuss the results/findings according to the TAEK/DNS-HRM-System
  > discuss the results of the continued drafting-process of the HRM-System-Manual.

The results of this mission were:

- Further relevant Turkish regulatory documents dealing with (parts of) HRM were identified and reviewed.
- Relevant European and international standards and “best-practise-approaches” dealing with HRM were identified.
- A number of meetings with responsible TAEK-staff were held to learn about TAEK-HRM-approach and consider this in the design of the HRM
- Further results and findings of the above-mentioned topics were made.
- The main headlines of a HRM-System-Manual were adapted to the new findings.
- First drafts of TAEK specific tailored processes were designed, documented in the HRM and discussed with DNS counterparts

2. Team Members

The Mission was carried out by following Team Members:

- [Component Leader], Component Leader, TÜV SÜD Energietechnik GmbH Baden-Württemberg
- TÜV SÜD Industrie Service GmbH
3. Meetings held during Mission 2 of Activity 4.1

During Mission 2 of Activity 4.1 beside short exchanges between MS- and BC-experts following Meetings were held:

1st Meeting:

Date: 20th February 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 to get known the new team members of the MS-Team and to discuss the further development of HRM. It was decided to focus on the topics “Competence Management”, “Training” and “Recruitment”.

2nd Meeting:

Date: 22nd February 2018
Place: TAEK Headquarters in Ankara, Meeting room 11B
Participants: MS-Team-Members
   RTA-C: Mr. Mustafa Vural (TAEK)
   Mr. M. Kemal Öztas (TAEK)

In the first part of the second meeting the software tool “Competence Management System, CMS”, which is in use by TAEK, and its function were presented in detail. The practical use and maintaining of data and software were discussed.

In the following part of the meeting, the compatibility and the mutual impact between the CMS software and the TAEK directives NGD-YNG-007 (Nuclear Safety Department – Directive on Organization and its Mission) and NGD-YNG-024 (Nuclear Safety Department Human Resources and Training Directive) was discussed

All valid directives were checked for relevance to the currently considered HR-topics.
3rd Meeting:
Date: 27th February 2018
Place: TAEK Headquarter in Ankara, Meetingroom 11B
Participants: MS-Team-Members
   RTA-C: Mr. Mustafa Vural (TAEK)
   Mr. M. Kemal Öztas (TAEK)
   Mr. Erdem Cakir (TAEK)

During the third meeting the methodology to recruit and train new personnel was described by BC-experts. This information was used in drafting the sub-processes “recruitment” and “training for newcomer”.

After this the coordinator of the working group “management system”, Mr. Erdem Cakir gave a short insight to the planned process model which is described in the draft of the manual of the integrated management system of TAEK. To demonstrate the interface to HRM it was decided to quote the draft of the process model in the HRM-Manual.

4th Meeting:
Date: 01st March 2018
Place: TAEK Headquarter in Ankara, Meeting room 11B
Participants: MS-Team-Members
   RTA-C: Mr. Mustafa Vural (TAEK)
   Mr. M. Kemal Öztas (TAEK)

The fourth meeting was the closing meeting of the second mission. During this meeting, the mission results were presented and the next steps for the upcoming missions were discussed.

4. Mission Results

During Mission 2 of Activity 4.1 the already in mission 1 (November 2017) started work (doing a gap analysis between EU/international standards and European best practice approaches on the one side and the existing TEAK Department of Nuclear Safety documents dealing with HRM on the other side) was continued. The comparison based on following European/international documents:
Document selection (EU/International standards, best practice approach, basics to HRM):

IAEA

- GSR Part 1: Governmental, Legal and Regulatory framework for Safety, Rev. 1
- GSR Part 2: Leadership and Management for Safety
- GS-G 1.1: Organization and Staffing of the Regulatory Body for Nuclear Facilities
- GS-G 3.1: Application of the management system for facilities and activities
- Safety Report 79: Managing Regulatory Body Competence
- SARCON-Excel-Tool: Systematic Assessment of Nuclear Installations
  Regulatory Competence Need Application Tool (SARCoN), V1.4.11_RC-NI.DBV9.

ISO


Germany


Additional Basic Handbooks in the area of Human Resource Management/Industrial Engineering

Methodology

The current practice of HRM activities at DNS was 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 the its HR rules and regulations. TAEK has to integrate these governmental administration as mandatory Human Resource Elements in their management system. With respect to this reality but also with consideration of the IAEA and ISO 9001 requirements as well as best practices for resource management analysis, the experts (MS and BC jointly) developed a common understanding of the mission goals and methodology by identifying these process areas which can be (partly) changed and are important according to the IAEA and ISO 9001 HR-requirements:
• Competence Management
• Training
• Recruitment

It was jointly decided to develop/draft processes only for these process areas in the HRM (see Results).

Organizational TAEK documents, which were reviewed:

• Nomination letter for working groups and authorized roles/positions which are part of the working group, “İç Genelge 2015/4, 14.09.2015”
• NGD-YNG-024: Nuclear Safety Department Human Sources and Training Directive, Rev. 1.0.
• NGD-YNG-007: Nuclear Safety Department Directive on Organization and its Missions, Rev. 1.0.

Further documents, which were reviewed for HR-relevant information:

• NGD-YNG-003: Directive on authorization of nuclear safety inspector for Department of Nuclear Safety, Rev. 1.0.
• NGD-YNG-008: Nuclear safety Inspections directive, Rev. – (2016).
• NGD-YNG-012: Nuclear safety department secondary arrangement preparation directive draft, Rev. 0.
• NGD-YNG-023: Nuclear safety department information management directive, Rev. 1.0.
• NGD-YNG-026: Nuclear safety department ans construction license consultancy services control procedures directive, Rev. 01.
• NGD-YNG-028: Manufacturing approval and assessment of implementations with respect to supply instruction, Rev. 00.

In the directives NGD-YNG-003 and NGD-YNG-008 there are information contained for defining special training matrix respectively program for Inspectors respectively expert with inspection tasks.

A brief review of all TAEK/DNS directives was conducted to ensure that all HR-relevant regulations will be considered for design of HRM draft. The relevant directive are mentioned above.

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

Following the IAEA graded approach, to select the priority areas of HRM, with consideration of the TAEK functions in the upcoming activities, the objective of the further investigations was
to define the system boundary of the HRM against the integrated management system, which is going to be developed, and the existing organizational regulations (directives).

The result of the above-mentioned graded approach is that expert-teams decided to focus their work within the activity 4.1 to the following HR areas:

- Competence Management
- Training
- Recruitment

The current working draft is documented in Annex 1.

Details / Description of current work progress:

The MS- and BC-experts designed/drafted process work flow charts and process description tables with respect to the current legal situation of TAEK/DNS.

**Competence Management:**
Recruitment:

- Strategy paper
- Recruitment
- Request
- Permission
  - yes
  - no
    - Procurement
      - other sources: Consultants, TSO
    - Decision: change tasks prioritisation
    - Like agency staff
    - International cooperation (IAEA, vendor country institutions, etc)

- Selection
  - yes
  - Training Newcomer
  - Management System
A first approach for a checklist to design individualized training programs was developed with the help of the practices of the corresponding procedures of TÜV SÜD ET BW. It is part of the HRM (see Annex 1).

It is planned to build up a consecutive training concept which differs between the basic training-checklist for all new comers and position-specific training checklists. These are first steps for defining individualized training programs.

**Next steps and Conclusion:**

The possible boundaries of the TAEK/DNS - Human Resource Management System Manual with respect to the legal framework for governmental administrations in Turkey have been defined. It was decided to draft the HRM-Manual as detailed as possible with focus on processes that are under direct control of TAEK/DNS.

The Gap Analysis is so far finished that the drafting process of the HRM-Manual has started. The development of the processes

- Competence Management
- Training
• Recruitment has started.

At the next mission, following focus is planned:

• The iterative design process of HRM to combine requirements and good practice examples from MS with the practical experience of the counterparts according to the relevant HR-issues will be continued (living document).
• The training concept for newcomers will be further adapted to the special needs of DNS
• Identified improvement areas which are process independent will be specified in the HRM.

The Member State team members thank TAEK and the Turkish counterparts for the impeccable organization, cooperation, transparency and their generous hospitality.

5. **Annex**