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

Mission Report
Activity 4.1

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

Mission carried out from
- 13th November 2017 – 17th November 2017

Mission carried out by:
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This is a twinning partnership between:

This project is co-funded by the European Union and the Republic of Turkey
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 first 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 perform round table/working meetings to
  > develop a common understanding of Human Resource Management (HRM)
  > discuss the results/findings of the gap-analysis of existing TAEK/DNS-HRM-System

The results of this mission were:

- 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
- A gap-analysis on the basis of the above-mentioned topics was made.
- The main headlines of a HRM-System-Manual were drafted as basis for further discussions.

2. Team Members

The Mission was carried out by following Team Members:

- [Name]
- [Name]
- [Name]
3. Meetings held during Mission 1 of Activity 4.1

During Mission 1 of Activity 4.1 four meetings took place.

1st Meeting:
Date: 13th November 2017
Place: TAEK Headquarter in Ankara, Meetingroom 11B
Participants: MS-Team-Members
RTA-C: Mr. Mustafa Vural (TAEK)
Mr. Kemal Öztas (TAEK)

Subject of the first meeting was to get known each other and to talk about the expectations of MS- and BC-side on the first mission. Besides this Mr. Kemal Öztas, Component Leader for Component 4 on BC-side, held a presentation in which he presented the current HRM approach of TAEK in the course of the ongoing licencing works for the Akkuyu-New-Build-Project. The presentation was titled “Human Resources Activities in DNS” and is attached to this mission report (Annex 1).

2nd Meeting:
Date: 14th November 2017
Place: TAEK Headquarter in Ankara, Meetingroom 11B
Participants: MS-Team-Members
RTA-C: Mr. Mustafa Vural (TAEK)
Mr. Kemal Öztas (TAEK)

In the course of the second meeting the TAEK needs were discussed. Besides that the current status of the TAEK/DNS HRM system and the usage of the tool SARCoN (Systematic Assessment of Regulatory Competence Needs) were discussed. In the course of the meeting a common understanding of how a HRM manual should be build up was developed and it was agreed to draft a HRM-manual. TAEK will finalize the details of the HRM-manual.

3rd Meeting:
Date: 15th November 2017
Place: TAEK Headquarter in Ankara, Meetingroom 11B
Participants: MS-Team-Members
RTA-C: Mr. Mustafa Vural (TAEK)
Mr. Kemal Öztas (TAEK)
Mr. Erdem Cakir (TAEK)

During the third meeting the MS experts presented their preliminary concept for the HRM-manual. The TAEK people agreed.

4th Meeting:
Date: 16th November 2017
Place: TAEK Headquarter in Ankara, Meetingroom 11B
Participants: MS-Team-Members
RTA-C: Mr. Mustafa Vural (TAEK)
Mr. Kemal Öztas (TAEK)

During the fourth meeting the participants discussed the next steps of the activity 4.1.

4. Mission Results

Method of Sub-Activity 4.1.1 as defined in the Operative Side Letter No. 1

Step 1:

A Gap-Analysis of Human Resource Management is performed. This will be done by analyzing the existing Human Resource Management arrangements. Depending on the results of this analysis, for further data collection an additional clearing the review can be conducted.

The Assessment of the existing Human Resource Management arrangements will be based on IAEA approach, and if applicable EU MS best practices, e. g. basic requirements, nuclear references like the IAEA safety guide GS-G 1.1 and additional assessments tools like the IAEA assessment methodology of capacity building in order to provide an overall picture of potential gaps to be filled.

BC: provision of all necessary documents (existing Human Resources Management arrangements at TAEK, etc.)

Step 2:

A round table/working meeting will be conducted to:

- develop a common understanding of HRM

- present and discuss the results of Gap-Analysis-Report between BC and MS
- derive and prioritize recommendations and measures for the development of a HRM system and its corresponding manual

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

ISO


Germany


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

Methodology

The current practice of HRM activities at NSD was discussed between BC and MS. With consideration of the IAEA and ISO 9001 requirements as well as best practices for resource management the gap analysis was conducted in iterative steps.

Organizational documents, which are used:

- Nomination letter for working groups and authorized roles/positions which are part of the working group, İc Genelge 2015/4, 14.09.2015
- NGD-YNG-024: Nuclear Safety Department Human Sources and Training Directive, Rev. 1.0.

These two directives are the basics of the described organization of DNS referring to HR. In these directives, the structure of organization is described up to the
organizational level of branches/section. Working groups are described in a general way. HR-responsibilities aren't assigned to specific positions.

In the course of the first mission we learned that TAEK has already established a working group to develop a management system according to IAEA GSR part 2. The work is ongoing.

**Results of the Gap-Analysis according to the part HRM-Handbook**

The organization of TAEK and DNS is undergoing significant changes in the management team and processes. Accompanying these changes a described management system is under construction. There are two DNS-specific directives. Directive NGD-YNG-024 deals with aspects referring to planning and controlling training programs at a manual level in a very general way.

The BC-counterparts are members of the working group for Training and Human Resource Issues. This working group is an organizational unit which was established by the head of DNS (see NGD-YNG-007).

The directive NGD-YNG-007 informs about the mission and objectives of DNS, it gives insight into the tasks of DNS and the duties of the branches/sections of DNS. It defines that beside the organizational issues project groups and working groups can be implemented by the head of the department to establish projects and working areas which are relevant for the whole department. The Directive NGD-YNG-007 has a general statement to infrastructure and resources at DNS.

The current DNS competence management platform (NGD Portal Uygulamalari) is used partially at the moment due to the ongoing re-organization at TAEK.

It was common understanding between MS- and BC-experts, that a management system according IAEA GSR part 2 is very important for HRM.

IAEA GSR part 2 defines requirements to HRM. One important aspect in the management system will be to emphasize the outstanding role of TEAK President and TEAK Vice President for HRM.

To the opinion of the MS-experts, considering the TEAK-action and their status according the development of a management system, an advisory HRM-Handbook is helpful to develop HR-Management-Processes with regard to the management system that is currently under construction. It can be used as a basis for an integrated development of HR-Management-Processes and its procedures according to the presetting of the future management system of TEAK.
Next steps:

The HRM handbook will be drafted as an advisory document for the development of a process-based Human Resource Management Documentation. The advisory HRM handbook will be no organization document of TEAK. This approach has been presented by the MS, see Annex [Annex 2]. There is a common understanding between BC and MS that such a handbook is helpful for the development of effective HR-Processes for DNS, which can be integrated in the regulatory management system later.

The next step will be to check if the process-based HRM manual [Annex 2] concerning personnel development and training is indicated in the web-based competence management tool. The current functions of the tool will be reviewed and compared against relevant aspects of the process area personnel development and training.

Conclusion

Step 1 and Step 2 of Sub-Activity 4.1_1 were successfully completed.

- Team members of both counterparts get known each other.
- The working environment was set up.
- The methodology was developed and agreed upon by both counterparts.
- The Gap-Analysis of the current TAEK Human Resource Management was performed

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

5. Annexes

(1) Human Resources Activities in DNS by M. Kemal Öztas