

International Travel Trip Report

Traveler:

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Subject:

Stockholm

To participate at the 11th International Atomic Energy Agency (IAEA) – European Atomic Forum (FORATOM): Management System Workshop. FORATOM is a Brussels-based organization that represents and promotes the interests of the European nuclear industry. The longstanding cooperation between FORATOM and the IAEA's Department of Nuclear Energy has recently been extended to the areas of energy planning, human resources management, knowledge management, and waste management.

Vienna

To give a presentation to Doug Northey, Director, Division of Human Resources, Department of Management, IAEA and his staff on the development of core competencies (knowledge, skills, and abilities) for senior staff at the Nuclear Regulatory Commission.

Dates and Location:

June 10 -15, 2012; Stockholm, Sweden
June 16 -19, 2012; Vienna, Austria

Desired Outcome:

- Collaboration with IAEA to:
 - 1) Validate and strengthen international competencies/focus areas
 - 2) Discuss with their trainers and instructional specialists any training that matches the international focus areas
 - 3) Observe current training to see how it might fit into NRC's focus areas

Results Achieved:

- Achieved a better understanding of how meetings are facilitated, how the multinational participants interact with the material and instructors, and discussed how this might be incorporated in the competencies that the NRC has developed.

- Identified and assessed existing courses that could be used to support the NRC competencies and an efficient means of developing and enhancing NRC employees' skills and effectiveness in interactions with counterpart foreign nationals.

Summary of Stockholm Trip:

The 11th IAEA and FORATOM Management System Workshop was held in Stockholm, Sweden on June 12-14, 2012. The theme was "Promoting a Sustainable Management System – Key Factors for Success" and was hosted by Vattenfall AB, one of Europe's largest generators of electricity and the largest producer of heat.

The objective of the workshop was to promote the IAEA's Safety Standards on Management Systems and to provide examples, case studies, practical approaches and training relating to the successful implementation of management systems in the nuclear facilities and activities.

The joint workshop organized by the IAEA and FORATOM attempted to raise awareness, increase understanding and promote the practical application of IAEA standards on management systems. In particular, the workshop focused on the IAEA GS-R-3, GS-G-3.1, and GS-G-3.5 standards on establishing, implementing, assessing and continually improving a management system that integrates safety, health, environmental, security, quality and economic elements to ensure that safety is properly taken into account in all the activities of an organization. About 140 people from nuclear power plants, nuclear power companies, regulatory bodies, research institutes, academia (faculty and students), attended the conference. In all, there were more than 25 countries represented and presentations were divided into cluster sessions based on topics discussed. Each day focused on a specific topic, relevant to the sustainability of an effective management system: "Leadership and Commitment for Safety"; "Organizational Culture" and "Improvement and Sustainability." During the plenary morning session the subjects were introduced by keynote speakers and during the afternoon sessions on all three days there were parallel interactive working groups on topics linked to the subjects discussed in the morning. Participants actively contributed to these sessions and prepared contributions based on their experiences. This was achieved through focus on practical strategies, the sharing of practical examples, the identification of common difficulties, possible solutions and good practices with regard to establishing, implementing, and assessing and continually improving management systems. At the end of each afternoon the results of the break-out session were presented in a plenary session.

The workshop focused on a number of key aspects of sustainable management systems such as:

Leadership and Commitment

- Management for Safety by the Senior Managers
- Creativity and Innovation in Continuously Improving Safety
- Managing the Unexpected
- Senior Managers Ownership of the Integrated Management System
- Leadership and Management

Organizational Culture

- Managing Organizational Change
- Promotion and Support of a Strong Safety Culture
- Challenges and Solutions to Improve Safety Culture
- Assessment and Evaluation of Safety Culture
- Regulatory Oversight of Licensee Safety Culture

Improvement and Sustainability

- Assessment and Evaluation of a Management System
- Management Systems in Resilient Organizations
- Managing the Evolution of Increasing Safety Requirements
- Implementing Analytical Procedures to Improve Processes in the Management System
- Safety, Reliability and Professionalism

I observed and participated in the following plenary and breakout sessions:

Leadership and Management

- The discussions centered on leadership fundamentals (social competency focus) – self awareness and listening skills, motivating others and setting vision, strategy; and implementation strategies (technical competency focus)

Managing Organizational Change

- The discussions centered on how applying project management principals help in managing organizational change

Safety, Reliability and Professionalism

- The discussions centered on “the different levels of integrity” from the perspective of interactions between individuals, managers, and organizations as it relates to safety culture.

Summary of Vienna Trip:

Gave presentation on the methodology NRC used to analyze data in developing core competencies (i.e., knowledge, skills, and abilities) for our senior executive managers and new and future leaders at the NRC who engage in or have an international component to their job. Discussed the methods IAEA uses to identify training needs and ways to capture knowledge management.

Pending Actions/Next Steps for NRC:

- Brief Human Resources Training and Development, and collaboratively discuss any changes to our competency focus areas. Share the collected course objectives, and see if any fit NRC’s focus areas.

- Possibly incorporate ideas gained from workshop into the upcoming International Executive Series 201 classroom course and possibly on the OIP portal for capturing knowledge management.
- Review and comment on IAEA Draft Core Competencies document.

Points for Commission Consideration/Interest:

None.

On the Margins:

Sweden

On the margins of each break-out session, discussed with program facilitators key topics that were addressed that parallel the skills and training areas that the NRC has identified for possible IAEA/NRC cooperative training ventures.

Vienna

On June 18, I made a courtesy visit to Janice Dunn Lee, Deputy Director General and Head of the Department of Management, IAEA. During the discussion, I reviewed the purpose of my visit, and summarized the visit activities, in particular, the workshop in Sweden. I expressed my appreciation for the IAEA staff support in allowing me to attend, observe and critique the Management System Workshop in Sweden.

The 12th IAEA/FORATOM Workshop will take place November 2013 in Vienna, Austria.