



UNITED STATES
NUCLEAR REGULATORY COMMISSION
WASHINGTON, D.C. 20555-0001

October 3, 2019

MEMORANDUM TO: Those on the Attached List

FROM: Brian E. Holian, Director **/RA/**
Office of Nuclear Security and Incident Response

Miriam L. Cohen **/RA/**
Chief Human Capital Officer

SUBJECT: CALL FOR NOMINATIONS TO ATTEND THE REACTIVE
INSPECTION LEADERSHIP TRAINING COURSE

We are writing to you to solicit nominees to attend the third offering of course G-605, "Reactive Inspection Leadership Training" (RILT), to be held at the U.S. Nuclear Regulatory Commission (NRC) Headquarters from March 16 through March 20, 2020.

In accordance with Management Directive 8.3, "NRC Incident Investigation Program," if a significant event should occur at a licensed facility, the NRC may activate a team tasked with investigating the event. To support that responsibility, the scenario-based RILT course ensures that NRC staff (a mix of Senior Executive Service (SES) and high-performing GG-14 staff, and above) are trained in the competencies needed to lead a reactive inspection team for an event which would result in the formation of an incident investigation team or an augmented inspection team. This training will also serve as supplemental training for individuals who routinely conduct special inspections. The investigation scenarios may involve incidents or issues associated with nuclear reactors, nuclear materials (i.e., non-reactor applications of radioactive material such as industrial, medical, or research) or security. They also involve a level of significance and complexity that would, under normal circumstances, require a reactive inspection or activation of the NRC response program. In addition, given the rarity of these types of activities, the course will also focus on executive core qualification skills and competencies development for application to 'day-to-day' NRC work.

The RILT consists of two phases, preparatory work (e.g., completion of an online root cause analysis refresher course and precourse reading assignments) followed by a 5-day formal classroom training course. The course summary is provided for your convenience. The only prerequisite for the course is completion of the 4-day G-205, "Root Cause/Investigation Workshop." Nominees who have not attended G-205 should plan to attend the offering at NRC Headquarters in November 2019. There are a limited number of seats in G-205, and this is the only available offering before the RILT course. Nominees who have not completed G-205 may be permitted to participate in the RILT, if they have training and/or experience equivalent to G-205.

CONTACT: Clyde Ragland, NSIR/DPR
(301) 287-3742

Those who complete G-205 in 2019 will not be required to complete the online root cause refresher course that is part of the RILT.

We plan a class size of 20 to 25 participants. Please nominate 3 to 5 individuals who are in positions that are likely to participate in such reactive inspections. We would like a mix of disciplines and a variety of grade levels, from GG-14 through SES. The March 2020 offering of the RILT course will be the last one scheduled for the foreseeable future. Please submit the names of nominees to the Office of Nuclear Security and Incident Response staff member Clyde Ragland clyde.ragland@nrc.gov) by Thursday, October 31, 2019. We will contact the offices before we finalize the roster of class participants.

Thank you for your support.

Enclosure:

Reactive Inspection Leadership Training
Course Summary

MEMORANDUM TO THOSE ON THE ATTACHED LIST DATED:

Ho Nieh, Office of Nuclear Reactor Regulation	RidsNrrMailCenter Resource
John Lubinski, Office of Nuclear Material Safety and Safeguards	RidsNmssOd Resource
Raymond Furstenau, Office of Nuclear Regulatory Research	RidsResPmdaMailCenter Resource
George Wilson, Office of Enforcement	RidsOeMailCenter Resource
Andy Shuttleworth, Office of Investigations	RidsOiMailCenter Resource
David Lew, Region I	RidsRgn1MailCenter Resource
Laura Dudes, Region II	RidsRgn2MailCenter Resource
Darrell Roberts, Region III	RidsRgn3MailCenter Resource
Scott Morris, Region IV	RidsRgn4MailCenter Resource

REACTIVE INSPECTION LEADERSHIP TRAINING COURSE SUMMARY

Students selected for the Reactive Inspection Leadership Training Course (RILT) will complete the following activities:

- Conduct team incident investigations and apply root cause methods to determine the cause of an event.
- Exhibit key leadership competencies commensurate with the circumstances during the investigation and response to the event.
- Work effectively with internal and external partners and stakeholders during incident response.
- Represent the agency to media, governmental and public entities.

It is assumed that all of the participants in this training will have previously attended course G-205, "Root Cause/Incident Investigation Workshop," or have equivalent root cause training and/or experience; therefore, the online refresher course used in Phase 1 of this training program is only a review of the techniques and methods of conducting root cause analyses. The following root cause methods will be included in the root cause review:

- a. Events and causal factors analysis
- b. Fault tree analysis
- c. Barrier analysis
- d. Change analysis
- e. Management oversight and risk tree analysis
- f. Critical incident techniques
- g. Why staircase
- h. Pareto analysis

The students will be subjected to a rigorous scenario-based training to ensure that they are capable of functioning effectively under real-world conditions during a response to, or investigation of, a significant event. The leadership competencies needed to effectively participate in such events includes:

1. **CRITICAL THINKING** – Formally trained and experienced in root cause and investigation techniques and methodologies. Demonstrated ability as a team leader, able to identify, analyze, and communicate complex technical and engineering problems, as well as complex human performance issues and concerns.
2. **COMMUNICATION SKILLS** – Highly skilled and experienced with media communications, including on-camera interviews, news conferences, and public meetings. Demonstrated effectiveness in conducting and overseeing investigative interviews and gathering sensitive information.

3. **POLITICAL SAVVY** – Knowledgeable of external stakeholders and interfaces to ensure appropriate U.S. Nuclear Regulatory Commission (NRC) involvement and communication/coordination of available resources. Comfortable with the responsibility of being the agency's spokesperson and point of contact for the event and agency's overall response. Possesses a clear perception of organizational and political reality, and recognizes the impact of courses of action.
4. **KNOWLEDGE OF NRC ORGANIZATION AND PROCESSES** – Well versed with the roles and responsibilities of the NRC and how to best leverage the available agency resources to accomplish the team's charter. Experienced in implementing lessons learned, and establishing working relationships with key agency managers and supervisors who can assist the team in accomplishing its charter.
5. **STRONG SELF-REGULATION** – Possesses a calm professional demeanor, exhibits sound judgment and unbiased critical observation and assessment skills. They should be well organized and self-disciplined workers capable of functioning effectively in a team environment and under stressful circumstances.
6. **TECHNICAL COMPETENCE** – Possesses the technical expertise consistent with the type of facility and characteristics of the event/incident.
7. **LEADERSHIP SKILLS** - Demonstrates capability in effectively organizing, coordinating, communicating, motivating, and leading a highly qualified and competent team of nuclear experts.
8. **INDEPENDENCE** - Freedom from significant involvement in the licensing and oversight of the facility involved. Also, freedom from association with other activities or issues that had a direct impact on the course or consequences of the event. Available for full-time participation for the duration of the reactive team activities.
9. **DECISIVENESS** - Demonstrates technical credibility to make and communicate decisions; understand the effects of one's decisions even in the face of massive amounts of information or incomplete information; uses courage and good judgment to make tough decisions that move the agency forward in difficult situations; and retains the adaptability to think of and lead others toward alternatives when appropriate.

The investigation scenarios may involve incidents or issues associated with nuclear reactors, nuclear materials (i.e., non-reactor applications of radioactive material such as industrial, medical, or research) or security, and may be domestic or international. They shall involve a level of significance and complexity that would under normal circumstances require a reactive inspection or NRC response to the event.

The RILT course outline is as follows:

Phase 1: Preparatory work

Student preparatory work shall be completed prior to classroom training (time estimates are included).

- Online Root Cause refresher course (2 hours)
- Familiarity with:
 - Incident Response Manual Chapter (IRMC) 300 (1 hour)
 - Management Directive 8.3, “NRC Incident Investigation Program” (30 min)
 - Course materials for Course 100, “Effective Communications for NRC Inspectors” (1 to 2 hours)
 - Course materials for Course 135, “Gathering Information for Inspectors through Interviews” (1 to 2 hours)
 - Course materials for Course 571, “Media Training Workshop” (1 to 2 hours)

Phase 2: 5-day classroom session

Day 1 (Monday):

AM:

- Welcome, History, Goals and Objectives
- Reactive Inspection Leadership Team Activation
- Incident Response to Events
- Leadership/Executive Core Qualification Competencies

PM:

- Case Study Discussions/Team Huddles
- Define Deliverables including End-of-Class Project

Days 2 – 4 (Tuesday – Thursday):

- Case Study Discussions/Team Huddles (continued)

Day 5 (Friday):

- Present reports on assigned scenarios
- Wrap-up

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LEADERSHIP TRAINING COURSE

DATE: 10/03/19

Distribution:

RidsNsirOd Resource
M. Cohen, OCHCO
R. Egli, OCHCO
M. Scott, NSIR
W. Gott, NSIR
R. Ragland, NSIR

ADAMS Accession No.: ML19221B554 *see via e-mail

OFFICE	NSIR/DPR	NSIR/DPR	OCHCO	NSIR/DPR	OCHCO
NAME	R. Ragland	W. Gott	L. Mahlahla*via e-mail	M. Scott	M. Cohen
DATE	08/15/19	08/15/19	08/16/19	08/29/19	10/02/19
OFFICE	NSIR				
NAME	B. Holian				
DATE	10/03/19				

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