IAEA
International Atomic Energy Agency
Atoms for Peace and Development

Technical Meeting on Embedding Leadership within the Nuclear Organization

IAEA Headquarters, Vienna, Austria

28-31 March 2023

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Information Sheet

Introduction

Following the publication of Leadership and Management for Safety (IAEA Safety Standards Series No. GSR Part 2) in 2016, Member States have repeatedly requested practical guidance on what nuclear leadership means, how it differs from and relates to nuclear management, and how it is best identified, further developed, and applied. In parallel, and particularly since the onset of the pandemic in 2019, Member States have been actively seeking guidance and support to strengthen resilient nuclear performance, systemically – at the human, technological, and organizational levels and interfaces. In response to these requests, the Agency has initiated the development of two publications, the first titled "Leadership in the Nuclear Organization", and the second, "Strengthening Resilience in the Nuclear Organization".

However, in recent Technical Meetings related to nuclear human resource management and leadership, Member State delegates have asked for practical, applied, practice opportunities to develop these leadership and management capabilities that serve as the backbone of a resilient nuclear organization. And though "on the job" performance allows for development of these critical interpersonally oriented behaviours, the opportunity as well as the skill for reflection, to learn from others in an environment where it is safe to take risks (e.g. "safe to fail"), and to receive meaningful behavioural feedback and coaching, is not a part of everyday performance. Moreover, the ability to sustain safe, secure and effective performance in the face of emergent (as opposed to "emergency") situations where the unexpected must be navigated, even for those mundane and everyday challenges.

Because sound managements practices and systems and strong leadership skills and capabilities form the basis for successful, sustainable, and resilient organizational performance, an opportunity exists for

development of these necessary skills, knowledge, and abilities in a controlled learning environment. These leadership and management capabilities are arguably even more critical in the nuclear industry where consistent and reliable performance is an imperative. Though many organizations have leadership and management development programmes in place, not all take into consideration the unique characteristics and context of a nuclear leader, nor the need to formally develop these capabilities in a concerted, applied manner. Most programs do not consider how to effectively transfer newly acquired practices and approaches into day-to-day work or effectively measure this learning and its impact on safety and organizational culture.

Though the International Atomic Energy Agency (IAEA) has developed many valuable guidance publications to support human factor related behaviours and capabilities development, and has also developed more interactive tools and resources like the LeaD toolkit (a web-based tool for nuclear leadership development) that can help Member States, Member States are asking for more immediate and dynamic learning protocols that strengthen and expedite the development of excellent human performance through active engagement and practice.

Objectives

The purpose of the event is to provide a forum for participants from nuclear energy programme implementing organizations, owner/operators and regulatory bodies to actively build the strengths and sustainability of their nuclear power plants. It will provide the participants with the skills and practices needed to improve the transfer of leadership, as well as training and development efforts in the daily work of their nuclear organizations.

Further purpose to this event: though the primary objective as defined above is to demonstrate the power of experiential, immersive scenario-playing to expediently and effectively advance human performance (HU) capabilities of the nuclear workforce (2.5 days of event), it is also intended to work collaboratively with training managers (1 of 2 cohort) and these operational manager participants (2 of 2 cohort) to identify a common set of CORE HU capabilities, isolate best practices for immersive HU development, and consider ways the nuclear industry can align on unique ways to develop these CORE capabilities expediently and effectively across the nuclear workforce (1.5 days of event).

Target Audience

This event is targeting two groups of Member State Participants:

- 15-20 active participants who hold supervisory responsibility of workers. Nominees can also be individuals who hold no formal responsibility for supervision, but are seen within the organization as influential to worker performance;
- 5-10 training manager participants who will provide programmatic feedback and actively collaborate on CORE HU performance efforts.

Member States are welcome to provide more than one nominee in both groups of targeted participants.

Working Language(s)

The event will be held in English. Nominated participants are expected to be fully fluent in English to participate.

Structure

A maximum of 30 participants will be attending this event. 20 participants will actively engage in the immersive, scenario-based workshop for 2.5 days of the event. All cohort 2 (FLMs) and some cohort 1(training managers) will actively engage as workshop participants. An additional 10 participants will serve as observers of the workshop, all cohort 1 participants (Training Managers). For the workshop portion of the event, four teams of five participants will work together in scenario/role-playing activities. The remaining maximum number of 10 participants will rotate to observe the workshop and capture feedback.

For the remaining 1.5 days of the workshop, two additional activities will occur. First, the training manager participants will be invited to present their organization's immersive, practice-based HU development protocols (1/2 day). Second, for the remaining day, participants will work collaboratively to:

- Identify CORE capabilities and related behaviours that associate with human performance excellence;
- Consider unique delivery protocols across the global nuclear landscape to maximize "through-put" of immersive HU development activities/workshops/programs;
- Develop a two-pronged (or more) approach to train-the-trainer efforts to help Member States stand up their own CORE HU.

Participation and Registration

All persons wishing to participate in the event have to be designated by an IAEA Member State or should be members of organizations that have been invited to attend.

In order to be designated by an IAEA Member State, participants are requested to send the **Participation Form (Form A)** to their competent national authority (e.g. Ministry of Foreign Affairs, Permanent Mission to the IAEA or National Atomic Energy Authority) for onward transmission to the IAEA by **10 February 2023**. Participants who are members of an organization invited to attend are requested to send the **Participation Form (Form A)** through their organization to the IAEA by the above deadline.

Selected participants will be informed in due course on the procedures to be followed with regard to administrative and financial matters.

Participants are hereby informed that the personal data they submit will be processed in line with the Agency's Personal Data and Privacy Policy and is collected solely for the purpose(s) of reviewing and assessing the application and to complete logistical arrangements where required. The IAEA may also use the contact details of Applicants to inform them of the IAEA's scientific and technical publications, or the

latest employment opportunities and current open vacancies at the IAEA. These secondary purposes are consistent with the IAEA's mandate.

Papers and Presentations

The IAEA encourages participants to give presentations on the work of their respective institutions that falls under the topics listed above.

Expenditures and Grants

No registration fee is charged to participants.

The IAEA is generally not in a position to bear the travel and other costs of participants in the event. The IAEA has, however, limited funds at its disposal to help meet the cost of attendance of certain participants. Upon specific request, such assistance may be offered to normally one participant per country, provided that, in the IAEA's view, the participant will make an important contribution to the event.

The application for financial support should be made using the **Grant Application Form (Form C),** which has to be stamped, signed and submitted by the competent national authority to the IAEA together with the **Participation Form (Form A)** by **10 February 2023.**

Venue

The event will be held at the Vienna International Centre (VIC), where the IAEA's Headquarters are located. Participants must make their own travel and accommodation arrangements.

General information on the VIC and other practical details, such as a list of hotels offering a reduced rate for IAEA participants, are listed on the following IAEA web page:

www.iaea.org/events.

Participants are advised to arrive at Checkpoint 1/Gate 1 of the VIC one hour before the start of the event on the first day in order to allow for timely registration. Participants will need to present an official photo identification document in order to be admitted to the VIC premises.

Visas

Participants who require a visa to enter Austria should submit the necessary application to the nearest diplomatic or consular representative of Austria at least four weeks before they travel to Austria. Since Austria is a Schengen State, persons requiring a visa will have to apply for a Schengen visa. In States where

Austria has no diplomatic mission, visas can be obtained from the consular authority of a Schengen Partner State representing Austria in the country in question.

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Subsequent correspondence on scientific matters should be sent to the Scientific Secretary and correspondence on other matters related to the event to the Administrative Secretary.

Event Web Page

Please visit the following IAEA web page regularly for new information regarding this event:

Technical Meeting on Embedding Leadership within the Nuclear Organization | IAEA