Capability Model for the UK Nuclear Industry
– Good Practice Approach to Training, Accreditation and Nuclear Professionalism
**Introduction**

**WHO is the audience for this document?**
This document has been developed at the request of the employer led National Skills Academy for Nuclear (NSAN) Board, to clearly articulate to Senior Representatives within the nuclear sector (Operators and Supply Chain) the various skills development tools and techniques (Capability Model) available for implementation by member organisations of the National Skills Academy for Nuclear and Cogent SSC. This will provide employers with the opportunity to apply these good practice guidelines and continue on the journey to excellence demonstrated in many aspects of the nuclear sector.

A supplementary Annex to this document is available which provides further guidance as to how the tools and techniques within the Capability Model could be implemented, should a Company Level Needs Analysis identify a requirement or gap in a specific area.
## Industry Leadership and Commitment

The Standards Advisory Group have led on the development of this ‘Good Practice Approach to Training, Accreditation and Nuclear Professionalism’ on behalf of the Directors of the National Skills Academy Nuclear (NSAN) Board.

As Directors of NSAN/the Nuclear Industry Council (NIC) Skills Workstream, we support the implementation of this flexible, fit for purpose model which can be used by Skills Academy members as appropriate, to meet distinct business needs. We sign this document in February 2014 to show our commitment to the value it can bring in terms of the development of a demonstrably competent, safe and secure UK nuclear workforce.

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<th>Name</th>
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<td>Clive White</td>
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I. Strategic Drivers

WHY develop this Capability Model?
Over a six year period from 2007 – 2013 employers from across the UK nuclear industry have collaborated on the development and implementation of a range of initiatives to address the skills challenges facing the current and future UK Nuclear Programme. Significant progress has been made and it has now been agreed to further develop this work into a consolidated, aspirational and flexible model, setting out good practice to:

- Drive quality, performance improvements and nuclear professionalism
- Build on the richness of technical expertise that currently exists in UK plc ensuring that initiatives developed are complementary to this expertise and support the transfer of this expertise to a younger generation
- Provide a mechanism to support companies to demonstrate to the Regulators their workforce competence and capability and supply chain resilience. Supporting demonstration of achievement of all the ONR Site Licence Conditions, specifically in a skills context - 9, 10, 12 & 36 and all Environment Agency Radioactive Substance Regulations - specifically in a skills context - 1.1.1 and 4.3 (see Appendix 3)
- Address skills gaps and shortages which are exacerbated by the demographic challenges of an ageing workforce and encouraging new entrants
- Provide tools and techniques that support the achievement and demonstration of competence
- Address the business imperative for the sector to increase impact, value for money and return on investment by:
  - Reducing repeat and duplicate training so saving time and money
  - Agreeing and implementing national skills standards and requirements so that there is clarity of expectation for the supply chain
  - Enabling cross industry mobility and transferability of skills
  - Opening up the pipeline to new entrants to grow the capability and capacity in the industry
- Speed up the time for supply chain mobilisation
- Address the fragmented nature of the industry
- Reduce risk and underpin safety
- Grow high quality UK jobs and careers
- Support UK economic growth and development
- Foster improved links between the nuclear industry and Government Policy and Strategy on skills

“Significant progress has been made and it has now been agreed to further develop this work into a consolidated, aspirational and flexible model.”
II. Purpose

WHAT will this model do?
This is a dynamic, flexible and continually progressing model that will enable companies to assess workforce capability and then support the development of a demonstrably competent, safe and secure UK nuclear workforce with the highest standards of nuclear professionalism, driving business performance improvement. The model will be fit for purpose to meet distinct business needs.

Model Contents and Objectives
All aspects of high quality skills, training and workforce development are encompassed in this model ensuring it becomes the standard for the whole of the UK nuclear industry to:

- Demonstrate that the UK nuclear industry is driven by leaders with commitment to the highest standards of workforce safety, security and nuclear professionalism – including the introduction of a standardised framework for competence across the sector
- Support the demonstration of attainment of Regulatory conditions, aligned to the ‘goal setting’ approach
- Support the ambition of ONR with respect to Technical Research Capability - ‘undertaking nuclear research requires highly skilled technical capability and access to appropriate facilities. Maintenance of research capability is critical to the continuing safety of the UK nuclear industry. There is a need to maintain suitably qualified and experienced personnel (SQEP) and appropriate facilities to enable adequate research to be undertaken‘. Extract from part one of ONR’s published Nuclear Research Needs, (NRN) document under Section 0.5 - Technical Research Capability
- Support delivery and implementation of the Nuclear Industrial Strategy\(^1\):
  - The Strategy outlines the key actions and approach needed to realise the vibrant, diverse and strategically cohesive sector that Government and industry wishes to see develop. It seeks to provide industry with the confidence to further invest in a nuclear future by:
    - Recognising the challenges and capturing opportunities in the home market
    - Enhancing the UK’s innovation and R&D landscape
    - Government engagement to attract domestic and inward investment in nuclear projects and assistance to help firms penetrate overseas markets
    - Ensuring the UK has the necessary skills for the future
- Provide a platform to help instil Non-Government Organisations (NGO) and public confidence in the integrity and rigour of skills and workforce development across the nuclear industry in the UK

An overview of how this comes together to deliver ‘A high performing, high quality workforce’ is detailed in Appendix 1.

\(^1\) Nuclear Industrial Strategy – The UK’s Nuclear Future
III. Critical Enablers/Success Criteria

This Model is designed to drive change across the industry ensuring UK nuclear excellence is achieved and demonstrated. To enable this there will need to be Strategic Leadership to ensure effective implementation and adoption.

What does success look like within the industry?

- Real industry leadership at the strategic level from the Nuclear Skills Strategy Group (NSSG) – committed to implementation of the model and the tools and techniques within it at an organisational level. It is noted that implementation will vary dependent on business need and the baseline needs to be established to enable visibility of progress.

- Clear and visible progress against organisational baselines.

- Positive indication that the model has made a real impact through KPI measurement and independent strategic evaluation.

- The benefits of cross industry working and accreditation are realised and the impact is visible to the supply chain.

- The benefits of the model are recognised and valued by the regulators and as such, outputs from the self-assessments are viewed as supporting industry and regulator expectations.

To enable this there will need to be Strategic Leadership to ensure effective implementation and adoption.
IV. Impact and Measurement

How will success be measured?
Key Performance Indicators will be set by organisations so that they can review the success and impact of the model. NSAN, working with its members will monitor progress against the KPI’s in line with normal business processes. The Standards Advisory Group/NSAN Advisory Board will oversee the effectiveness of implementation at an organisational level.

At a strategic level, the initial KPI’s for industry leaders are to:

- Sign up to the principles and concepts of the Capability Model as an aspirational standard for the industry and its supply chain
- Encourage their supply chain to apply the concepts in the Capability Model
- Commit to the implementation of Industry Training Standards and Training Programme Guidelines where there is a direct relevance and benefit to their own business and/or the supply chain. This includes continued implementation of the NEF Assured (Nuclear) Quality standard for training delivered internally to national standards
- Commit to the continued use and promotion of High Quality Training Provision – through use of the High Quality Provider Network
- Commit to the introduction of company benchmarking against the model for monitoring and review by the Standards Advisory Group/NSAN Advisory Board. The Standards Advisory Group/NSAN Advisory Board will monitor progress of implementation of the skills initiatives and activities through a self-assessment process

Further specific KPI’s will be agreed and included in the supplementary document which will support the implementation of the capability model at an organisational level.

“NSAN will monitor progress against the KPI’s in line with normal business processes, with the Standards Advisory Group/NSAN Advisory Board overseeing the effectiveness of implementation at an organisational level.”
V. Strategic Relationship Model

Employers in the nuclear industry do not operate in isolation and their business planning and approach to recruitment, retention and workforce development to deliver their Business Plan is affected by many external drivers. This is applicable across all tiers of the industry including the supply chain. The key drivers that affect the skills and workforce agenda are summarised in the diagram below and include:

Level 1
- Government Policy e.g. Energy, Skills, Education
- Nuclear Industrial Strategy
- Regulatory requirements: ONR and EA
- UK current and future nuclear programmes

Level 2
- Outputs, data and issues from the Nuclear Workforce Model managed by Cogent on behalf of the NSSG
- The requirements to meet the ‘Nuclear Delta’ ensuring the highest standards of nuclear professionalism, quality, risk reduction and resilience across the UK nuclear workforce

Companies that wish to grow and succeed in the nuclear sector need to be cognisant of Levels 1 & 2 above as they develop their skills and workforce strategy to deliver their Business Plan. To facilitate and support this, employers from across the nuclear industry have established, funded and lead NSAN as a Forum to ensure the appropriate skills and workforce development requirements are clearly understood and articulated with the appropriate industry led skills solutions developed via NSAN, or appropriate partner, with effective delivery via relevant partners. NSAN works to support its members to understand and work through this process bringing all elements together in this Capability Model. Where appropriate the Operations Team work with member companies to support them with the development of:
- Company level business needs analysis and plan
- Company level flexible implementation solution

The approach and support provided is flexible to meet the specific needs of all member companies.
VI. Company Level Needs Analysis and Solutions Process

1. Business Planning
   - Skills gaps and shortages

2. Analysis of company capability and capacity to deliver Company Business Plan and Strategy Risk Mitigation
   - Skills development

3. Identify needs
   - Business Benefit
   - Impact
   - Return on investment
   - Business Benefit

4. Intervention Planning
   - Make or buy?
   - Use existing ‘offer’?
   - Accredit own programme against agreed standard
   - Make new
   - High Quality Training Provider Network

5. Deliver Solutions / Interventions
   - Skills development
   - Training
   - Agency staff
   - Recruitment
   - Up-skill
   - Re-skill

6. Consolidate & Review
   - Impact
   - Return on investment
   - Business Benefit

Appendix 1 details how the skills solutions developed by employers with NSAN to date align to the 6 stage process above and support a systematic approach to training.
VII. Delivering Excellence

HOW will this be achieved?
The expectation of nuclear industry leaders is articulated through the Nuclear Industry Council, and more specifically, for skills, these expectations are articulated via the NSAN Advisory Board and the Standards Advisory Group. The requirements of the UK nuclear regulator are clearly identified and articulated in the Safety Assessment Principles (SAP’s) and Technical Assessment Guides (TAG’s).

An overview of the Skills Solutions and Activities which support nuclear industry expectations is provided in Appendix 1. Below is a summary of key developments in place (or under development) that will support employers in meeting the requirements from a skills perspective.

Systematic Approach to Training
Many UK Nuclear Operators, SLCs, Utilities and large supply chain companies already adopt and operate a Systematic Approach to Training (SAT). In some instances this is a very sophisticated and all-embracing system, in other cases it is more the key principles of SAT that are implemented in a lighter touch approach depending on business needs.

As part of this model the NSAN Operations Team will work with member companies, particularly smaller supply chain companies, to support them adopt and implement the key principles of SAT across their business. The NEF Assured (Nuclear) process supports the implementation of a SAT approach.

This will lead to greatly improved skills and workforce planning with interventions that are closely linked to, and help deliver, the company’s Business Plan.

Good Practice Guidelines
NSAN and Cogent have, and continue to, work with their partners and industry to develop a series of Good Practice Guidelines that can help to drive the right behaviours and competencies in the industry and its supply chain. Currently this includes:

- An expansive set of Industry Training Standards including, for example:
  - Human Performance Practitioner and Fundamentals Standards
  - Safety Case
  - Radiation Protection
- WINS/NSAN Security Best Practice Guidelines.
- A series of Training Programme Guidelines (TPG’s).
- A suite of 50 Job Contexts.
- SDF Key Attributes of an Excellent Nuclear Security Culture
- SAT and Training Evaluation Guides

These Good Practice Guidelines are available to members and the NSAN Operations Team works with members to help them utilise these Guidelines to their fullest extent. Training which is undertaken by nuclear industry employees and is aligned to agreed Industry Training Standards, Training Programme Guidelines and/or Job Contexts can be evidenced on the NS4P.

For further details of any of the above please visit the NSAN’s website nsan.co.uk, the NS4P website ns4p.co.uk or speak to your Skills Academy Operations Manager.

A supplementary annex is available which provides further information on these guidelines and how the guidelines can be applied should a Company Level Needs Analysis identify a requirement or gap in a specific area.

In addition to Good Practice Guidelines led and developed by UK nuclear employers, further guidelines are available from IAEA, WANO and INPO which may be accessible to many employers within the UK nuclear industry.
Competence Framework

Many UK Nuclear Operators, SLCs, Utilities and Large Supply Chain companies adopt different approaches to measuring competence. There is a UK Nuclear ambition ‘to support nuclear companies, in recording the training, qualifications and experience of their workforce and their contractors by developing a standardised workforce competence and capability assessment’. This will provide a standardised way of specifying the competence requirements for work to be undertaken within the nuclear sector by Site Licence Companies and supply chain companies, with particular focus on the latter.

NSAN has consulted with its employer members in the development of a common framework for the definition and demonstration of competence.

The developed competence framework and tool to assess, record and verify competence will be made available via a new and enhanced version of the existing online NS4P.

The framework contains a suite of competencies, grouped into categories of behavioural competencies, core nuclear competencies and technical competencies linked to disciplines. These competencies, together with generic levels of competence (levels 0-4), have been developed by the industry for the industry and set a common standard for deploying work within a nuclear environment. Together with the tool for assessing competence this framework supports individuals and organisations to demonstrate SQEP.

Users can tailor content to their specific requirements by selecting/deselecting competencies to ensure the framework is relevant to the people who will be using it. By providing a degree of ‘personalisation’ to the framework it ensures and enables ownership of competence assessment within an organisation.

The system incorporates a tool to assess, record and verify competence. The process requires an individual to complete a self-assessment by selecting an appropriate level of competence (0-4) against each pre-selected competency area and requires them to provide evidence. Once the individual has completed an assessment it is sent to their line manager to complete a ‘blind assessment’ (i.e. they do not see the individual’s self-assessment). Once complete, a joint review then takes place and a final competence assessment is agreed. The process does allow for a further review step, if required and enabled, the role of ‘discipline expert review’ provides the ability to look at individuals’ and/or across a team, department and organisation to calibrate competence assessments.

The competence assessment process supports individuals and organisations to understand role and / or tender requirements and, more importantly, ensures that any gaps in competence are identified, understood and managed e.g. through training or appropriate supervision.

The standardised framework will lead to performance improvements in the Supply Chain in that:

1. It will be in aligned with the Systematic Approach to Training.
2. It will narrow the gap between what SLC’s need and the Supply Chain can supply.
3. It will provide one voice and a standard for competence specification.
4. It will recognise the SLC role in ensuring SQEP and competency i.e. accountability and responsibility lies with the Site Licensed Company.

“NSAN has consulted with its employer members in the development of a common framework for the definition and demonstration of competence.”
Delivering Excellence (continued..)

Nuclear Professionals, Nuclear Professionalism and the Nuclear Delta

Nuclear Professionals
All workers in the nuclear sector, irrespective of their level or grade of employment, can be characterised as nuclear professionals. All require specialised education or training to perform their jobs with the skill and expertise needed to work safely and effectively in a nuclear context.

In addition to role specific technical skills, nuclear professionals demonstrate the attributes, attitudes, understanding of risks associated with their work and the personal commitment to apply their skills and knowledge effectively in a nuclear context.

Nuclear Professionalism
The relationship between employer and the nuclear professional is mutually beneficial. While the primary responsibility for professional conduct and development rests with the individual, the employer contributes to and supports the maintenance and development of nuclear professionalism. The employer benefits directly from nuclear professional practice in realising business objectives, particularly in respect of safety.

Promoting nuclear professionalism therefore brings together the responsibilities of the employee and the employer to create an environment and culture in which nuclear professional practice is highly valued and expected as the norm.

Nuclear Professionalism and the Nuclear Delta
In most professional disciplines it is normal practice for individuals to maintain and record their professional status independently of their employment through the appropriate professional body.

For example, the Chartered Engineer’s professional status is not dependent on the job that they currently hold or the level of support provided by their employer. Rather, it is maintained through reporting their initial and continuing professional development, accumulated experience and on-going commitment to uphold the profession’s standards and codes of conduct.

Maintaining and updating discipline specific technical skills is a vital part of nuclear competence. This alone does not address the wider attributes, attitudes, understanding of risk or the personal commitment required of nuclear professionals.

The Nuclear Delta articulates these wider professional requirements as specific to the nuclear sector. This enables the assessment and reporting of nuclear professionalism against a common, independent standard defined by and for the profession. The Nuclear Delta, as recognised by the Nuclear Institute and the National Skills Academy for Nuclear, is defined as follows:

- Demonstrated an appropriate understanding of the term ‘Safety Culture’. A defined minimum level of understanding of nuclear safety including the basic principles of nuclear physics
- A commitment to personal behavioural safety (this should include a willingness to challenge unsafe acts and behaviour and a positive promoting attitude towards safety)
- A broad understanding of the nuclear industry, its history and the legal, commercial and financial environment in which it operates. (This requirement is primarily for UK applicants but all applicants should have some basic knowledge appropriate to the area in which they work)
- A defined minimum understanding of the security implications of working in the nuclear industry in terms of personal access and the management and safeguard of radioactive materials and sensitive information
- Courses or training schemes accredited by the Nuclear Institute should include one or more of the ‘Nuclear Delta’ aspects and/or count as a significant contribution to the evidence required for achieving professional or chartered status with the Nuclear Institute

*Nuclear safety is the actions taken and the culture instilled to prevent nuclear and radiation accidents, uncontrolled releases of radioactive materials or to limit their consequences to people, assets and the environment.
High Quality Training Provider Network

NSAN has established a High Quality Training Provider Network which is tasked with delivering excellence in skills for nuclear. The provider network has been developed to encompass a range of high quality provision that geographically covers the whole of the UK nuclear industry. This Network forms the foundation for ensuring quality training delivery is maintained. The Network includes:

- Quality Assured Providers: FE Colleges and Private Providers
- Employer Assured Training: NEF Assured (Nuclear) and QA Employer Providers
- Employer Nominated Providers
- Higher Education Institution Members
- Flagship Training Centres

Additionally a process has been developed jointly with the Nuclear Institute for the joint accreditation of programmes such as Apprenticeships and CPD to develop pathways for individuals to gain entry to and recognition by the NI – the Nuclear Industry’s Professional Body, so demonstrating an individual’s commitment to nuclear professionalism.

“Promoting nuclear professionalism therefore brings together the responsibilities of the employee and the employer to create an environment and culture in which nuclear professional practice is highly valued and expected as the norm.”
Appendix 1
– Overview of the Skills Solutions and Activities

The table details how the skills solutions developed to date by the industry with NSAN (and with Cogent on the NITF and NWM) align to the 6 stage business process and support a Systematic Approach to Training.

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<td>b. Use existing offer?</td>
<td>b. Return on Investment</td>
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<td>c. Recruitment</td>
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Skills Support and Solutions developed (or being developed) by employers with NSAN to support the above

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<tr>
<th>Business Diagnostic</th>
<th>Regional Manager/Business Development Managers Engagement and Action Plan</th>
<th>Identifying specific nuclear skills e.g. via Nuclear Delta for grades to Nuclear Institute (NI) membership</th>
<th>Supply Chain Apprentices Nuclear (SCAN)</th>
<th>National Skills Academy Nuclear Manufacturing Programmes</th>
<th>Return on Investment Case Studies</th>
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<td>NS4P and Competency Framework</td>
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<td>Nuclear Leadership</td>
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Accreditation of Apprenticeship Programmes with NI

Foundation Degrees Inc. Engineering Project Management Radiation Protection

NS4P for Agency Supply Workers

Competency Framework

Award for Nuclear Industry Awareness

Nuclear Industry Training Framework (NITF):
- Training Programme Guidelines
- Job Contexts
- Standards
- National Occupational Standards (NOS)
- Qualifications

WINS/NSAN Security Best Practice Guidelines Certificate of Nuclear Professionalism

NEF Assured (Nuclear) Human Performance Standards Programmes
### Capability Model for the UK Nuclear Industry

#### 1. Business Planning
- Business capability and capacity to deliver Business Plan and Strategy

#### 2. Analysis of business capability and capacity to deliver Business Plan and Strategy

#### 3. Identify needs – skills gaps and shortages

#### 4. Intervention Planning:
- a. Skills development
- b. Training
- c. Recruitment
- d. Agency staff
- e. Up-skill
- f. Re-skill

#### 5. Deliver solutions and interventions:
- a. Make or buy?
- b. Use existing offer?
- c. Accredit own programme against agreed standard
- d. Make new

#### 6. Consolidate and review:
- a. Impact
- b. Return on Investment
- c. Business benefit

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**Skills Support and Solutions developed (or being developed) by employers with NSAN to support the above**

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<td><strong>Sector promotion and raising awareness of STEM opportunities:</strong> Conference and Careers Presentations; Bursary Awards; Energy Foresight; Teachers from Industry; Energy Mix Challenge; Annual UK Nuclear Skills Awards</td>
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<td><strong>Access to other skills solutions and potential funding:</strong> SSCs – Cogent, Semta, EU Skills; ITBs – Construction and Engineering Construction</td>
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<td><strong>Networking, Strategic Advice:</strong> Regional Employer Steering Groups; Standards Advisory Group; NSAN Advisory Panel</td>
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Appendix 2
– Case Studies

Appendix 2 consists of a series of case studies demonstrating the impact and added value of members using some of the tools and techniques within the Capability Model. It is anticipated that the process for implementation will be organic and will develop and gain momentum over time as the benefits are realised by those companies using the Capability Model. Further case studies will be launched on the web site to demonstrate the impact of the model as it is rolled out.

1. Employer Case Study – Implementation of Standardised Industry Programmes.

Ymgynghoriaeth Gwynedd Consultancy (YGC) provides professional engineering, building and design services to a variety of clients, ranging from Gwyedd Council’s Planning and Transportation Service, through to other council services, the Welsh Government and other public and private organisations.

Based in Caernarfon, YGC delivers a wide range of services including design and supervision of engineering contracts; structural inspection and assessments; project management; environmental assessments; technical surveys.

A business objective for YGC is to be prepared and ready to access the current and future opportunities of the nuclear programme. To this end, YGC became members of the National Skills Academy Nuclear and recently their employees completed the Triple Bar Existing Sites training and assessment through Coleg Menai.

The Triple Bar consists of three short courses,
- Basic Common Induction Standard (BCIS)
- Basic Nuclear Industry Context (BNIC)
- Basic Nuclear Industry Behaviours (BNIB)

It has been designed with industry involvement to Nuclear Industry Standards and can be recorded on the NS4P, which YGC are also implementing.

The training is focused at a fundamental level to introduce the requirements for compliance, nuclear awareness and industry behaviours for working in the nuclear industry.

The Triple Bar was delivered by a tutor with extensive nuclear knowledge, who was able to provide a real insight into the sector. The course is challenging, but not so technical that it is difficult to understand and following the first session and assessment, the delegates were able to appreciate the extent of the learning and the different health and safety behaviours required on a nuclear site.

Lisa Marshall, Business Development Manager for YGC says

“Taking the Triple Bar has made us all aware just how intrinsic the thought process has to be whilst working on-site.

The training made us very aware that safety comes above time targets and that there is a process or procedure for everything.

I think some aspects of what we’ve been taught can be transferred into our usual everyday work, but we have to balance the nuclear thought processes and behaviours with our own objectives and targets to achieve under substantial pressure.”
2. Stakeholder Case Study – Collaboration To Set Best Practice Guidelines

Promoting Best Practice
Collaborative International Working
NSAN and World Institute of Nuclear Security

Dr Roger Howsley, Executive Director for WINS said,
“We simply take it for granted that the certification and licensing of professionals indicates they have acquired the knowledge, skills and experience necessary to perform their jobs at a high level of expertise. It’s what generates confidence. Unfortunately, in the realm of nuclear security, no certification requirements exist. Nor are there any professional development programmes recognised industry-wide as meeting the unique needs of managers with nuclear security accountabilities. In fact, there isn’t even a generally-recognised profession titled “Nuclear Security Professional.”

Jean Llewellyn OBE, Chief Executive of the National Skills Academy Nuclear,
“I’m delighted to see how this Guide has developed and I think it has been a really effective collaboration between WINS and NSAN that led to this excellent document. It will make a real difference to standards of nuclear security on a worldwide basis and we will work hard in the UK to ensure its use and adoption by the industry, its supply chain and those that support the industry.”

The National Skills Academy for Nuclear facilitated the World Institute of Nuclear Security (WINS) in their completion of a guide for the Development of Competency Frameworks for Managers with Nuclear Security Accountabilities.

NSAN coordinated and facilitated a workshop on behalf of WINS entitled WINS International workshop, Competency Framework for Managers with Nuclear Security Accountabilities held on 17-18 May 2012. This workshop aided in providing WINS with real-life experiences of nuclear security professionals.

The main goal of the guide is to enhance nuclear security leadership and professional development worldwide. The first step in this process is to create a competency framework that elicits the exact knowledge, skills and personal attributes managers with nuclear security accountabilities need in order to perform their jobs successfully. Once these competences are clearly understood, WINS will create professional development materials and certification opportunities to meet these needs and make them available through the recently launched WINS Academy.
Appendix 2 (continued..)
– Case Studies


Adrian Woodward, Head of Assurance, NIS Ltd
“This was a very useful course which de-mystified RCC-M for me and put it into context relevant to nuclear related codes and standards we already work with.”

Mon-Maintenance
“We see the NS4P as an important part of demonstrating our competency, saving time and money while increasing our productivity. It will impact on the quality and standard of our services. The NS4P will be a major part of our business development strategy for the future.”

Shirley Wilson – Darchem Engineering
“The customer responsiveness that we get from Hartlepool exceeds anything that we’ve seen with our previous providers - the willingness to work with us and consider what our programme should look like, and tailor it to our requirements, is second to none. The added value of them being able to add on additional modules to our traditional Apprenticeship programme - Nuclear Safety Awareness, welding to a nuclear standard...we couldn’t have got that from anywhere else.”

Colin Myers – Studsvik
“Working with our National Skills Academy for Nuclear Operations Manager, has led to the development of a Skills Action Plan, which has been very valuable in our assessment of the skills needs of our staff and in terms of sourcing training. We find the Regional Steering Groups a useful place to network and the regular updates we receive help us to keep abreast of what is happening in the industry.”

“We have received funding for Community Apprenticeships from NSAN, which has allowed us to take on Apprentices for the first time. This has helped us to be more competitive in the marketplace and has improved our workforce’s capacity and capability. Academy membership has focused our minds on the future skills of our employees, and is enabling us to train our workers to the required standards for all aspects of work in the nuclear industry.”

Appendix 3

Office of Nuclear Regulation (ONR) and Environment Agency (EA) Conditions

Implementing this Model will help sites and companies demonstrate achievement of ONR Site Licence Conditions:

- 9: Instructions to persons on the site
- 10: Training
- 12: Duly authorised and other suitably qualified and experienced persons
- 36: Organisational Capability

And EA Radioactive Substance Regulations (RSR):
- 1.1.1: Instruction, training and competence
- 4.3: Management of change
## Glossary

### Abbreviations used in this document

- ANIA: Award for Nuclear Industry Awareness
- BCIS: Basic Common Industry Standard
- BNIB: Basic Nuclear Industry Behaviours
- BNIC: Basic Nuclear Industry Context
- BIS: Department for Business Innovation and Skills
- CITB: Construction Industry Training Board
- CoNP: Certificate of Nuclear Professionalism
- CPD: Continuing Professional Development
- DAP: Duly Authorised Personnel
- DECC: Department for Energy & Climate Change
- ECITB: Engineering Construction Training Board
- EA: Environment Agency
- EU: Energy & Utilities
- FE: Further Education
- HE: Higher Education
- HQPN: High Quality Provider Network
- IAEA: International Atomic Energy Agency
- INPO: Institute of Nuclear Power Operations
- KPI: Key Performance Indicators
- NGO: Non-Government Organisation
- NEF: New Engineering Foundation
- NI: Nuclear Institute
- NIC: Nuclear Industry Council
- NITF: Nuclear Industry Training Framework
- NSAN: National Skills Academy Nuclear
- NS’P
- NSSG: Nuclear Skills Strategy Group
- NRN: Nuclear Research Needs
- NTN: Nuclear Training Network
- NWM: Nuclear Workforce Model
- ONR: Office of Nuclear Regulation
- QA: Quality Assured
- RSR: Radioactive Substance Regulations
- SAP: Safety Assessment Principles
- SAT: Systematic Approach to Training
- SCAN: Supply Chain Apprentices for Nuclear
- SCANM: Supply Chain Apprentices for Nuclear Manufacturing
- SLC: Site Licence Companies
- SQEP: Suitably Qualified and Experienced Personnel
- SSC: Sector Skills Council
- STEM: Science, Engineering, Technology and Maths
- TAG: Technical Assessment Guides
- TPG: Training Programme Guidelines
- YGC: Ymgynghoriaeth Gwynedd Consultancy
- WANO: World Association of Nuclear Operators
- WINS: World Institute of Nuclear Security
Contact Us

If you have any queries, or would like any further information, please contact us.

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