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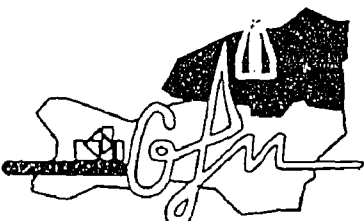
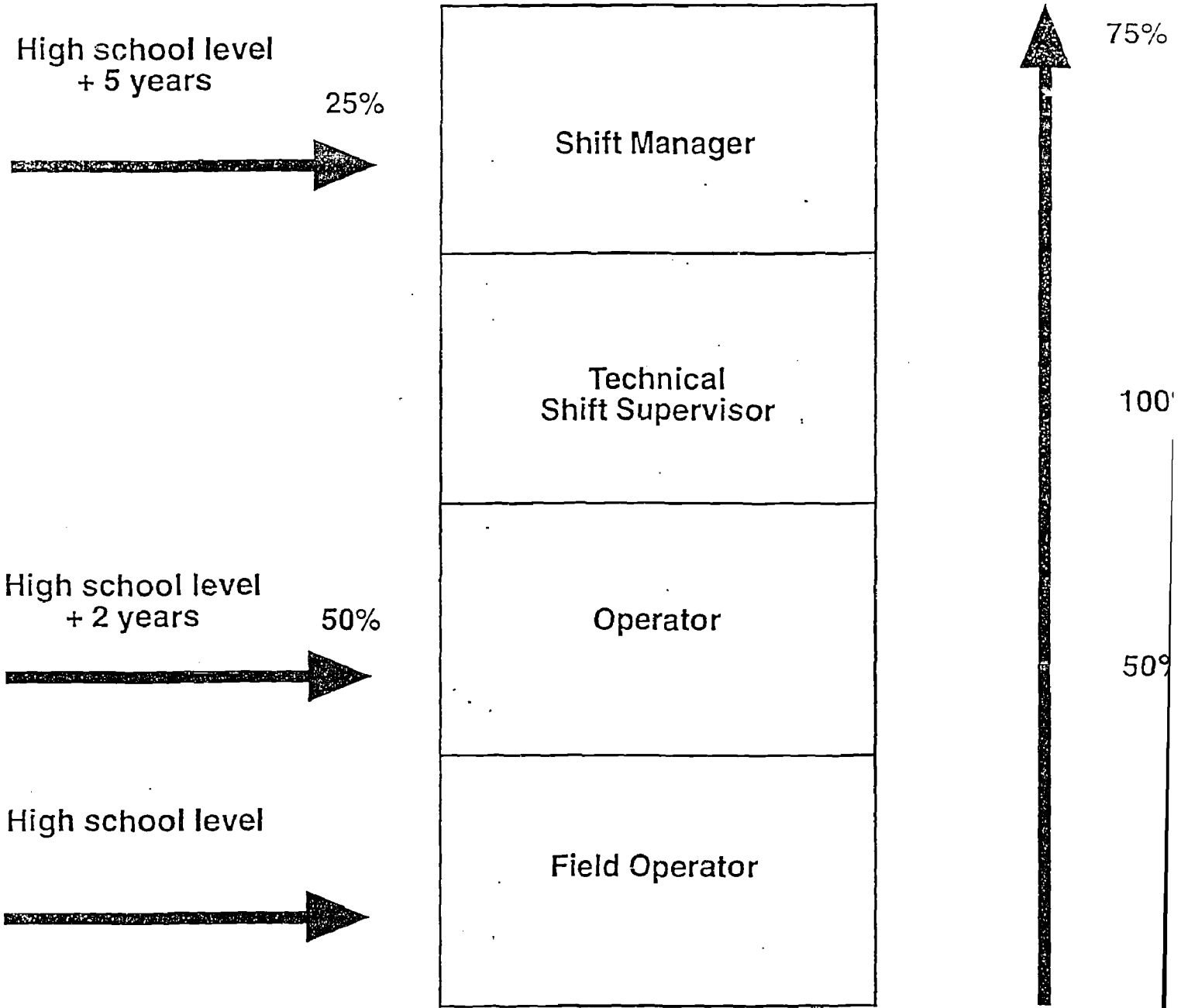
SAT IN SHIFT MANAGER TRAINING

F. Lecuyer, France

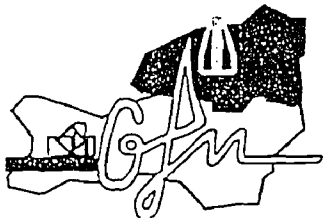
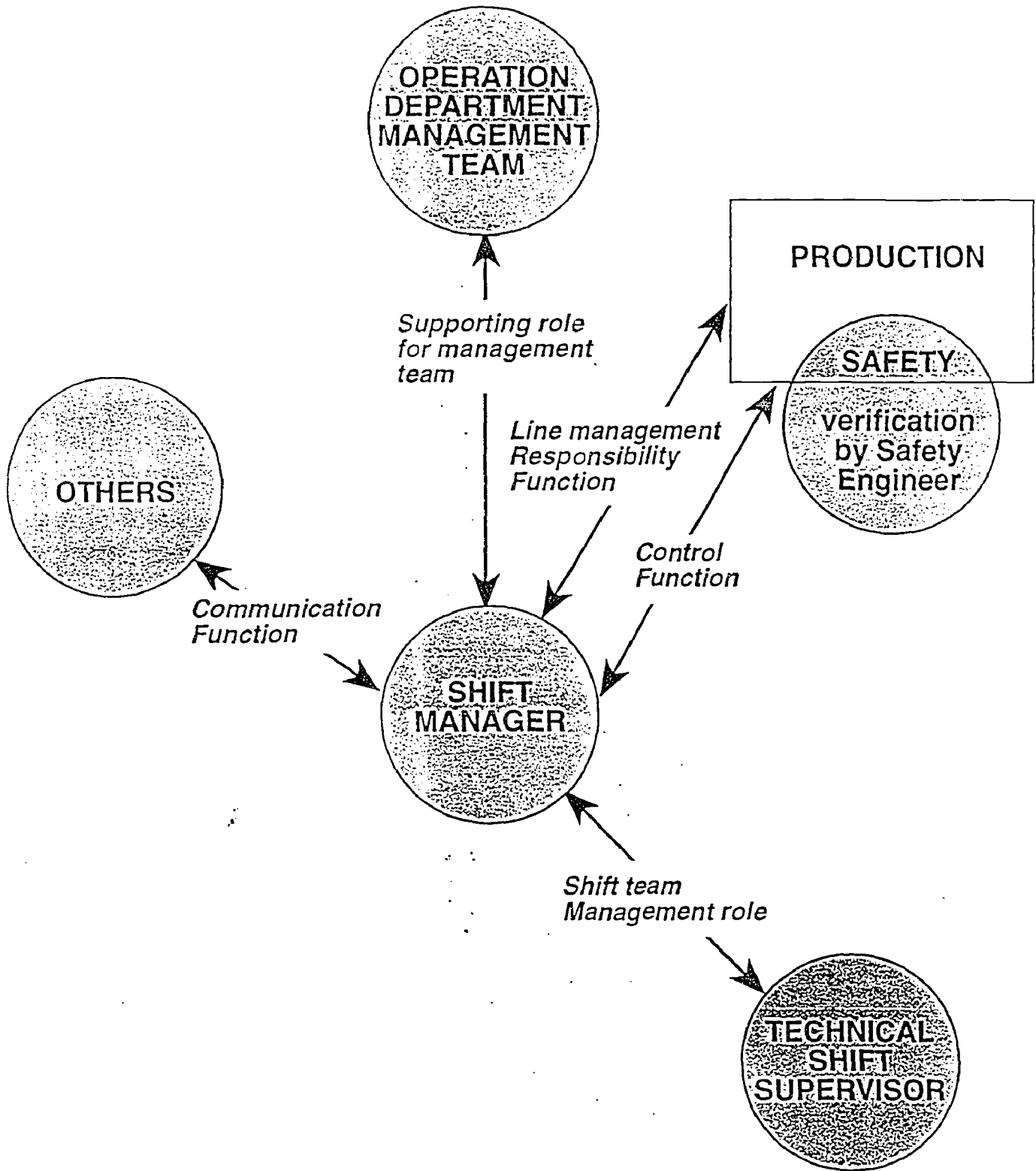
THE DIFFERENT JOB FUNCTIONS IN OPERATION

EXTERNAL RECRUITMENT

INTERNAL RECRUITMENT



THE VARIOUS ASSIGNMENTS



THE HIGHER JOB FUNCTIONS

SHIFT MANAGER

- member of the Operation Department management team.
- Responsible for Safety and Production.
- Manages the shift team members.

TECHNICAL SHIFT SUPERVISOR

- Supervises the shift team.
- In charge of on line operating activities.
- Acts as support for the shift team and the shift manager.

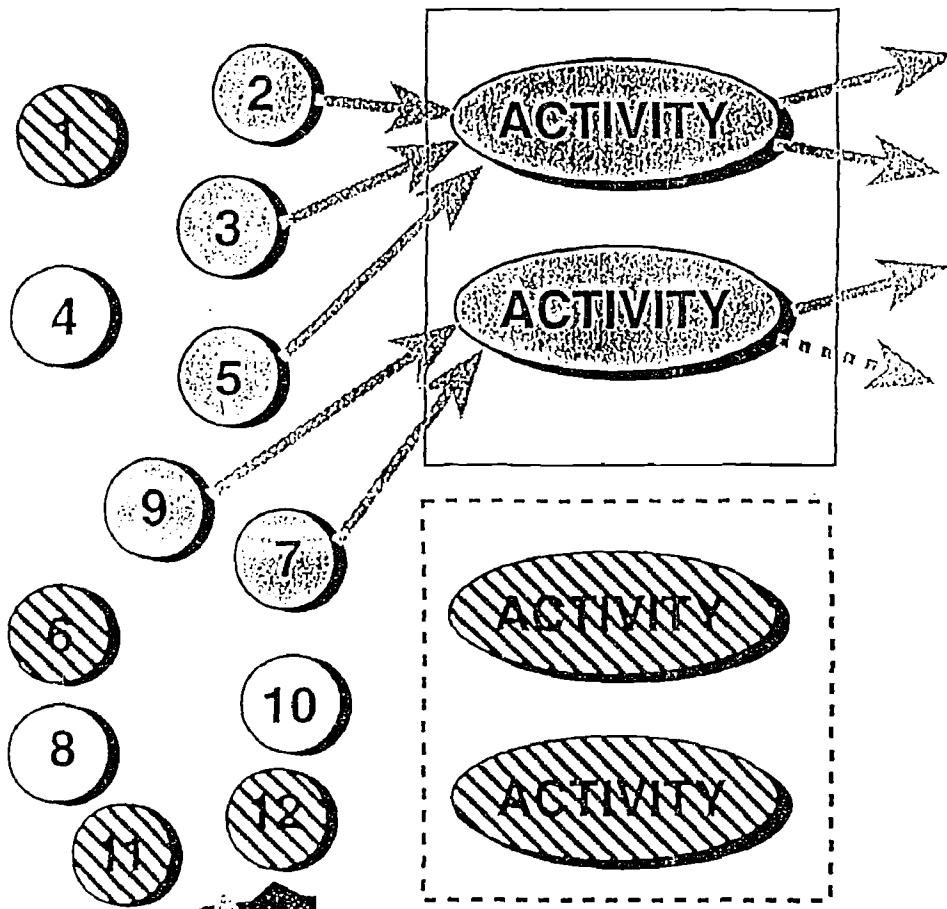


SYSTEM OF REFERENCE FOR JOB SKILLS

JOB ANALYSIS

DETAILED DESCRIPTION OF SKILLS

TASKS



13 FIELDS OF ACTIVITIES

ABILITY TO

CONDITIONS OF EXECUTION

EXPECTED RESULTS

KNOWLEDGE

TECH.	MANAG.
X	
	X
X	X

X

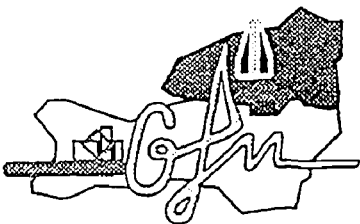
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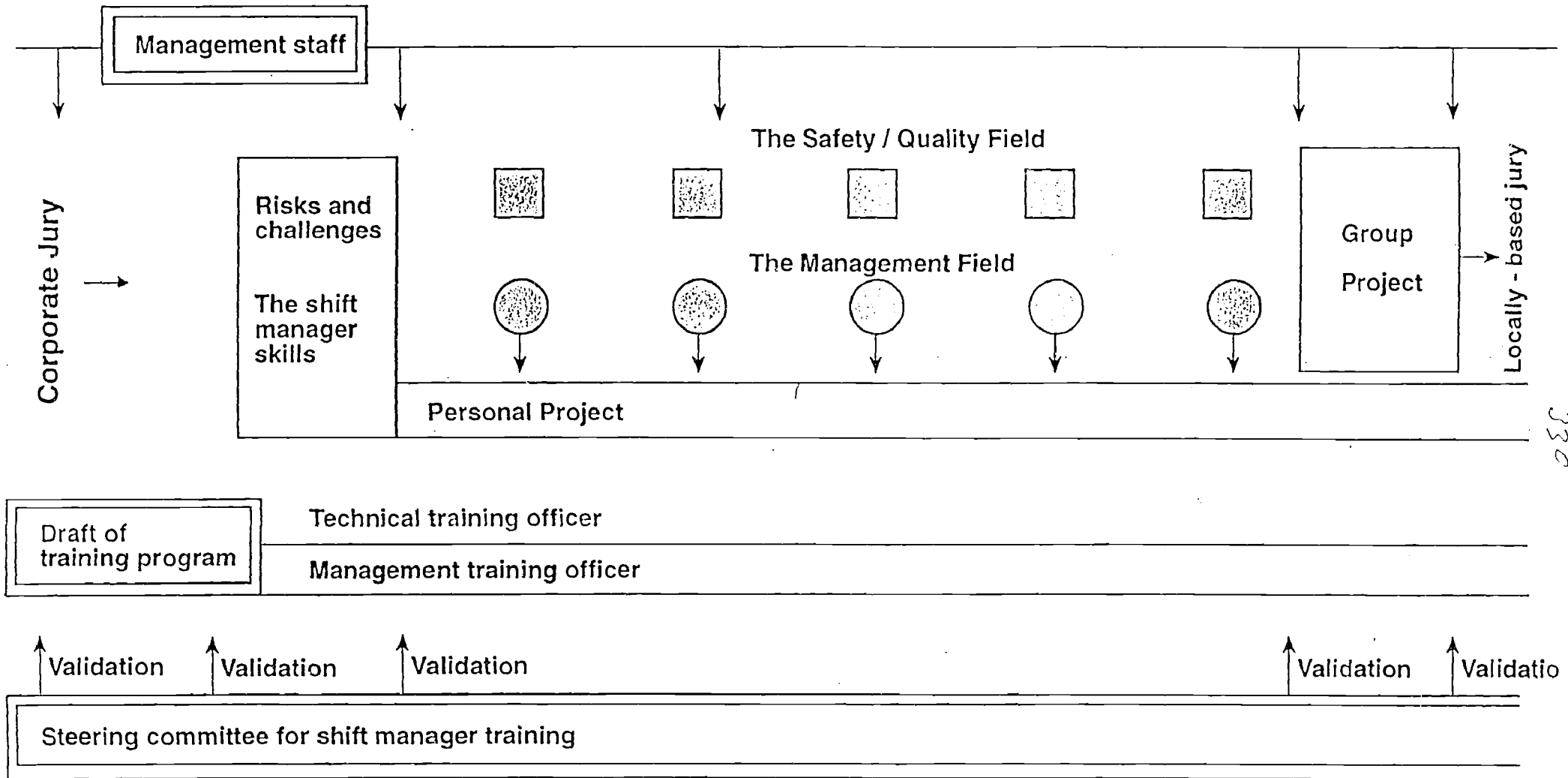
13 FIELDS OF ACTIVITIES

- * Training
- * Communication
- * Analysis - Summary
- * Decision making
- * Leadership - Human Relations
- * Delegation - Control - Verification
- * Adaptability
- * Co-ordination
- * Team work
- * Organization
- * Budget management
- * Giving advice and assistance
- * Innovation



SHIFT MANAGER TRAINING

Lasts 10 months alternating between training center and NPP



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HOW A SHIFT MANAGER IS TRAINED

- a decision-making jury at corporate level
- a steering committee for project management : aspects of training
- project training
 - alternating between the training center and the power plant
 - supervised by two training officers
 - ◆ one for technical aspects
 - ◆ one for socio-professional aspects
 - trainers
 - ◆ from the EDF training centers
 - ◆ from the corporate line management departments of the Nuclear Operations Division
 - ◆ from outside EDF

The Jury

Objectives :

At corporate level : to bring about consistency throughout all the NPP's

At local level : to give advice to the plant management (help in decision making)

□ For the following themes :

➤ the challenges for the company

- to verify that these challenges, especially the operation initiatives have been taken on board

➤ operation knowledge

- to make sure that the various job skills needed for operation are well understood

➤ safety

- to appreciate knowledge of basic nuclear safety and the ability to analyse and summarize

➤ management

- to appreciate management skills

THE STEERING COMMITTEE FOR SHIFT MANAGER TRAINING

Role : project manager's representative

→ the control function

- ♦ to validate the training officers' draft training program
- ♦ to verify that the training program is appropriate
- ♦ to participate in the evaluation process :
 - for the personal project,
 - for the group project.

→ improvement and help function

- ♦ to provide help to the training officers → for monitoring the effect training (mid-stage summary)
- ♦ to provide help to a group of trainees → in their development
- ♦ improvement → incorporating experience feedback
 - from training courses
 - and/or brought about by changes in context

THE STEERING COMMITTEE FOR SHIFT MANAGER TRAINING

It is made up of :

Representatives from nuclear power plants

1. Plant Director (The Committee Chair)
1. Deputy Plant Director
2. Operation Department Managers

Corporate Line Management Department Representatives (from Nuclear Operations Division)

2. From Nuclear Operation Department (job-skills + training)
1. From Management Support Department
1. From Nuclear Safety Department

Representatives from the Professional Training Department (Training Contractor)

1. from a nuclear training center
1. from the corporate organization

Representatives from outside EDF

2. sociologists

SHIFT MANAGER TRAINING PROGRAM

① "The challenges and skills needed to be a shift manager"

Consists of a 3 week training module

- ⇒ where the future shift managers consider together what is at stake for EDF and the nuclear power plants operations division
- ⇒ it allows the assignments and skills expected of a shift manager to be taken on board
- ⇒ it enables them to meet the nuclear Power Plants Management Committee
- the work carried out by the future shift managers is validated by the steering committee

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SHIFT MANAGER TRAINING PROGRAM

The Safety/Quality Field

- Aims at developing safety culture
 - by looking at the basis of general operating rules
 - and by identifying the responsibilities of a shift manager in terms of safety

- length of training course : 8 weeks

- Training modules dealing with :
 - ⇒ design safety
 - limits imposed by the design

 - ⇒ operational safety
 - the rules - general operating rules
 - operational technical specifications (Tech. Specs.)
 - surveillance tests
 - requalification and post-maintenance testing

 - ⇒ production of electricity

 - ⇒ managing safety and production

 - ⇒ operating experience

 - ⇒ operations during accident conditions : assignments and skills of a shift manager

SHIFT MANAGER TRAINING PROGRAM

The socio-professional and Management Field

This management training is aimed at developing the manager's ability to act and to make decisions.

□ So as to reach these objectives :

⇒ the training develops :

- diagnosis abilities
- expertise abilities
- advising abilities

⇒ using concepts and methods

⇒ and by carrying out one personal project and one group project

Concepts and Methods

⇒ socio-professional

- ♦ organizing working in a group
- ♦ delegation - control - verification
- ♦ managing time
- ♦ handling meetings
- ♦ face to face interviews and negociation

⇒ management

- ♦ the sociology of organizations
- ♦ studying and resolving human factor problems
- ♦ the psychodynamics of the workplace
- ♦ management variables
- ♦ decision - making in risky situations

THE PERSONAL PROJECT

Objective : A preparation for taking up the new position

- To give in-depth knowledge of how work is organized in particular relations with :
 - maintenance
 - the safety / quality team
 - the operation department management team
 - operation support and help structures

- To analyze the strengths and weaknesses of his future team

- To define a management strategy for his team in the following areas :
 - delegations
 - management control
 - human resources management
 - communication
 -

- To define and prepare his contribution towards the department management team with the department manager



THE GROUP PROJECT

It aims at :

- a transfer of knowledge to the field
- how to work in group on a project (operation management team)
- highlighting a common identity by confronting the varying profiles of shift managers
- an opening up towards the outside
- involving the shift managers in the future consideration of NPP's.

How ?

by studying a project based on an item of concern for all the nuclear power plants and in the context of an assignment abroad.

Examples of projects :

- Organization of unit outages (availability project)
- The quality of operation initiative (tricky transients)
- Training in operation
- The shift team's support structures

