

## Lessons Learned in Performing and Implementing the Results of Training Need Assessment in a Newly Developed Regulatory Body: A Case Study of Pakistan Nuclear Regulatory Authority

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One of the important pre-requisite for a country embarking on or expanding its nuclear programme is careful planning and implementing its manpower development programme. Qualified manpower is essential for the safety and reliability of nuclear power. Pakistan's journey towards development of nuclear safety infrastructure began with the creation of Pakistan Nuclear Safety Committee (PNSC) in 1965, however, an independent regulatory body (PNRA) was established in 2001. A central challenge faced by PNRA after its emergence was to attain and maintain the qualification and competence of its staff member with due consideration to country's expanding nuclear power programme. In order to cope with this challenge, a project was launched in PNRA in 2004 to conduct an organizational review, assess the training needs, determine the existing competency gaps and develop training strategies for PNRA. Organizational review of PNRA was conducted based on the interviews of the senior management and review of documents of PNRA, IAEA and regulatory bodies of other countries. Moreover, the competency need analysis was conducted by applying the four-quadrant competency framework proposed by IAEA for nuclear regulatory bodies. As a result, major strengths as well as several areas of improvement were identified and a number of measures were proposed to fill the gaps. To assess the effectiveness of the measures taken by PNRA, and foster continuous improvement, a similar project was launched in 2011 and significant improvements were observed in area of HRD and in the overall performance of the organization. This paper presents the major challenges faced by PNRA in conducting organizational review, competency need analysis as well as in implementing the measures to fill competency gaps proposed in 2004. In addition, this paper also reveals the strategies and action plan adopted by PNRA to overcome its weakness in the area of HRD.

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