

EDF Skills Management for Operations

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In a context where 50% of French NPP's personnel will get retired within 2015 (e.g. ~1,000 people to recruit each year within a 10-year period) and substantial plant modifications are being made, EDF Nuclear Generation (DPN) decided in 2010 to implement a new competency management model to meet NPPs performance expectations. Being the French adaptation of the Systematic Approach to Training (SAT) model, all NPPs have started to apply it.

It is composed of a variety of elements regarding standards, facilities, organization and resources that make it easier to generate, capture, validate, transfer and preserve knowledge :

- A new frame of reference regarding competency management has been established in Oct. 2011 and contains eight performance objectives.
- Training infrastructures and tools are being developed to support local practical training courses. They include mock-ups of valves, pumps, C&I and electrical desks and new simulators.
- At each plant, three levels of training committees are established and scheduled every three month alternately to reinforce the role of managers as training programme owners, to identify the needs, to decide whether or not training is a solution to fix a performance gap and to prioritize training activities when chosen. National training committees are also running since 2013.
- One training expert is appointed at each of the training centres to give support to managers during training committees. New instructors are locally recruited in technical areas such as mechanics, electricity and C&I.
- Transfer of Knowledge methods are used to capture knowledge, skills and attitudes of experts and to transfer them to the new comers.
- Task-to-Training matrix (Job-Task-Analysis based) are being developed for technical job by DPN national job leaders.

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