

## Bridging required capabilities and training

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For Bel V, the Belgian TSO, developing and maintaining required competence and expertise is of utmost importance. Essential activities to achieve this goal are embedded within several processes of the Bel V integrated management system (IMS) which is certified according to ISO 9001:2008. The main processes of interest are:

- Deliver expert services in nuclear safety and radiation protection;
- Manage expertise and technical quality;
- Manage Human Resources

The presentation will explain the role of Bel V's Technical Responsibility Centres (TRC) that play a key role in the process on "Deliver expert services in nuclear safety and radiation protection", especially for the identification of required expertise, and for daily managing and periodic evaluation of the expertise.

The process "Manage expertise and technical quality" covers aspects related to knowledge management. Examples of available tools will be presented that are important for evaluating the vulnerability of our expertise (by using the in house developed Knowledge Critical Grid) or for ensuring knowledge transfer where needed. Further, the process "Manage Human Resources" plays an important role by covering all aspects related to recruitment, by providing role descriptions, and by describing how to manage competence and training. Within that process, an important effort was recently started in view of a more structured identification of the individual existing competence (KSA) gaps using the SARCoN tool, on the basis of a reference list of KSAs and the role descriptions. Our first findings after having performed a pilot-project for implementation will be presented.

Besides the investments on developing and maintaining technical expertise, Bel V also decided recently to launch an important effort on non-technical training through participation of the whole staff in an "Interpersonal Effectiveness Development Path", coordinated by an external consultant company. The main aspects of this effort will be presented.

### Country or International Organisation

Belgium

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