

efficiency bulletin

May 31, 2017

Efficiency Bulletin: 17-13 OJT/TPE Process

Reduce the administrative burden with performing On-the-Job Training/Task Performance Evaluation (OJT/TPE) and reduce the overall time to qualify personnel.

Addressees: Chief nuclear officers and NEI APCs and INPO APCs

Issue: TRN-3.3, OJT/TPE Process Administrative Burdens

Summary of Efficiency Opportunity

- Desired end-state—A simplified OJT/TPE process that aligns with the guidance in ACAD 91-006, Guidelines for On-The-Job Training and Evaluation, Revision 2. ACAD 91-006 provides clear expectations that result in improved training and qualification through less administrative burden.
- Value proposition (vision of excellence)—Reduce the administrative burden with performing OJT/TPE.
- Why is it important?—Based on industry response to various shortfalls regarding the performance of OJT or TPE, managers have added extra layers of process creating an administrative burden to trainers and evaluators. Task performance evaluators are overly focused on implementing administrative requirements of evaluation, which detracts their attention from evaluating trainees' abilities to perform tasks independently. In some cases, evaluators are reluctant to conduct TPEs because they are overly concerned that they might overlook evaluating an administrative requirement. For example, some evaluators are required to assess administrative requirements on TPE pre-job briefings that are beyond the pre-job briefing for the same task in the plant.
- Industry benchmark value(s)—The skill and knowledge of trainees is maintained or improved through the simplification of OJT/TPE.

Color Code: Blue
Due: May 2018

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- Measure of effectiveness—Reduced overall time to train and qualify personnel and improved focus on the technical aspects of training and evaluation.

Relevant Standards

- ACAD 91-006, Guidelines for On-The-Job Training and Evaluation, Revision 2

Relevant Regulatory Requirements

- 10 CFR 50.120, Training and qualification of nuclear power plant personnel

Background

An industry group was formed to review the OJT/TPE processes used by fleets and sites with a vision to increase trainer and evaluator desire to own the training and development of new workers. In addition, the group looked for areas to simplify the OJT/TPE process to focus on important aspects for assuring trainees are qualified for performing work independently. The working group also reviewed recent site and team findings in OJT and TPE and identified areas where the site processes could be clarified and streamlined. These practices were incorporated into revision 2 of ACAD 91-006.

Guidance

Training Cumulative Impact Report, distributed January 2016 (INPO) was used as a starting point to clarify or streamline the following OJT/TPE practices in accordance with ACAD 91-006. The following is a list of highlights from the ACAD document.

- Focus is on training and evaluation of the technical aspects of tasks and ensuring students can perform them independently.
- Simplified evaluation of core work practices for workers. Allows for separate remediation for lapses in “soft skills” to stay focused on the technical aspects of tasks during evaluation.
- Clarified what constitutes cueing or leading during evaluations.
- Added flexibility in remediation and re-evaluation.
- Provides graded approach to pre-job briefings (training briefing and task briefing) to reduce briefing length and to eliminate unnecessary briefings.
- Clarified direction for the training and evaluation requirements for branching steps and alternate paths.
- Allows for training programs to pre-identify opportunities for trainees to proceed directly to TPE for simple tasks.
- Allows for tasks with overlapping knowledge and skills to be bundled into a single TPE based on SAT analysis.
- Provides guidance for refresher training for trainers and evaluators to be SAT-based.

Recommend Industry Actions

- Sites managers should implement revision 2 of ACAD 91-006 using their change management plan with a timeline to support a 12-month implementation plan from the release date of the ACAD.

Key to Color Codes:

Red: NSIAC initiative – full participation required for viability

Blue: Action expected at all sites, but is not needed for broad industry viability

Green: Utility discretion to implement, consistent with its business environment

Change Management Considerations

Industry Activities

- Industry webinar to provide background for initiative, INPO discussion and an open forum to clarify expectations and ask questions. Webinar information can be found at the following site: <https://web.inpo.org/Pages/Nuclear-Promise-Issues.aspx>.

Company Actions

Develop and implement a change management plan and consider the inclusion of the following:

- Review all commitments and corrective actions that reside in OJT/TPE procedures or training material that may no longer be applicable, and use the appropriate process to remove them.
- Perform a gap analysis of ACAD 91-006, Rev. 2 against utility or site specific standards for revision or deletion as necessary. Examples include pre-scripted pre-training briefings, administrative listings of OJT trainers and TPE evaluators, and requirements for entering TPE failures into the corrective action program.
- Conduct a needs analysis for transition training for trainers, evaluators and instructors to address potential training needs on the revised guidance.
- Create briefings for line managers including supervisors and managers, training committees, and oversight organizations to outline the revised guidance.
- Determine site specific implementation dates that fall within the 12-month implementation requirement based on volume of ongoing/planned initial training against resource requirements for change as well as conflicts with other priorities or resources.
- Analyze tasks lists for which OJT/TPE is currently used to pre-identify opportunities for trainees to proceed directly to TPE. Also analyze task lists to identify tasks for which TPEs may be bundled.
- Re-emphasize the importance for supervisors to make sound decisions on assigning trainers and evaluators for tasks. This should include modeling station standards, technical skill and ability to observe and critique performance.
- Update long- and short-range training plans based on revisions to OJT Trainer and TPE evaluator continuing training frequencies.

Guiderrails

- Evaluate increasing the frequency of observations of OJT/TPE activities and recently qualified workers during the first quarter of the implementation phase of this change to ensure the process is being executed properly.
- Conduct an assessment six to 12 months after implementation to ensure effectiveness. May be included with an existing training self-assessments, such as a mid-cycle comprehensive assessment.

Report Your Site's Results

Please report your company's implementation of this improvement opportunity, including the date of completion. Send this information along with your company point of contact to EfficiencyBulletin@NEI.org.

Industry Contacts

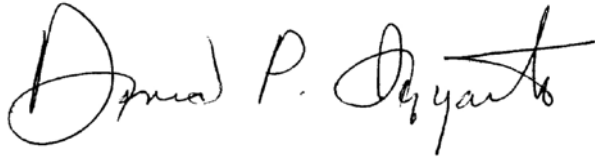
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Industry Approval:

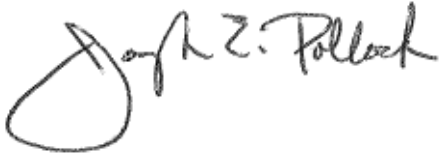
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