

# efficiency bulletin

Feb. 28, 2017

## Efficiency Bulletin: 17-04 First-Line Supervisor Training and Development

Implement a first-line supervisor training and development program common to all supervisors and remove the maintenance first-line supervisor from the accredited programs consistent with ACAD 17-001, Guidelines for First-Line Supervisor Training and Development.

**Addressees:** Chief nuclear officers, NEI APCs and INPO APCs

**Issue:** TRN-1.2, Maintenance First Line Supervisors

### Summary of Efficiency Opportunity

- Desired end-state—Training content consistent with revised standard and with a targeted reduction of training duration as a means for expediting the training and development process.
- Value proposition (vision of excellence)—Remove duplication of training between maintenance and other leadership training programs. This initiative may require supervisor training consistent with general leadership training depending on the background and experience of the supervisor. A combined first-line supervisor (FLS) training and development process that utilizes essential outcomes from INPO 15-005, Leadership and Team Effectiveness Attributes, and other reference documents expedites the development and approval process for use of temporary supervisors. This initiative will align the supervisor training and development programs for all supervisors.
- Why is it important?—Leverage existing INPO and industry leadership training programs to gain economies of scale to develop an efficient approach for all leadership and supervisor training and development activities for the nuclear industry.

Color Code: Blue  
Due: July 2017

DELIVERING THE  
NUCLEAR PROMISE®



nuclear matters:  
my work • my plant • my industry



NUCLEAR ENERGY INSTITUTE

The Nuclear Energy Institute is the nuclear energy industry's policy organization.

This bulletin and additional information about nuclear energy are available at [nei.org](http://nei.org).

1201 F Street, NW  
Washington, DC 20004  
[NEI.org](http://NEI.org)

- Industry benchmark value(s)—Reduce the time required to fully train and develop FLSs.
- Measure of effectiveness—Stakeholder knowledge of ACAD 17-001 and effective implementation of the associated process changes. Results of assessment and observation activities related to FLS performance.

### Relevant Standards

- ACAD 90-010, Guidelines for Maintenance Supervisor Selection, Training and Development
- INPO 04-003, Guidelines for Effective Nuclear Supervisor Performance
- INPO 15-005, Leadership and Team Effectiveness Attributes
- INPO 16-008, Leadership and Team Effectiveness Attributes Implementation
- Accreditation Evaluator Reference Manual, Rev. 8
- ACAD 17-001, Guidelines for First-Line Supervisor Training and Development

### Relevant Regulatory Requirements

- None

### Guidance

An industry group evaluated the maintenance first-line supervisor (MFLS) training program against the regulations and recommended a revision. The training program was revised to include all first-line supervisors. Each site should gap their present programs to ACAD 17-001 and establish actions to evaluate and close the gaps. Each site should utilize their change management process to address the changes brought forward by this initiative. Specific items to consider are included later in this document. The following changes to FLS training and development will be coordinated by this initiative:

- Developed ACAD 17-001, which aligned the job analysis for FLS to the leadership attributes and essential outcomes for performance contained in INPO 15-005 and INPO 16-008.
- Developed a standardized job familiarization guide template (Attachment 1) for the industry to use in developing a consistent approach to training and development. Existing qualification cards can be discontinued.
- Developed a core set of leadership initial training and development activities for initial training that align with the revised job analysis.
- Identified the breadth and depth of FLS continuing training, with a focus on technical skills and leadership development courses based on performance.
- Provided the ability for department heads to assess candidate's abilities based on experience and performance to allow immediate independent supervision.
- ACAD 17-001 addresses assessment and approval of temporary supervisors. For individuals assigned to the FLS role for 90 days or less in a calendar year, determine if any portions of the job familiarization guide apply to their temporary role and assign those portions to be completed prior to job assignment.

#### 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

## Recommended Industry Actions

- Each site should implement their change management plan

## Change Management Considerations

This is not meant to be an all-inclusive list or imply that each one of these items must be completed.

### *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*

- Review licensing basis for references to supervisor training programs.
- Perform a gap analysis of present FLS program to new program and establish actions to evaluate and close the gaps.
- Identify programs and processes that need to be revised and revise accordingly.
- Determine applicability for incumbents in-progress with current qualification structures (how to convert each individual to the ACAD 17-001-based job familiarization guide, Attachment 1).
- Determine application for technician leadership positions such as chiefs or foreman and temporary supervisors.
- Review ASER template and remove references to MFLS.
- Revise Maintenance and Technical living ASER to support removal of MFLS from accredited programs as applicable.
- Review program self-assessment plans for impact.
- Revise other accreditation related job aids (ATV data discs, reference manual).
- Revise training health reports and metrics as appropriate.
- Develop a plan to communicate the changes to effected personnel and station leadership.
- Update learning management systems with regards to MFLS qualifications. For example, retire existing qualification as of June 30, 2017.
- Ensure there is a method to monitor FLS performance. For example, use the department/site roll-up process to determine FLS development topics for continuing training.
- Determine how individual FLS completion of training and development under ACAD 17-001 will be tracked.

### *Guidrails*

- Conduct an assessment 12-24 months after implementation to ensure there are no unintended negative consequences. This may be included with existing self-assessments such as the site mid-cycle 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](mailto:EfficiencyBulletin@NEI.org).

## Industry Contacts

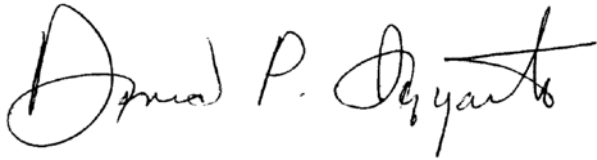
- Industry champion for this issue: Marios Kafantaris, 856-287-4479, [marioskaf@comcast.net](mailto:marioskaf@comcast.net)
- INPO contact: Rusty Shoemaker, 770-644-8960, [shoemakerem@inpo.org](mailto:shoemakerem@inpo.org)
- NEI contact: Elizabeth McAndrew-Benavides, 202-739-8143, [emb@nei.org](mailto:emb@nei.org)
- On the web: [www.nei.org/bulletin1704](http://www.nei.org/bulletin1704)

## Industry Approval:

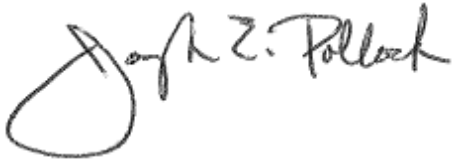
G. T. Powell, CNO Lead



David P. Igyarto, Institute of Nuclear Power Operations



Joseph E. Pollock, Nuclear Energy Institute



## Attachment 1

### Sample JFG

This job familiarization guide template provides a structured and consistent process for the orientation of a new or temporary first line supervisor (FLS). The orientation consists of computer-based training, classroom training, mentor review sessions, learn-by-doing activities, and professional development opportunities. This JFG is customizable based upon the candidate's role and previous experience as well as desired developmental activities.

Candidate Name: _____	Employee ID: _____
Date of First Line Supervisor Assignment: _____	
<b>NOTE: Completion of this job familiarization guide is required within 24 months of assignment as a FLS</b>	
For individuals temporarily assigned to the first line supervisor role for $\geq 90$ days in a calendar year, determine if any portions of this JFG apply to their temporary role and documented below.	
Date of Temporary Supervisor Assignment: _____	
End Date of Assignment: _____	
Candidate Mentor Selection: (Optional)	
Mentors are assigned to provide guidance and facilitate certain portions of the orientation. Mentors may be VPs, Plant Managers, Functional Area Directors or specified departmental managers. The candidate's manager shall assign the appropriate mentor.	
Candidate Mentor Name/Position: _____	

#### Candidate readiness to supervise:

The candidate's department head is to determine if there are any requirements within this job familiarization guide (JFG) or any technical topics the new first line supervisor is to complete prior to independently supervising their subordinates. Decisions should be based on the candidate's leadership experience and familiarity with the business function area they supervise. List any pre-supervisory requirements by technical or leadership topic here or provide a basis for readiness.

---

---

---

---

---

---

Department Head Signature:

\_\_\_\_\_

Name / Signature

\_\_\_\_\_

Date

**Required Reading: Candidate to complete required reading assignments from their supervisor**

<b>Documents</b>	<b>Candidate Initial/date</b>
ACAD 17-001, <i>Guidelines for First Line Supervisor Training and Development</i>	___/___
INPO 15-005, <i>Leadership and Team Effectiveness Attributes</i>	___/___
INPO 16-008, <i>Leadership and Team Effectiveness Attributes Implementation Guide</i>	___/___
SOER 10-02, <i>Engaged Thinking Organizations</i>	___/___
INPO 12-013, <i>Performance Objectives and Criteria</i>	___/___
Must Know OE applicable to the discipline	___/___
ACAD 02-001 <i>Accreditation Objectives and Criteria</i>	___/___
<b><i>Utility to add as applicable</i></b>	___/___
	___/___
	___/___
	___/___
	___/___

**I. Interviews:**

<b>Candidate shall complete discussions with personnel as indicated:</b>	<b>Candidate Initial/date</b>
Discuss with your manager (your supervisor) elements of conducting effective pre-job briefings, tailgates sessions and presentations, managing risk, outage risk, problem solving and decision making, reinforcing standards and expectations, responsibility and accountability for self and team, considering proficiency building blocks, obstacles and interventions when assigning tasks and gaining agreement and alignment	___/___
Discuss with your manager or mentor handling resistance and conflict management, leading teams, motivating and inspiring others, action planning, work package and procedure development and corrections and leading change management	___/___
Discuss with the Operations Director your role as a nuclear first line supervisor with regards to your interface with the Operations Department	___/___
Discuss with the Engineering Director your role as a nuclear first line supervisor with regards to your interface with the Engineering Department	___/___
Discuss with the Work Management Director your role as a nuclear first line supervisor with regards to your interface with the Work Management Department	___/___
Discuss with the Maintenance Director your role as a nuclear first line supervisor with regards to your interface with the Maintenance Department	___/___
Site HR Manager discussion on human resources processes and procedures, intervening and correcting unacceptable performance and behaviors, value of diversity and inclusion, developing self and others, and labor relations / bargaining unit contract provisions (if at a union station)	___/___
Site Business / Finance Manager discussion on business and financial acumen and the role of the FLS in budgeting	___/___
Discuss with the site Performance Improvement Manager your role in the performance improvement programs	___/___
Discuss with the Plant Manager or designee safety culture and what it means for the nuclear first line supervisor and how to build trust	___/___
Final checkout with Department Head (highest level department position)	
Department Head Signature: _____	

## II. Training and Development Topics

When reviewing the following list of training and development topics, utilities should determine if achievement of the selected topics are through training or development activities.

Course	Training (T) or Development (D)	Tracking Code	Candidate Initial/date
Building trust			___/___
Celebrating Success			___/___
Coaching for performance			___/___
Communication and action listening skills			___/___
Communicating Basis for Decisions			___/___
Considering proficiency building blocks, obstacles and interventions when assigning tasks			___/___
Developing self and others			___/___
Elements of conducting effective pre-job briefings, tailgate sessions and presentations			___/___
Gaining agreement and alignment to department and station goals			___/___
Handling resistance and conflict management			___/___
Harassment and sensitivity			___/___
Human resources processes and procedures			___/___
Intervening and correcting unacceptable performance and behaviors			___/___
Leading change management			___/___
Leading Teams			___/___
Managing risk			___/___
Managing Team Performance to Proactively Address Performance Shortfalls			___/___
Motivation and inspiring others			___/___
Observation skills			___/___
Performance improvement programs			___/___
Problem solving and decision-making			___/___
Reinforcing standards and expectations			___/___
Responsibility and accountability for self and team			___/___
Safety culture and what it means for the nuclear first-line supervisor			___/___
Value of diversity and inclusion			___/___

### III. Learn by Doing

**Observe/Attend:** Candidate and mentor/manager should select at least **six** key meetings at one of the nuclear plants or corporate offices which include at least three meetings where the candidate will actively participate and provide a presentation or contribution as a required first line supervisor participant. One of the three meetings must be a presentation. Prior to attendance, the candidate shall meet with mentor/manager to discuss desired outcomes of the observation followed by a debrief to discuss key lessons learned.

Select ✓	Key Meetings	Candidate Initial/date
	Business Talent Review (any type of succession planning or individual develop discussion)	___/___
	Crew Management Review Meeting	___/___
	Management Review Committee (CAP meeting)	___/___
	Outage Review Meeting	___/___
	Outage Control Center Meeting	___/___
	Plan of the Day Meeting	___/___
	Performance Improvement / Trend Meeting	___/___
	Plant Health Committee	___/___
	Project Review Committee	___/___
	Site Nuclear Safety Review Board	___/___
	Training Committee	___/___
		___/___
		___/___
	Other meetings as assigned by Department Head	___/___
		___/___
		___/___
		___/___

**Activities to Learn by Doing Activities:** The candidate and mentor/manager should select at least **five** activities that are most appropriate to the candidate's role and development. Multisite experiences are strongly recommended

Select ✓	Activity	Candidate Initial/date
	Conduct a performance review for an incumbent	___/___
	Conduct an effective pre-job brief	___/___
	Conduct a tailgate session	___/___
	Conduct a job interview	___/___
	Conduct a Crew Alignment Meeting	___/___
	Participate in a paired observation with your supervisor	___/___
	Create a Condition Report	___/___
	Database familiarization activities ( <i>Utilities to decide</i> )	___/___
		___/___
		___/___
		___/___
	Final checkout with Department Head (highest level department position)	
	Department Head Signature: _____	

**IV. INPO Seminars & Courses**

Site Vice President/Plant Manager/Department Head assign/nominate as appropriate (otherwise N/A) to industry, trade shows, seminars, webinars, educational programs, vendor training or similar (These seminars or courses can satisfy the requirements of section II, if appropriate)	Candidate Initial/date
	___/___
	___/___
	___/___
	___/___

**V. Other Development Considerations Specific to Business Area** *(Utility to determine how these are accomplished)*

Select ✓	Manager/Mentor assign to candidate and work with the candidate to complete familiarization with the following, as appropriate	Candidate Initial/date
	accredited training program ownership	___/___
	action planning	___/___
	appendix R requirements (fire protection program)	___/___
	applicable regulatory processes	___/___
	business and financial acumen	___/___
	chemical control	___/___
	clearance and tagging requirements	___/___
	code requirements (such as ASME)	___/___
	concepts and principles of ALARA	___/___
	emergency preparedness and response	___/___
	engineering programs (such as leak-rate testing, check valves, and so forth)	___/___
	environmental qualification requirements	___/___
	equipment reliability (AP-913)	___/___
	industry oversight & assessment cycles	___/___
	industrial safety standards and expectations	___/___
	labor relations / bargaining unit contract provisions	___/___
	leadership of multigenerational teams	___/___
	maintenance rule	___/___
	material control	___/___
	minimize waste and effluent generation	___/___
	modifications	___/___
	nuclear codes, standards and regulations (identify which are applicable to the first line supervisor role)	___/___
	operational decision-making methodology	___/___
	operability determinations	___/___
	outage risk	___/___
	probabilistic risk analysis and its potential applications	___/___
	quality assurance/quality control functions	___/___
	reactivity management	___/___
	seismic requirements	___/___
	supplemental personnel management and oversight	___/___
	systematic approach to training process and use of training to improve performance	___/___
	technical training topics required for the specific discipline or work group	___/___
	vendor oversight	___/___
	work management process	___/___
	work package and procedure development	___/___

**VI. Leadership Books/Resources:** *(optional section)*

Leadership Book/Article/Resource: Mentor/manager may suggest additional reading resources for candidate development	Candidate Initial/date
	____/____
	____/____
	____/____

**VII. Completion:**

All assigned training and prescribed activities have been completed:

\_\_\_\_\_  
Candidate Name (print)

\_\_\_\_\_  
Candidate Signature

\_\_\_\_\_  
Mentor Name (print)

\_\_\_\_\_  
Mentor Signature

\_\_\_\_\_  
Manager Name (print)

\_\_\_\_\_  
Manager Signature

**XX-XXXXXXXXXX entered in LMS**  
(Training completion code)

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Entered in LMS by print name/ initials