



# Radiation Protection Staff Development

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# Departmental Focus: Radiation Protection

## Leadership and Talent Development



"Our mission is to empower individuals and organizations to reach their full potential through exceptional leadership and talent development. We believe that everyone has the capacity to be a leader, and we are committed to providing the tools, resources, and support needed to unlock that potential. Through innovative training, coaching, and mentoring, we help individuals cultivate the skills and mindset needed to succeed in today's rapidly changing business environment. Our ultimate goal is to create a culture of continuous learning and growth, where leadership and talent are developed at every level, and success is achieved through collaboration, innovation, and a shared commitment to excellence."

# Departmental Focus: Radiation Protection

## The Process

1. **Conduct Assessments:** Identify strengths and areas for improvement within our leadership team. We use this information to determine which leadership skills we should focus on developing.
2. **Define the Vision:** Develop a clear and concise vision of the leadership fundamentals we require. This guides our development plan and keeps us focused on our goals.
3. **Set Specific Goals:** Based on your assessments and leadership vision, we set specific goals for our leaders. These should be SMART goals –specific, measurable, achievable, relevant, and time-bound.
4. **Identify Development Activities:** Determine which activities will help you achieve your goals. This may include attending workshops or seminars, reading books or articles, seeking mentorship or coaching, or taking on new responsibilities at work.
5. **Create a Timeline:** Create a timeline for your leaders development plan that includes milestones and deadlines for achieving their goals.
6. **Monitor Progress:** Regularly monitor their progress and adjust their plan as needed. Help them schedule time with a mentor or coach to stay accountable and receive feedback.
7. **Celebrate Achievements:** We celebrate our leaders achievements to ensure they stay motivated and inspired.



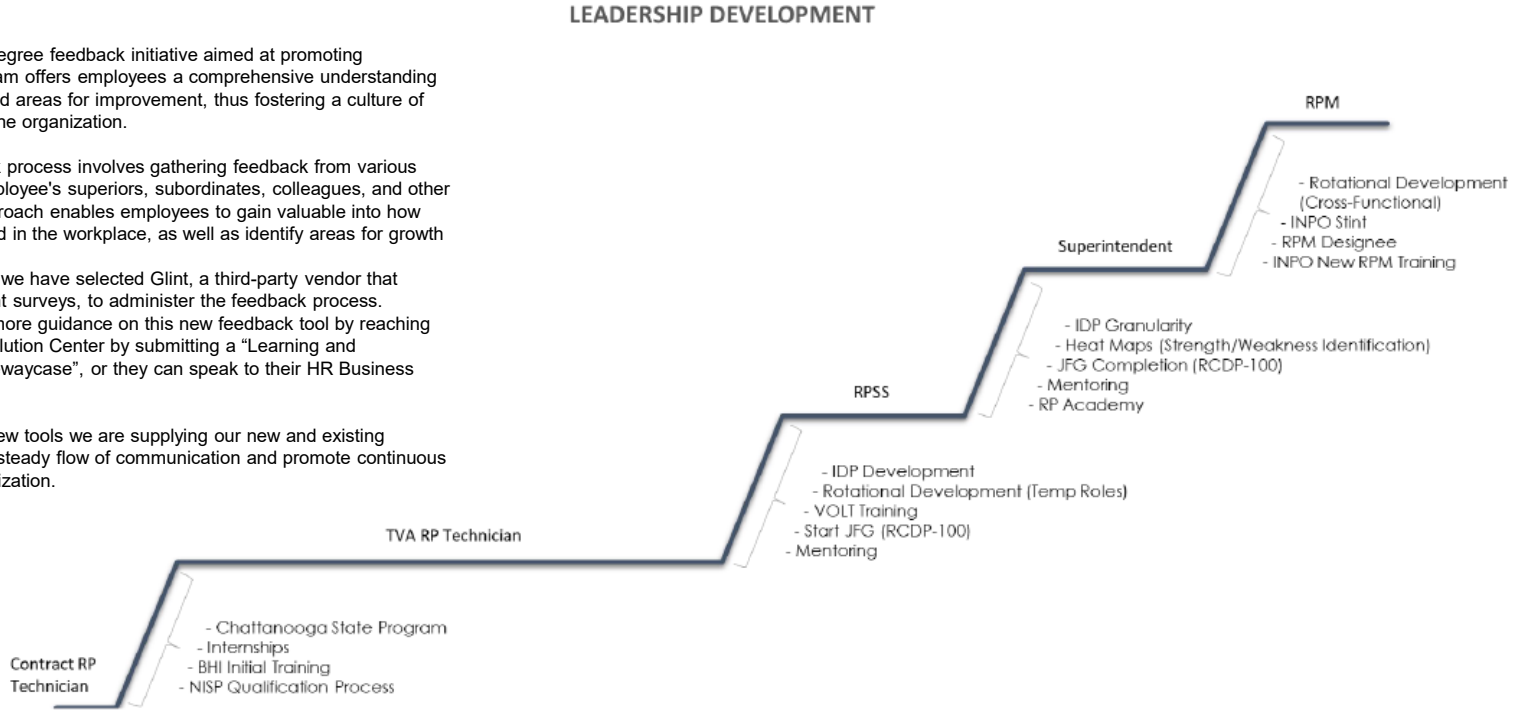
# Departmental Focus: Radiation Protection

## Career Mapping

We are implementing a 360-degree feedback initiative aimed at promoting leadership growth. This program offers employees a comprehensive understanding of their individual strengths and areas for improvement, thus fostering a culture of constructive feedback within the organization.

- The 360-degree feedback process involves gathering feedback from various sources, including an employee's superiors, subordinates, colleagues, and other relevant parties. This approach enables employees to gain valuable insight into how their actions are perceived in the workplace, as well as identify areas for growth and development.
- To ensure confidentiality, we have selected Glint, a third-party vendor that specializes in engagement surveys, to administer the feedback process.
- Our leaders can access more guidance on this new feedback tool by reaching out to the People First Solution Center by submitting a "Learning and Development PeopleGatewaycase", or they can speak to their HR Business Partner.

This is just one of the many new tools we are supplying our new and existing leaders with to help ensure a steady flow of communication and promote continuous improvement within our organization.



# Departmental Focus: Radiation Protection

## Specific Leadership Training – TVA Example

NPG Standard Department Procedure	Radiation Protection Department Leadership Development Guidelines	RCDP-100 Rev. 0000 Page 23 of 49
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Attachment 2  
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### Radiation Protection Manager Position Guideline

Name	Start Date
<b>Non - Training Requirements</b>	
BS/MS Degree In:	
I have completed the training and knowledge requirements for the position guideline. I am prepared to perform all activities independently:	
Signature _____	Date _____
Supervisor concurrence. I have verified that the requirements of this guideline have been completed.	
Signature _____	Date _____
<b>Knowledge and Position Duties</b>	
<b>Objective</b>	<b>Objective Completed Verified by a Supervisor signature / date</b>
RP POD representative	
Plant Operations Review Committee	
RPM Emergency Planning Position or other REP position	
Represent Station ALARA Committee	
Represent RP at plant health committee meetings	
Represent RP at management review committee meetings	
Represent RP at OE MRM meetings	
Represent RP at Site VP staff meeting	
Represent RP at a senior training council meeting	
Represent RP at site safety meeting	
Prepare the station RP budget	
Attend an CFAM/RPM face-to-face peer team meeting	
Assist the RPM at another TVA outage	

## RCDP-100

The purpose of this document is to aid Radiation Protection department management in preparing individuals for specific professional positions within the department. This guide has been developed and aligned with industry standards to assist in the consistent development of staff to grow leadership and technical capabilities to be successful as First Line Supervisors (FLS), Specialists, Health Physicists, Superintendents, and RPM qualifications. The jobs require broad technical knowledge of Health Physics, regulatory mastery, and personnel and public insight to implement the foundations of a strong Radiation Protection Program based on protecting the health and safety of the workers, the environment, and the general public. This guide is intended to allow all of our RP professionals the opportunity to develop RP skills which will in the long term improve depth of the individual and provide more career opportunities.

The development model focuses on:

- Knowledge and experience
- Problem solving
- Regulatory acumen
- INPO nuclear leadership competencies.

# Departmental Focus: Radiation Protection

## Specific Leadership Training

### RP Academy

This training will highlight the regulatory basis for a compliant program, effective interfaces to related RP programs, and techniques for monitoring program effectiveness. RSCS has customized the course content to address topics specific to TVA.

- Discuss the roles and responsibilities of the Radiation Protection Manager (RPM) specific to Industry and station leadership and regulatory responsibilities. This includes occupational and public radiation safety accountabilities to key stakeholders (e.g., the nuclear industry, corporate and station leadership, regulators, independent assessors, and the general public)
- Review examples of organizational models and strategies for success, including risk-informed process mapping. Also, to be reviewed is the use of vision statements, defined mission statements, strategies, tactics, and objectives for effective implementation of a nuclear power plant radiation safety program. Additionally, personnel performance monitoring and assessment techniques using scorecards, performance indicators, forced rankings and heat mapping will be reviewed.
- Review of personal leadership models and strategies.
- Applying a regulatory bases to risk informed decision-making processes.
- Review the design and development of a nuclear power plant Radiation Safety Program design, including:
  - Regulatory bases, history, and the license
  - Technical specifications
  - Regulatory requirements for specific elements (e.g., TEDE Dose monitoring ALARA, etc.)
  - Technical bases
- Plant Oversight Committee interfaces
- Radiological characterization of the site
- Application of state-of-the art technologies
  - CZT detectors
  - Data loggers
  - Go Pro video
  - Databases and data mining
- Considerations for 10 CFR 50.59 (e.g., temporary shielding, use of drones and cameras)
- Self-assessments and the value of "zero"
- Overview of the NRC's Reactor Oversight Process (ROP)
- Insights into NRC Radiation Safety Inspections and the ROP specific to the Radiation Safety Cornerstone
- Address the sensitivity of TEDE dose monitoring and managing exposures
- Review Regulatory Framework specific to internal exposures
- Discuss managing and balancing radiological risks versus regulatory confidence versus resources
- Conduct an interactive autopsy of industry OPEX related to recent radiation exposures and other high visibility, high risk threshold events.
- Open discussions

### Mentorship

As a follow-up component of the leadership training, RSCS will provide one hundred twenty (120) hours of professional one-on-one radiation protection manager mentoring at each of the three TVA sites. The 120 hours will be split into 3 separate 40-hour week stages with each radiation protection manager with a separation between each mentoring stage. Mentoring will include in-person guidance, review, and feedback on management attention, staff interaction, and decision making.



# Departmental Focus: Radiation Protection

## Women in Nuclear (WIN) Mentoring Program

**Objective:** To provide a structured program for formal and informal mentoring to support the professional development of WIN members. The mentoring partnership will be used to encourage techniques and strategies to solve problems, work on identified IDP competencies that need support, and have recurring discussions around leadership techniques and approaches using practical examples.

### Roles and Responsibilities for Mentors

Meet with mentees on agreed upon frequency.

Devote time to the relationship and be available when requested

Assist mentees with their various questions, needs, or concerns.

Share your knowledge and experience to benefit their leadership role.

Follow up on their progress.

Maintain confidentiality of information shared by your mentee

Participate in periodic evaluations of the Mentoring Program.

Be clear about your motives for helping your mentee.

Look after your mentee's needs, but consider your own as well.

Be prepared for the relationship to end. The successful mentor-mentee cycle requires that the relationship ends or takes a different form.

Don't try to force your mentee to follow in your footsteps. Value the mentee's unique path.

Don't give up right away if your mentee resists your help at first. He or she may not recognize the value of what you have to offer. Persistence – to a point - may help.

Don't have a pre-conceived plan for the final outcome of the relationship.

Be careful to not do their job for them. It is tempting for leaders to step in when faced with inexperience.

# Departmental Focus: Radiation Protection

## Women in Nuclear (WIN) Mentoring Program

### Roles and Responsibilities for Mentees

Take the initiative for contacting your mentor and scheduling monthly meetings.

Complete the Interaction Form during mentoring sessions.

Take full advantage of opportunities provide by your mentor.

Keep the mentor informed of progress, successes, challenges, and other concerns.

Exchange ideas and experiences.

Participate in periodic evaluations of the Mentoring Program.

Seek assistance and support.

Immediately following the mentoring session, provide a copy of the completed Interaction Form to your WIN Chair.

Act with courtesy and respect your mentor's time.

Use active listening skills and take notes.

Ask for feedback.

Return phone call promptly and be on time with commitments and meetings.

Seriously consider all advice or suggestions.

Demonstrate that you have followed advice or commitments for action at every opportunity.

Express appreciation.

Prepare yourself to move beyond your mentoring connection, once it has served its purpose.

Keep the door open to return to your mentor for assistance or advice at a future time.

Follow up with your mentor after program completion to keep in touch, to share your progress, and to continue to express your gratitude.



**TVA**

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