

Education and Training for Managers in Nuclear Decommissioning Projects (NDPs)

Decomplex (Managing Complexity in Nuclear Decommissioning Projects)

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Innovative executive training program as part of the DMaLSE project



DMaLSE Partners



Objectives:

- To complement existing technical training programmes by focusing on the **complexity** of NDPs;
- To provide tools and guidelines for effective management of **complex** NDPs, to ensure safety and efficiency throughout their lifecycle.

Programme structure:

Module 1	Management & Leadership in Complex Organisations
Module 2	Complex Project Management
Module 3	Managing Complexity in Nuclear Decommissioning Projects: Key Challenges

WHY focus on managing complexity in NDPs ?

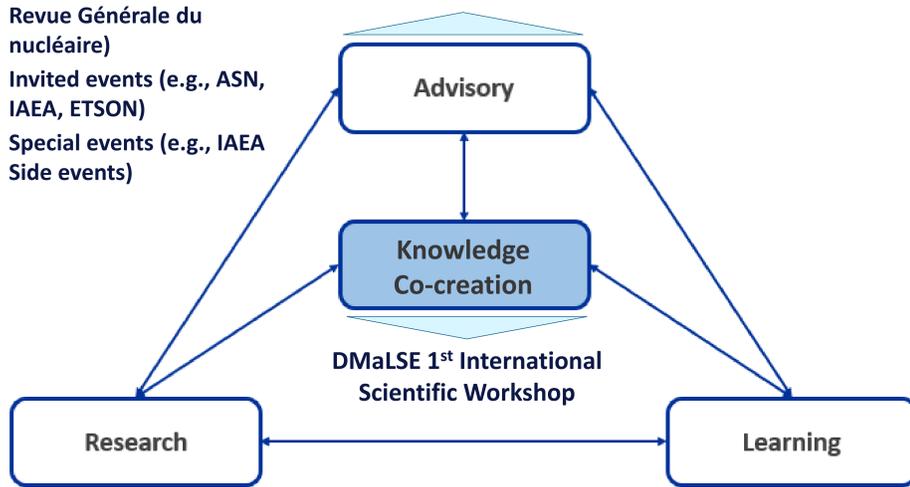
- To align with perspectives of international organisations (IAEA, EURATOM, OECD/NEA);
- NDPs are not just a technical challenge but are intrinsically **complex** organisational and human endeavour.
- Multi-stakeholder coordination;
- Long term projects with complex governance structure;
- High degree of uncertainty, including safety aspects.

A need for training focusing on the interrelationships between regulatory, safety, social as well as human and organisational challenges to prepare managers to effectively and safely manage complex and decades-long NDPs

HOW is the program designed ?

CO-ReAL approach

- Professional workshops & conferences (e.g., IAEA, European technical safety organizations network, Spanish Nuclear Society)
- Professional Journals (e.g., Revue Générale du nucléaire)
- Invited events (e.g., ASN, IAEA, ETSO)
- Special events (e.g., IAEA Side events)



Scientific methods to :

- conduct empirical studies (Experts interviews ; Empirical case studies)
- provide knowledge validated through academics communications and research publications

Pedagogical method

Progressive development of knowledge and skills in 3 stages

- 1) Massive Open Online Course (MOOC) – 3 fundamental units introducing key concepts of safety management, organisational design, leadership and project management, 2 advanced units dedicated to key challenges of complex project management and on managing complexity in NDPs;
- 2) Two-week face-to-face session – lectures by senior academic and nuclear industry experts, case studies, regular debriefings and mentor-led discussions to develop reflexive capabilities and knowledge appropriation and sharing;
- 3) Small group interactive topic sessions on key NDPs issues and complex project management methodology;
- 4) Tutoring to provide regular, individual and collective coaching to facilitate learning and continuous reflective work.

Targeted audience:

- Nuclear sector professionals in junior or mid-career managerial roles involved or aiming to be involved in NDPs (industry or regulatory bodies);
- Current and future NDP participants;
- Professionals designing new nuclear facilities, which must consider future decommissioning;
- Broader audience of professionals responsible for managing complex projects.

Pedagogical Team:

- International and multi-disciplinary team:
- Nuclear industry experts;
 - Academic researchers.

More information is available in: <https://univ-cotedazur.eu/decommissioning-management-and-leadership-for-safety-education->