

IAEA

# Leading an IRRS Mission Team – Guidance for Team Leaders

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## I. INTRODUCTION

Congratulations on being invited to serve as one of the leaders of an IRRS mission team. As this is due to your demonstrated leadership capabilities and your experience in IRRS missions, this Guidance will not reiterate basic principles or knowledge in these areas. Instead, this Guidance contains useful hints on how to manage an IRRS mission effectively and efficiently. We trust that you will find it useful and interesting.



This document contains references to the IRRS website of the IAEA<sup>1</sup> and its restricted area for Reviewers<sup>2</sup>. As a Team Leader (TL) or Deputy Team Leader (DTL) of an IRRS mission you will have access to the mission data on this website. Please be aware that this website contains most of the factual information related to the actual mission that you may need in your mission related work.

Another important source of information that you will need in your preparations is the IRRS Guidelines, also available from the IRRS publication website<sup>3</sup>. Please read it carefully, as the guidance presented here is a supplement to the general IRRS Guidelines.

Unless the specific roles of a Deputy Team Leader are discussed in this document you will be addressed as Team Leader, since Deputy Team Leaders must always be ready to take over as TLs.

Please note that TLs and DTLs are expected to be experienced IRRS reviewers. If you haven't yet got sufficient IRRS experience, you are advised not to volunteer for TL or DTL positions, but rather to apply for a reviewer role in a number of missions before taking a leading role.

In some past missions, Team Leaders invited their own personal assistants into the team in order to help them in some of their tasks. This is strongly discouraged. The DTL, IAEA Team Coordinator, IAEA Deputy Team Coordinator and IAEA Administrator are all available to assist the TL, and working together in this way fosters consistency of approach between missions. Furthermore, such a practice might suggest to the team that the TL is uncertain in her/his capability of doing the job – an impression that should certainly be avoided.

This Guidance does not explicitly address the special case of a follow-up mission for two reasons. First, most of what is described here also applies to follow-up missions, and second, in most cases the TL or the DTL of the initial mission will also lead the follow-up mission, thus having the experience of the previous mission and knowledge of the present Guidance.

## II. FIVE BASIC PRINCIPLES A TEAM LEADER SHOULD CONSIDER

This Guidance will go through each important phase of an IRRS mission and will discuss the roles, responsibilities and management attributes of a TL, however, the five Basic Principles should always be kept in consideration and are worth remembering in complicated or challenging situations.

- 1) Your main role and responsibility is to ensure that the reviewers act in unity, as a team, in completing an IRRS mission with the highest possible efficiency and effectiveness.**
- 2) You don't have to invent new approaches or give new directions to the IRRS process. On the contrary, you are expected to follow the existing, and up to now well established, IRRS rules (as defined in the IRRS Guidelines), standards and practices as closely as possible.**
- 3) You are expected to keep an overview of every important detail of the mission as it progresses; this is what gives you credit in the eyes of your fellow-reviewers.**

<sup>1</sup> <https://gnssn.iaea.org/regnet/irrs/Pages/default.aspx>

<sup>2</sup> <https://gnssn.iaea.org/sites/auth/regnet/IRRS/default.aspx>

<sup>3</sup> [http://www-pub.iaea.org/MTCD/publications/PDF/SVS-23\\_web.pdf](http://www-pub.iaea.org/MTCD/publications/PDF/SVS-23_web.pdf)

- 4) *You should not dominate or dictate to the team; instead you should be perceived by the team as a leader available at any time to provide advice and guidance on all aspects of the mission.*
- 5) *Do not refrain from consulting the Team Coordinator, DTL or any experienced reviewer in the team about issues or situations where you feel uncertain to act.*

### III. YOUR RESPONSIBILITIES AND ROLES

In addition to what is described by Basic Principle 1 above, you have several important tasks and responsibilities when leading an IRRS team. A detailed list is given in the IRRS Guidelines; the most important ones are listed in this Chapter. Advice on how to handle these tasks and responsibilities will be given in subsequent Chapters.

Please remember that the IAEA Team Coordinator (TC) and Deputy Team Coordinator (DTC) are experienced IRRS practitioners who will always be available to assist you in conducting the mission.



#### III.1. IF YOU ARE THE TEAM LEADER

You are expected to:

- provide leadership, discuss your expectations with the team and make yourself available to provide guidance and direction to the team members (see Section IV.2);
- ensure that the team works in a planned, scheduled, consistent and cohesive manner and that the objectives of the IRRS mission are understood and met;
- lead the IRRS mission in every respect, including supervising the review, ensuring schedules are met and providing direction in the resolution of issues that may arise;
- represent the team as well as the IRRS objectives in external interactions;
- lead the initial team meeting, as well as the entrance and exit meetings;
- maintain an overall picture on the actual state (progress, issues, plans, schedule) of the mission and periodically discuss it with the team to make sure everyone is aware of it (see also Basic Principle 3);
- provide additional support in areas, you feel are behind schedule or not progressing well;
- acquire a thorough understanding of the effectiveness of the regulatory body of the host country, to be reflected in the executive summary and press release, using the requirements as a reference.

#### III.2. IF YOU ARE THE DEPUTY TEAM LEADER

You are expected to:

- co-operate with and assist the TL in her/his activities and substitute for the TL when needed;
- chair and conduct daily team meetings;
- ensure - in cooperation with the IAEA Team Coordinator - that the mission schedule is followed as closely as possible;
- ensure, together with the IAEA Deputy Team Coordinator, that all observations relevant to non-compliance with IAEA safety standard Requirements lead to appropriate recommendations and supporting bases;
- assist the IAEA Team Coordinator in collating the Preliminary IRRS Report based on the contributions from the Team members.

### IV. BEFORE THE MISSION

Prior to the mission you will have four priorities:

- 1) communication and cooperation with the IAEA in preparatory activities
- 2) participation in pre-mission meetings with the host

- 3) communication with the team
- 4) familiarization with the documents related to the mission

Details of these activities are given in this Chapter.

#### IV.1. COMMUNICATION AND COOPERATION WITH THE IAEA

When setting up an IRRS team, the first step is the recruitment of the TL and the DTL by the IAEA. From this time on, whether serving as TL or DTL, you and the IAEA Team Coordinator (TC) need to keep in close contact, communicate on a regular basis and work in close cooperation.

The team coordinator is responsible for **recruiting** the team in conjunction with the TL. You need to remember that, according to the requirements on an IRRS team, at least half of the reviewers should have previous IRRS experience. On the other hand, in order to maintain and refresh the pool of IRRS reviewers, not more than 2/3 of an initial IRRS mission team should be experienced reviewers.

#### IV.2. PRE-MISSION MEETINGS WITH THE HOST

In the preparatory phase of a mission one or more meetings are held between the host and the IAEA representatives. You may be requested to attend these meetings as discussed below.

**Information meeting:** this may be arranged on request by the host (i.e. optionally). It is intended to help familiarize the host with the purpose and approach of an IRRS mission. Participation by the TL is optional.

**Preparatory meeting:** this meeting should be attended by the IRRS Team Leader and the IAEA Team Coordinator. In the case of a host country with a large nuclear programme, or in specific cases, the Deputy Team Leader and the IAEA Deputy Team Coordinator may also participate in the meeting.

Discussion about administrative arrangements should be left to the IAEA representatives; you should **concentrate on collecting information** on the major technical issues related to the governmental, legal and regulatory infrastructure in the host country.

#### IV.3. PRE-MISSION COMMUNICATION WITH THE TEAM

As soon as the Advance Reference Material (ARM) of the host is available, and no later than six weeks prior to the mission, you should make contact with the team, welcoming them and communicating your expectations for the mission. In this message you may wish to:

- reminds what modules have been assigned to the individual IRRS review team members;
- instruct the reviewers that the Mission Report Template should be used from the very beginning<sup>4</sup>;
- encourage the team members to familiarise themselves with Modules 1, 2 and 3 of the ARM in addition to carefully studying the modules for which they are responsible;
- invite the team members to consult the website of the regulatory body of the host country, and, to the extent necessary, of other relevant governmental entities, in order to obtain additional information that may not be sufficiently presented in the submitted ARM;
- invite the team members to write their initial impressions on the host's self-assessment pertaining to the modules they will be reviewing using the First Impressions Template (see Appendix I in Ref. 4) and ask them to send the completed template back to you and to the TC at least two weeks before the mission;
- invite the team members to prepare a preliminary list of questions related to their assigned modules that will be given to their counterparts for further discussions;

<sup>4</sup> The Standard IRRS Mission Report Template is an extended table of contents of the mission report containing instructions on writing each chapter, and for each section the list of relevant IAEA safety standard requirements, as well as the list of those topics, issues, keywords that need to be discussed in the given section. The template assists the reviewers in both preparing their interviews and writing their reports. The Mission Report Template is provided to the reviewers by the TC.

- emphasize that although the reviewers are selected for their personal expertise and capabilities, they are part of a team representing the IAEA and not their countries. They are to compare the host practices to IAEA’s safety standard requirements and should not promote, or use for comparison, specific national practices in any way;
- remind the team that reviewers should avoid contacting their host counterparts prior to the mission to raise any administrative or technical issue; any communication between the team and the host prior to the mission should be channeled through the IAEA Team Coordinator.

At least three weeks before the mission you are advised to **remind the team** of your previous message and the submission deadline for their first impressions.

#### IV.4. DOCUMENTS YOU NEED TO BE FAMILIAR WITH

If this section were intended to be kept as short as possible, one might simply say that the TL and the DTL should be familiar with every document that is important for the mission. In practice, this means that **you are expected to read:**

- the IRRS Guidelines as well as this Guidance;
- the first impressions submitted by the reviewers in order to form an initial opinion on the self-assessment and also on the team members;
- the entire ARM Summary Report;
- everything related to Modules 1 through 3;
- self-assessment results that indicate problematic areas or issues, after having studied the summary report;
- the mission program and schedule, particularly the interview plan therein (see Section V.3)

Please, **do not reinvent the mission schedule**. It is the result of long experience (see Standard IRRS Mission Schedule in the IRRS Guidelines) and it should be followed.

The TL will then **summarize the first impressions** by the team members on the host country’s self-assessment and action plan, and will send the summary to the team as soon as possible.

Furthermore, you are expected to:

- be aware of the content of the ARM and of the major laws and regulations pertaining to the scope of the mission;
- know the nuclear and radiation programme of the country and the related governmental infrastructure, legal framework and regulatory system;
- be familiar with the most important historical and cultural aspects of the host country;
- be fully aware of the programme and agenda of the mission;
- be familiar with the topics of the policy discussions.

If you are the DTL you also need to familiarize yourself with the documentation related to the area which is assigned to you for review (if any).

## V. DURING THE MISSION

Keep in mind that during the mission you will have little time to relax. It is not that you personally will have too many tasks at hand, but keeping abreast of every important detail of the mission, and being ready to make decisions and introduce changes into the standard process whenever necessary, will place significant demand on your time, energy and attention.

In this Chapter each important aspect of an IRRS mission that you need to consider is discussed.



## V.1. INITIAL TEAM MEETING

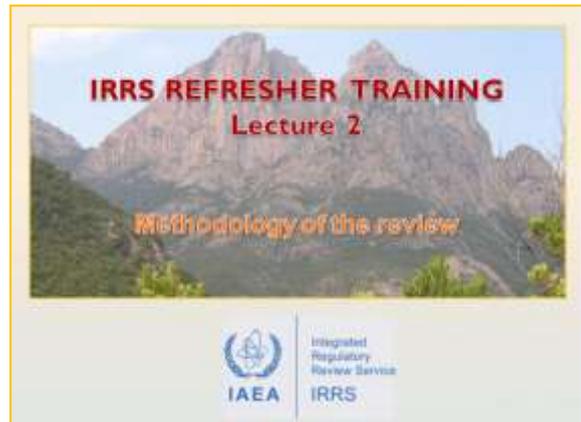
The day before the official start (Day 0) is usually devoted to introduction, refresher training, team building, presentation of first impressions and feedback, and presentation of expectations by the TL. This “Initial Team Meeting” is chaired by the TL and attended also by the Liaison Officer. It has the following components:

- 1) The **refresher training** is held by the IAEA representatives in the team. Such training is extremely important for those reviewers who are taking part in a mission for the first time, but even experienced reviewers will recognize points that they forgot and need to know. Usually the refresher training takes the first half of day 0.
- 2) Many experienced Team Leaders initiate an **informal, come-together lunch** with the team in order to get to know each other and to build up team spirit. Each team member is invited to present herself/himself possibly in an entertaining and personal style. This lunch is definitely meant to be informal, and apart from the short introductions no mission or professional-related topics are expected to be discussed.
- 3) The TL proposes that those reviewers who are working together should **agree on the joint actions** including the conduct of interviews and who is to report at the afternoon meeting and, later on, to the daily meetings.
- 4) The afternoon starts with a short presentation on the **host country background** (usually by the TC) and the **logistics** for the mission (Liaison Officer and TC).
- 5) The longest item in the afternoon is each reviewer’s presentation of their **initial impressions on the ARM**. This is the occasion when **you may establish the style and conduct** of the future Daily Team Meetings. You may wish to remind the reviewers to restrict themselves to important aspects and to **keep time limits** (no more than 5 minutes should be allocated for each presentation).  
Where several reviewers are working together they should agree on who is to report to the meeting. This reviewers’ presentation is also an opportunity to raise any initial concerns or specific requests for clarification with the Liaison Officer.
- 6) At the end of the meeting you will **summarize your views** on the ARM partly based on your first impressions but mostly on what the reviewers sent you prior to the mission and what they just presented during the initial team meeting. The summary should be **without prejudice and should not anticipate** any expected result of the mission, yet you should clearly call attention to potential observations and express **your expectations** regarding the conduct of the mission and the working method of the reviewers.
- 7) As a last action, the TC requests the team members to **fill out a Questionnaire** on the quality of the Advance Reference Material. Other similar Questionnaires will be filled out by the team and by the host at the end of the mission; the feedback is used by the IAEA for evaluating the particular mission and also for developing further the IRRS process.

The Initial Team Meeting is an occasion for you **to get to know the team you are leading** and to get acquainted with the **general status** of the host’s preparations.

## V.2. ENTRANCE MEETING

The Entrance Meeting serves as the official opening of the mission. It is suggested that you consider the following:



- The meeting should be **kept short**, possibly not longer than two hours. If you find that the hosts have prepared several long presentations you might advise that these are postponed and used to support interviews in the groups to which the technical contents of the presentations best relate.
- You will **present a brief outline** of the plan, approach and expectations for the mission, emphasising that it is not an inspection or audit, but will be conducted as a peer review in cooperation with the relevant host country organizations.

A sample agenda for the Entrance Meeting is given in an Appendix of the IRRS Guidelines.

### V.3. INTERVIEWS

Probably the **most intensive** and **most informative** part of the mission is the first 2.5 to 3 days when the reviewers have interviews with their counterparts. The hosts are expected to prepare a **detailed plan on the interviews** with schedules, locations and counterparts for each Module and technical area. As discussed in Section IV.4, you are expected to read this plan in time and evaluate, together with the IAEA Team Coordinator, whether the plan is suitable and viable. It is important that:



- 1) reviewers can meet each of their counterparts in time as scheduled, and that time is not wasted;
- 2) interviews be held at locations that avoid disturbing others or being disturbed by others;
- 3) if needed, sufficient interpretation or translation capacity should be made available.

The TL has no specific Module to review. Nevertheless, it is suggested that the **TL visits all review groups** to see how the interviews are being conducted, get a picture on the progress made and be ready to be available when called upon in specific circumstances.

Please respect the autonomy and professionalism of the reviewers and **do not interfere** with the interviews. If needed, you may discuss any comments with the reviewer in person or raise issues during the Daily Team Meeting.

An infrequent, yet real issue is when **a reviewer turns out to be unable** to perform her/his duty (interviewing or writing) effectively. You need to recognize this situation at an early stage of the mission. In such cases the suggested solution is partnering the reviewer with a more experienced reviewer in charge of an area similar to the one in question. This operation may need diplomacy from your part as well as certain decisions on possible reorganization of the team and of the work plan.

Normally the Team Leader and Deputy Team Leader do not take part in **site visits**; therefore, this topic does not directly affect you. Yet an important aspect you need to consider is that **reviewers on site visits** need to have sufficient time and means to formulate their observations and send them to the Daily Team Meeting for discussion.

### V.4. CONDUCT OF DAILY TEAM MEETINGS

Every day at the same time (typically at 5 pm) the team gathers for a Daily Team Meeting (DTM). The objective of this meeting is to discuss the main observations of the day and to coordinate the next day's activities. The length of the meeting should be predefined, typically 1 hour.



The success of the Daily Team Meeting largely depends on **the cooperation of the Team Leads**. The **TL shall require the team** to be prepared to the meeting, make well organized presentations and be disciplined to keep to schedule.

It is suggested that the **DTL chairs** the meeting while the **TL takes notes, observes** the team and their teamwork and, at the end, summarizes the status of the review in light of the observations discussed. She/He also draws conclusions on any necessary actions (organizational, scheduling,

workload-reshuffling, etc.). The TL may elect to chair the meeting and ask the DTL to take notes, and this is an equally acceptable solution.

The **Liaison Officer** is a permanent invitee to Daily Team Meetings. Her/his role is twofold: to collect information in order to report to the host management on the daily progress, and to **address** (or to facilitate addressing) **questions or concerns** raised by the team. The Liaison Officer has **no consulting role** during the meeting and is not expected to express views regarding the mission or the observations.

It is to be emphasized at the first meeting (and possibly repeated later on) that the Daily Team Meeting **is not a forum for activity reporting**, rather it is meant to:

- highlight the day's key observations (that may be formulated as recommendations, suggestions or good practices);
- report issues that need to be brought to the attention of other reviewers;
- identify gaps, overlaps and areas where information is unclear or inconsistent;
- determine whether any of the day's observations might affect the remaining schedule for the mission;
- summarize the visits / interviews to be conducted during the next day to enable all team members to provide input to the key topics to be addressed.

Each review group is granted a certain amount of time (typically 5 minutes) to present its results. Normally **one speaker of the group** presents the results. There might be cases when other members of the group have further comments, but this cannot lead to extensions of the time allocated. The DTL is advised to be vigilant in **keeping time limits**.

**After each presentation** the DTL

- asks if team members have any additional comments (concise, and to the point );
- summarizes
  - preliminary conclusions;
  - concerns to be further addressed;
  - direction/focus for further work.

Perhaps it is useful to list some of the **common mistakes** in conducting a Daily Team Meeting:

- The TL does not follow a standardized structure for the meeting and simply asks around the table for the day's impressions;
- The team members do not focus on conclusions and concerns, instead they provide a general report about the activities of the day;
- The group members have not agreed on their spokesperson, but insist on reporting separately;
- The DTL does not keep time of presentations and discussions, and the meeting can significantly overrun;
- The TL does not provide clear conclusions and directions for the further work;
- The Liaison Officer interferes in discussions in a challenging or defensive way, rather than just providing factual clarification and answering questions.

## V.5. FORMULATING OBSERVATIONS AT THE DAILY TEAM MEETINGS

All observations by the reviewers need to be presented to the team at Daily Team Meetings, and discussed and agreed by the team. The key is to **let the team discuss and decide** (see Section V.9 for more about discussing observations). Please keep reminding the team that **observations have to be based on facts**, not on speculation, assumptions or impressions. In Daily Team Meetings the factual bases for the observations need to be clarified. It is a good practice for the DTL and TL **to challenge the reviewers' findings**, for example, by simulating potential objections by the host.



It is recommended that you follow a number of **rules of thumb** regarding observations:

- 1) **All non-compliances** should be addressed by findings (although not necessarily by separate ones, see below); even minor non-compliances should not be overlooked;
- 2) Findings should **address root causes**, and several consequential findings may be addressed by a single overarching one;
- 3) The **detail of a finding should be explicitly discussed** when the bases for the finding describe the relevant safety requirements in general;
- 4) The **number of findings is not a measure** of anything and therefore you should never use target values or limits for the number of observations;
- 5) **Proportionality** among the various topics in the report and **conformance** with the general IRRS practice of reporting are important factors to consider;
- 6) **Good practices** should not be used as compensation for findings; please adhere to the IAEA definition of a good practice;

Note that preliminary **findings are to be submitted on Day 3** of the mission, thus reviewers are expected to present their findings in the standard format (Observation box consisting of the short description of the facts, Basis from IAEA standards, Recommendation/Suggestion or Good Practice text) after the second Daily Team Meeting at the latest. Bases for observations can be corrected or changed later.

## V.6. MEETING WITH HOST MANAGEMENT AND OFFICIALS

A very important task of yours is to hold discussions with the management of the host authorities and with representatives of the host government. Such meetings can broaden your knowledge of the regulatory framework and how it is embedded in, and relates to, the governmental structures and organization of the host country. They also provide you with an opportunity to present more in-depth explanations on the purpose, method and main messages of the IRRS mission.

**Meetings with the management of the regulatory body** can enhance mutual trust and facilitate raising senior management level issues and information. The following aspects are worth considering regarding such meetings:

- typically **2-3 such meetings** are held during a mission, but in some cases the host management prefers to hold regular discussions every day;
- the Team Lead has to **avoid the appearance** that there is a hidden agenda or agreement with the host management;
- the information provided to, or any conclusion reached by, the Team Lead in such meetings should either be already known to the team or **presented to the team** at the next Daily Team Meeting;
- there might be cases when it would not be expedient to present to the team the information obtained by the Team Lead from the host management, for example when the host management deems it necessary to informally provide you with information in order to ensure the highest possible effectiveness of the mission, or when a suggestion by the host is discussed and then rejected without any consequences.

**Meeting(s) with government representatives** should always be of relevance to the mission and must always **serve the interest of the mission**; you should not engage in any other type of meetings. In such meetings you are advised to:

- emphasize that the mission was requested by the country and is meant to assist not to evaluate, audit, or compare;
- describe the role of the IAEA and of the international experts in the mission, clarifying that the experts do not represent their countries of origin, and are members of the team because of their individual capacity as experts;

- describe in plain language the objectives and methods of an IRRS mission, giving a picture of the actual status of the mission and conveying the main messages to the government in a diplomatic manner. At the same time emphasize that the findings are subject to further discussion until the end of the mission;
- assist in clarifying the role and importance of the regulatory body in ensuring nuclear and radiation safety;
- encourage participation of governmental representatives in the exit meeting.

You are expected to **inform the team** on the issues discussed and on the conclusions reached.

### V.7. POLICY DISCUSSIONS

Policy issues to be discussed during the mission are selected by the host and are discussed in the Preparatory Meeting. They are held to foster an exchange of information and experience between the reviewers and the host country experts in regulatory areas where the host country needs assistance, advice or insight into the experience of other countries. (For more about Policy Issues Discussions see the IRRS Guidelines.)



Participation of the entire team in Policy Discussions is not mandatory; you should encourage active participation of those team members who have noteworthy experience in the issues discussed.

Note that this is the only occasion in the mission when national practices or approaches may be shared with the host as examples to follow.

### V.8. PREPARING AND FINALIZING THE DRAFT MISSION REPORT

The most important product of an IRRS mission is the mission report. The **main objectives** of the mission report are:

- to provide an **objective evaluation of the regulatory infrastructure** with respect to IAEA safety standards;
- to provide **recommendations and suggestions** for improvement, and identify **good practices**;
- to promote the **application of IAEA safety standards**.

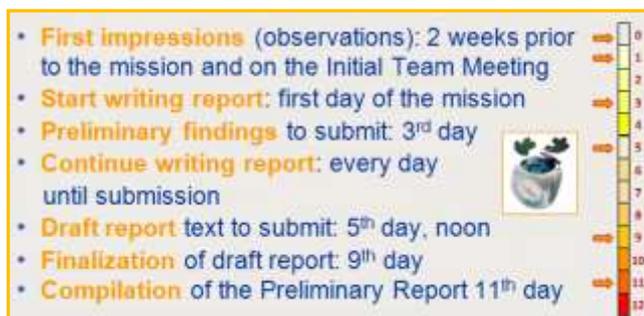
In order to avoid an unnecessarily extensive mission report, make sure that the report **will not contain**:

- data, facts, **information that are not needed** for reaching the above objectives;
- **details that are not necessary** for the satisfactory description of the subjects included.

It is to be kept in mind that the report is prepared primarily for the host country's regulatory body and government institutions, thus the main goal is to satisfy the interests of the target audience.

At the beginning of the mission and also in the course of it you may wish to:

- remind the reviewers that the Standard IRRS Mission Report Template is to be used;
- encourage reviewers to start writing their report parts on the very first day;
- state early that the draft report is to be submitted on the morning of Day 5.



You should periodically ask team members about **progress in report writing** prior to the submission date. There are reviewers who have great **difficulties in writing** in the English language, and some may encounter problems in securing or reviewing the right information. Such problems should be

recognized in time and remedied e.g. by redistributing tasks or assisting the reviewer in her/his write-up (see also in Section V.3).

When the first draft of the report is ready, **cross-reading** will be performed by the reviewers to detect factual mistakes, inaccuracies, contradictions and missing parts and enable them to be screened out. Cross-reading is a process whereby reviewers read and comment on parts written by other reviewers. Parallel to the compilation of the draft report (by the Team Administrator), a cross-reading plan should be prepared by the TC.

The following should be kept in mind when planning cross-reading:

- **coverage:** every part of the report should be cross-read, and every reviewer should cross-read at least one part. In large teams every chapter may be given to two cross-readers;
- **equalization:** the work of less experienced reviewers should be read by technically knowledgeable and experienced ones;
- **linguistic correctness:** the write-up of a non-English speaker reviewer should be cross-read by a native English speaker, to the extent possible;
- **you (TL and DTL) should read everything;**
- **feedback:** results of cross-reading shall be discussed bilaterally by the reader and the writer.

When you read the draft report you are advised to consider the following general aspects:

- **completeness:** the report should cover all topics and subjects listed in the report template;
- **balance:** the various topics and parts should have similar depth in discussion, and should be proportionate in length;
- **emphasis:** important issues, observations should be pointed out, unimportant details should be left out;
- **minimize:** the length of the report should be kept to a minimum without jeopardizing completeness.

The **Executive Summary** of the report is the responsibility of the Team Leader. It should summarize the main messages of the mission. Thus it will refer to the noteworthy good practices and the most important findings. You may wish to **ask the review groups to suggest observations** in their fields of review for inclusion into the Executive Summary and then select the most relevant ones from those offered. Previous mission reports and the experience of the TC and DTC should also be exploited in formulating the Executive Summary.

The major steps of finalizing the Draft Report are summarized in Table 1. The most important milestones are No. 1 (submission of the draft text to the Team Leader), No. 8 (discussion with counterparts) and No. 16 and 18 (plenary discussions).

Table 1: Timeline of the preparation of the mission report

No	Day	Time	Action	Actor
1.	5 <sup>th</sup> (Fr)	am	Submission of the draft text to the TL	Authors
2.	5 <sup>th</sup> (Fr)	pm	Compilation of the 1 <sup>st</sup> draft	Administrator
3.	5 <sup>th</sup> (Fr)	ev	Reading the 1 <sup>st</sup> draft	Team
4.	6 <sup>th</sup> (Sa)	am	Cross reading and discussion of the 1 <sup>st</sup> draft	Team
5.	6 <sup>th</sup> (Sa)	pm	Finalization & submission of the 2 <sup>nd</sup> draft texts	Authors
6.	7 <sup>th</sup> (Su)		Further reading, discussions, corrections – if needed	Authors
7.	7 <sup>th</sup> (Su)		Compilation of the 2 <sup>nd</sup> draft	Administrator
8.	8 <sup>th</sup> (Mo)	am	Discussion of findings with counterparts	Reviewers
9.	8 <sup>th</sup> (Mo)	pm	Discussion of potential changes in findings due to the discussions with counterparts	Team

Table 1: Timeline of the preparation of the mission report

No	Day	Time	Action	Actor
10.	9 <sup>th</sup> (Tu)	am	Finalization, submission of the 3 <sup>rd</sup> draft texts	Authors
11.	9 <sup>th</sup> (Tu)	pm	Executive Summary and Introduction	TL, DTL, TC, DTC
12.	9 <sup>th</sup> (Tu)	pm	Compilation of 3 <sup>rd</sup> draft	Administrator
13.	9 <sup>th</sup> (Tu) or 10 <sup>th</sup>	ev mo	Submission of the Draft Report to the hosts	TL, Administrator
14.	11 <sup>th</sup> (Th)	am	Written comments from the host	Administrator
15.	11 <sup>th</sup> (Th)	pm	Discussion of the host comments	Team
16.	11 <sup>th</sup> (Th)	pm	Plenary meeting with the host to discuss comments and answers	Team, host
17.	11 <sup>th</sup> (Th)	pm	Discussion to resolve remaining issues – if needed	Team
18.	11 <sup>th</sup> (Th)	pm	Plenary meeting to present resolution of remaining issues – if needed	Team, host
19.	11 <sup>th</sup> (Th)	ev	Compilation of the Preliminary Report	Administrator
20.	12 <sup>th</sup> (Fr)	am	Submission of the Preliminary Report to the host	Administrator

## V.9. DISCUSSION OF OBSERVATIONS

At team meetings and the plenary sessions, you may wish to consider the following *discussion techniques*:

- Always provide **reviewers with an opportunity** to suggest their conclusions about issues related to their observations or their report write-ups; do not decide by simply relying on your authority;
- In plenary discussions, especially when the hosts challenge a finding or a text, **invite the reviewers to consider the host's view and argue** for their findings or texts, **do not take over this role**;
- When discussing with the host, even if you agree with the host rather than your team member, **do not contradict the reviewer**; rather, suggest postponing the final decision until you can discuss the issue with your team;
- If plenary discussions do not lead to agreement between reviewers and the host, **suggest postponement of the resolution** until after a team meeting where the team opinion is to be formed;
- Following such team decisions **you should present, defend and keep** the team opinion in the next plenary meeting with the host.



Some of the *most common mistakes* to avoid include:

- **Omission of a team meeting** (e.g. No. 15 in Table 12) before a plenary, thus letting reviewers discuss without a supporting common team opinion;
- Replacing the team meeting with a **discussion of issues within a smaller group**, thus losing potential contributions from related review-areas and from knowledgeable experts;
- **Accepting** suggestions from, or agreeing conclusions with, the host regarding suggested changes prior to discussion with the team;
- **Omission** of both the team meeting and the plenary discussion (No. 15 through 18) and concluding an agreement between the Team Leads and the host management on changes in the observations. Such a conclusion may question the credibility of the team's expertise and undermine the entire IRRS process;
- **Reducing** the plenary meeting on the suggested changes (No. 16, 18) **to a dialogue** of the TL and the host management. This may lead to the same result as above.

## V.10. FINAL TEAM MEETING

At the ***last occasion when the team is together*** before the Exit Meeting you will have a number of specific duties. You will chair the meeting and

- ***thank*** the reviewers for their work;
- evaluate in brief the mission;
- request in a “tour-de-table” for the team members to give their ***evaluation of the mission*** and their suggestion for further improvement of the IRRS process, with the TC taking notes of the suggestions;
- ask the team members to fill in the ***Questionnaire*** on the effectiveness and efficiency of the mission (provided by the TC);
- provide the host with another Questionnaire for the same purpose and request to return the answers to the IAEA.

You are also invited to provide ***your evaluation on the individual performance*** of the team members to the TC. This evaluation is confidential and is used solely by the IAEA and only for consideration of their recruitment in future IRRS missions.

## V.11. EXIT MEETING

The Exit Meeting is the last official event of an IRRS mission. It is usually attended by a high ranking IAEA official who closes the mission. You still have duties related to this meeting:

- In previous discussions held during the mission, participation of high level representatives of the responsible governmental organizations should be encouraged.
- You will summarize the most relevant observations of the mission (typically those appearing in the Executive Summary). The TC assists the TL in preparing the presentation.
- Formally handing over a printed or electronic copy of the mission report by the TL to the highest ranking host representative present is an appropriate way of closing the mission.
- You should explain to the host country that the document is a Preliminary Report and will require further review and subsequent approval by both the host and the IAEA before a final mission report is issued. Yet, it is also to be emphasized that subsequent changes may only address factual errors and editorials.



The ***IAEA press release*** is prepared prior to this meeting and is published on the IAEA website right after the exit meeting. Another press release may be prepared by the host country. The press release will quote ***a statement by the Team Leader*** summarizing the main message of the mission; you may wish to formulate this, possibly with the assistance of your TC and the press officer of the IAEA.

The Exit Meeting may be followed by a ***press conference***, upon request of the host. In this conference the Team Leader will represent the international expert team, the high level official of the IAEA who closed the mission will represent IAEA and a high level manager of the host country will speak for the hosts.

Coordination of the participants prior to the press conference is highly recommended. Keep in mind that, together with the press release, this is likely the only occasion when you have the opportunity to ***send messages to a broader audience*** about the mission.

## VI. POST-MISSION ACTIVITY

After the mission the Preliminary Report is commented by the host. Comments from the host country should be limited to issues relating to factual correctness of information contained in the preliminary report.

Upon receipt of comments from the host country, the IAEA Team Coordinator, in conjunction with the IRRS Team Leader and with appropriate coordination with other team members, if necessary, will assess the host country's comments and prepare the final IRRS Report. You should not accept suggestions of modification from the host that do not relate to factual mistakes or typographical errors.

Editing of the final IRRS Report is organized by the TC. The final report should be approved by the Team Leader before publication.

## VII. CONCLUDING HINTS

If you have read this guidance carefully and with due attention, you might have noticed quite a few useful hints on how to prepare for all the excitement, labour and troubles of heading an IRRS mission. We sincerely encourage you to follow the guidance in this document. If you do so, you may be surprised how much easier your work will be.

As you gain more experience as a TL you are likely to develop practices of your own that could be used to improve this guidance. IAEA will be more than happy to receive and use your experience for further enhancing the IRRS process.

Last, but definitely not least, please read the short hints below.

### 1. FOR INTRODUCTION

- Please remember that by accepting the invitation to work as TL or DTL you also commit yourself to serve the best interest of the mission and to act as a responsible leader of an expert community
- Use this guidance throughout the mission

### 2. THE FIVE BASIC PRINCIPLES

- You may wish to reflect on the suggestions offered by the five Principles: promote actions in unity for efficiency; follow the well-established IRRS practice; keep an overview of details and progress; be a knowledgeable, cooperating, wise leader; know your limits and seek and accept assistance.

### 3. ON YOUR RESPONSIBILITIES AND ROLES

- As a TL you will provide good leadership by adhering to the five Principles, making your expectations clear to the team, and representing the team.
- As a DTL you will assist the TL, cooperate with the TC/DTC and substitute for the TL when needed.

### 4. PRIOR TO THE MISSION

You will

- keep contact with the IAEA and take part in preparatory activities;
- participate in pre-mission meetings with the host;
- communicate with your team; and
- read the documents related to the mission.



## 5. DURING THE MISSION

- You will hold an Initial Team Meeting, the most important objectives of which are: conducting refresher training for the reviewers; discussion of first impressions and elaboration of an overall initial picture; clarification of logistics and organizational details; and enhancement of team spirit.
- You will also lead the Entrance and Exit meetings and prepare the initial and final summaries of the review.
- The most important field of team communication is the Daily Team Meeting chaired by the DTL and summarized by the TL. Well-managed conduct of the meeting is the key to success. The team should be informed of all important issues and should be involved in all important decisions.
- You must be continuously aware of the status, progress (to schedule) and results of the mission.
- The mission report is the most important product and outcome of the mission. The report draft shall be cross-read by the team and also by you. When reading and cross-reading the aspects of *coverage, equalization, linguistic correctness, feedback*, as well as of *completeness, balance, emphasis* and *minimization* should be considered, as discussed earlier in this document.
- When discussing the observations, rely primarily upon the judgement of your team; if in doubt discuss issues within the team, show unity and team spirit to the host.
- At the Final Team Meeting collect suggestions and lessons learned, evaluate the mission, inform TC/DTC of your conclusions and suggestions as well as your evaluation of the team members.

## 6. AFTER THE MISSION

- You will have the final word regarding the changes proposed by the host in collaboration with IAEA. Only factual and typographical errors should be corrected; no other change is justified.