

## *IRRS Good Practices*

### **Responsibilities and Functions of the Regulatory Body (Module 3)**

*Organizational structure of the regulatory body and allocation of resources*

#### **Botswana – Initial Mission**

Mission Date: October 2017

#### ***Good Practice***

The Radiation Protection Inspectorate (RPI), the Botswanan regulatory body, had a system for providing information on transport operations by the shippers which improved knowledge of facilities and activities that should be regulated and as a result enabled effective management of resources.

#### ***Observation***

In order to ensure effective compliance assurance it was important to have an adequate knowledge of the activities within the state, for a developing regulator this could be a challenge. The transport and import permit system provided a good method for addressing this challenge.

#### ***Basis***

GSR Part 1 (Rev. 1), Requirement 16, states that “The regulatory body shall ... manage its resources ...”

#### ***IAEA Comments/Highlights***

The system of requiring permits for each transport and import proved to be an effective means of identifying not only transport activities but also facilities where radioactive material was used. While the administrative burden on the licensees could be reduced, this system improved resource allocation in inspection.

The law in Botswana allowed inspectors to enter premises or conveyances for the purpose of inspection; however, this was limited to locations and conveyances where the radioactive material was or was suspected to be. For transport of radioactive material, this might leave a gap as inspections for transport often needed to take place where there was no radioactive material present.

The most significant transport in Botswana related to sealed sources and the integrity of the sources was often the containment system. It was important that verification of the continued integrity of sources was carried out. This included inspection of the applicable special form certificate. The Botswana Police Services routinely carried out roadside vehicle checks at checkpoints, and RPI was informed of any radioactive materials in transport. RPI did not actively work with police in the performance of checks, however they provided training police officers in radiation safety and identification of radioactive sources.

The transport and import permit system was therefore an important tool to overcome the challenges posed by the laws and regulations in Botswana.

## **United Kingdom – Initial Mission**

Mission Date: September 2019

### ***Good Practice***

The Office for Nuclear Regulation (ONR) developed its matrix management structure that effectively allocates resources to need. It also improved its hiring, training and strategic planning practices so as to develop new hires and to effectively anticipate and fill future needs.

### ***Observation***

ONR matched its resources to needs using a matrix structure that also involved a strategic look-ahead.

### ***Basis***

GSR Part 1 Requirement 16, para. 4.5 states that “*The regulatory body has the responsibility for structuring its organization and managing its available resources so as to fulfil its statutory obligations effectively. The regulatory body shall allocate resources commensurate with the radiation risks associated with facilities and activities, in accordance with a graded approach*”.

### ***IAEA Comments/Highlights***

The five regulatory Divisions of ONR operated in a matrix management arrangement, whereby four divisions, known as ‘delivery areas’ form the columns, each with a delivery lead. The rows comprised specialist resources, all of which were functionally located in the Technical Division. There were approximately fifty technical areas, grouped into fifteen technical specialisms, each with a professional lead.

Resourcing discussions between the delivery leads and professional leads were held on a regular basis to ensure that appropriate resources were applied to meet the needs of each delivery area. The discussions were structured so that the delivery leads and professional leads challenged each other regarding needs and skills, in order to arrive at a shared view of what resources to apply to which needs. Each professional lead also looked at the resilience and capacity of the staff in their technical areas for forward planning purposes.

Any specialist resources which were not needed at a particular time to support the delivery leads could be applied to other purposes, such as updating regulatory guides, with no impact on front-line inspections. In this manner, the Technical Division acted as a 'safety valve' for the organization to match workload with resource.