EU-INSC PROGRAMME

Grant Contract No EU-INSC/2022/432-533

DECOMMISSIONNING MANAGEMENT AND
LEADERSHIP FOR SAFETY EDUCATION
DMaLSE

Decomplex

MANAGING COMPLEXITY in NUCLEAR
DECOMMISSIONING PROJECTS

SYLLABUS

EXECUTIVE TRAINING PROGRAMME 2025-2026

Co-funded by
the European Union

Table of Content

I. General Objective

Decomplex is an innovative executive training programme developed as part of the Decommissioning Management and Leadership for Safety Education (DMaLSE) project, co-funded by the European Union. Decomplex aligns with the perspectives of international organisations such as the International Atomic Energy Agency (IAEA), EURATOM, and the Nuclear Energy Agency (NEA) of the Organisation for Economic Co-operation and Development (OECD), which recognise the complexity of nuclear decommissioning projects (NDPs) and the importance of capacity building at managerial level, in industry and regulatory organisations.

IAEA, EURATOM, and OECD/NEA acknowledge that decommissioning nuclear facilities is not just a technical challenge; it is an intrinsically complex organisational and human endeavour. The coordination of multiple stakeholders, the management of long-term projects with multi-level governance, and the high degree of uncertainty, including on safety aspects, all contribute to the organisational and managerial difficulties associated with these projects. The combination of multi-actor coordination, complex governance structures, regulatory and technical uncertainty, and workforce management issues makes these projects uniquely difficult to execute efficiently and safely.

In this context, through its focus on the interrelationships between regulatory, safety, social as well as human and organisational challenges, the Decomplex executive training programme is designed to help trainees develop a deeper understanding of NDPs as complex phenomena. Its ultimate objective is to provide trainees with guidelines for effective management of complex NDPs, ensuring their safety and efficiency throughout their lifecycle.

To achieve this objective, Decomplex is structured around three complementary and closely interconnected modules:

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

Decomplex focuses on the complexity of NDPs, complementing existing technical training programmes by preparing trainees to effectively manage regulatory, human, organisational and safety aspects of decommissioning projects. This approach is crucial as decommissioning a nuclear facility is a complex operation that often spans several decades and requires specialised knowledge and skills.

II. Decomplex Learning Objectives and Outcomes

The Decomplex executive training programme is designed and developed around the three modules mentioned above. Each of these modules sets out a learning objective as follows:

(a) Learning objective 1: gain an in-depth comprehension of safety management and leadership in complex, high-risk organisations. Following this module, trainees will be better able to:

- Support individual and collective safety performance by integrating national and international safety regulations and implementing essential organisational tools.
- Enhance safety performance by focusing on the joint development of regulated and managed safety.
- Balance stability and flexibility to guide others through the inevitable tensions of complex projects and organisations.
- Encourage and support individuals to act safely and enhancing safety performance by applying leadership and leadership for safety concepts as part of the job.
- Communicate to engage and strengthen one's own leadership by integrating individual perspectives into collective understanding and shared meanings.

(b) Learning objective 2: develop a better understanding of the fundamentals and challenges of managing complex projects. Following this module, trainees will be better able to:

- Apply tools, frameworks and strategies to manage complex projects.
- Evaluate and monitor performance in complex projects to achieve multiple and potentially contradictory objectives.
- Identify project stakeholders and organise their actions and responsibilities over time.
- Evaluate the relationship between complexity, risk and uncertainty in the complex project environment.
- Implement strategic project planning, risk management and resilient principles to navigate uncertainty and change.

(c) Learning objective 3: develop managerial and leadership for safety skills to address specific key challenges inherent to NDPs. Following this module, trainees will be better able to:

- Maintain a comprehensive overview of the project lifecycle by gaining a deeper understanding of the various phases of NDPs.
- Deal effectively with complexity in NDPs to enhance both safety and efficiency.
- Design, develop and deploy projects and sub-projects aligned with decommissioning and waste management strategies.
- Leverage leadership in complex NDPs to drive adaptive actions, engage various stakeholders, and build resilient capabilities.
- Ensure the transition between operations and decommissioning by implementing a knowledge management system, developing individual and collective competencies, motivating people, and building a knowledge sharing culture.

III. Who Should Attend?

The Decomplex executive training programme is designed for nuclear sector professionals with early or mid-career managerial roles involved or aiming to be involved in NDPs, either in industry or in regulatory bodies. As the number of such projects is expected to increase significantly, it targets not only current but also future NDP participants. Also, since new nuclear facilities must be designed with future decommissioning in mind, Decomplex is also aimed at regulators and nuclear industry professionals in a broader context. Finally, while Decomplex puts a strong focus on complex project management in general, it is addressed for a larger audience of professionals responsible for such projects.

IV. Decomplex Pedagogical Methods

Acquiring an in-depth understanding of NDP complexity and developing managerial and leadership capabilities for NDP safety and efficiency will be developed in three progressive stages:

1. a Massive Open Online Course (MOOC)
2. a two-week in-presence session
3. four interactive topic sessions and tutoring throughout the training

The **MOOC**, developed by the Decomplex international pedagogical team in cooperation with INSA Toulouse, comprises five units. Units 1, 2 and 3 introduce key concepts of safety management, organisational design, leadership and project management. Units 4 and 5 focus on the key challenges of complex project management in general and managing complexity in NDPs in particular.
It takes about 50 hours to complete the MOOC, which is freely available online through the INSA web platform (https://seamonline.insa-toulouse.fr). Participants are required to complete the five units of the MOOC before they can join the two-week in-presence session.

Note that Management and Leadership for Safety are central to both the Decomplex and Leadership for Safety (ELSE Project - European Leadership for Safety Education) executive training programmes. As a result, Units 1 and 2 are common to both MOOCs. Therefore, ELSE training graduates who join the Decomplex training will only need to complete Units 3, 4, and 5 (30 hours).

The **two-week in-presence session** includes lectures by senior academics and nuclear industry experts, case studies, and debriefings. While lectures facilitate the appropriation of key concepts presented in the MOOC, case studies are designed to help trainees apply these concepts to real-life situations. Finally, regular debriefings and mentor-led discussions during the two weeks help trainees develop reflexive capabilities and allow for knowledge appropriation and sharing. Small class size enhances trainee engagement and facilitates interactions. The ELSE training graduates, who have previously attended the ELSE two-week in-presence session, are required to attend the second week of the Decomplex in-presence session only.

Interactive topic sessions and tutoring provide regular, individualised, and collective coaching. Modules 2 and 3 include small group interactive topic sessions on key NDPs issues and complex project management methodology. Participants also receive individual support throughout the training to facilitate learning and a continuous reflective work on the key concepts and challenges associated to safety management and leadership in complex, high-risk organisations, managing complex projects in general and NDPs in particular.

V. Decomplex Executive Training Programme

Module 1. Management & Leadership for Safety in Complex Organisations (MOOC Units 1 & 2 + in-presence session)

From a historical perspective, nuclear safety was conceived as the result of systematic actions to identify, and eliminate or reduce to acceptably low levels, factors of uncertainty that might lead to the occurrence of accident scenarios, with respect to a given technology. These actions involve the development of technical and procedural risk barriers, with a logic known as "defence in depth", and regulatory measures aimed at ensuring compliance of operations with this safety framework. This approach, described as the "regulated safety approach", has had successful results; however, some major events have led to question its sufficiency.

Experience has shown that organisational complexity, which characterises most nuclear operations, can itself become an underestimated source of uncertainty. Focusing on compliance with established safety rules and procedures may diminish the capacity of operators (at all levels of the organisation) to correctly assess risks and take appropriate mitigating decisions when needed. As a result of lessons learned, the international nuclear safety community is now emphasizing the importance of managing safety in a way that effectively avoids the potential pitfalls of "regulated safety". This calls for organisations to adopt "managed safety" approaches, which aim to complement regulated safety methods by enabling operators to adequately cope with unforeseen situations of uncertainty.

The actual effectiveness of managed safety approaches depends, however, on managers' capacity to fully understand the safety implications of organisational complexity, and to activate essential levers such as leadership for safety, safety culture, or knowledge management.

This issue is particularly relevant for NDP's, not only because of their intrinsic organisational complexity, but also because the safety matrix of the installation being decommissioned (and of the radioactive waste generated) is in constant evolution, generating uncertainty and requiring ongoing adaptability from operators.

Organisations operating in the nuclear sector, whether involved in decommissioning or not, are governed by stringent and evolving international and national safety regulations set by organisations such as IAEA. They must continually adapt to changing safety guidelines. The IAEA emphasises that nuclear safety does not rely solely on rigid standards but also on the ability to proactively and flexibly adapt to new challenges and unforeseen events. Managed safety represents this flexibility, in contrast to regulated safety, which focuses primarily on compliance with established rules and procedures. Module 1 is composed of three parts,

Safety Management Key Concepts (1.1), Organisation and Leadership Key Concepts (1.2), and Tutoring and Methodology designed to enhance understanding and practical application of these concepts (1.3).

1.1 Safety Management: Key Concepts

This part introduces critical safety management concepts and provides a strong grasp of how these concepts evolve with societal expectations towards risks, as reflected in international safety standards. The most recent of these standards promote a systemic approach to safety management, combining regulated and managed safety. The theory of High-Reliability Organisations illustrates how, in practice, such joint development of regulated and managed safety can take place within organisations, particularly in NDP's. These topics are developed in the MOOC, or the in-presence session, or in some cases, in both.

1.1.1 Ensuring Safety: A Historical Approach (MOOC)
1.1.2 Risk & Safety: A Technical Approach (MOOC)
1.1.3 Risk & Safety: A Systemic Approach (MOOC + In-presence session)
1.1.4 International Safety Standards: (MOOC)
1.1.5 Managing Safety: An Evolving Problematic: (MOOC + In-presence session)
1.1.6 High Reliability Organisations (In-presence session)

1.2 Organisation and Leadership: Key Concepts

Managing an organisation and demonstrating leadership are critical skills for project managers—both at the operator and regulator levels—to navigate uncertainty and manage complex organisational dynamics effectively. It is therefore essential to understand the key elements that make up an organisation (e.g., its structure, culture, knowledge management systems and processes), how they interact, and how to exercise leadership effectively within complex systems such as high-risk organisations characterized by multiple tensions and paradoxes. This part will focus on these topics, which will be developed through the MOOC and/or in-presence session.

1.2.1 Organisational Structure & Design (MOOC + In-presence session)
1.2.2 Safety Culture (MOOC + In-presence session)
1.2.3 Knowledge Management (MOOC + In-presence session)
1.2.4 Leadership (MOOC + In-presence session)
1.2.5 Leadership for Safety (MOOC + In-presence session)
1.2.6 Managing Complexity (In-presence session)
1.2.7 Managing Paradoxes (In-presence session)

1.3 Tutoring and Methodology

Decomplex is designed to foster interactions between trainees and experts throughout the programme. To facilitate these interactions, specific sessions are dedicated to promoting engagement and understanding. These interactive sessions are crucial for enhancing comprehension of concepts, their interrelations, and their practical application in professional settings. The Ice Breaker is an activity designed to help participants get to know each other

and create a comfortable learning environment. The MOOC debriefing aims to discuss and reflect on the content covered in the MOOC component of the programme. Finally, debriefing after the first week of the in-presence session serves as a comprehensive review and discussion of the material covered during this week, allowing participants to clarify concepts and share insights.

1.3.1 Ice Breaker
1.3.2 MOOC Debriefing
1.3.3 Debriefing Week 1 of the in-presence session

Module 2. Complex Project Management (MOOC Units 3 & 4 + in-presence session + interactive topic sessions)

Megaprojects such as, but not limited to, NDPs, are long-term, multi-phase projects requiring continuous involvement and coordination among diverse interdependent actors with fragmented decision-making responsibilities and sometimes conflicting interests. Characterised by a high level of complexity, especially in organisational terms, they are subject to many uncertainties. Effective complex project management is thus crucial to ensure their continuity and efficiency over long lifetimes. Module 2 deals specifically with complex project management. It begins by reviewing the fundamentals of complex project management (2.1), particularly its main roles, and then explores key challenges linked to managing numerous uncertainties in complex projects (2.2). The third part, entitled Tutoring and Methodology (2.3), aims to enable trainees to deepen their understanding of the fundamentals and challenges of managing complex projects.

2.1 Complex Project Management: Key Concepts

Project management establishes a structured framework for the various processes and tasks within a project and breaks down the complex project into more manageable sub-projects. Project stakeholders' actions and responsibilities must be organised and scheduled over time. It is essential for identifying uncertainties and their related effects that may hinder the success of a project. Even though NDPs differ from one another, they share some common characteristics, particularly the necessity to deal with the complexity of multi-level governance and multi-stakeholder coordination. These topics will be mainly developed in the MOOC. Managing complexity in projects will be developed both in the MOOC and the in-presence session.

2.1.1 Project Planning (MOOC)
2.1.2 Programme Management (MOOC)
2.1.3 Project Organising (MOOC)
2.1.4 Managing Complexity in Projects (MOOC + In-presence session)
2.1.5 Managing Nuclear Decommissioning Projects (MOOC)

2.2 Complex Project Management: Key Challenges

NDPs present challenges due to the involvement of multiple actors such as regulators, plant operators, government agencies, and specialised contractors. This multi-actor involvement

necessitates robust coordination mechanisms. Fragmented responsibilities often distribute decision-making authority among various actors, complicating the establishment of clear accountability. Consequently, complex project organising perspectives based on multi-level governance must be considered. Managers of complex projects must coordinate interfaces between actors from different functional areas, navigating conflicting stakeholder interests. Decision-making processes are susceptible to multiple biases, requiring specific strategies to achieve various types of megaproject performance objectives during and after implementation. Project managers must adopt adaptive strategies that enable resilience and continuous learning, fostering organisational flexibility to address evolving regulatory landscapes. In addressing organisational complexity brought by stakeholders, project managers should be capable of considering and addressing ethical principles at the core of stakeholders' behaviour. The topics related to challenges of managing complex projects such as NDPs will be developed either solely in the MOOC, the in-presence session, or both.

- 2.2.1 Complex Project Management: Introduction to Key Challenges (In-presence session)
- 2.2.2 Complex Project Organising (MOOC + In-presence session)
- 2.2.3 Key Stakeholders Management (MOOC)
- 2.2.4 Megaproject Performance (MOOC + In-presence session)
- 2.2.5 Complex Project Resilience (MOOC + In-presence session)
- 2.2.6 Ethics for Stakeholders (MOOC + In-presence session)

2.3 Tutoring and Methodology

This module provides participants with the opportunity to apply complex project management tools and stakeholder analysis to their professional work. Participants will select and analyse specific situations from their organisations to showcase their comprehensive grasp of key concepts and their proficiency in applying the models and analytical tools introduced in both the MOOC and the in-presence session. These interactive topic sessions serve as a collaborative forum where participants can engage in meaningful discussions about their practical experiences, exchange insights, and seek guidance from fellow professionals and subject matter experts. This blend of online learning and interactive sessions enables participants to deepen their understanding and refine their project management skills in a supportive context.

- 2.3.1 Applied complex project management (Interactive topic session)
- 2.3.2 Stakeholder Analysis (Interactive topic session)

Module 3. Managing Complexity in Nuclear Decommissioning Projects: Key Challenges (MOOC Unit 5 + in-presence session + interactive topic sessions)

NDPs are complex endeavours that extend far beyond technical challenges. They require a comprehensive approach encompassing organisational, managerial, and human aspects to ensure success. The success of NDPs depends on a robust understanding of the global process of decommissioning as well as the key challenges related to effective management of organisational complexity (3.1). Additionally, NDPs face specific challenges such as radioactive

waste management, maintaining a skilled workforce over a long timeline, managing cultural shifts within organisations, and developing a useful knowledge management system. Addressing these challenges effectively is crucial for the success of NDPs (3.2). Moreover, expert-derived lessons may provide valuable guidance for navigating all these complex challenges of nuclear decommissioning (3.3).

3.1 NDP Global Process

This part presents a global view of NDP processes and related key challenges, highlighting the need to balance flexibility with rigorous planning. NDPs must accommodate evolving regulations, financial fluctuations, and technical surprises. Balancing these elements is crucial for ensuring that projects adapt effectively to changing conditions while maintaining the necessary rigor to achieve successful outcomes. Because national nuclear decommissioning policies vary greatly among countries, it is interesting to compare the different national decommissioning models in general and their capacity to achieve this balance in particular. These topics will be covered either only in the MOOC, the in-presence session, or both.

3.1.1 Decommissioning Process and its Challenges (MOOC + In-presence session)
3.1.2 Complexity and Risk analysis (MOOC)
3.1.3 Comparison of different national decommissioning models (In-presence session)

3.2 NDP Management: Three Key Challenges

NDPs face three key specific challenges that significantly contribute to their complexity. Waste management, for example, is particularly complex. It involves the quantification, handling, classification, transportation, storage, and disposal of radioactive waste, which adds multiple layers of regulatory, logistical, financial, and technical complexity to NDPs. This impacts not only the NDP's technical execution but also its organisational coordination, stakeholder management, and long-term strategic planning. Another challenge involves organisational adaptation when shifting from operational to decommissioning mode, requiring new skills, training programmes, and changes in organisational culture. Finally, Knowledge Management plays a critical role in NDPs, where complexity, long timelines, regulatory constraints, and safety risks require structured knowledge retention and transfer, especially as experienced personnel retire. Challenges specifically related to waste management, management of Human Resources, and Knowledge Management will be developed through the MOOC and the in-presence session.

3.2.1 Waste Management Strategy (MOOC + In-presence session)
3.2.2 Management of Human Resources (MOOC + In-presence session)
3.2.3 Knowledge Management (MOOC + In-presence session)

3.3 Testimonials on NDPs' Managerial Best Practices

This final part of the training programme draws on expert testimonials to identify key lessons and best practices in nuclear decommissioning. By incorporating these insights, NDPs management and their regulatory oversight can effectively minimise risks, reduce costs, and ensure long-term environmental safety. These best practices also help maintain public trust

and regulatory compliance throughout the decommissioning process. The expert-derived lessons provide valuable guidance for navigating the complex challenges of nuclear decommissioning, offering practical strategies to enhance project outcomes and address the multifaceted nature of these critical undertakings. To ensure a thorough understanding of the concepts and their interrelations, as well as a comprehensive understanding of NDPs as complex processes, this final part of the programme takes the form of in-presence session and interactive topic sessions.

3.3.1 Debriefing Concept Map (In-presence session)
3.3.2 Comprehensive NDP Case Study (Interactive topic session)
3.3.3 Lessons learned from Decommissioning Projects (Interactive topic session)

VI. Decomplex Trainee Evaluation

Trainee evaluation will cover each of the three modules:

Module 1. Management & Leadership for Safety in Complex Organisations (MOOC Units 1 & 2 + in-presence session)

a. Trainee evaluation (after the 2-week session): 50%
b. Trainee evaluation (final session): 50%

Module 2. Complex Project Management (MOOC Units 3 & 4 + in-presence session + interactive topic sessions)

a. Trainee evaluation (after the 2-week session): 50%
b. Interactive topic sessions: 50%

Module 3. Managing Complexity in Nuclear Decommissioning Projects: Key Challenges (MOOC Unit 5 + in-presence session + interactive topic sessions)

a. Trainee evaluation (after the 2-week session): 40%
b. Trainee evaluation (final session): 30%
c. Interactive topic sessions (Comprehensive NDP case study): 30%

Graduation: A weighted average of 10/20 or above will lead to the award of the Certified Master-Level “Decomplex Diploma” by the Université Côte d’Azur.

Eliminatory mark: Grade of a module below 7/20.

VII. Decomplex Programme Structure

1. MOOC – Detailed general structure (July – December 2025)

2. In-presence session – Detailed structure and timetable (January 2026)

Week 1

<table>
<tr><th></th><th>Monday</th><th>Tuesday</th><th>Wednesday</th><th>Thursday</th><th>Friday</th></tr>
<tr><td>9h00</td><td>9h00 - 9h30
Participant Registration & Welcome</td><td rowspan="2">9h00 - 10h00
Managing Complexity
(CT & RK)</td><td rowspan="2">9h00 - 10h00
Leadership
(RK & CT)</td><td rowspan="2">9h00 - 10h00
High-Reliability Organisations
(RK & ER)</td><td rowspan="2">9h00 - 11h30
Knowledge Management Case study G1
(JLE)</td><td rowspan="2">9h00 - 11h30
Managing Complexity in Projects G2
(PD)</td></tr>
<tr><td>10h00</td><td rowspan="3">9h30 - 12h00
Innovative Approach to Managing Complex Decommissioning Projects
(JR & RK & YG)</td><td rowspan="3">10h00 - 13h00
Case study
Safety Culture G1
(VL)</td><td rowspan="3">10h00 - 13h00
Organisational Structure & Design G2
(RK & CT)</td><td rowspan="3">10h00 - 13h00
Case study
Managing Paradoxes G1
(BJ)</td><td rowspan="3">10h00 - 13h00
Case study
Leadership for Safety G2
(CP)</td><td rowspan="3">10h00 - 13h00
Case study
Systemic Approach to Risk Management G1
(YG)</td><td rowspan="3">10h00 - 13h00
Case study
High Reliability Organisations G2
(RK & ER)</td></tr>
<tr><td>11h00</td><td rowspan="2">11h30 - 13h00
Managing Complexity in Projects G1
(PD)</td><td rowspan="2">11h30 - 13h00
Knowledge Management Case study G2
(JLE)</td></tr>
<tr><td>12h00</td><td>12h00 - 13h00
MOOC Evaluation & Ice Breaker
(CT & RK)</td></tr>
<tr><td>13h00</td><td colspan="2">13h00 – 14h00
Lunch Break</td><td colspan="2">13h00 – 14h00
Lunch Break</td><td colspan="2">13h00 – 14h00
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Lunch Break</td></tr>
<tr><td>14h00</td><td>14h00 - 15h30
MOOC Debriefing G1
(CT & RK)</td><td>14h00 - 15h30
Managing Safety: an Evolving Problematic G2
(JR)</td><td rowspan="3">14h00 - 17h00
Case study
Organisational Structure & Design G1
(RK & CT)</td><td rowspan="3">14h00 - 17h00
Case study
Safety Culture G2
(VL)</td><td rowspan="3">14h00 - 17h00
Case study
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Case study
Managing Paradoxes G2
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Case study
High-Reliability Organisations G1
(RK & ER)</td><td rowspan="3">14h00 - 17h00
Case study
Systemic Approach to Risk Management G2
(YG)</td><td>14h00 - 15h00
Managing Complexity in Projects G1 (PD)</td><td>14h00 - 15h00
Knowledge Management Case study G2 (JLE)</td></tr>
<tr><td>15h00</td><td rowspan="2">15h30 - 17h00
Managing Safety: an Evolving Problematic G1
(JR)</td><td rowspan="2">15h30 - 17h00
MOOC Debriefing G2
(CT & RK)</td><td rowspan="2">15h00 - 17h00
Debriefing G1
(RK & ER)</td><td rowspan="2">15h00 - 17h00
Debriefing G2
(YG & CT)</td></tr>
<tr><td>16h00</td></tr>
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Week 2

	Monday	Tuesday	Wednesday	Thursday	Friday
9h00	9h00 - 10h00 Complex Project Management: Key Challenges (PD)	9h00 - 10h00 Ethics for Stakeholders: Key Challenges (YG)	9h00 - 10h00 Decommissioning Process: Key Challenges (RK & YG)	09h00 - 10h00 Decommissioning Process: HR Key Challenges (ER & RK)	**09h00 - 10H30 QCM**
10h00	10h00 - 12h30 Complex Project Organising G1 (GW) / 10h00 - 12h30 Megaproject Performance G2 (GL)	10h00 - 12h30 Ethics for stakeholders G1 (D McC) / 10h00 - 12h30 Complex Project Resilience G2 (AN)	10h00 - 12h30 Decommissioning Process and its Challenges G1 (XV) / 10h00 - 12h30 Waste Management Strategy in NDPs G2 (JF)	10h00 - 12h30 Management of HR in NDPs G1 (POS) / 10h00 - 12h30 Knowledge Management in NDPs G2 (FB)	10h30 - 13h00 Debriefing Concept Map G1 (ME) / 10h30 - 12h00 International Comparison of Decom Project Architecture G2
11h00					
12h00	12h30 – 13h30 Lunch Break	12h30 – 13h30 Lunch Break	12h30 – 13h30 Lunch Break	12h30 – 13h30 Lunch Break	12h00 - 13H00 Evaluation & Feedback G2
13h00					13h00 – 14h00 Lunch Break
14h00	13h30 - 16h00 Megaproject Performance G1 (GL) / 13h30 - 16h00 Complex Project Organising G2 (GW)	13h30 - 16h00 Complex Project Resilience G1 (AN) / 13h30 - 16h00 Ethics for stakeholders G2 (D McC)	13h30 - 16h00 Waste Management Strategy in NDPs G1 (JF) / 13h30 - 16h00 Decommissioning Process and its Challenges G2 (XV)	13h30 - 16h00 Knowledge Management in NDPs G1 (FB) / 13h30 - 16h00 Management of HR in NDPs G2 (POS)	14h00 - 15h30 International Comparison of Decom Project Architecture G1 / 14h00 - 16h30 Debriefing Concept Map G2 (ME)
15h00					15h30 - 16H30 Evaluation & Feedback G1
16h00	16h00-17h00 Complex Project Management: Synthesis and Illustration in NPDs (PD)	16h00 - 17h00 Ethics for Stakeholders: Synthesis and Illustration in NDPs (YG)	16h00 - 17h00 Key Challenges of NPDs: Synthesis and Illustration (RK & YG)	16h00 - 17h00 HR Key Challenges: Synthesis and Illustration (ER & RK)	

Colour legend	Ice Breaker	Lecture	Case study	Debriefing session	Evaluation & Feedback	Trainee test

In-presence sessions interveners

AN – Andreas Nachbagauer
BJ – Benoit JOURNE
CT – Catherine THOMAS
CP – Colin PILBEAM
DMcC – Darren Mc CAULEY
ER – Evelyne ROUBY
GL – Giorgio LOCATELLI
GW – Graham WINCH
JR – Jacques REPUSSARD
JLE – Jean-Louis ERMINE
JF – Jörg FEINHALS
ME – Martin EPPLER
POS – Patrick O´SULLIVAN
PD – Pierre DANIEL
RK – Renata KAMINSKA
VL – Valérie LAGRANGE
XV – Xavier VITART
YG – Yoann GUNTZBURGER

3. Online interactive topic sessions – General structure (February – May 2026)

1) Applied Complex Project Management

2) Stakeholder Analysis

3) Comprehensive NDP case study

4) Lessons learned from decommissioning projects

4. Final Session and Expert Exchange (June 2026)

This session is dedicated to final exams and complemented by exchanges with experts.

Issuance of the Master-Level Diploma (December 2026)

The official Certified Master-Level Diploma will be issued in December 2026.

VIII. Pedagogical Team List

This list is indicative and may be subject to change.

Franz Borrmann: Managing Director, Institut für Umwelttechnologie und Strahlenschutz (IUS) (Germany).

Joseph Ridao Cabrerizo: Research Associate, Karlsruhe Institute of Technology (Germany).

Pierre Daniel: Associate Professor, SKEMA Business School (France).

Martin Eppler: Professor, University of St. Gallen (Switzerland).

Jean-Louis Ermine: International consultant in Knowledge Management and Professor Emeritus, Institut Mines-Telecom (France).

Jörg Feinhals: CEO of Fachverband für Strahlenschutz (Germany).

Yoann Guntzburger: Associate Professor in Science and Technology Studies, SKEMA Business School (France).

Christian von Hirschhausen: Professor of Economic and Infrastructure Policy, TU Berlin (Germany).

Benoit Journe: Professor of Management (specialised in Safety Management), University of Nantes (France).

Renata Kaminska: Professor of Strategy and Innovation, SKEMA Business School (France).

Valérie Lagrange: Expert in Safety Leadership and Human Factors – Electricité de France, International Strategic adviser for the EDF's Direction of Nuclear Generation and Engineering (France).

Giorgio Locatelli: Professor at Politecnico di Milano, leading the major “Complex Projects Business” at the School of Management (Italy).

Darren Mc Cauley: Professor, Newcastle University (the United Kingdom).

Andreas Nachbagauer: Deputy Head of Project Management Study Programmes, UAS BFI Vienna (Austria).

Colin Pilbeam: Professor of Organisational Safety (specialised in Safety Leadership), Cranfield University (SATM) (the United Kingdom).

Evelyne Rouby: Associate Professor in Management (specialised in Organisational Dynamics and Human Resources Management), Université Côte d’Azur (France).

Jacques Repussard: Former Director General (2003/2016) of the Nuclear Safety and Radiation Protection Institute(IRSN, France) & AIEA Expert (France).

Patrick O´Sullivan: Retired Decommissioning Specialist IAEA (Austria).

Catherine Thomas: Professor in Management (specialised in Organisational Dynamics and KnowledgeManagement), Université Côte d'Azur (France).

Xavier Vitart: Former Director of the General and Nuclear Inspectorate at CEA (France).

Graham Winch: Professor, University of Manchester (the United Kingdom).

IX. Application Process and Training Programme Timeline

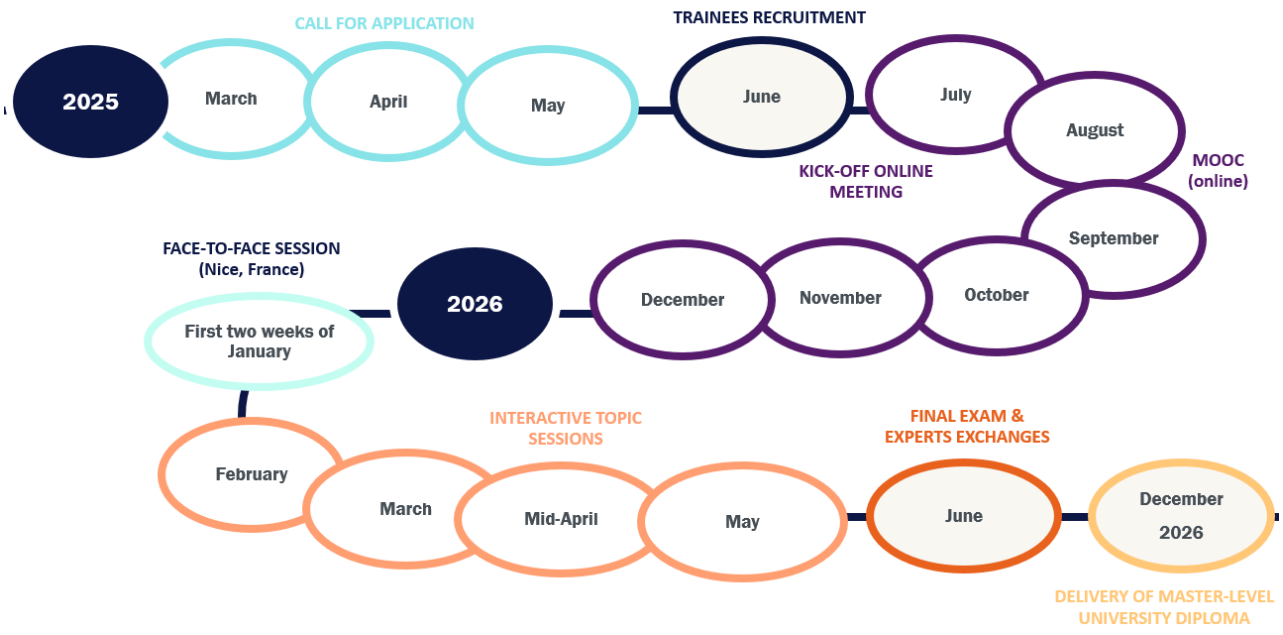
Application process timeline

02 April – 15 May 2025: Call for application

02-15 June 2025: Recruitment for participants (Interviews + selection)

15 June 2025: Final list of participants

01 July 2025: Decomplex Executive Training Programme Kick-off



Documents to submit for the application

- Detailed Curriculum Vitae
- Cover letter (including description of career plan)
- Recommendation letter from the candidate's line manager
- Professional or Academic references
- English Certificate: B2 language level minimum (if applicable)

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