KNOWLEDGE MANAGEMENT
PAKS NUCLEAR PLANT

PAKS NPP INTRODUCTION
WHAT IS OUR VISION?

Operate Paks NPP
the safest,
and most efficient
manner
as long as reasonable
WHAT ARE OUR HR GOALS?

Ensure competent staff for the long term, safe, competitive and reliable operation, maintenance, and life extension at Paks NPP.

Supporting tool: efficient career succession planning system.

PAKS NPP STAFF FEATURES

- Average staff number (FTE) : 2722
- Average age: 43,65
- Planned retirement 2005-2013 : 1098
- From the key target groups : 779

Knowledge and experience transfer is vital!
WHAT ARE THE GOALS OF THE CAREER AND SUCCESSION MANAGEMENT SYSTEM?

• Support plant effectiveness
• Need for the return on the personnel investment
• Give opportunity for the staff to achieve their goals and support personnel development
• Develop staff to be capable for the key positions

Target groups:
  • managerial positions
  • key positions for experts and engineers
  • licensed jobs

WHAT ARE THE BENEFITS OF THE SUCCESSION PLANNING?

Benefits for the plant
• More effective utilization of the resources
• Reduce the operational risks due the lack of trained staff
• Support to develop motivated and commitment staff
• Help people to adapt to the changes
• Flexible organizational operation
• Develop organizational culture, loyalty reinforcement

Benefits for the people
• Continuous development people skills
• Meet personnel goals with the company goals
• Job satisfaction
Recruitment planning policy:
• hiring for the basic job-positions
• period of initial training and preparation throughout the manpower renting company
• „apprentice” posts

Knowledge transfer tools:
• Management development programs
• Professional training programs
• Induction and mentoring program

Primary resource for management positions
Established: 2001 (77 applicants)
Ongoing applications: from 2004 (125 present applicants)

What are our goals:
• Search for talented staff members with managerial and professional ambitions, who are able to accomplish management knowledge and will be ready for promotion
• Give opportunity for the personnel career development
• Turn managers attention for the potentials who have already proved their preparedness and professional competence
POOL OF TALENT (2.)

What have we achieved?:

• provided up-date managerial/leadership knowledge, to ensure qualified and continuous succession for the managerial positions
• developed motivated, committed staff to achieve company goals
• 16 members was promoted to managerial positions (section leader, head of department)
• 15 members have been promoted to higher challenging professional positions (team leader, expert, leading expert)

POOL OF TALENT (3.)

Development tools:

• Assessment and Development Centre:
  - 360 degree appraisal
  - Development day
  - Development workshop

• Long term management development program:
  - systematically adapted to the other corporate systems and expectations
  - complex (built up by modules)
  - handles the creation and maintenance of managerial knowledge, skills
  - provides theoretical and practical preparation
Non managerial positions require higher academic education
Medium level academic education as well as superior professional experiences are required

What are our goals?:
• train and develop the selected talents for the more challenging positions
• acquisition, extension and continuous development of the professional knowledge
• give opportunity for promotion within the professional hierarchy

What are the benefits?:
• continuous development of skills and competencies
• promotional opportunities
• readiness of more competent staff

What have we achieved?:
• identified the key positions
• identified the members of the program (130)
• personnel development plans
• training plans and programs
PROFESSIONAL CAREER DEVELOPMENT PROGRAM (3.)

Development tools:

• Training programs:
  - first/ post graduate diplomas
  - professional courses, conferences
  - personnel skills development trainings

• Non training programs:
  - participation in professional projects
  - professional forums and consultations
  - inclusion into mentoring programs

INDUCTION AND MENTORING PROGRAM (1.)

What are our goals?:
• ensure performance/job effectiveness of the new entries
• learn as quick as possible (corporate, co-workers, responsibilities)
• transfer the accumulated professional knowledge and experience to the new generation
• conscious succession development

Parts of the program:
Corporate knowledge: general corporate information, 2 days training (plant visit) for the new entries
Individual knowledge: connected to the job special requirements
INDUCTION AND MENTORING PROGRAM (2.)

What are the benefits?:

• retention and extension of the individual and corporate knowledge
• support gathering the theoretical and practical knowledge to the safe and competent performance
• support the organizational culture development
• reinforce commitment and loyalty

PR ACTIVITIES TAKING KNOWLEDGE MANAGEMENT FUNCTIONS

• Study contests: „Szilárd Leo” Physics contest
• Regular contact with teachers of physics
• Regional meetings with the municipal governors
• Operating Public Relations and Visitor Centre
• Family Day and Open Day events
• Partnership with universities and scientific institutions
  Budapest University of Technology and Economics:
  - common PR
  - student practices and internal consultant
  - development of training material
  - common projects
HRM ACTIVITIES TAKING KNOWLEDGE MANAGEMENT FUNCTIONS

• Continuous Leadership Development
• Replacement program, Succession Planning
• Management Pool of Talent
• Professional Carrier Development Program
• Induction and mentoring program
• SAT training for the technical support staff
• „Qualified nuclear instructors“ – training program for the internal trainers
• E-learning - development of training materials

IT SUPPORT - PLUM TREE KNOWLEDGE MANAGEMENT FUNCTIONS

• Employee services
• Self-service applications
• Help desk applications
• Executive dashboards
• Knowledge sharing centers
• Resource centers
• Corporate communications tool
• Collaborative project Communities
Thanks for the attention!