



Paksi Atomerőmű Rt.

# KNOWLEDGE MANAGEMENT PAKS NUCLEAR PLANT

Technical Meeting/Workshop on Managing Knowledge

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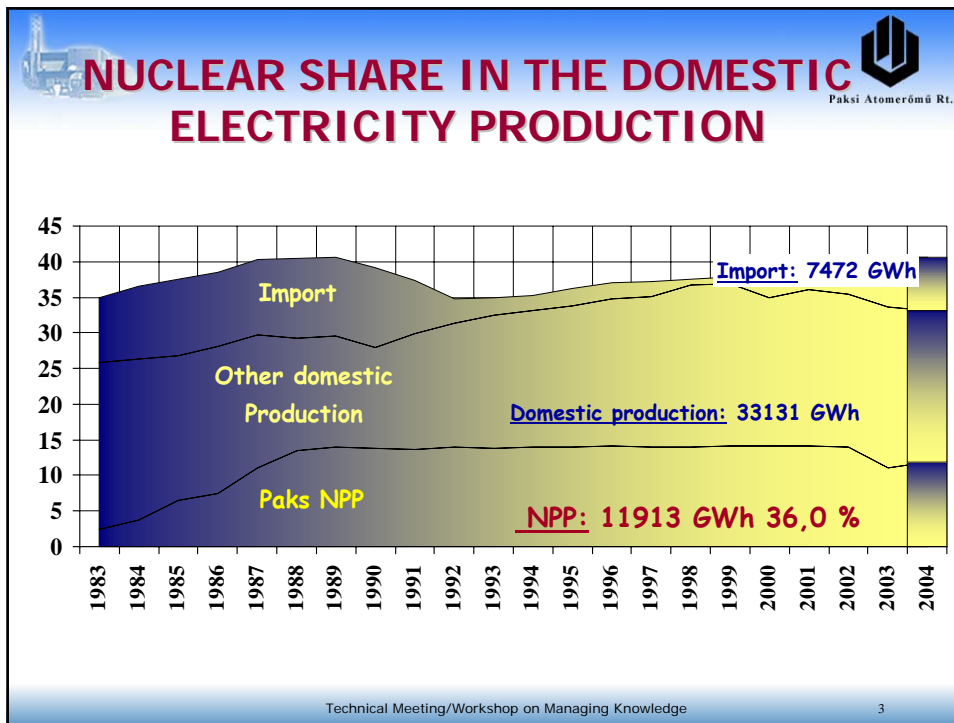
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# PAKS NPP INTRODUCTION



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## WHAT IS OUR VISION ?

**Operate Paks NPP**  
**the safest,**  
**and most efficient**  
**manner**  
**as long as reasonable**

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## WHAT ARE OUR HR GOALS?



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**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**

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## PAKS NPP STAFF FEATURES



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- 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 !**

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## 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 – KNOWLEDGE TRANSFER



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### 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

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## POOL OF TALENT (1.)



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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

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## POOL OF TALENT (2.)



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### 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)

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## POOL OF TALENT (3.)



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### 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

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## PROFESSIONAL CAREER DEVELOPMENT PROGRAM (1.)



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**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**

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## PROFESSIONAL CAREER DEVELOPMENT PROGRAM (2.)



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**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**

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## PROFESSIONAL CAREER DEVELOPMENT PROGRAM (3.)



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### 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

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## INDUCTION AND MENTORING PROGRAM (1.)



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### 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

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## INDUCTION AND MENTORING PROGRAM (2.)



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### 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

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## PR ACTIVITIES TAKING KNOWLEDGE MANAGEMENT FUNCTIONS



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- 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

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## HRM ACTIVITIES TAKING KNOWLEDGE MANAGEMENT FUNCTIONS



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- 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

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## IT SUPPORT – PLUM TREE KNOWLEDGE MANAGEMENT FUNCTIONS



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- Employee services
- Self-service applications
- Help desk applications
- Executive dashboards
- Knowledge sharing centers
- Resource centers
- Corporate communications tool
- Collaborative project Communities

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**Thanks for the attention!**