



*The Abdus Salam
International Centre for Theoretical Physics*



2257-80

Joint ICTP-IAEA School of Nuclear Energy Management

8 - 26 August 2011

Human Resource Development

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Joint IAEA/ICTP School of Nuclear Energy Management

Trieste, Italy , 8 – 26 August 2011

Human Resource Development

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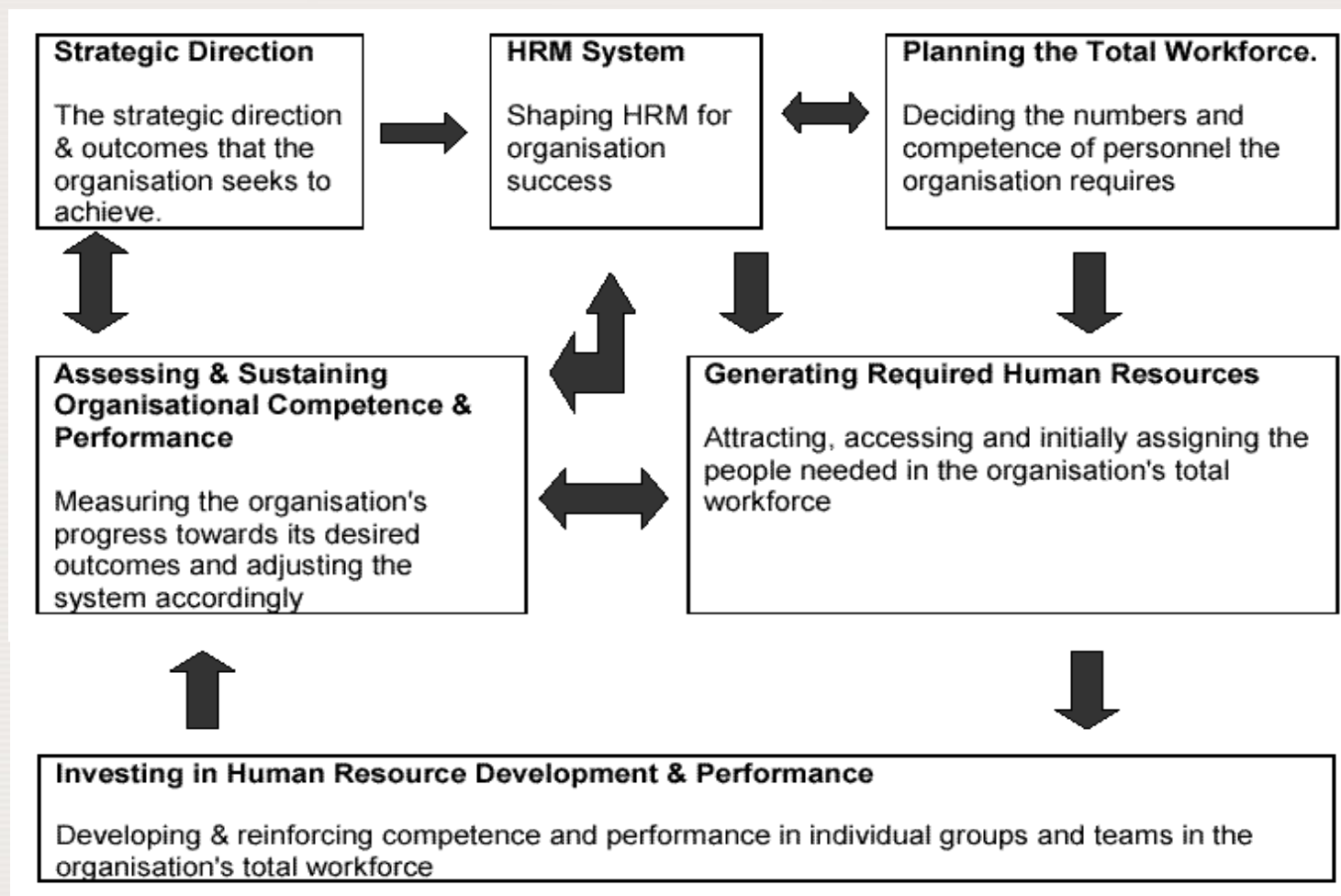


Lesson Objectives:

By the end of this lesson the student should be able to:

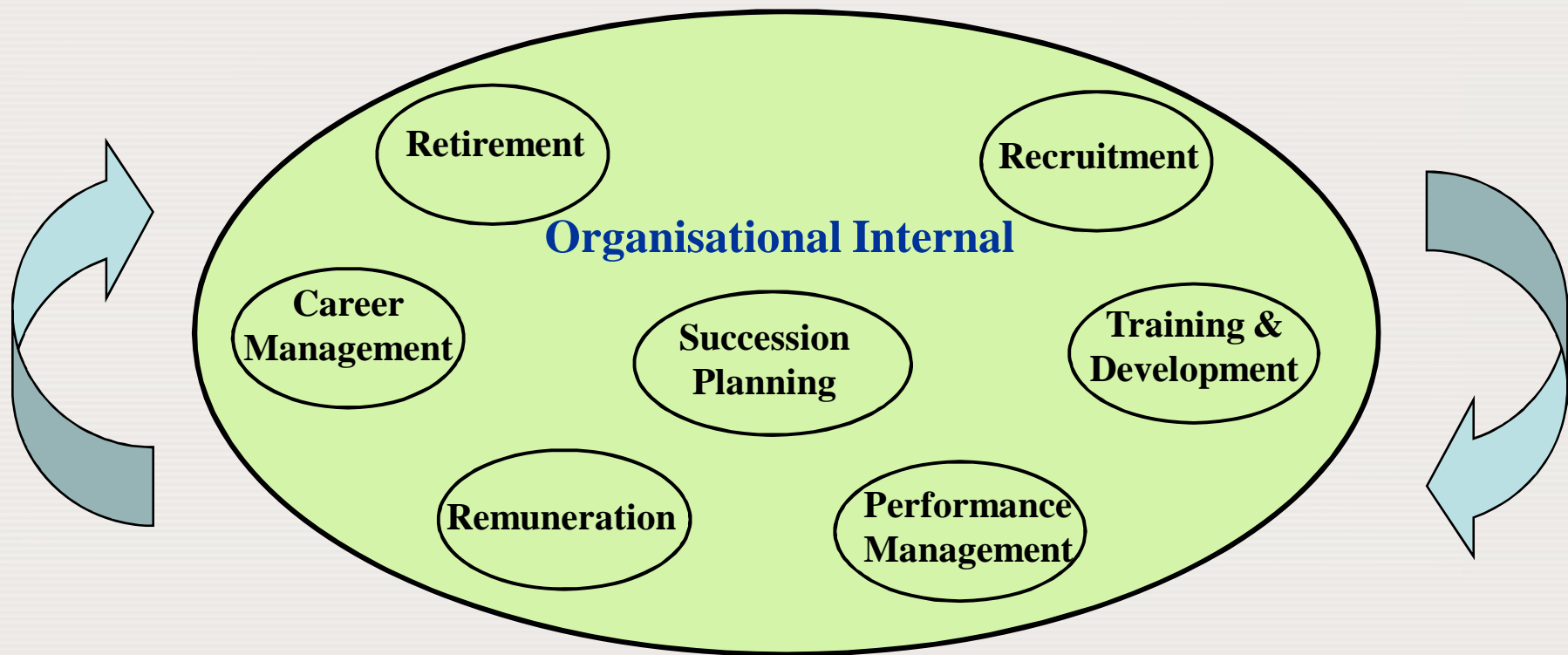
- Describe the relationship between HR Management and Business Strategy
- State the four 'pillars' of Human Resource Management as part of an Integrated Management System
- Describe the Systematic Approach to Training (SAT) Model

The Relationship between HRM and Company Strategy

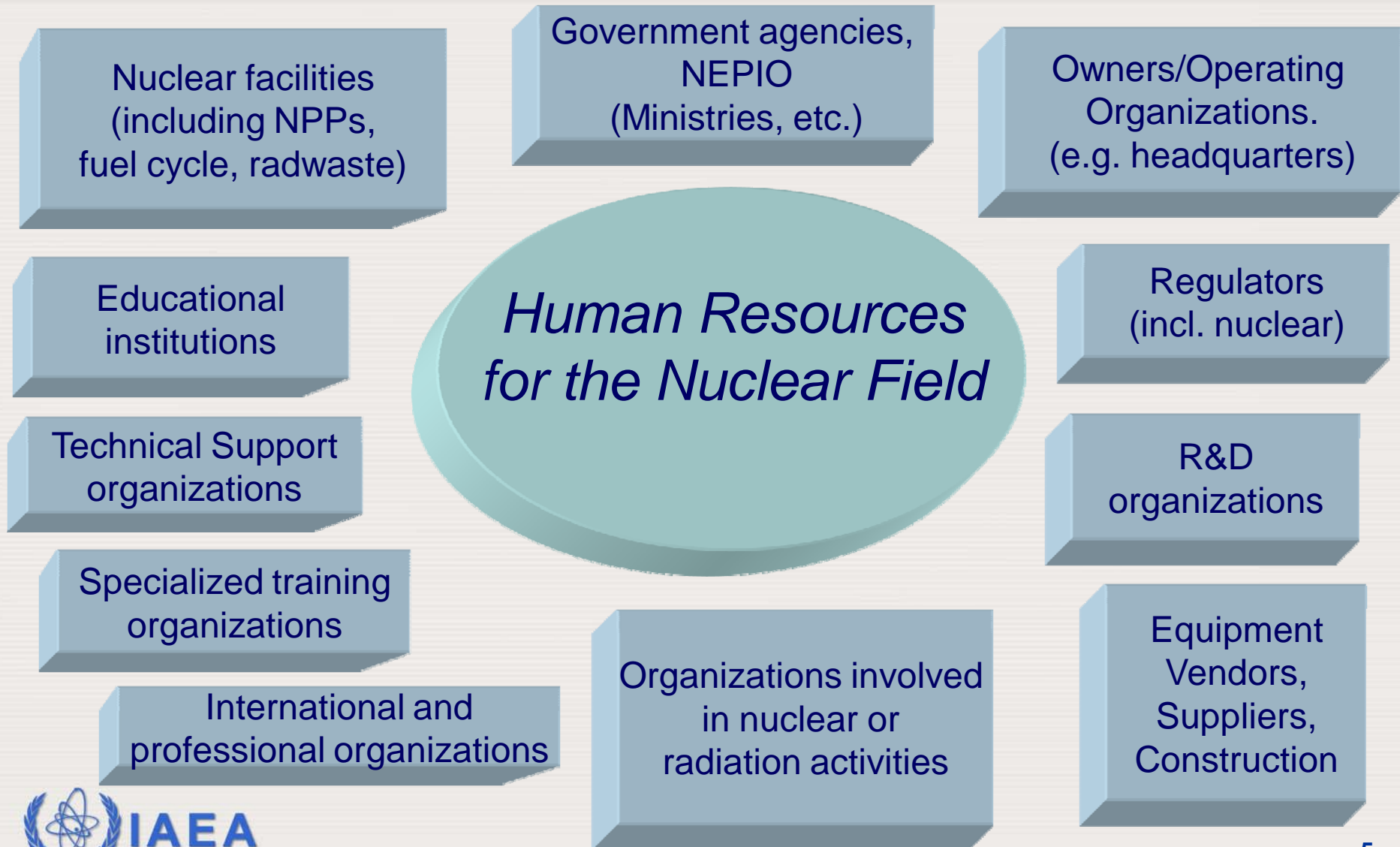


Key Human Resource Management Processes

National Environment



Organizations with Human Resources Requirements



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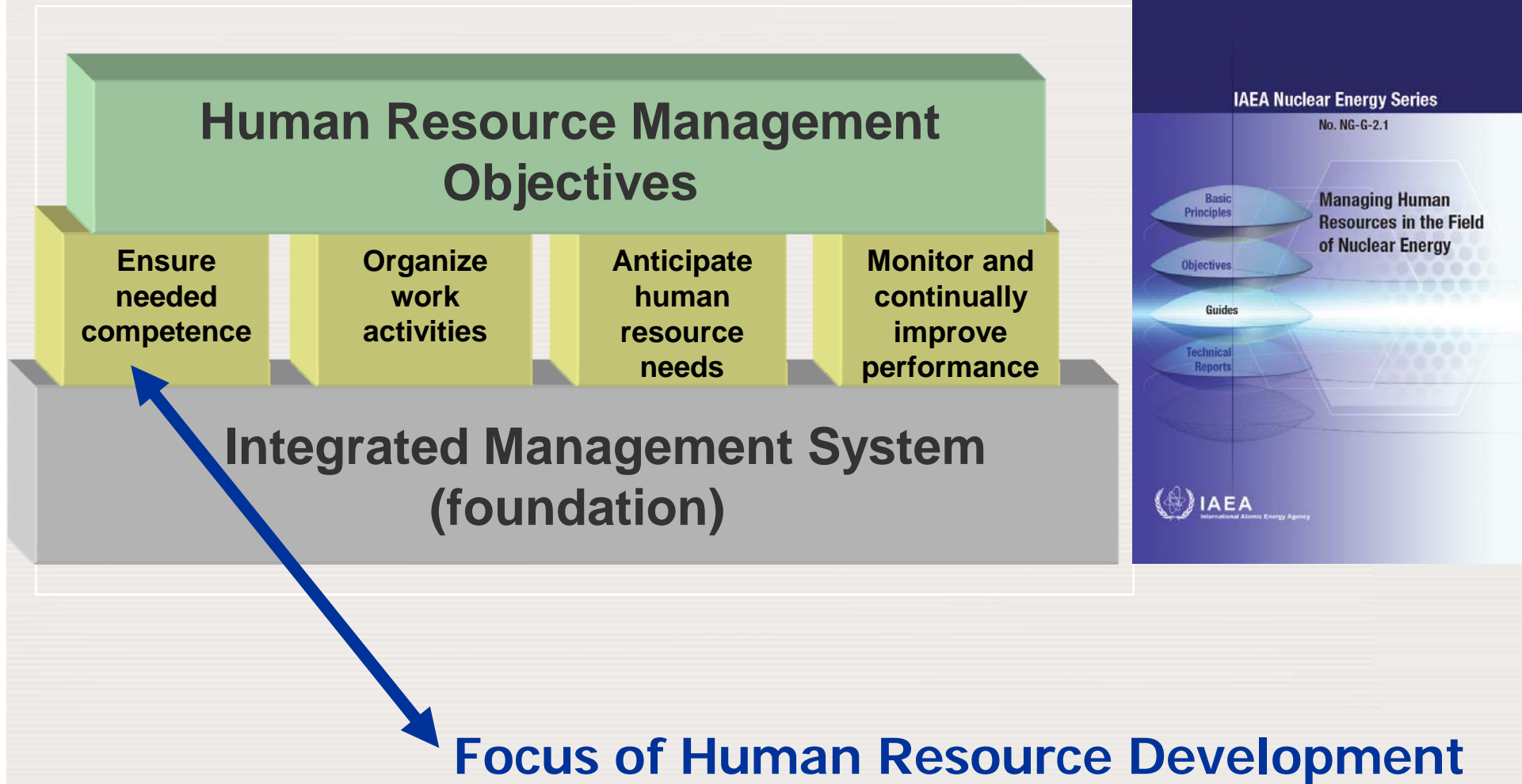
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Integrated Management System (IMS)

- Main purpose of IMS is to ensure all aspects of Management addressed and aligned to ensure achievement of Company Objectives
- Different management activities are complementary and mutually supportive (Safety, Quality, Productivity, Performance, etc)

The Relationship between HRM and IMS



1. Ensuring Competence (HRD)

- Identify responsibilities/accountabilities of organisational units for delivering business objectives
- Identify individual roles and responsibilities within organisational units, consistent with above
- Identify individual competence requirements
- Use competence requirements as the basis for selection and recruitment of new staff
- Develop individual competence using a Systematic Approach to Training (SAT) process

2. Organising Work Activities

- Ensure Individuals' work assignments and objectives are aligned to Organisational objectives and consistent with their demonstrated competence
- Ensure employee reward/remuneration mechanisms are consistent with Organisational objectives
- Encourage effective team working
- Provide an effective Leadership framework

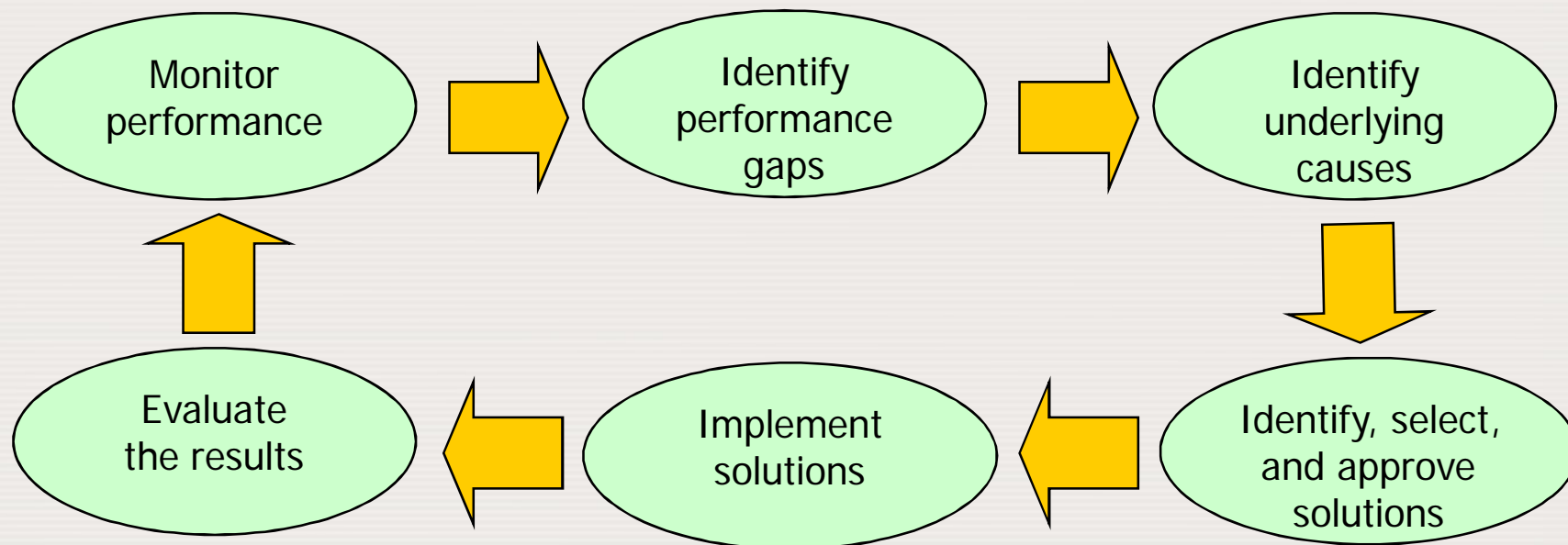
3. Anticipating Human Resource Needs

- Workforce Planning (will be developed in detail in next lecture)
- Succession management – the process of identifying critical job positions and people with the potential to fill them
- Career management – helping individuals reach their full potential and aligning this with the needs of the organisation
- Anticipating organisational/process/external environment changes and their impact on competence needs

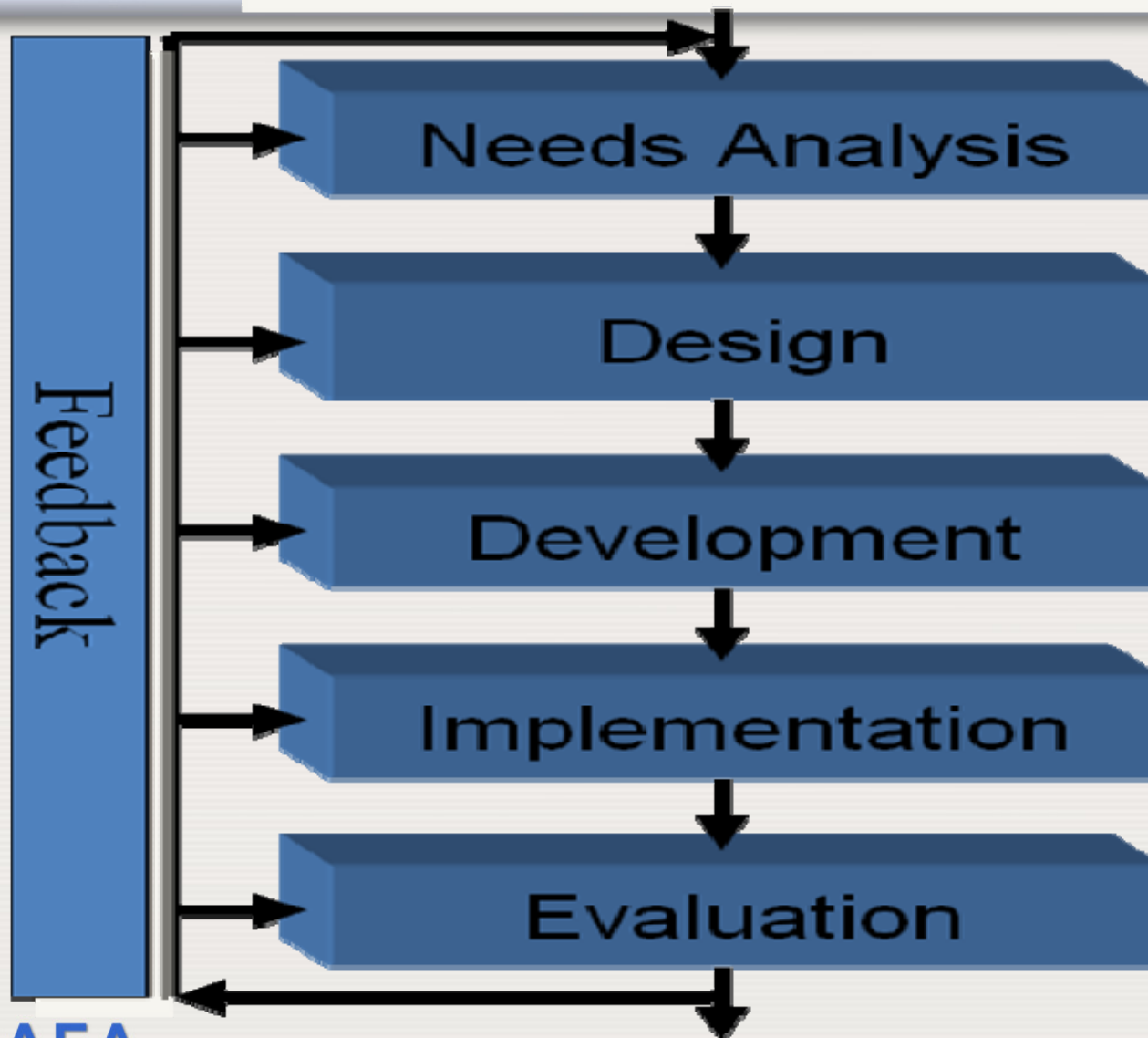
4. Continuously improve Performance



Performance Improvement Model



SAT Based Training

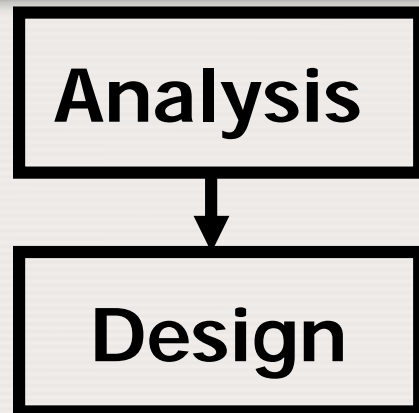


SAT Step 1 – Analysis Phase

Analysis

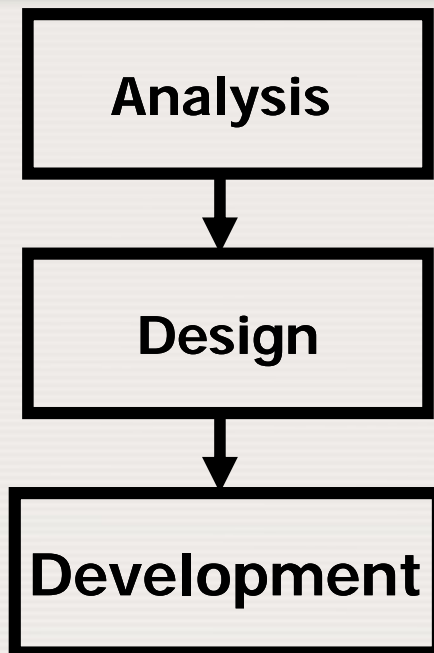
The purpose of this phase is to identify those jobs and their related tasks and competencies for which training is required. Competencies are defined to be groups of knowledge, skills and attitudes (KSAs) needed to perform a particular job

SAT Step 2 – Design Phase



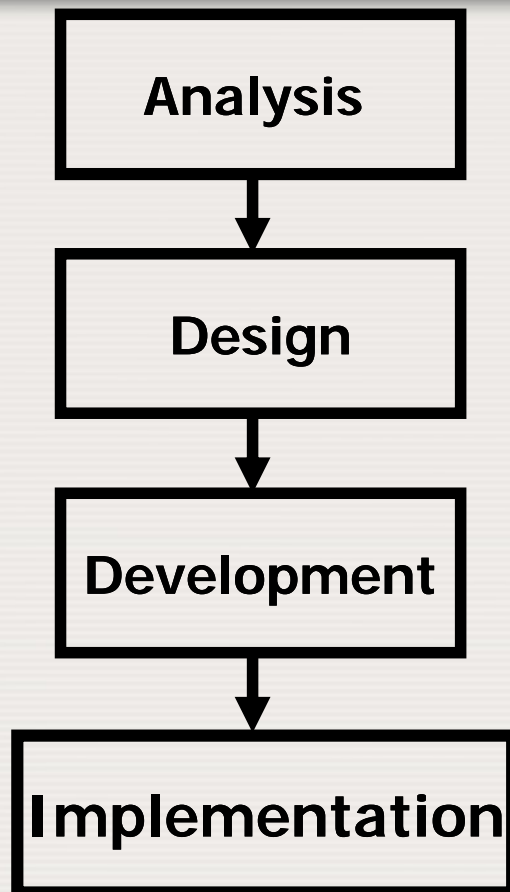
The purpose of the design phase is to convert the competencies/KSAs that were selected for training during the analysis phase into training objectives, and to sequence these training objectives into a training plan for initial and continuing training.

SAT Step 3 – Development Phase



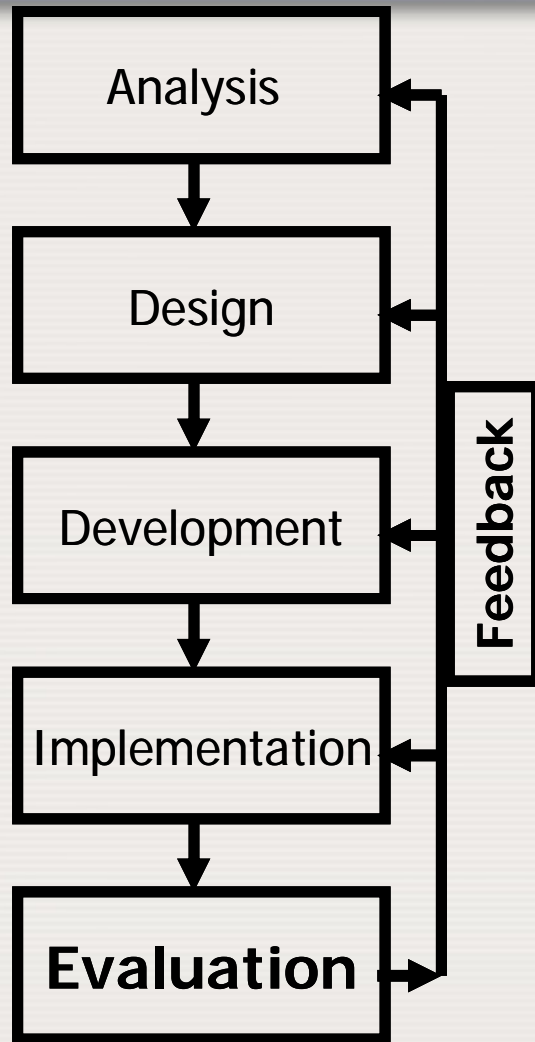
The purpose of the development phase is to produce the materials needed for the implementation of initial and continuing training programmes. All training materials should be consistent with site/plant documentation

SAT Step 4 – Implementation Phase



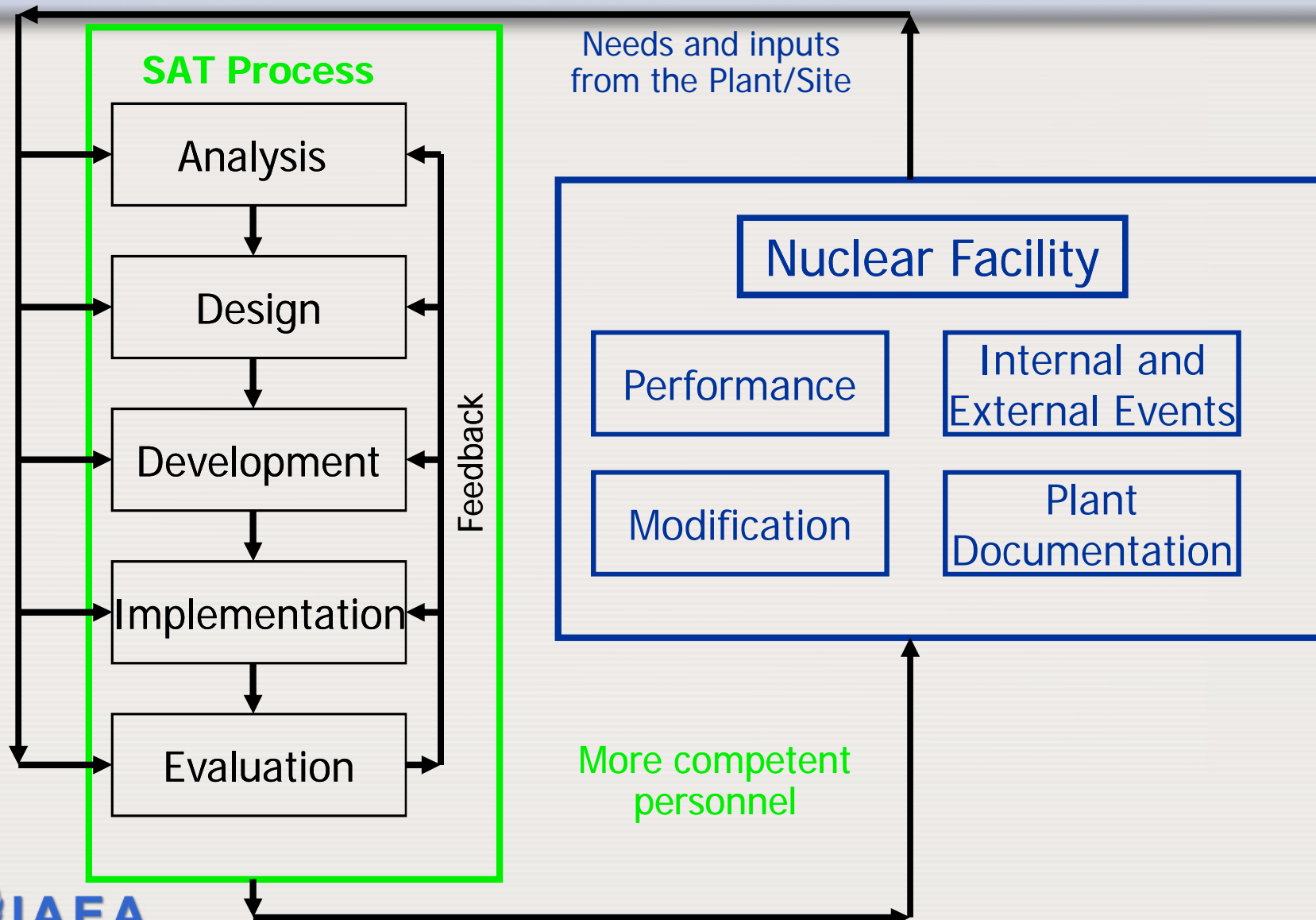
Training implementation is the *conduct of training* using materials and lesson plans developed during earlier phases. Hence, the most relevant input to this phase is the trainees. Similarly the most relevant output is competent personnel.

SAT Step 5 – Evaluation Phase



The purpose of the evaluation phase of SAT is to determine the effectiveness, efficiency and impact of training programmes and to identify whether and where revisions or improvements are needed. It emphasizes that the SAT process is not complete without the evaluation phase

Relationship between SAT Process and Business Requirements



Key points re Human Resource Development

- Training, and competence development, is a continuous process; initial training is needed for job authorisation, continuing training is needed to sustain, and develop, competence
- Continuous improvement, and therefore individual performance improvement is needed throughout the life cycle
- HRM/HRD must be aligned to Business objectives, and other management processes (IMS) and must be flexible and adaptable to meet changing business needs
- Individual development must be consistent with Organisational Objectives

Lesson Objectives:

By the end of this lesson the student should be able to:

- Describe the relationship between HR Management and Business Strategy
- State the four 'pillars' of Human Resource Management as part of an Integrated Management System
- Describe the Systematic Approach to Training (SAT) Model

ANY QUESTIONS?



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