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Human Resource Development In a Nuclear Organization

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**School of Nuclear Energy
Management**

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Objectives



**Describe the relationship between
HR Management and Business Strategy**



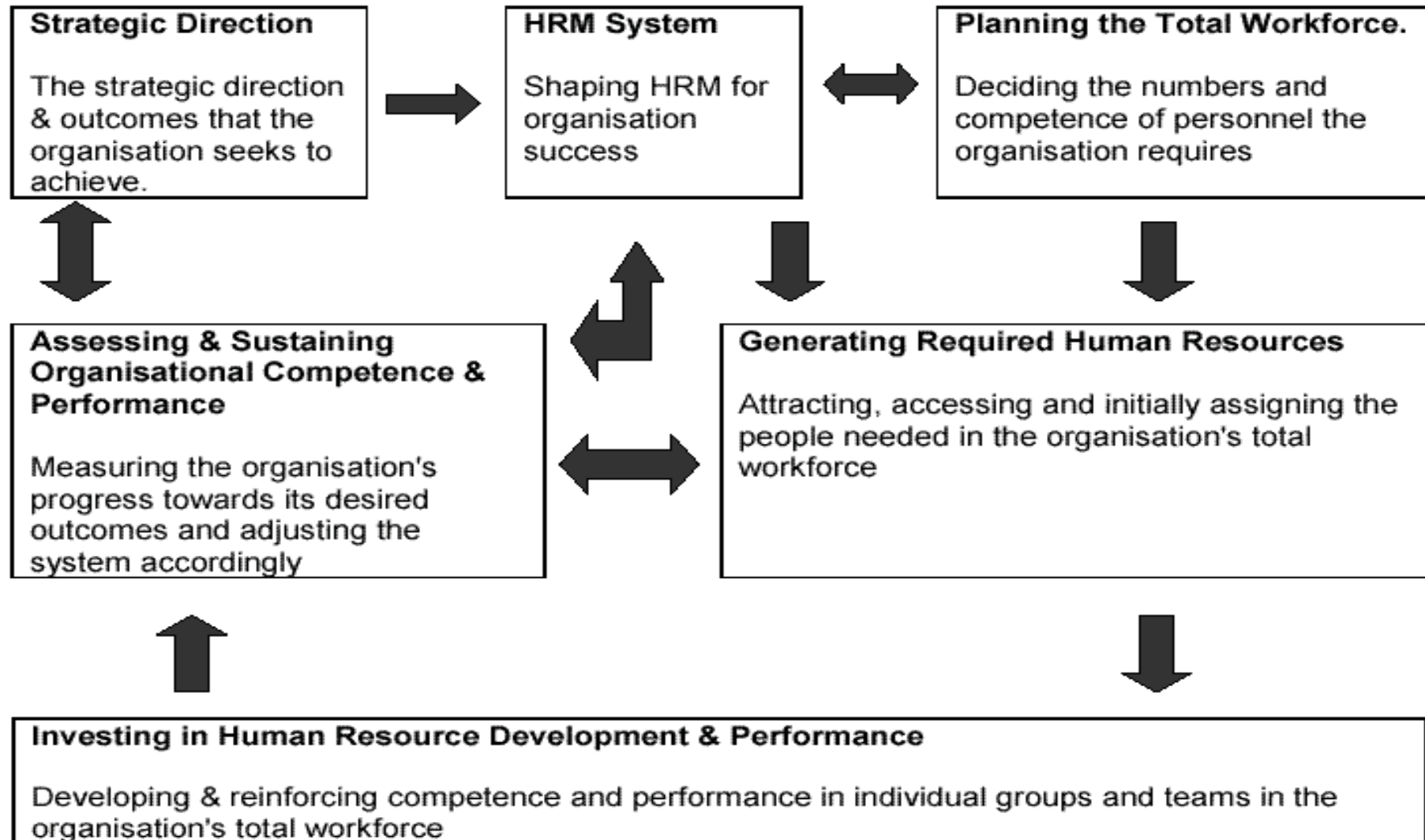
**State the four 'pillars' of Human Resource
Management as part of an Integrated
Management System**



**Describe the Systematic Approach to
Training (SAT) Model**



HRM and Company Strategy





Key HRM Processes

National Environment





Key HRM Processes

1. Identify vacancy
2. Prepare job description and person specification
3. Advertising the vacancy
4. Managing the response
5. Short-listing
6. Arrange interviews
7. Conducting interview and decision making



Key HRM Processes

It is about job performance, not about personality.

Performance standards should be in place and known to the employees.

Quantity, quality, timeliness,
Effective use of resources, Effects
of Effort, Manner of Performance,
Method of Performing
Assignments

It should be clear how to
measure and observe
performance: Direct observation
Specific work results
Reports and records,
Commendations or constructive
or critical comments received

- Challenge to motivate through payment
- Areas to be defined:
- Hight
- Mode (Salary, wage per piece/per hour/ per week, ...)
- Bonuses (individual or group bonuses, risk money)
- Fringe benefits and work-life balance
- Tools to establish Trust and Loyalty



Key HRM Processes

- How the career growth happens?
- (tests and licences, special achievements, frequency of the career steps, etc)
- Who replaces the 'growing person'?
- Vertical/horizontal moving in the career



The Demand for Human Resource





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**

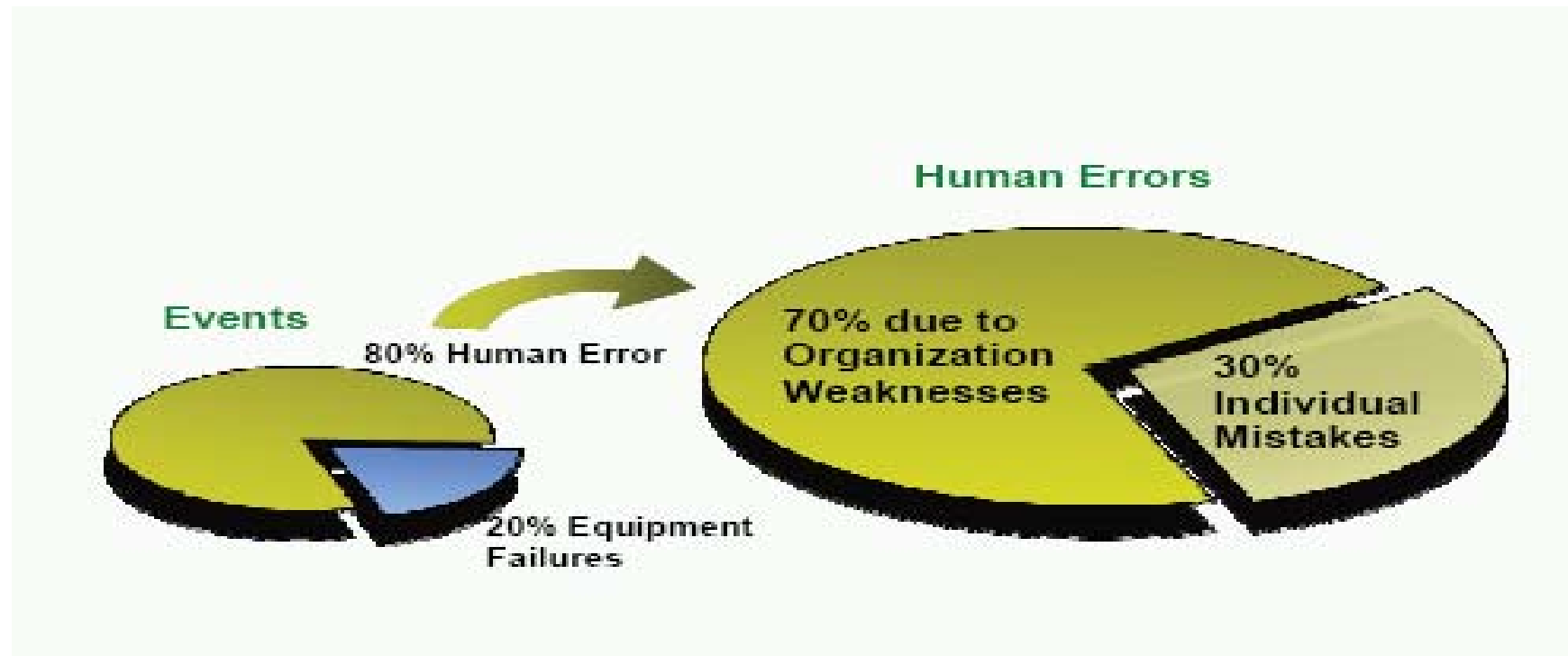


3. Anticipating HR Needs

- ❖ **Workforce Planning**
- ❖ **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**

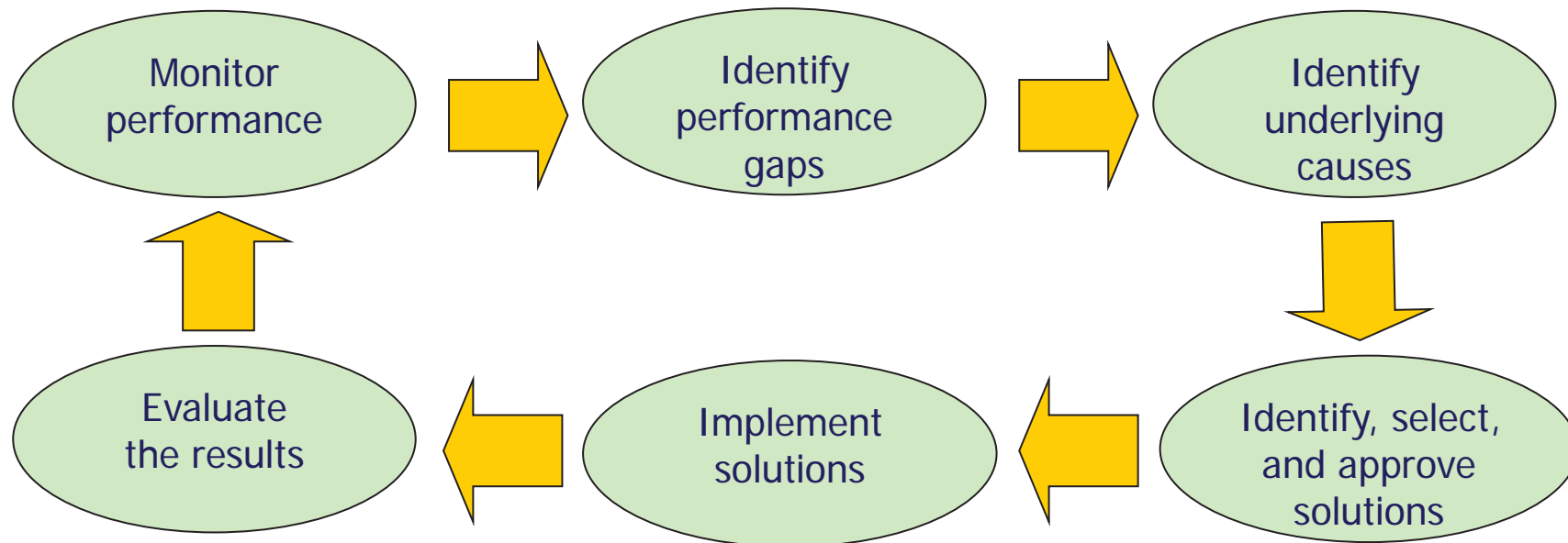


4. Continuously improve Performance



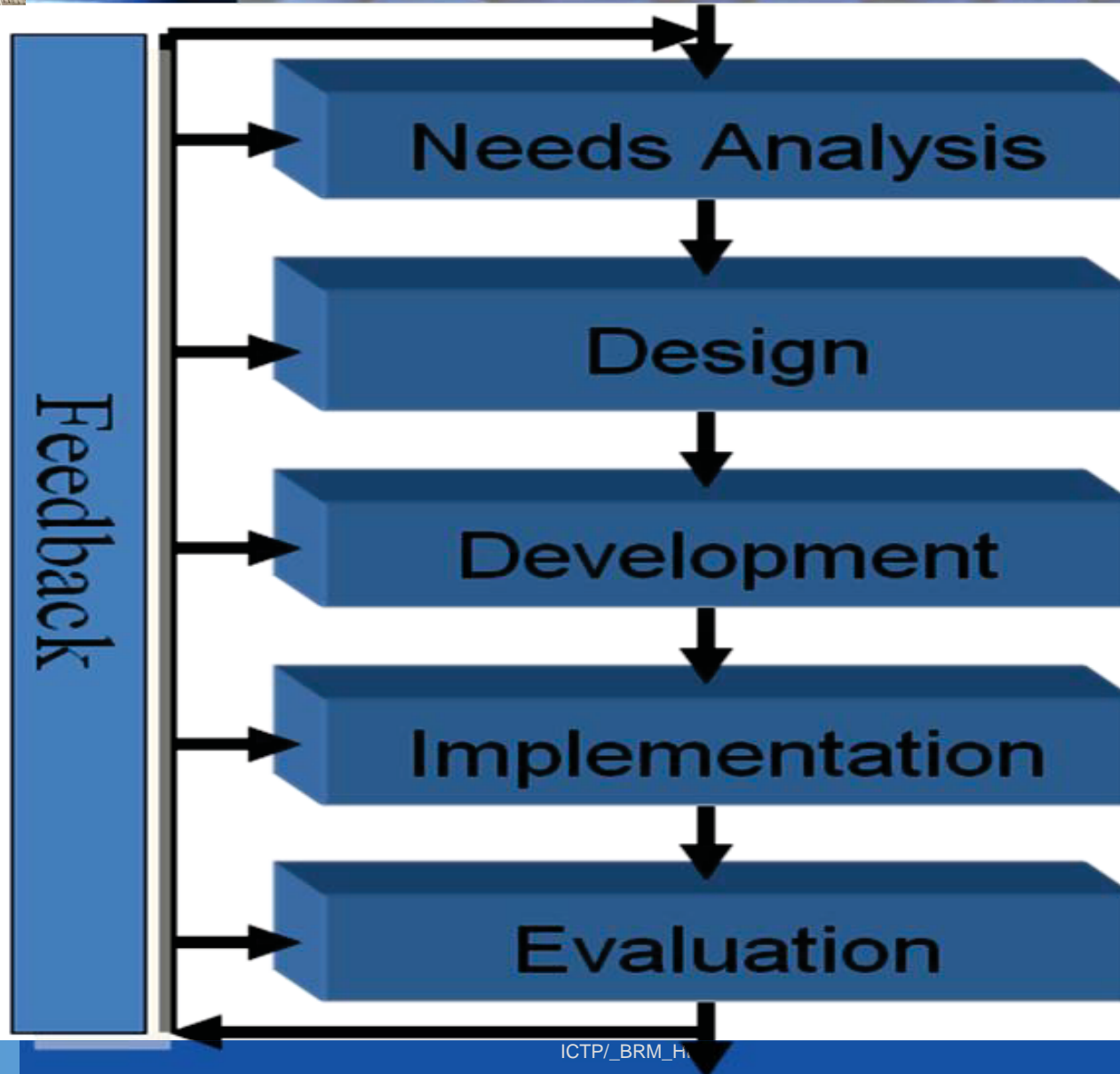


Performance Improvement Model





SAT Based Training

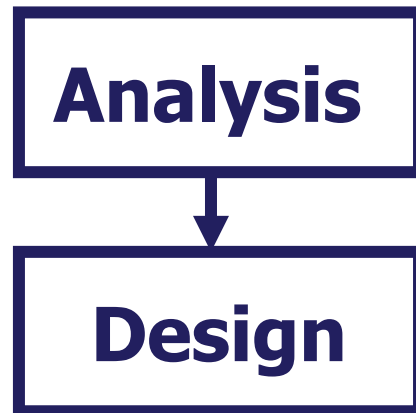




SAT Step 1 – Analysis Phase

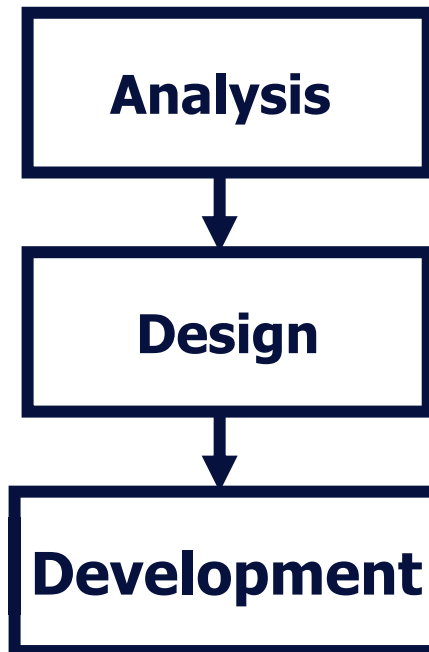
Analysis

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.

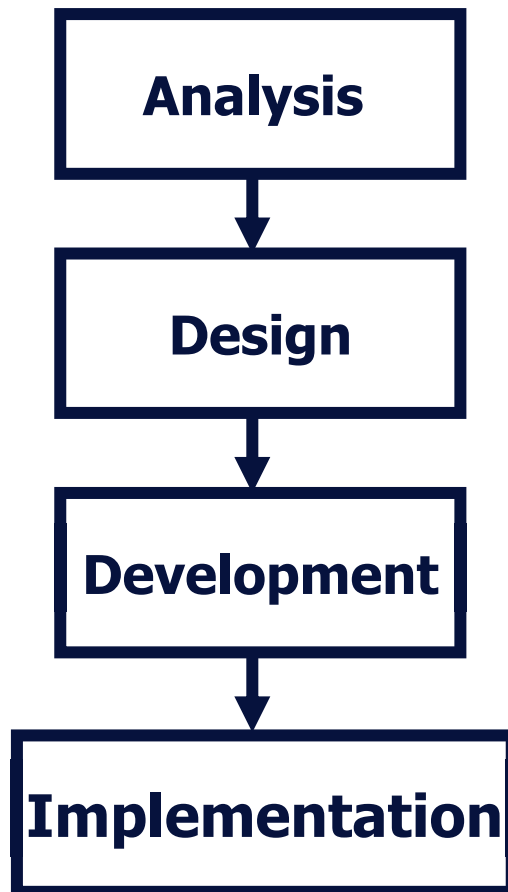


SAT Step 3 – Development Phase

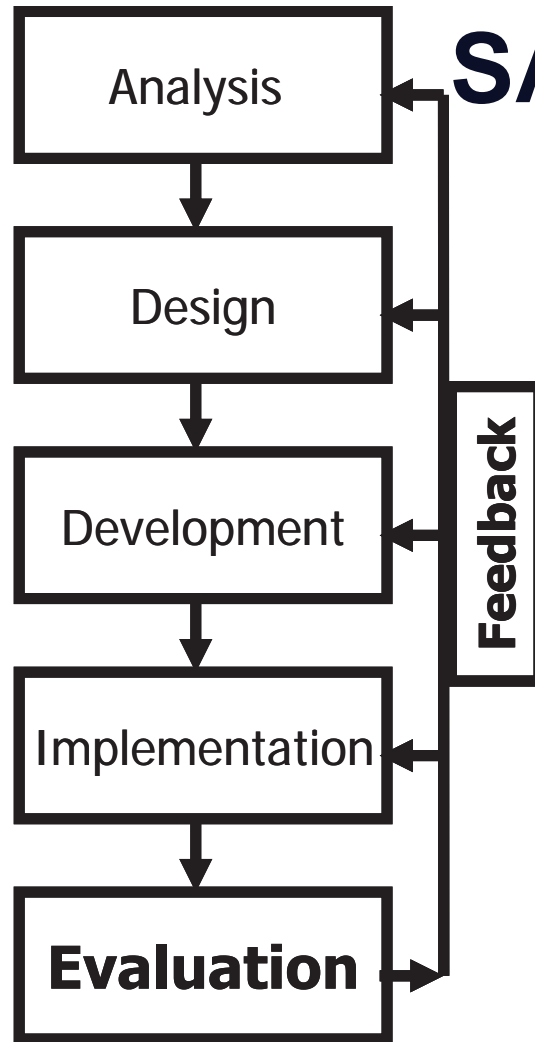
The purpose of the development phase is to produce the materials needed for the implementation of initial and continuing training programmes. All training materials should be consistent with site/plant documentation



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.

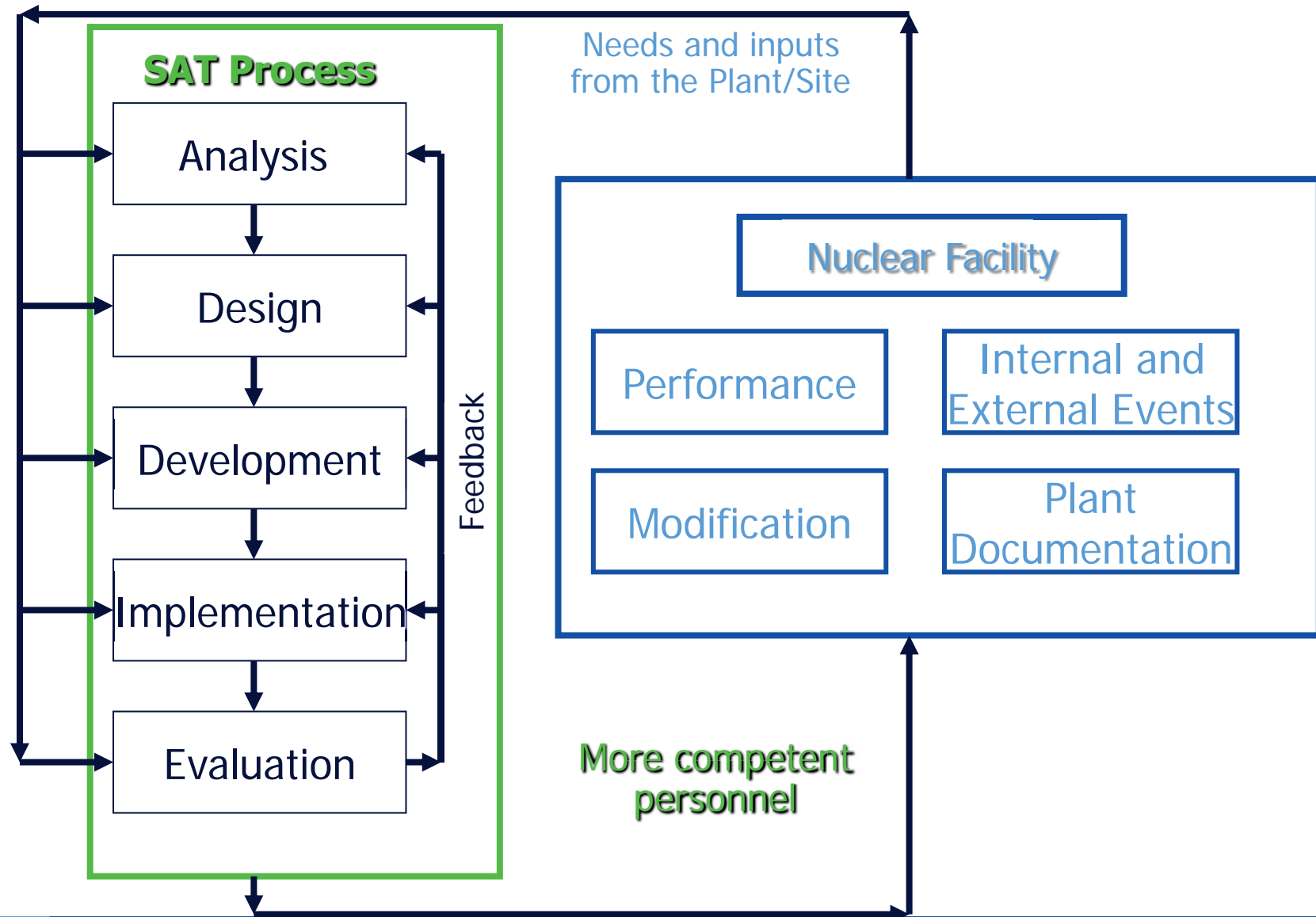


SAT Step 5 – Evaluation Phase

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



SAT Process and Business Requirements





Key points on HRD

- ❖ 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**

Thank You !

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ANY QUESTIONS?

...atoms for peace.