

OSART Good Practices

HUMAN-TECHNOLOGY-ORGANIZATION INTERACTION

Interfaces and relationships

Almaraz 2, Spain

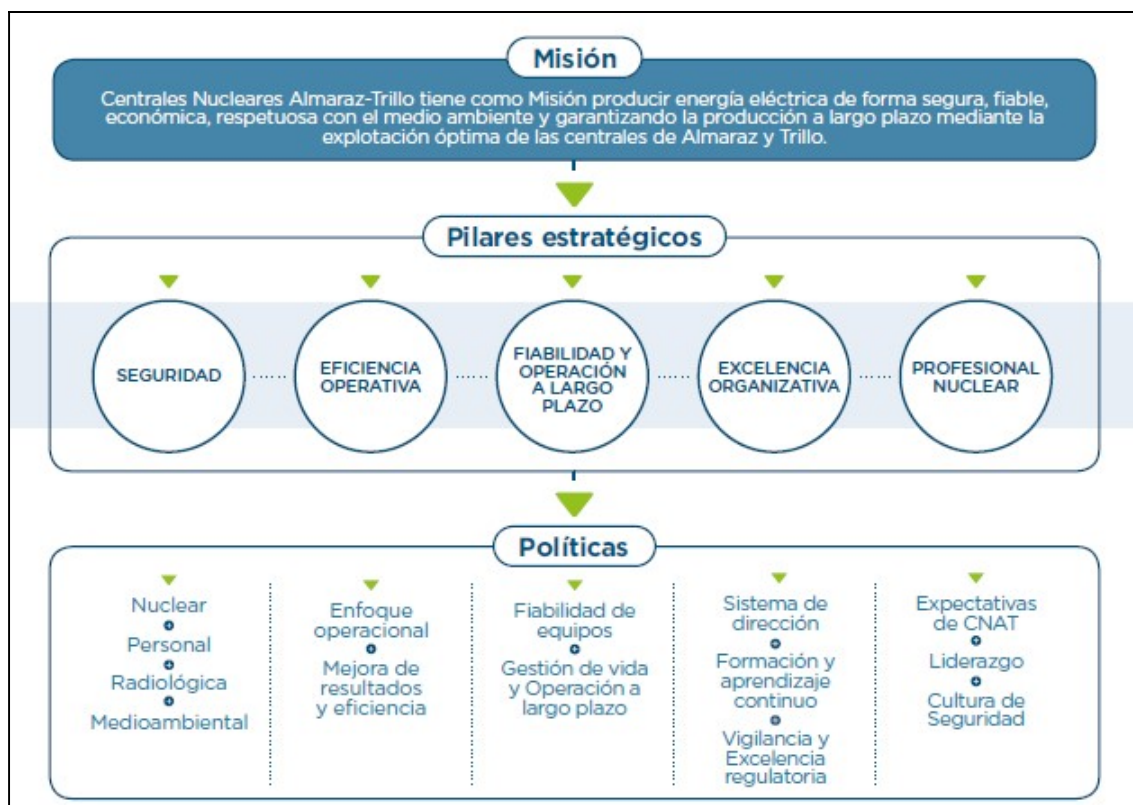
Mission Date; 5-22 Feb., 2018

Development of a recruitment programme that allows new staff to gain significant knowledge and experience from peers prior to starting a role and for the existing staff to benefit from the new capabilities being brought by the new staff.

During the last years, Almaraz NPP has faced a situation of personnel renewal at all levels of the organization (From plant manager to workforce) due to the increasing aging.

This has been a challenge for the organization, since the aim was to maintain the high standards in the values and safety culture of the veteran staff, but also wanted to incorporate the capabilities and differentiating characteristics of the new-comers.

A key success factor for the effective implementation of this process was the clear definition of the business model, which includes the mission, vision and values of the company, as well as the pillars on which they are based, and finally the main policies to be applied.



Likewise, within CNAT's new leadership model, the desirable 9 characteristics (divided on Management, Strategic and relational competencies) of the managers are defined (middle and top graduates at all levels of the organization), and have been explained in workshops to all personnel with personnel depending on them, requiring to the top graduates a specific improvement plan, including two of them, to be followed by their direct manager.



The clear definition has been very important, but what has been crucial has been the way in which this culture has been incorporated gradually to the new staff.

During the recruitment process, staff is sought with positive characteristics similar to those already existing in the organization (openness, nearness, empathy, assertiveness, critical and rigorous attitude, high safety standards, etc.).

During the welcome process, the new staff receives the main documents about the principal aspects of the organization, but what has been a qualitative leap in this respect has been the incorporation of a mentoring process, through which the newly incorporated has a personal support, during the theoretical training (very solid, extensive and with an eminently practical approach) and finally a direct mentoring during on-the-job training (with direct supervision all the time). This mentoring requires progress reports and lines of work to ensure both the integration of the differentiating characteristics of the organization, as well as technical knowledge, in order to detect what needs to be improved.

Benefits:

The Plant has transmitted the highly beneficial experience and knowledge aspects of the existing staff (many that are close to retirement) regarding the mission, vision, values and culture of the plant, and incorporated the new capabilities in the new generations (multitasking, great understanding of new technologies and new software, acceptance of new training methodologies) into the working culture of the station.