

# OSART Good Practices

## CORP. CORPORATE SUPPORT TO PROVIDE HUMAN RESOURCES

Ensuring availability of appropriate number of competent staff  
through recruitment, selection and hiring

### CEZ corporate, Czech

Mission Date; 29 Sep.-9 Oct., 2013

#### Talent Acquisition process

##### **Description**

The number of technical graduates was decreasing in the past. This is due to the demographic decline and the low interest of new students in technical fields. The shortage of personnel can place at risk the safe operation of nuclear facilities and CEZ Group's long-term goals. CEZ Group is facing the demographic challenges based on the career preferences of new students. Four years ago the Human Resources Section launched a project aimed at the talent acquisition area, the outputs of which are implemented on a routine basis by the Strategic Recruitment Section.

Objectives of these efforts are as follows:

- Increase the attractiveness of technical fields for new students and their parents;
- Attract new students to be interested in the field of power generation; and
- Develop "the pipeline" to obtain the necessary number of technical graduates to become qualified employees.

The target group of recruiting activities are students of elementary and high technical schools and their associated faculties in order to influence their future career choice. The success of attracting talent depends on the cooperation with schools of all grades, parents of students, authorities such as the Ministry of Education, and all types of media venues.

##### **Benefits**

- A strategy that increases the venues for attracting talent and targets public relations and marketing activities for attraction of new talent.
- An established and formal relationship between CEZ and educational institutions. The activities for talent acquisition include discussion forums of CEZ experts with students, financial support to schools to purchase aids for teaching physics. CEZ employees also participate in school open days and career and employment opportunity fairs. The offers include excursions and practical trainings for students, scholarship programs, thesis topics, and various contests.
- Scholarships and research fellowships that make power industry jobs more familiar. A special workshop for Nuclear or Power Industry Certificate is intended for high school student improvements to increase their familiarity with the operation of nuclear, coal-fired power plant and electricity distribution equipment. Students of technical faculties interested in the power industry have possibility to attend a 14-days summer training program at the Temelin and Dukovany NPPs. During this program, selected students who show interest to work in CEZ Group might become eligible candidates for positions. These students are offered scholarship contracts. The students also receive financial support during their studies and commit themselves to work in their respective positions in the future.
- CEZ Group has built up a network of partnering technical high schools and faculties, consisting at present of 49 high schools and 13 faculties, with which long-term partnering contracts have been reached. The core of the cooperation is to enhance the quality of learning in technical fields and commence cooperation with young engineers already during their studies. Part of the cooperation with schools are

efforts in support to open new fields of study, from which graduates would be prepared to work in the power industry (such as newly opened Power Engineering Program at the Industrial High School in Trebic or modified study programmes at the Industrial High School in Ceske Budejovice).

- Established and known employer brand for communication, marketing and public relations support.  
This employer brand has been created to convey the benefits of working for the CEZ Group. "Where else" is a proven brand that provides a message that CEZ Group has a unique employment opportunities and growth potential. The attractiveness of the technical studies and jobs in power engineering is enhanced through intensive cooperation with media.
- Power engineering related quizzes are offered on websites to engage young people which allows for information to be gathered for students interested in technical fields. Examples are technology and power engineering (such as CEZ's World, Electricity is cool! and Cool summer job!)
- CEZ Group uses a dedicated [www.kdejinde.cz](http://www.kdejinde.cz) ("where else") website consisting of separate zones for students, educators, and job applicants. In order to address young people, a purpose-made Facebook profile "Job in CEZ" was created which over the time of its existence has attracted almost 7000 friends. Students and candidates for jobs in CEZ are addressed in regular quarterly newsletter.
- The partnership with the Union of Czech Mathematicians and Physicists, and the organizer of Math and Physics Olympiads in support of technical studies.
- The quality of recruitment and hiring programme exceeds industry standards as a result of a structured psychological diagnostics system that has been created and, applied in the long term, and developed, focusing on the complex verification of psychological competence for the positions of operational staff and monitoring and reactor physicists, and the subsequent periodic verification of competence during their careers. The psychological potential of candidates for other key positions in nuclear power plants is also verified. As part of recruitment support activities (Summer University, Nuclear Graduation), psychological screening examinations are carried out to map the suitability of future human resources to work in the NPP. The psychological diagnostics system also includes the verification of psychological competence of the NPP's staff (employees of ČEZ and contractors) for individual entry to the NPP, aimed at predicting safe and reliable behaviour inside the guarded area.
- The Psychological Diagnostics Section works closely with other Production Division sections (e.g. Safety, Dukovany NPP, Temelin NPP), and in particular on projects related to improving safety and reliability of personnel in order to minimize human errors and suggest corrective actions in this area. For example:
  - Psychological analysis of selected aspects of specific activities in the shift operation of the Temelin NPP
  - Psychological profiling of desirable characteristics for the positions of members of the Stand-by Emergency Response Organization
  - Psychological selection of candidates for these positions
- The Psychological Diagnostics System allows the prediction of safe and reliable work performance of operational staff and monitoring and reactor physicists in the NPPs and thus affects the ability to safely operate nuclear installations for a long time in terms of human resources. It also enables the prediction of adequate and reliable behaviour of all of the NPPs' personnel in the guarded area in order to eliminate risk behaviour in relation to nuclear safety and the nuclear installation. With its professional operations, the Psychological Diagnostics Section therefore significantly contributes to the safe, reliable and long-term operation of the NPPs in terms of human resources.

## Results

- CEZ Group was recognized as “The Most Desired Employer” by students (in the three previous years CEZ Group has not ranked worse than the 2nd)
  - The Most Desired Company in the Employer of the Year awards
  - Clear Choice in the TOP Employer of the Year
  - Survey of Trendence Institut GmbH Berlin, Germany
- The personnel needs are being met in a timely and quality manner. As a result of the above initiatives, the time-to-hire metrics are top quartile in the industry and there is an established and rigorous pipeline for the future needs of the CEZ group.
- Number of students hired by the company

	2009	2010	2011	2012	06/2013
Number of new entries	932	798	653	741	366
Number of graduates from new entries with attrition <5%	50 (5.4%)	51 (6.4%)	47 (7.2%)	44 (5.94%)	7

	2010	2011	2012	06/2013
Number of new entries of operators	16	18	11	9
Number of new entries of operators based on scholarships	2	13	9	7
Meets expectations	100%	92%	100%	100%

## EDF corporate, France

Mission Date; 24 Nov.-5 Dec., 2014

### Academies of Common Knowledge and Specific Knowledge

#### Description:

“Academies of Common Knowledge” and “Academies of Specific Knowledge” are designed to meet the training needs of new recruits entering the EDF Nuclear Generation Division.

To increase effectiveness and reduce the training time of new recruits and in a period of unprecedented staff renewal, in 2007 EDF started implementing an integrated approach to organize and conduct training through the concept of so-called “Academies” that places emphasis on the role of management in the overall training process.

To ensure extensive skills renewal and efficiency gains, training sessions for new recruits are organized at national level and conducted at site level involving several EDF Nuclear Generation Division entities together with the training unit (UFPI) through the so-called “Academies of Common Knowledge” and “Academies of Specific Knowledge”. These academies are designed to meet the training needs of new recruits entering the Nuclear Generation Division, and to facilitate and accelerate their integration into a given NPP. They are also intended to instil recruits with a common Nuclear Safety Culture and inter-disciplinary knowledge in the interest of future cooperation. These academies also give rise to greater managerial involvement. In this structure, Nuclear Generation Division management at corporate level and at site level is responsible for defining training needs. Site-level managers are responsible for following up the development of the trainee, assessing the trainee in the field and, finally, qualifying the trainee for his/her job position. The UFPI is responsible for conducting the training, testing after each training module and evaluating the academic performance of the trainee and transmitting the results to the trainee manager.

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25/11/2014

## ■ Standardisation of initial training curricula to meet the volume of training and efficiency



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### Advantages:

- Strengthening managerial involvement in the training of new recruits
- Increased effectiveness of training
- Standardisation of training for the entire fleet
- Creating solidarity and a common nuclear safety culture among new recruits

### Results:

For several years, between 1,000 and 1,600 new recruits per year have successfully completed this training and integrated into the EDF nuclear generation division.

## Sandwich Trainee Programme

### **Description:**

The Sandwich Training Programme supports the development of technical skills for potential EDF staff and sub-contractors. It also facilitates the integration of new recruits into EDF. EDF Group has implemented a “sandwich training programme” to offer training to students of all levels (vocational, technician level and engineers). Under this programme, the Nuclear Generation Division trains more than 1000 students a year. Each trainee has a tutor that is responsible for his/her development and that interfaces with the school at least twice a year. Managers are responsible to follow-up this process and verify that the goals of the training have been achieved. The training duration is on average 2 years and during this period the trainees spend part of their time at school and part of their time at EDF. At the end of this period, part of the trainees are recruited by EDF, others are proposed to sub-contractors or continue their studies. In 2013, about 50% of trainees were recruited by Nuclear Generation Division.

### **Advantages:**

- This type of training is also a way to attract students to technical areas.
- This initiative benefits EDF and EDF sub-contractors that can hire staff that have already been trained in the EDF practices related to nuclear safety.

### **Benefits:**

Experience shows that the integration in EDF activities of new recruits that have passed training through the Sandwich Trainee Programme is much more effective.