

**OSART Good Practices**  
**CORP. CORPORATE SUPPORT TO PROVIDE HUMAN RESOURCES**  
Knowledge management

**CEZ corporate, Czech**

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

Nuclear Knowledge Transfer and Retention Program.

**Description:**

The process of knowledge transfer and retention risk assessment is a valuable tool that proactively identifies the key knowledge needs of the organization. This is critical to the safe and reliable operations of the business. There are approximately 80 identified experts (unique knowledge holders) at each Nuclear Power Plant. The Knowledge at risks and Expert at risk statuses are regularly analyzed and updated by Knowledge Managers and Lead Experts.

1. Knowledge identification and prioritization (knowledge audit) within each area is identified and captured. This is essential for the successful and safe operation of the units
2. Assessment criteria are the uniqueness and specificity of knowledge in terms of the level of risk of loss is the main assessment output. The first priority is to identify, capture and retain critical knowledge held by employee nearing retirement. In the process of completing the Knowledge at risk and the Expert at risk lists the following steps are conducted:
  - Knowledge description
  - Knowledge area (i.e. Maintenance, Chemistry, Operations)
  - Knowledge uniqueness (scale 1-5)
  - Applicability for future (scale 1-5)
  - Knowledge holder (expert's name)
  - Risk of loss (scale 1-5, i.e. due to retirement)
  - Recommended tool for knowledge capture (experience report, debriefing, communities of practice)
3. Key participants in oversight roles
  - Board KM Owner
  - KM Coordinator
  - Knowledge Manager
  - Knowledge administrator
  - Sponsor
  - Lead expert
  - Expert
4. Main tools / Benefits  
HR Support and Deliverables / Main tools and activities
  - Implementation and process improvement
  - Plan audit
  - Debriefings
  - Experience reports
  - KT&R plans
  - Expert at Risk and Knowledge at Risk lists
  - Expert profiles
  - Expert meetings
  - IT support

**Proactive analysis encompassing five year “look ahead” retirement projections:**

- Prioritization for capturing critical safety knowledge
- Increasing individual engagement in knowledge loss risk management
- Increasing the capability to manage the risks and mitigate the negative impact of critical knowledge loss

**Results:**

- 212 identified experts (unique knowledge holders)
- 121 shared experience reports
- No compliance findings related to lack of qualifications or knowledge loss
- No cases identified where knowledge exited the organization without proper capture of expertise
- KT&R profiles updated annually
- Clearly described responsibilities in the Knowledge Management process
- Robust five year workforce planning forecast process
- Experience report topics included within initial and continuous NPPs’ training requirements
- Part of individual Key Performance Indicators and included in the annual evaluation process