

# Knowledge Management Integration into Strategic Human Capital Management Systems

*International Conference on Human Resources Development  
for Nuclear Power Programmes  
May 12, 2014 to May 16, 2014 – IAEA, Vienna*

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Palo Verde Human Resources, Program Manager



# A POWERFUL ALLIANCE

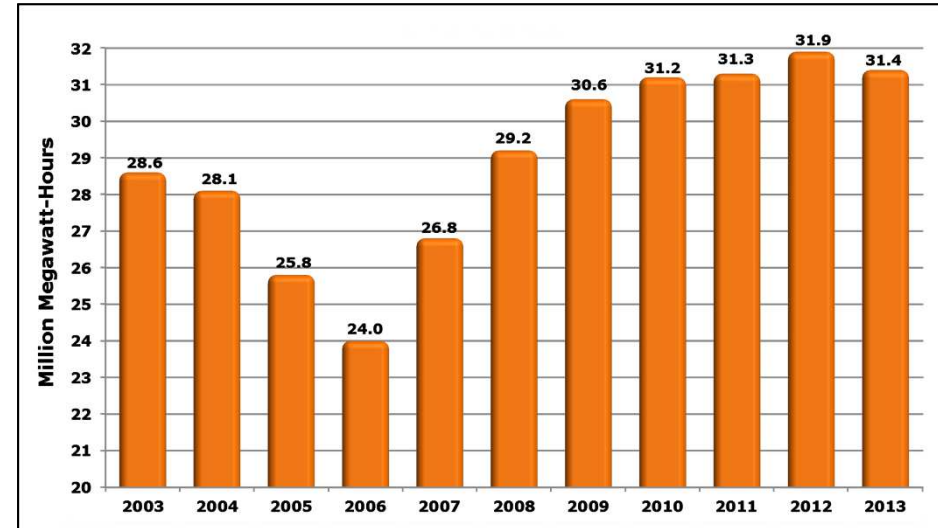


# Palo Verde...

## *By the Numbers*

- Largest power generator in the U.S.
- Total output 4,030 net megawatts
  - Meets the electrical needs of approximately 4 million people around the clock

## Net Generation



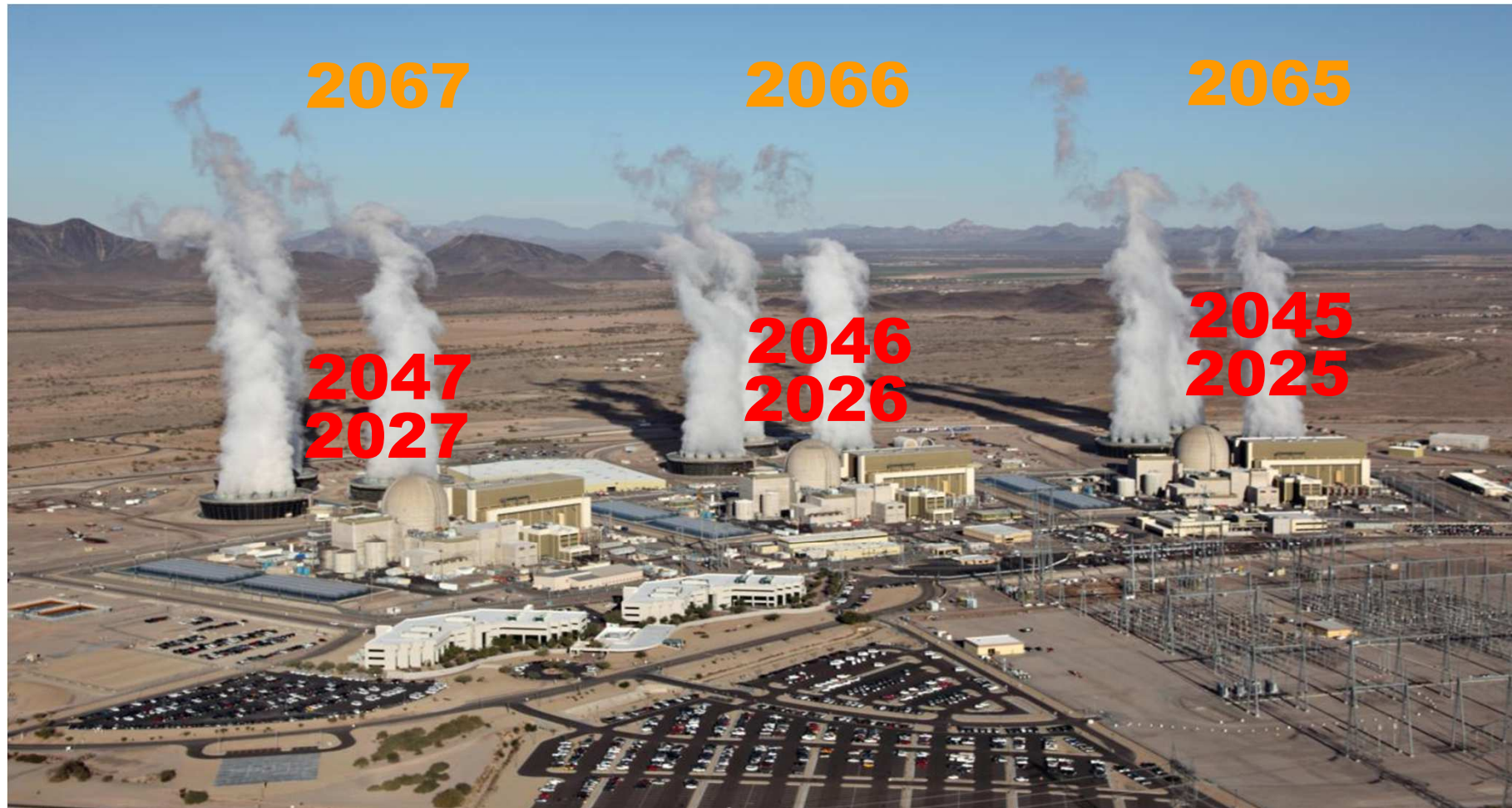
## 2013 World Ranking

Unit 2	Ranked 2 <sup>nd</sup>
Unit 1	Ranked 7 <sup>th</sup> (outage)
Unit 3	Ranked 28 <sup>th</sup> (outage)





# License Renewal



# OUR PATH TO EXCELLENCE

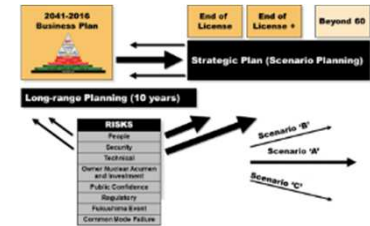
## Our Aspirations

Areas for industry leadership:

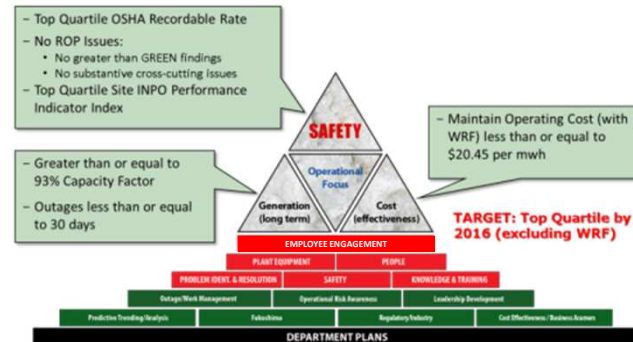
- SAFETY
- Knowledge & Training
- Employee Engagement



## Our Strategic Plans

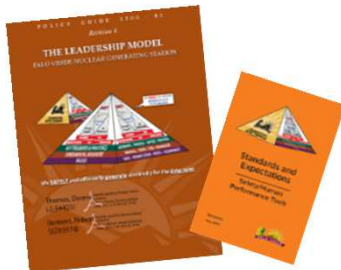


## Our Strategic Framework & Our Business Plan



**SAFELY** and efficiently generate electricity for the long term

## Our Standards



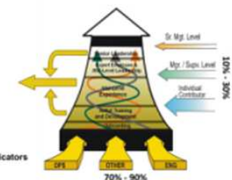
## Our People

### Hiring and Development Model... Hiring for OUR Future

What do you want the organization to look like in 5 years, 10 years, 15 years?

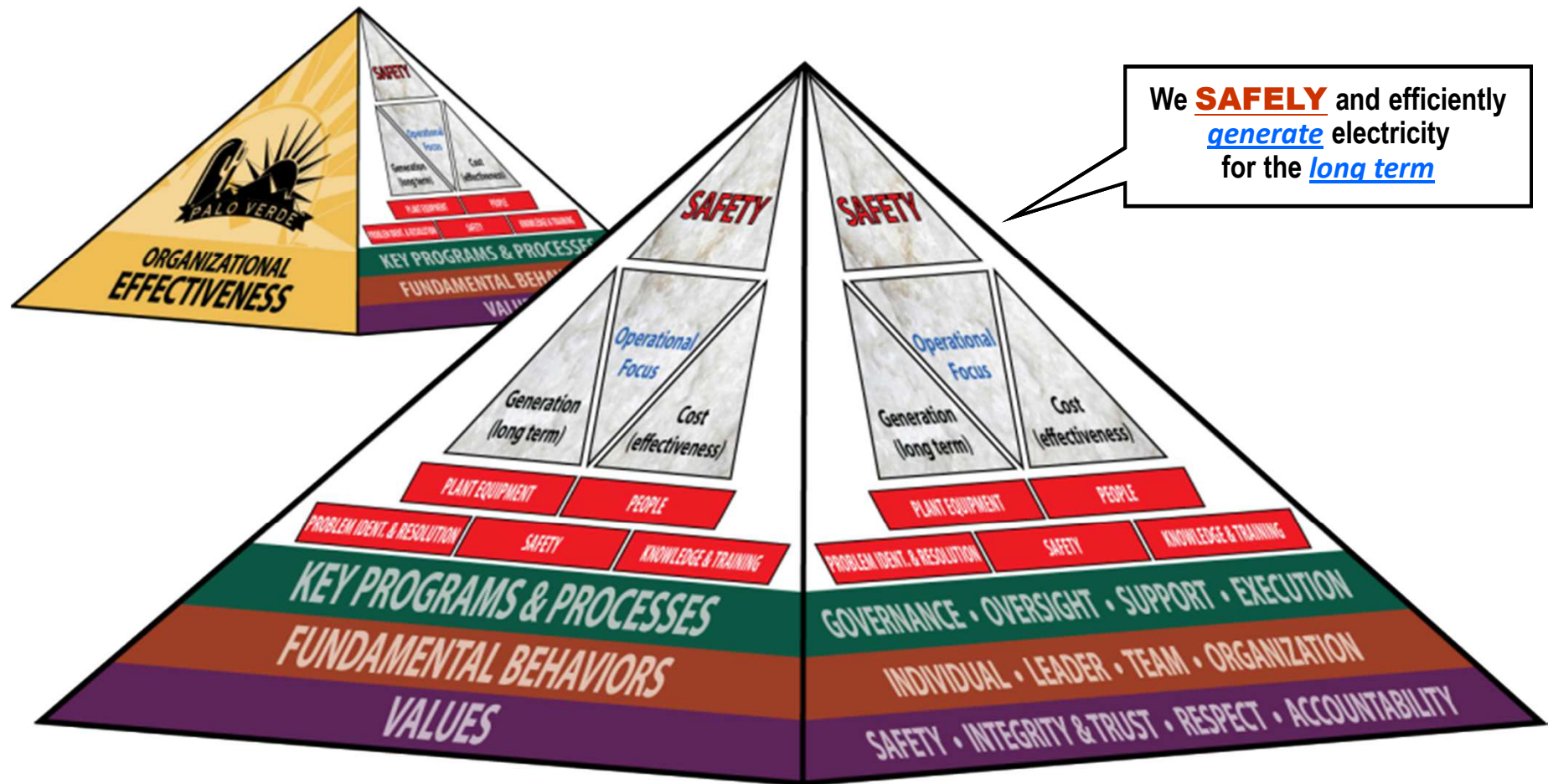
Planning for OUR future includes:

- Workforce Planning
- Initial and Targeted Hires
- Performance Management
- Training and Development
- Total Rewards
- Metrics / Key Performance Indicators





# The Palo Verde Leadership Model



# Leadership Model Philosophies

- Every employee is a leader, regardless of title or position
- Results count
- Values-driven organization
- Attitude is important
- **Continuous learning organization**
- Communicate, Communicate, Communicate
- **History + New + Change = Palo Verde Way**



# Leadership Model Philosophies

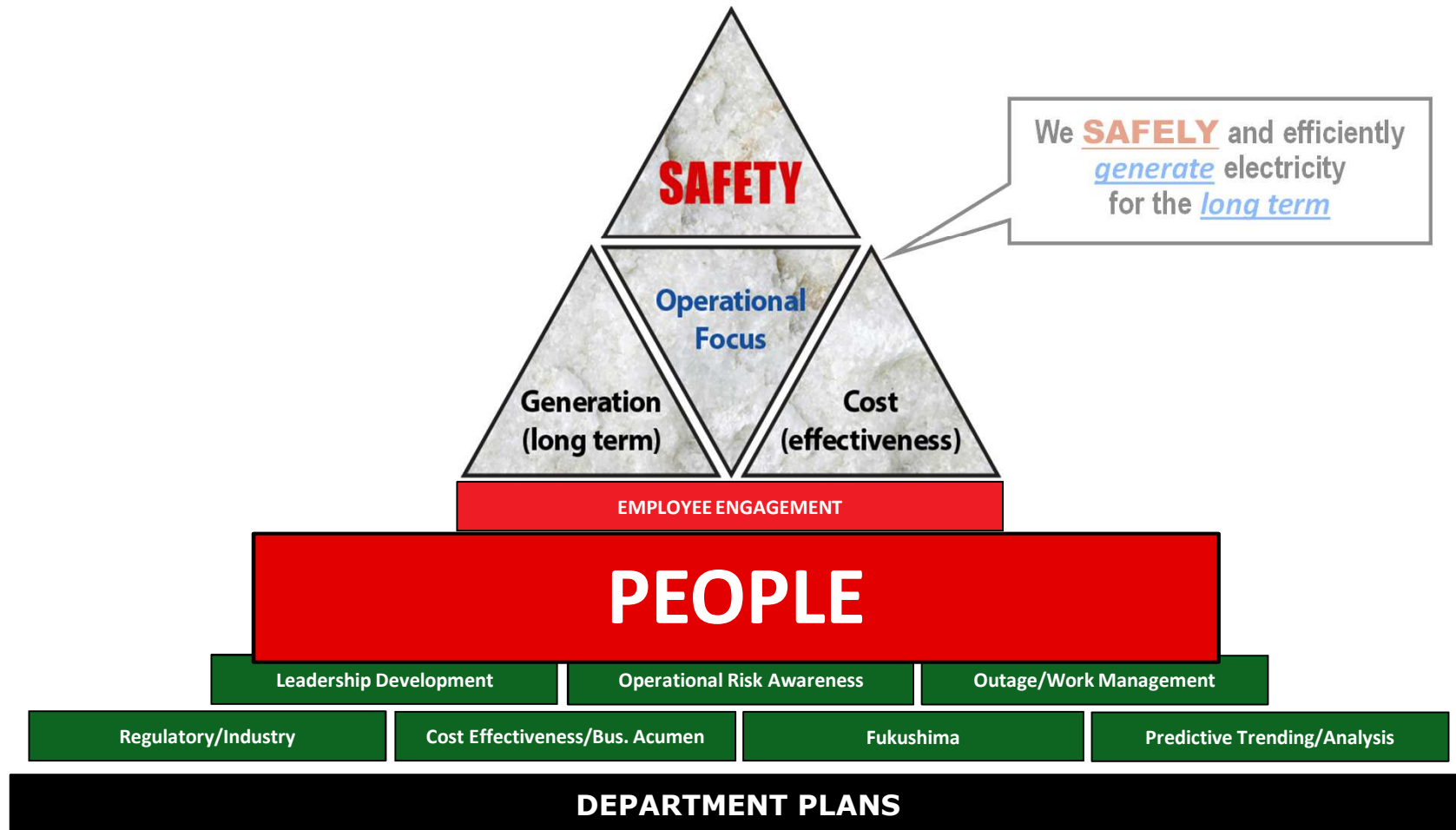
- **Knowledge is fundamental – share it**
- We are in the refueling outage business
- Cost effective does not necessarily mean cheap
- Working efficiently and event free
- **Make conscious, informed decisions**
- Excellence in Operational Focus
- Operations Leads the Station
- End of Licenses and Beyond 60
- Our Leadership Model - Our future





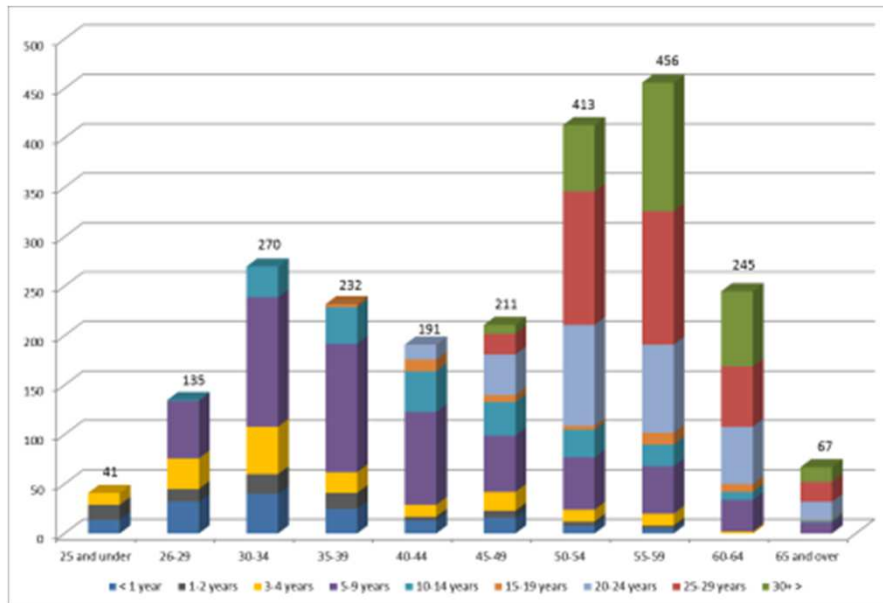


# Key Strategic Priorities



# Our Challenge – Aging Workforce Impact on Knowledge Workers

## Palo Verde

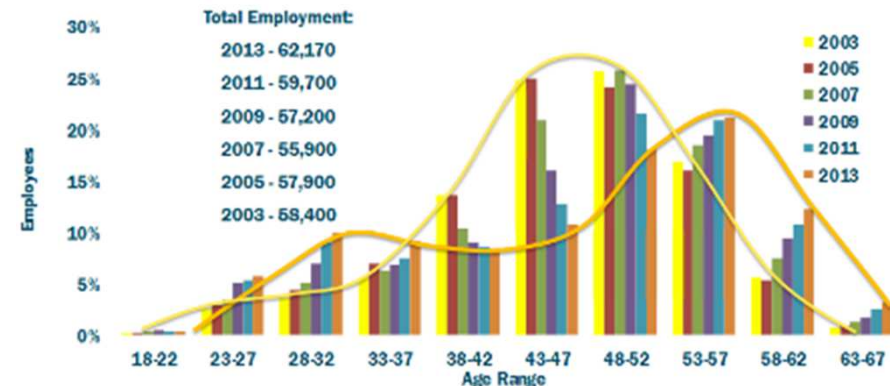


**Palo Verde Workforce Profile aligns with the Industry Workforce Profile**

**Palo Verde needed to focus on workforce challenges to meet future business needs**

## Industry Profile

### Nuclear Industry Employment Distribution by Age



# Hiring and Development Model...

## Hiring for **OUR** Future

*What do you want the organization to look like in 5 years, 10 years, 15 years?*

### Planning for **OUR** future includes:

Workforce Planning

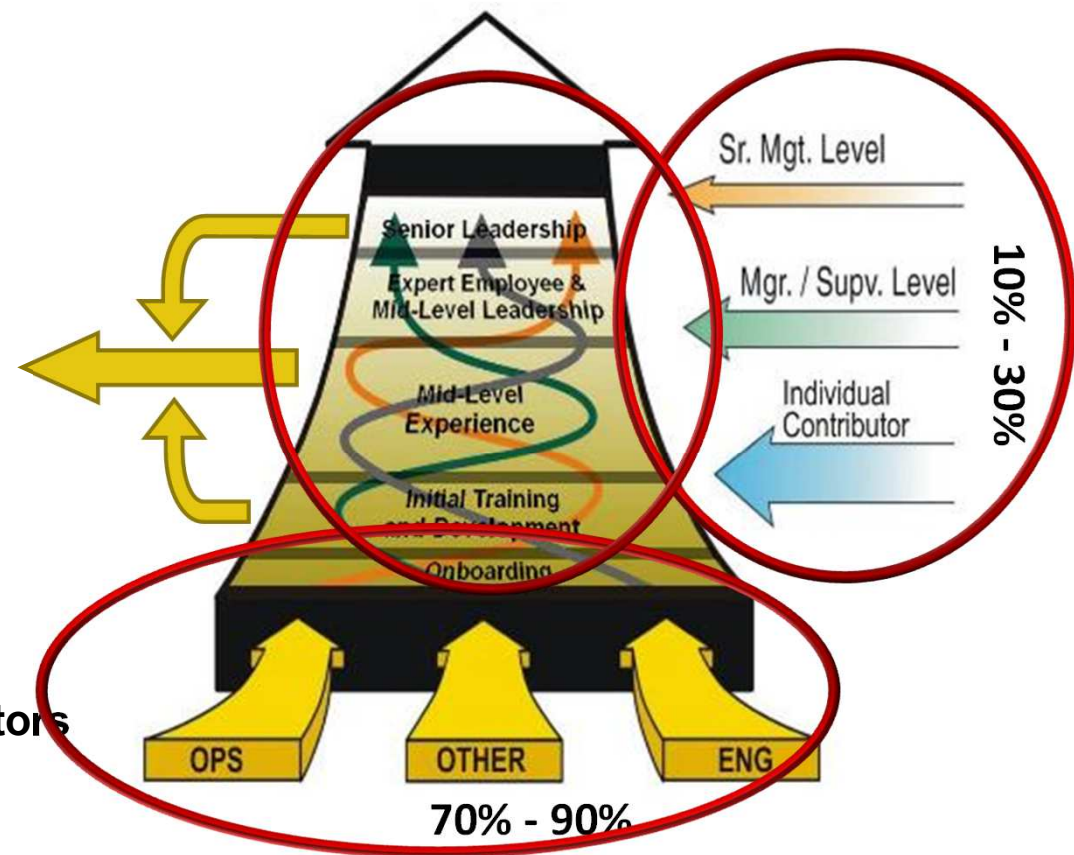
Initial and Targeted Hires

Performance Management

Training and Development

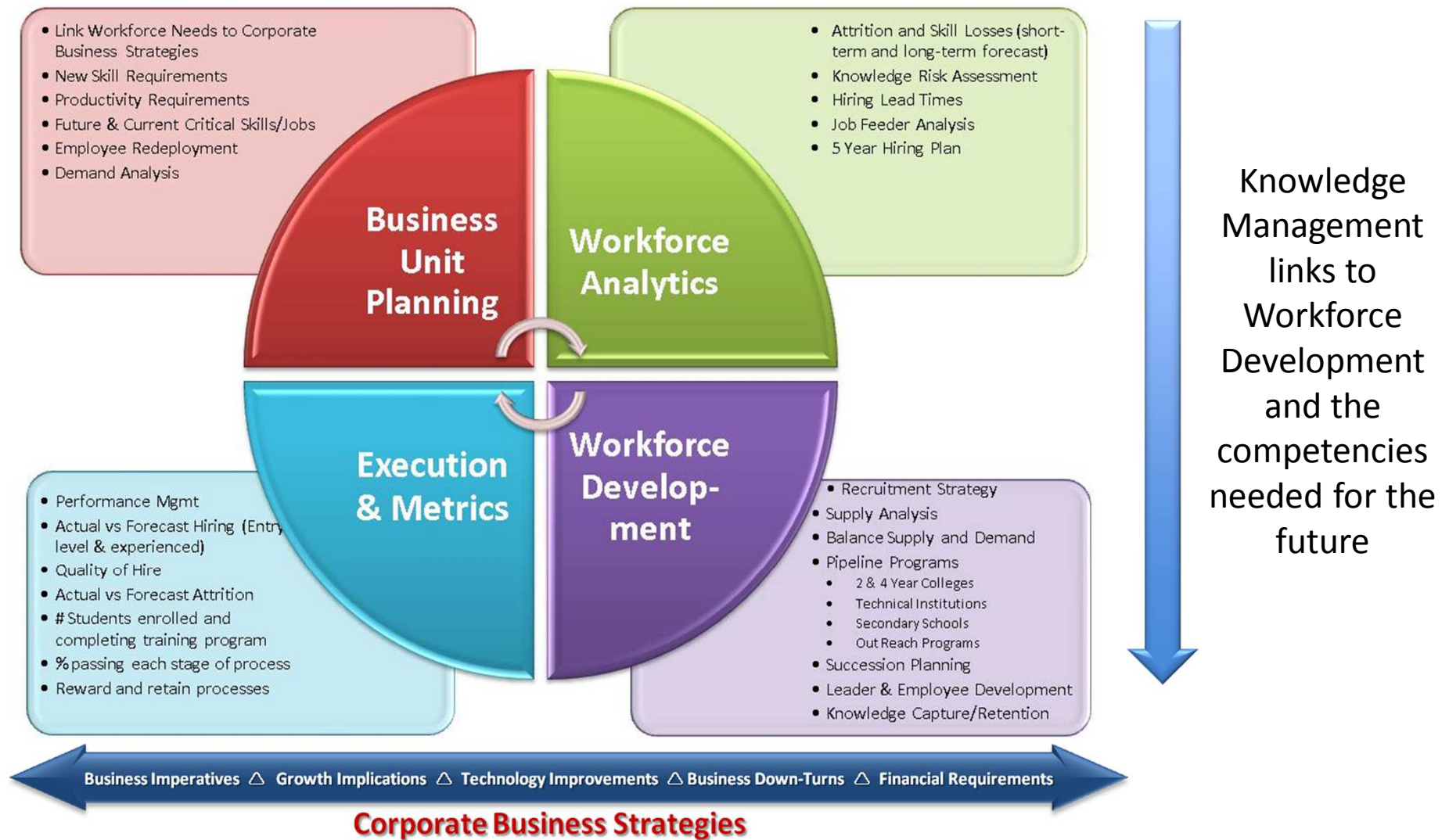
Total Rewards

Metrics / Key Performance Indicators

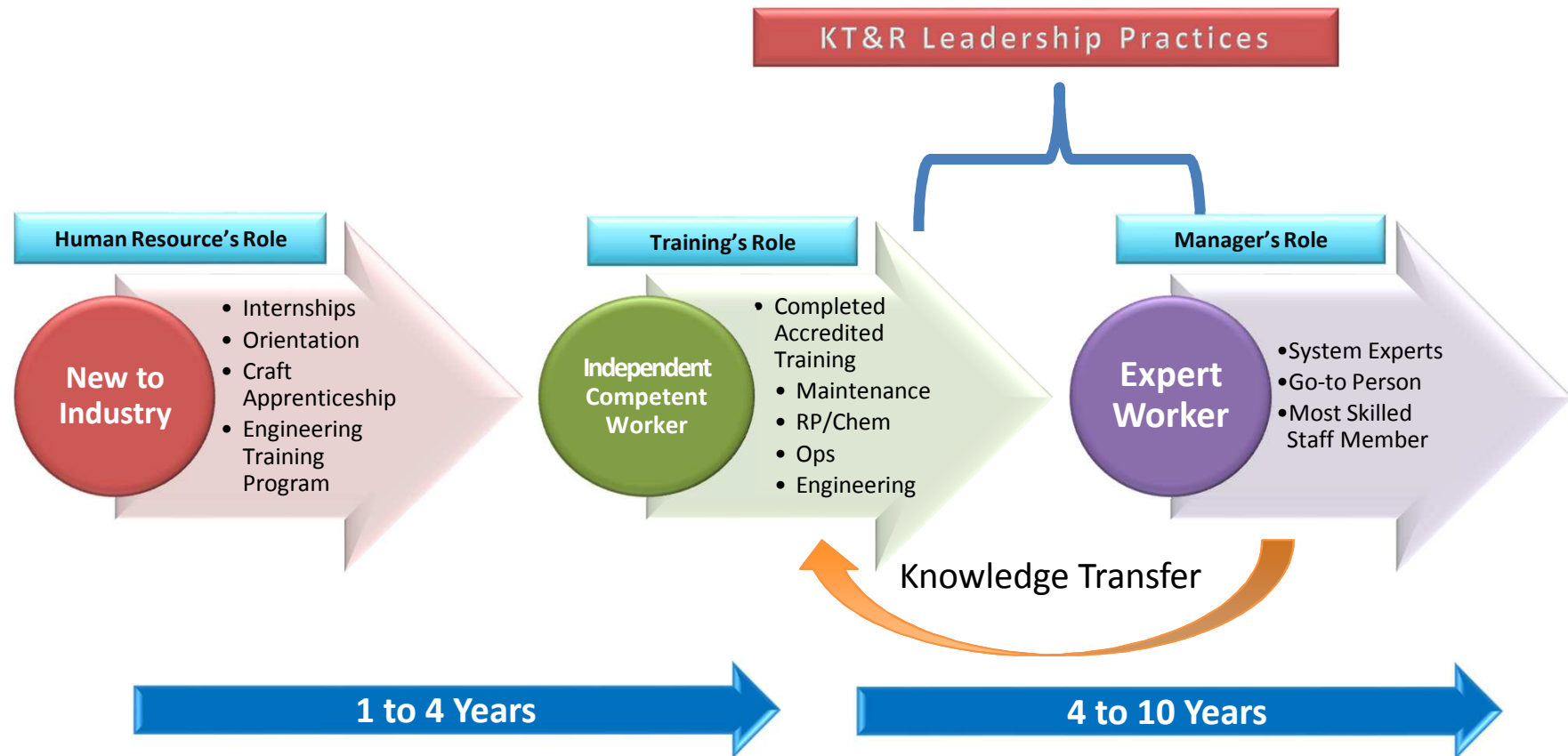




# Knowledge Management with WFP



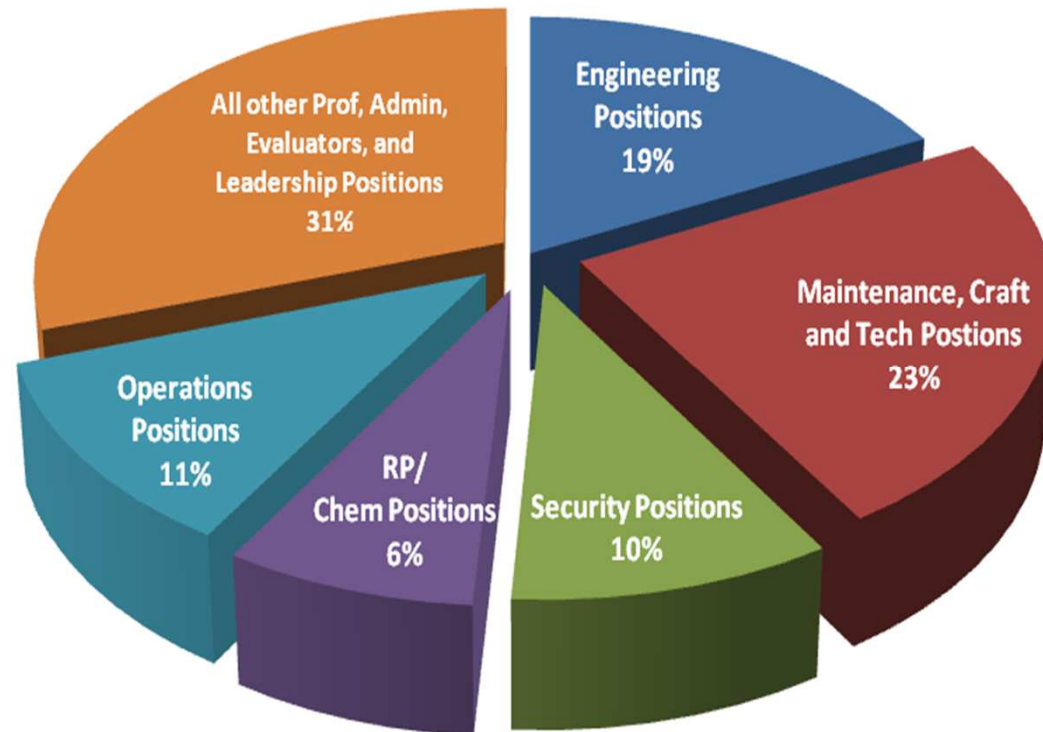
# Knowledge Management Continuum



# Future Talent Needs – 2014 to 2019

## Type of Positions

- Maintenance , Craft and Technicians:
  - Approx 211 positions
- Engineers:
  - Approx 155 positions
- Operators:
  - Approx 100 positions
- RP & Chemistry:
  - Approx 67 positions



Approx 1,110 hires from 2007 to 2013  
Approx 905 hires in the next 5 years

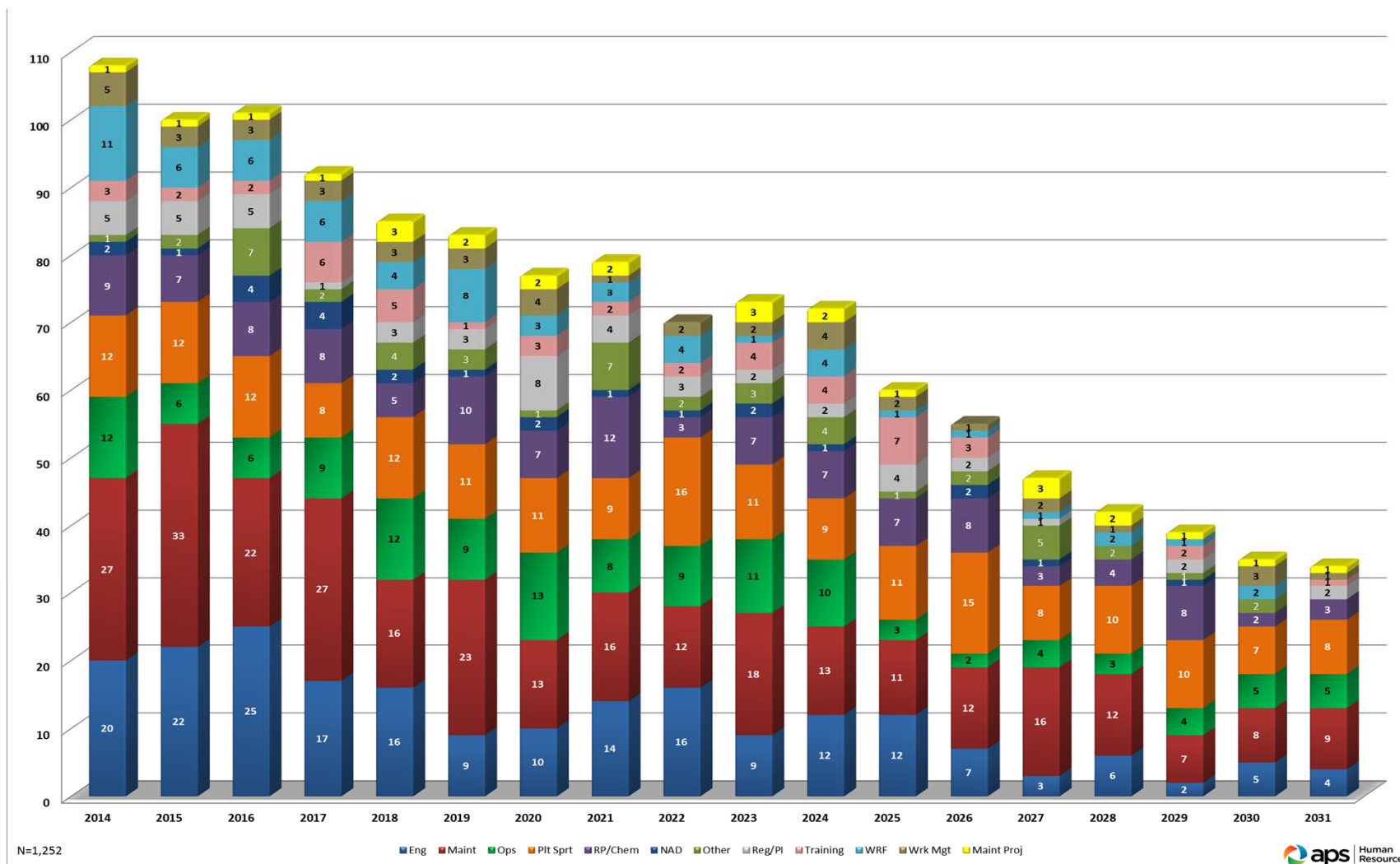
# Attrition by Job Groups

Job Group	2013		2014		2015		2016		2017		2018		Total			Staffing Level 1-1-13	Percent of Job Group		
	Retire	Terms	Retire	Terms	Retire	Terms	Retire	Terms	Retire	Terms	Retire	Terms	Retire	Terms	Total		Total	Retire	Terms
All Engineering																			
Engineer and Eng Leaders (all levels)	19	9	20	9	20	9	15	9	14	9	13	9	101	54	155	375	27%	14%	41%
Eng Designers	2	0	1	0	0	0	1	0	0	0	2	0	6	0	6	11	55%	0%	55%
Engineer Tech (all levels)	2	0	2	0	0	0	3	0	0	0	0	0	7	0	7	16	44%	0%	44%
All Maintenance																			
Valve Tech/Valve Test Tech	2	1	0	1	0	1	2	1	0	1	0	1	4	6	10	23	17%	26%	43%
Mechanic (all groups)	6	1	3	1	3	1	5	1	1	1	2	1	20	6	26	95	21%	6%	27%
Electrician (all groups) Includes PR&C	4	1	2	1	5	1	3	1	0	1	2	1	16	6	22	77	21%	8%	29%
I&C Tech (all groups - Metrology)	2	1	3	1	6	1	2	1	2	1	3	1	18	6	24	82	22%	7%	29%
Carpenters	1	0	1	0	0	0	2	0	0	0	0	0	4	0	4	9	44%	0%	44%
HVAC Tech	0	0	1	0	0	0	0	0	0	0	0	0	1	0	1	17	6%	0%	6%
Mobile Crane Opr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0%	0%	0%
Machinist	2	0	1	0	0	0	1	0	0	0	0	0	4	0	4	8	50%	0%	50%
Planner-Advisors (all groups)	5	1	5	1	3	1	7	1	4	1	2	1	26	6	32	77	34%	8%	42%
Schedulers	2	0	5	0	2	0	0	0	5	0	2	0	16	0	16	33	48%	0%	48%
Maint Tech - Painters - Fac Team - Ins/Sheetmetal	3	1	7	1	4	1	2	1	3	1	2	1	21	6	27	62	34%	10%	44%
Maint Leadership (Team, Section, and Department - all groups)	4	2	3	2	9	2	6	2	2	2	9	2	33	12	45	119	28%	10%	38%
All Operations																			
Rad Prot Tech/Advisors/RMS and Leaders	9	2	5	2	3	2	7	2	3	2	4	2	31	12	43	114	27%	11%	38%
Chem Tech/Process/Advisor and Leaders (all groups)	1	1	4	1	4	1	2	1	3	1	4	1	18	6	24	53	34%	11%	45%
Reactor Operator and Control Room Supervisors	2	1	3	1	1	1	0	1	2	1	4	1	12	6	18	114	11%	5%	16%
Aux Operators (all groups including WRF)	7	4	5	4	7	4	7	4	9	4	5	4	40	24	64	196	20%	12%	33%
Ops Standards Advisors	0	0	1	0	1	0	0	0	0	0	1	0	3	0	3	6	50%	0%	50%
Shift Manager - Ops Dept Leader	3	0	1	0	4	0	4	0	1	0	2	0	15	0	15	35	43%	0%	43%
All Support Organizatons																			
Storekeeper, Warehouse, OC, Material (all levels)	4	0	0	0	1	0	1	0	0	0	1	0	7	0	7	18	39%	0%	39%
Commodity Lead & Buyers	2	0	1	0	1	0	2	0	1	0	0	0	7	0	7	22	32%	0%	32%
NAD Evaluator and Auditors (all levels including Leaders)	4	1	1	1	1	1	4	1	6	1	2	1	18	6	24	32	56%	19%	75%
Program & Technical Advisors (all groups)	2	0	4	0	1	0	2	0	2	0	0	0	11	0	11	30	37%	0%	37%
Instructors, including Ldrs (all groups)	3	2	1	2	2	2	3	2	3	2	6	2	18	12	30	73	25%	16%	41%
Security Officer and Leaders	3	11	0	11	5	11	6	11	3	11	3	11	20	66	86	260	8%	25%	33%
Fire Prot Tech/Leader	1	0	0	0	0	0	0	0	1	0	0	0	2	0	2	26	8%	0%	8%
Safety Consultant/Leader	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0%	0%	0%
Env Consultants/Scientist (including leaders)	2	0	1	0	0	0	0	0	0	0	0	0	3	0	3	9	33%	0%	33%
Admin Tech/Coord	8	3	3	3	6	3	5	3	5	3	2	3	29	18	47	74	39%	24%	64%
Records Tech / Publication and Leaders	1	1	2	1	5	1	2	1	0	1	2	1	12	6	18	30	40%	20%	60%
Other Professionals and Support	12	8	2	8	5	8	6	8	5	8	7	8	37	48	85	145	26%	33%	59%
Sr Leadership	0	2	0	2	1	2	3	2	2	2	2	2	8	12	20	29	28%	41%	69%
Total Projected Attriton	118	53	88	53	100	53	103	53	77	53	82	53	568	318	886	2277	25%	14%	39%

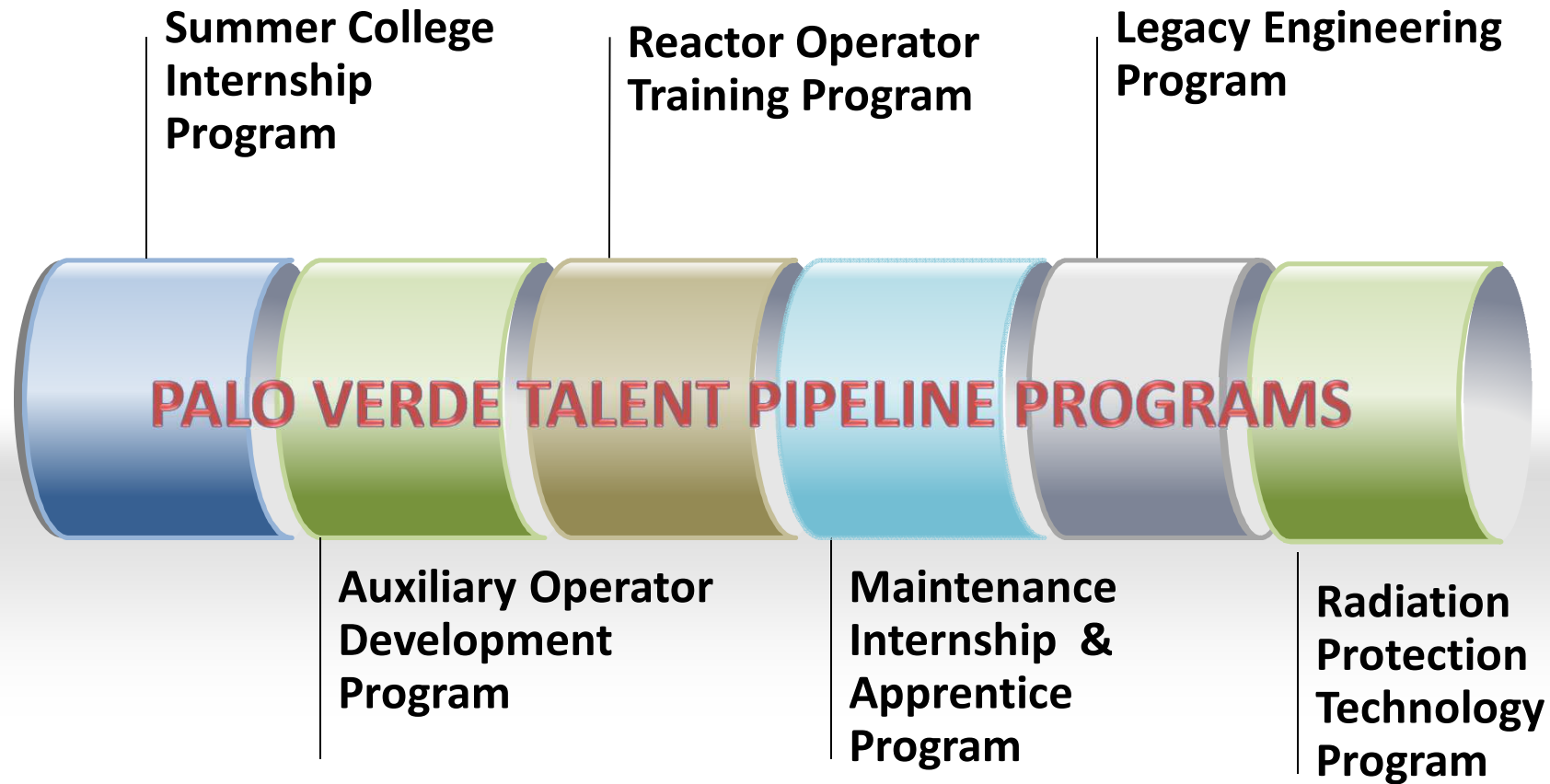


# Palo Verde Projected Retirements by Department

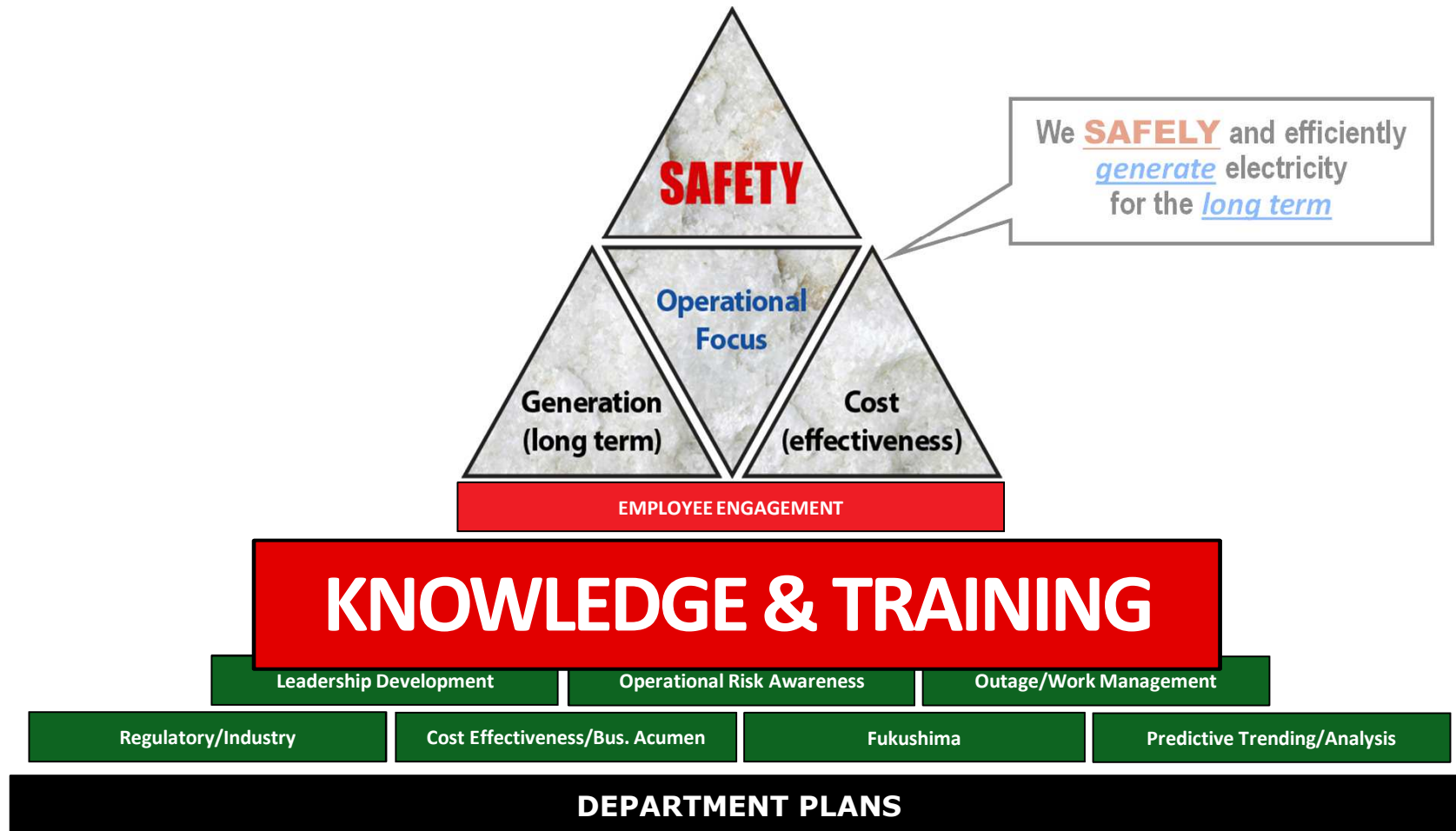
## 2014 to 2031



# Pipeline Programs



# Key Strategic Priorities



# Objective 1

## Training for Performance Improvement

“Training is used as a strategic tool to provide highly skilled and knowledgeable personnel for **SAFE**, reliable operations and to support performance improvement.”



# Employee Engagement Includes Knowledge and Training



***"We all want thinking, engaged employees... but if our people don't understand how their plant operates, what are they engaged in and thinking about?"***

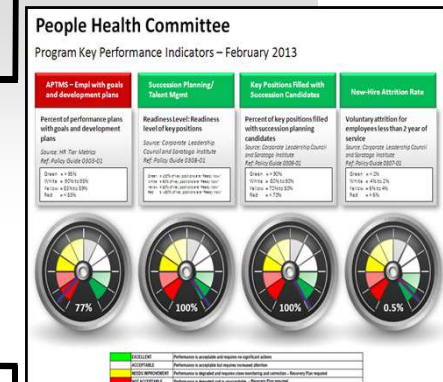
**Bob Bement**  
Senior Vice President  
Site Operations

# What is the Purpose of the People Health Committee

Monitor People Programs

High Level Review of Key People KPI's

POLICY GUIDE No. 0330-01		PALO VERDE NUCLEAR GENERATING STATION	Rev. 0
Title: People Health Committee			
<b>Introduction</b>			
The Policy Guide implements PVNGS Policy 0330, PVNGS People Health Committee. The purpose of the People Health Committee policy is to provide senior management oversight to drive the Palo Verde Site Integrated Business Plan strategies and Leadership Model for people.			
This policy guide provides the guidelines for implementing the Palo Verde Nuclear Generating Station People Health Committee Policy.			
This policy guide contains the following sections:			
<b>Section</b>	<b>Title</b>	<b>Page</b>	
1.0	Purpose and Scope	2	
2.0	References	3	
3.0	Roles and Responsibilities	4	
4.0	PPHC Process	6	
5.0	PPHC Performance Indicators / Metrics	7	
6.0	Records	7	
7.0	Definitions	7	
<div> <div>Heler, David N(Z45181)</div> <div>Digitally signed by Heler, David DN: cn=Heler, David, o=Palo Verde Reason: I have reviewed this document Date: 2011.03.18 13:04:00 -0700</div> </div> <div> <div>Marco, Tony A(Z07082)</div> <div>Digitally signed by Marco, Tony DN: cn=Marco, Tony, o=Palo Verde Reason: I have reviewed this document Date: 2011.03.18 13:11:01 -0700</div> </div> <div> <div>Approver</div> <div>Date</div> </div>			
POLICY GUIDE		Page 1 of 7	



Assessment of Organizational Impact on People

Alignment Around People Initiatives

# People Health Committee

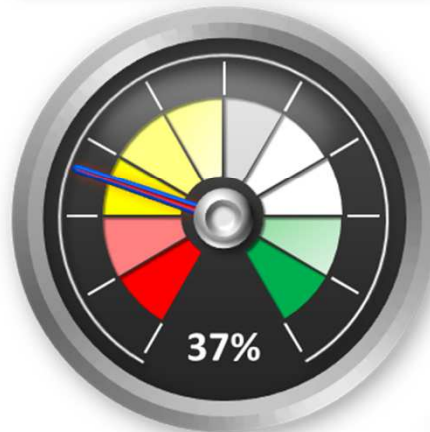
## Program Key Performance Indicators – December 2013

### Add Rate – Pipeline Hires

Percent of new hires of all hires for pipeline & intern programs (*annualized based on monthly hires*)

Source: Corp Leadership Council  
Ref: Policy Guide 0307-01

Green => 50%  
White = 40% to 50%  
Yellow = 35% to 40%  
Red =< 35%

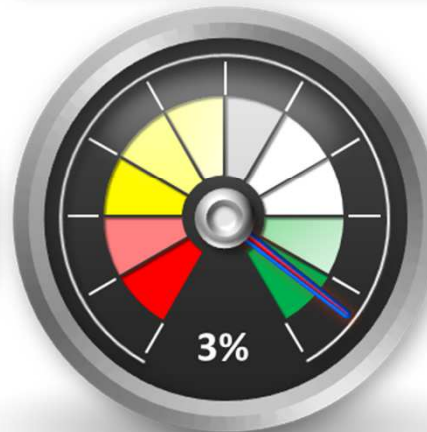


### New-Hire Attrition Rate

Voluntary attrition for employees less than 2 year of service

Source: Corporate Leadership Council and Saratoga Institute  
Ref: Policy Guide 0307-01

Green =< 3%  
White = 5% to 3%  
Yellow = 8% to 6%  
Red => 9%



### Add Rate – Female & Diversity Hires

Percent of female and diversity hires to total hires (*annualized based on monthly hires*)

Source: Human Capital Mgmt  
Ref: Policy Guide 0307-01

Green => 20%  
White = 15% to 20%  
Yellow = 10% to 15%  
Red =< 10%



### KT&R Assessments and Action Plans Completed

Number of KT&R assessments and action plans completed in establish time frame

Source: HR Tier Metrics  
Ref: Policy Guide 0302-01

Green => 90%  
White = 80% to 90%  
Yellow = 70% to 80%  
Red =< 70%





# Organizational Design Assessment Model

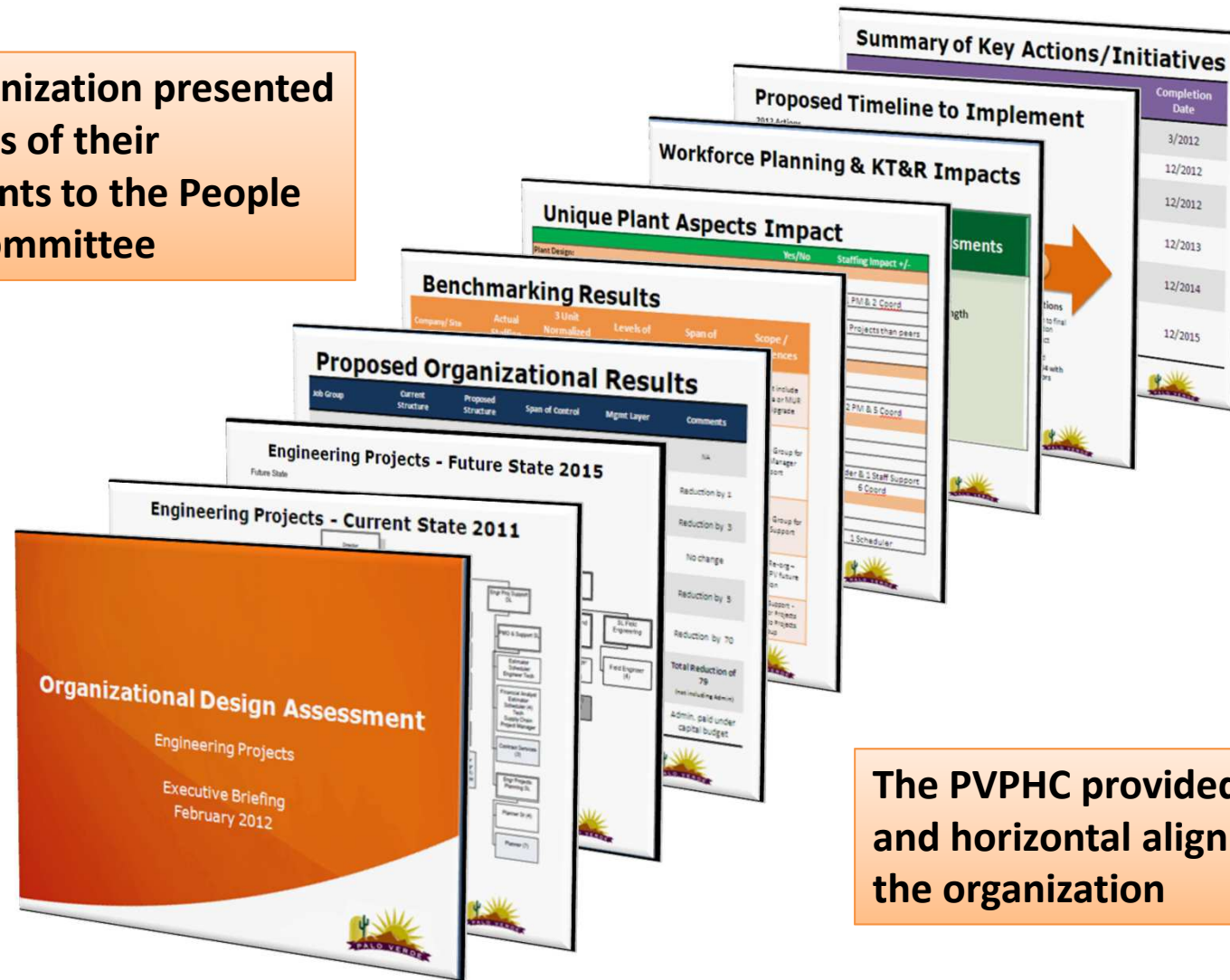


**Evaluation Criteria**



# Results of Org Assessments

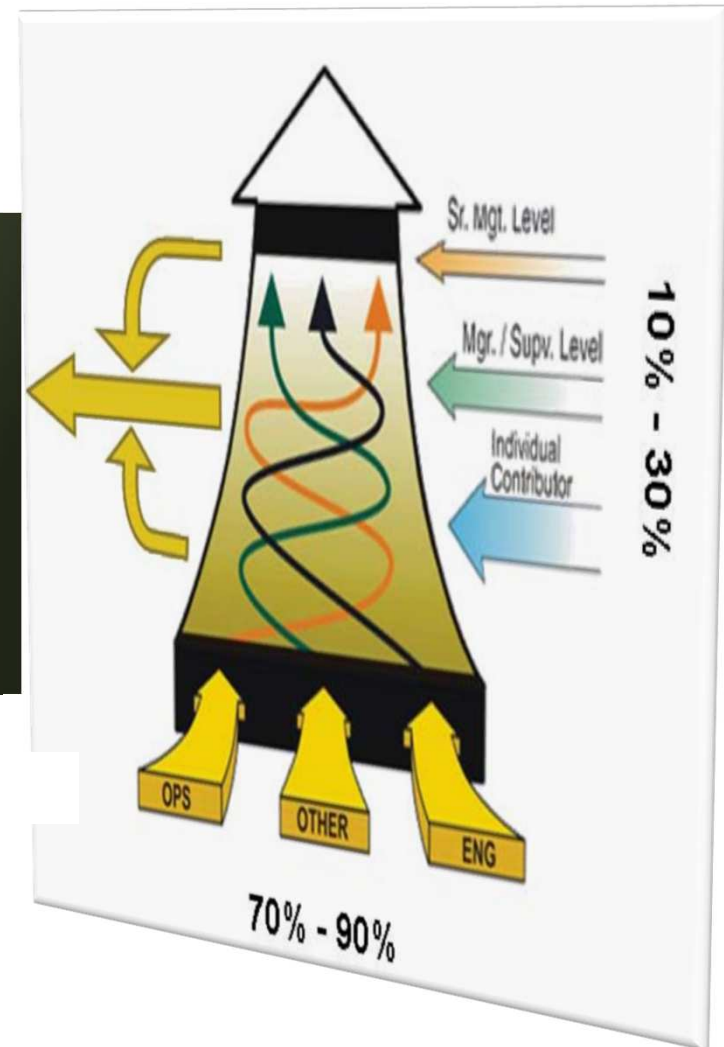
Each organization presented the results of their assessments to the People Health Committee



The PVPHC provided vertical and horizontal alignment for the organization

# Employee Development Philosophy

“Succession Planning begins at the time of hire.....what will the organization look like in 5, 10 and 15 years from now”



# Questions & Answer Session



**Thank you**