Towards a Strategic Line for Intellectual Capital Development at the Argentinean National Atomic Energy Commission-CNEA

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Argentina´s nuclear sector: 2 NPPs in operation, 1 under construction, 6 research reactors, radioisotope production, fuel fabrication, U production, fuel cycle facilities, enrichment, nuclear medicine, nuclear applications.

After 15 years of stagnation, government decides large nuclear programme:

How to assure necessary knowledge and people?

Intellectual Capital (IC): explicit and tacit knowledge, plus people

Being IC the main asset for technological development:

Urgent need to preserve, transfer and develop IC in order to fulfill present and future projects

Methodology for IC planning:

- **Diagnosis, Loss Risk Analysis, Workforce future needs**
- **Joint work of staff and specialists of knowledge domains areas plus planning team**

Diagnosis: around 2500 people surveyed in 12 knowledge domains. SWOT analysis, demographic data, knowledge and skills, seniority, role.

Results:

Highly qualified personnel+prestigious nuclear education and training network (see Dr.Monti presentation)

but

Ageing staff, generation gap, lack of personnel for new duties, need of induction activities and diffusion of culture and values, competition for scarce human resources.

Analysis of IC loss risk

Based on three factors

- Risk of losing the specialist (age, competition, labor market)
- Criticality of knowledge for fulfilling objectives
- Difficulty of replacement (scarcity, training time)

At present, around 150 "critical" specialists identified, where knowledge retention and transfer actions are being focused

Future needs

New staff needs identified, considering:

- Institutional objectives
- Present availability of personnel and capacities required, IC loss risk analysis
- Times for training, knowledge transfer, formation of replacement chains

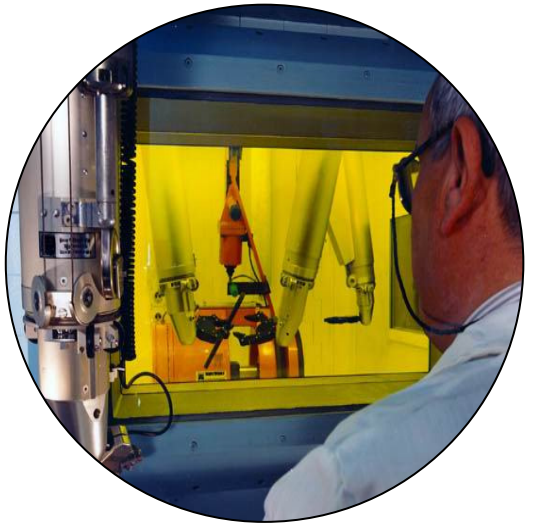
As resources are limited, priorities are established considering IC loss risk analysis and CNEA objectives

How to preserve, develop and transfer CNEA Intellectual Capital

Some problems are specific to each knowledge domain, and demand specific actions

But other problems are common to all CNEA, and demand actions crossing the whole organization

To face those general problems, a Strategic Line on IC development is being defined, to be implemented with support from all sectors



Strategic Line for Intellectual Capital Development

Four main axes:

- Count with appropiate staff and knowledge to fulfill objectives
- Preserve, develop and transfer CNEA IC to new generations
- Recruitment and retention of personnel stressing motivation and work satisfaction
- Reinforce cooperation, interdisciplinary work, commitment and responsibility

Some actions under discussion and implementation:

- Reinforce fellowship programme towards critical knowledge transfer
- Use KM tools according to specific knowledge domain conditions (see presentation by Ms. Vetere)
- Reinforce internal diffusion activities stressing CNEA culture, values, history and challenging projects
- Adapt internal procedures to new conditions
- Improve technical documentation preservation systems

Thank you