

Management of Human Resources in CNCAN



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1. Current role of Nuclear Power in Romania

- The nuclear policy of Romania encompasses the development and use of nuclear energy and other nuclear fuel cycle activities in Romania as well as oversight of the development and enforcement of nuclear legislation and regulations to ensure that all nuclear activities are strictly regulated and controlled to the highest standards to ensure public health and safety.
- Romania has only one nuclear power plant, Cernavoda NPP, with two units in operation. Cernavoda NPP Units 1 and 2 covering approximately 18% of Romania's total energy production.
- The Government has plans to further increase nuclear generating capacity through the commissioning of Units 3 and 4 of the Cernavoda NPP. The decision to complete Units 3 and 4 was taken in June 2007. Pre-licensing reviews have been successfully completed, but no application for a construction licence has been submitted yet.



2. CNCAN legal entity

- CNCAN represents the national competent authority in the nuclear field, exercising the attributions of regulating, authorizations and control of nuclear activities – being the competent authority in nuclear safety field.
- CNCAN reports to the Prime Minister, through the General Secretary of the Government. CNCAN is completely separated and independent from all the organisations concerned with the promotion or utilisation of nuclear energy. The responsibilities assigned to CNCAN by the Law are concerning solely the regulation, licensing and control of nuclear activities.
- The current licensing regime is based on the provisions of Law no. 111/1996 on the safe deployment, regulation, authorisation and control of nuclear activities and of the regulations issued by CNCAN. The organization was set by the Governmental Decision no. 1627/2003 with subsequent modifications, approving CNCAN internal rules.

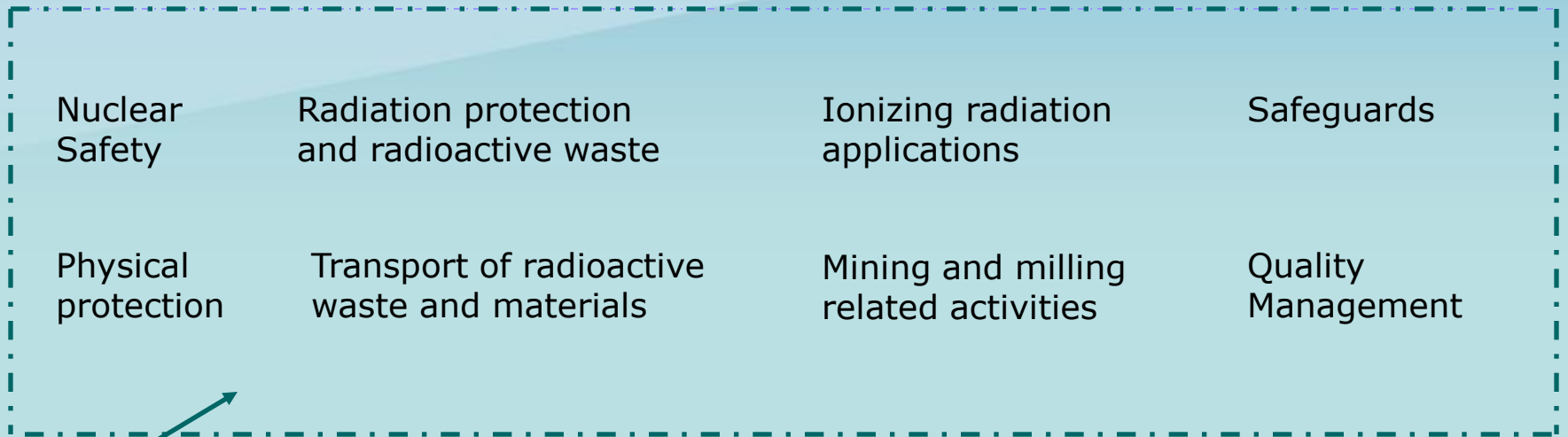


2. CNCAN legal entity

- CNCAN exercises its functions independently from the ministries and other authorities of the central public administration, subordinated to the Government. The companies and organisations that operate or own the main nuclear and radiological installations are subordinated to the Ministry of Economy or to the Ministry of National Education.
- CNCAN is chaired by a President nominated by the Prime Minister. The position of the CNCAN President is assimilated to that of State Secretary. The President of CNCAN, with the advice of the General Secretariat of the Government, organises the subsidiary structures of the divisions of CNCAN depending on actual needs and conditions of the activities of CNCAN. The organisational structure of CNCAN and the modifications thereof are approved by Governmental Decision.
- *CNCAN financing is entirely ensured through budgetary resources, while the fees and taxes for authorization of activities are made revenue to the state budget.*



3. Overview of CNCAN Responsibilities



Areas subject of regulatory assessment



CNCAN support activities



4. Legal framework

- related to human resources in Romania
 - Law no. 285/2010 regarding the salaries in 2011 for the personnel paid from public funds
 - Law no. 284/2010 on the unitary remuneration of staff paid out of public funds
 - Law no. 53/2003 – Labour Code, republished
 - Law no. 188/1999 on the Statute of Civil Servants amended by Government Emergency Ordinance no. 82/2013
 - Government Decision no. 286/2011 for approving the Regulations framework regarding the establishment of the general principles for occupying a vacant position in public sector.



5. Human Resources in CNCAN

5.1. Human Resources policy

- Human Resources Policy is a system of goals, principles, methods and criteria for staff undertaking work that is common to all employees .
- The content of HR policy:
 - Provide highly skilled workforce
 - Training and raising staff qualifications
 - High motivation of staff
 - Ensure proper working conditions
 - Promoting young employees



5. Human Resources in CNCAN

5.2. Recruitment / selection / employment / vocational integration

- Recruitment and selection of personnel is the activity of identifying people who are eligible for a certain position. This activity takes place within the management of human resource, and it should be a continuous one. Recruitment and selection of personnel can be done both in the internal and external environment to the organization.
- Key challenge is to achieve initial competence, and then sustainability, of Human Resources to support for a safe, secure and sustainable nuclear power programmes. This requires the coordination, and cooperation, of all national stakeholders (government, education sector, industry, international bodies).
Issues related to staff recruiting:
 - Experience requirements for specialist jobs is high (minimum 5-10 years)
 - In Regulatory Body, the percent of Graduates is higher than 50%, but specialist Technicians still needed (nuclear engineers)



5. Human Resources in CNCAN

5.2. Recruitment / selection / employment / vocational integration

- 1. *External recruitment (exam/competition)*
 - advantages: helps attract a large number of candidates who can make a real choice; breathes new life into the organization; eliminating routine; eliminating favouritism; hiring personnel with new initiatives.
 - disadvantages: recruitment cost; time to adapt; risk of hiring inexperienced people;
- 2. *Steps in the recruitment/selection :*
 - announcement of the competition and attract candidates;
 - registration of candidates;
 - selection of candidates' files by resume submitted, employment records, recommendations from the last employer or educational environment;
 - general interview;
 - general test and reference checks for employment;
 - interview on specialized themes - employment tests;
 - newcomers induction.



5. Human Resources in CNCAN

5.2. Recruitment / selection / employment / vocational integration

- *3. Employment - final decision*
 - Training (in conjunction with the site-specific work exp rules on health and safety at work)
 - Integration within the organization (integration guide)
 - Training provided by the legislation in force;
- *4. Recruitment transfer (civil servants)*
 - for the civil servants are applicable the provisions of the Government Decision no. 611/2008 on the approval of the organization and career development of civil servants, with subsequent amendments, and,
 - for contractual personnel, as appropriate, the Government Decision approving Regulation 286/2011 regarding the general requirements to fill in a vacancy or temporary vacancy according to the position stipulated in the contract and to the promotion criteria onto professional levels applicable to the staff hired under contracts in the public sector and paid from public funds.

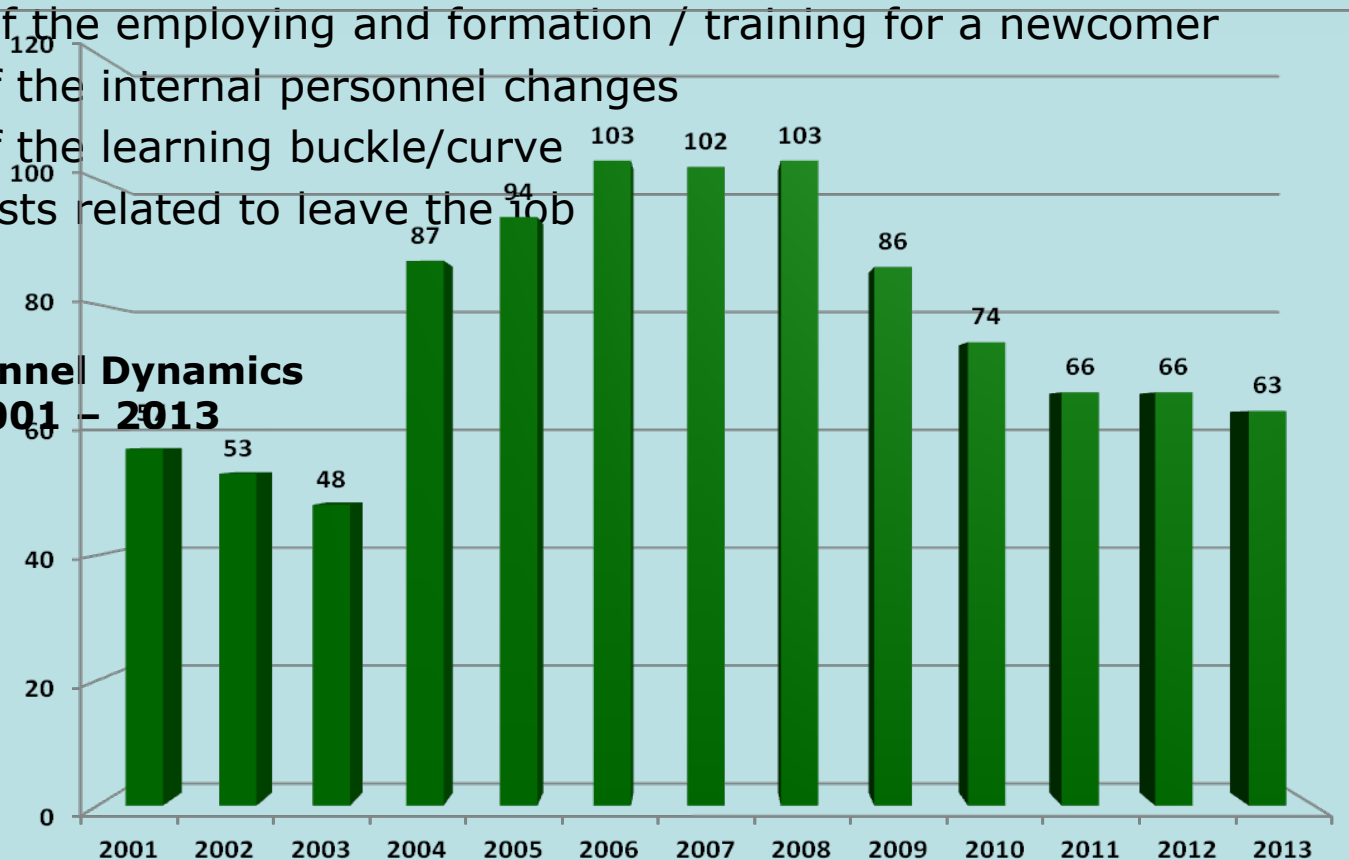


5. Human Resources in CNCAN

5.3. Personnel Dynamics

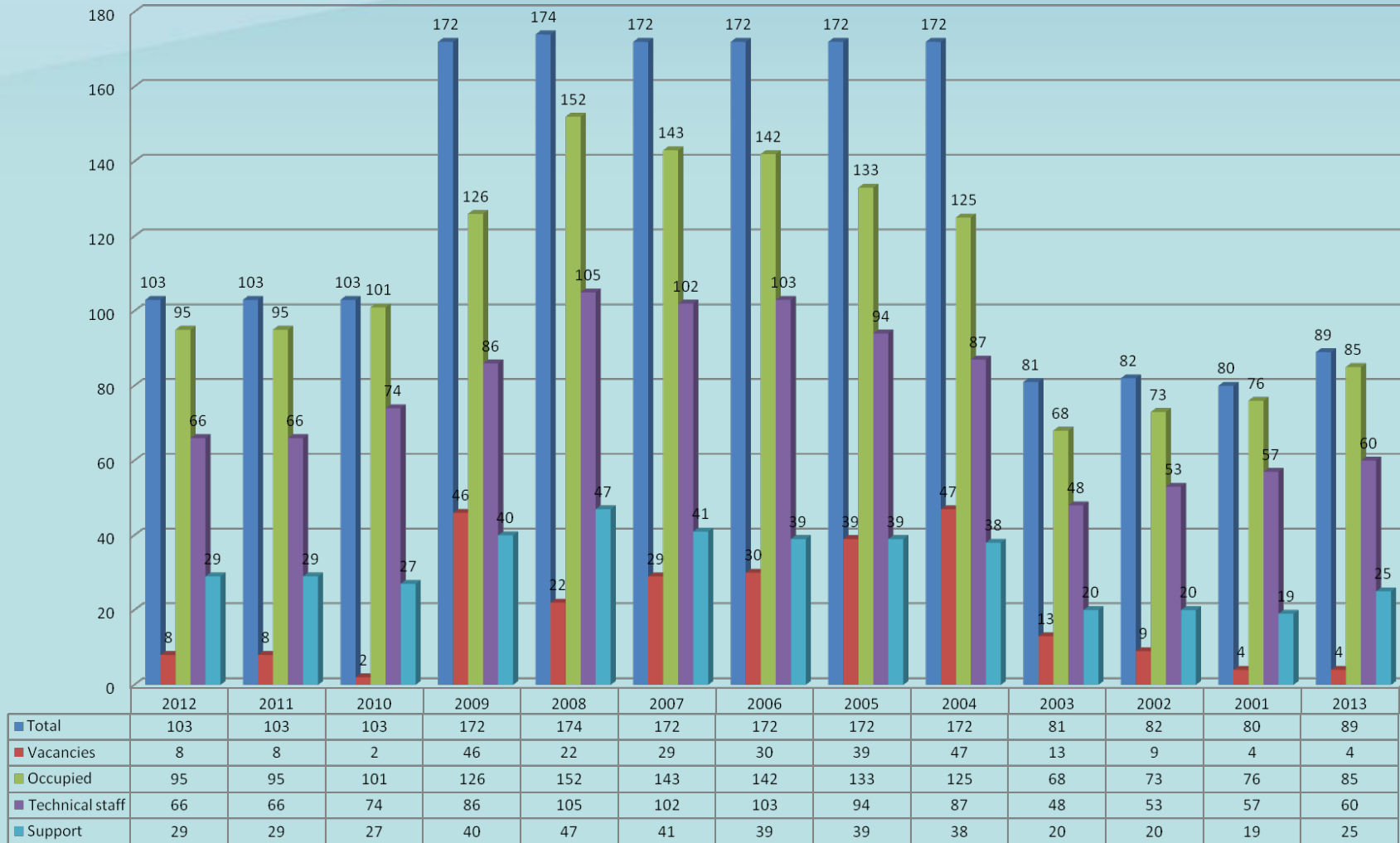
- The rate of the reduced fluctuation conduct to reducing of the following indicators:
 - The cost of the employing and formation / training for a newcomer
 - The cost of the internal personnel changes
 - The cost of the learning buckle/curve
 - Another costs related to leave the job

**Technical Personnel Dynamics
within 2001 – 2013**



5. Human Resources in CNCAN

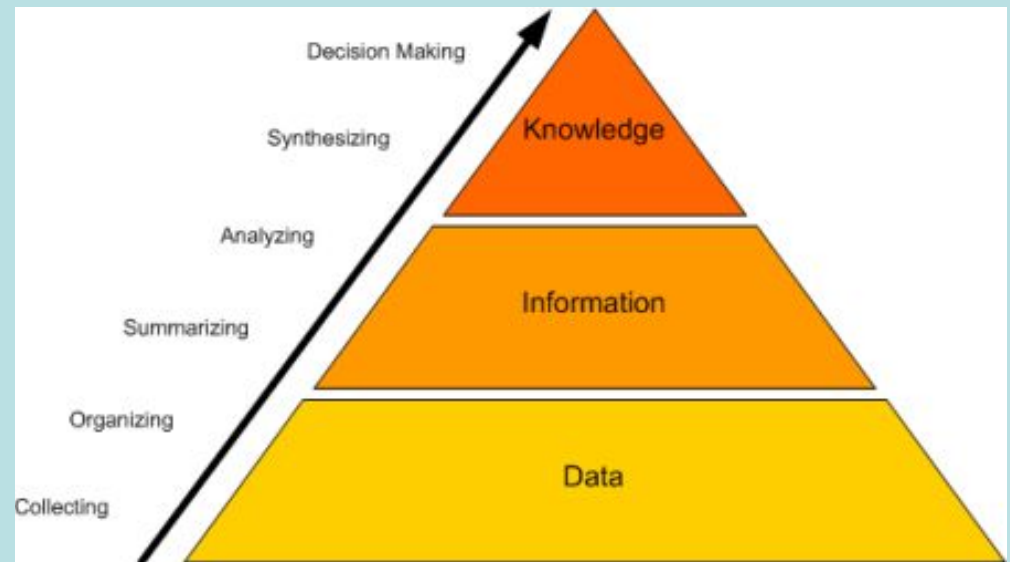
Personnel fluctuation 2001-2013



5. Human Resources in CNCAN

5.4. The Knowledge Management Process

- The process of knowledge management is universal for any enterprise. Sometimes, the resources used, such as tools and techniques, can be unique to the organizational environment.
- The Knowledge Management process has six basic steps assisted by different tools and techniques. When these steps are followed sequentially, the data transforms into knowledge.
- **Competence = Knowledge + Skill + Attitudes**
- Main steps to achieving sustainable competence in Human Resources are:
 - developing the necessary HR Infrastructure;
 - building staff capacities;
 - and developing and sustaining staff competences



5. Human Resources in CNCAN

5.5. Training

- CNCAN has a process to develop and maintain the necessary competence and skills of staff of the regulatory body, as an element of knowledge management. The necessary knowledge, skills and abilities are documented in the job descriptions for each job position. To maintain an appropriate competence level, an annual plan for staff training is in place and each staff member has an individual training plan.
- Measures established to increase CNCAN human resources:
 - Recruitment of students/young professionals, as well as recruitment of high skilled professionals (tech)
 - On-the-job training under expert advise.
 - Self assessments process in training and knowledge area.
 - IAEA technical assistance (training, or sharing experience that leads to personnel development).

