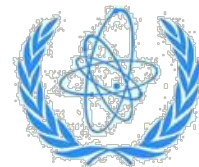




**atomenergomash**  
COMPANY OF ROSATOM



POCATOM

# **“BRIDGE OF GENERATIONS”**

## **PROJECT OF OJSC ATOMENERGOMASH**



# OJSC Atomenergomash

- ▶ Atomenergomash Group of Companies (JSC Atomenergomash, AEM Group, AEM) is the machine-building division of the State Atomic Energy Corporation Rosatom
- ▶ Key area of operations: design, production, supply, assembly, engineering and service of equipment.
- ▶ Atomenergomash incorporates more than 50 facilities in Russia and abroad.
- ▶ Group of companies has foreign assets in Czech Republic, Hungary, Ukraine as well as joint venture with Alstom Power (France).

AEM Group is one of the largest and leading suppliers of efficient wide-ranging solutions for nuclear and thermal power, as well as for gas and petrochemical industries



Unique production capabilities, strong research base and wide-ranging expertise are the basis for success and sustainable development of **AEM Group**

# Background of the problem



2009-2012 the problem of knowledge loss was identified within the group of the companies.

- High rate of workers of retirement and pre-retirement, holders of unique knowledge and experience
- Not sufficient inflow of young professionals.
- Risk of key knowledge loss on the horizon within next 10-15 years.

The AEM project “Bridge of generations” has been launched in 2010.

IAEA experience on Knowledge Loss Risk Management was used during implementation of pilot projects.

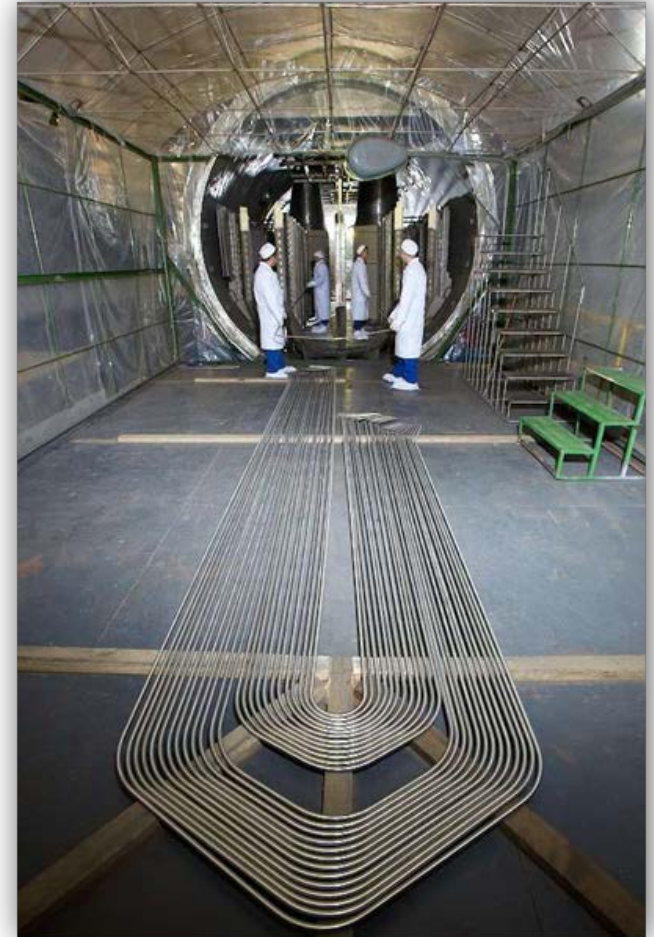
Special acknowledge for support during project development to: Mr A. Kosilov, Ms S. Sheveleva, Mr Y. Yanev, Mr V. Kolomiets, Ms T. Karseka

# Aims and Goals of the project

The main aim - create conditions for development and high competitiveness of the AEM Group enterprises.

## The expected results of the project are:

- saving of key knowledge;
- increase of efficiency of HR-policy;
- creation of organizational conditions for the retention and transfer of knowledge in enterprises of OJSC «Atomenergomash»;
- retention of critical knowledge and technologies;
- reducing the average age of the personnel;
- development of young specialists and raising the level of staff involvement;



# Launch of pilot projects

- Identify unique and critical knowledge and technologies;
- Manage knowledge sharing within organization;
- Increase motivation for knowledge sharing;
- Support training and staff development.



Two companies chosen for pilot projects:  
ZiO Podolsk (Moscow region) and SverdNIKhimmash (Sverdlovsk region)



The project was highly assessed by the IAEA:  
«...This methodology could be included in best practices, as recommended by the IAEA for use at the enterprises of nuclear-energy complex».

# The choice of the directions of the project: determination of the list of positions with critical knowledge

Pensioners

Young employees

Definition of the age structure and proportion of pensioners

Creating a list of young specialists with high potential

Assessment

Assessment

The final list of employees – “Holders” of critical knowledge and “Non-holders”

The list of employees to retirement

The list of employees - participants of the project

Career plan

Preparation of training programs, training materials, manuals

Preparing and assisting for retirement. Adaptation program to a new activity

Knowledge transfer program

Knowledge and experience

Potential

Formalization of knowledge, providing of saving and transfer, motivation, career growth

# THE PROCESS OF KLRM

## STEP I – Identification of the experts

- Identification of critical knowledge.
- Development and improvement of list of experts

Assessment of “possessors” of knowledge is conducted in form of questionnaires and self-assessment.

Motivation, critical knowledge, level of health, pedagogical skills are usually taken into consideration.

Scientific works and dissertations are taken into consideration.



The final decision was made on the basis of materials from the participants and expert assessment of criticality level.



# THE PROCESS OF KLRM

## STEP II – identification of the successors

Assessment of potential participants

Identification of successors in collaboration with technical and HR departments

Assessment is done in form of questionnaire, loyalty test and self-assessment.

Key competences required:

- Motivation
- Loyalty
- Creativity
- Professional and technical skills



The final decision is made on the basis of materials from the participants and expert assessment.





# THE PROCESS OF KLRM

## STEP III – knowledge transfer

Transfer and retaining of the knowledge and skills.

*Key techniques for knowledge transfer:*

- Development of concept maps
- Creation of methodological pamphlets with help of Methodists.
- Scientific conferences
- Video-interviews
- Coaching and mentoring, development and presentation of own courses
- Creation of mixed project groups
- Development of training courses on critical knowledge topics
- Preparation of reports for participation in scientific and practical conferences



# MOTIVATION

The project include different types of motivation for participants:

- the professional development, career advancement;
- the enrolment in pool of talents of «Atomenergomash» and other companies;
- the participation in strategic projects of the company;
- the opportunity to become a developer of author's programs and courses;
- the opportunity to participate in special pension program for knowledge possessors;
- the remuneration based on the annual KPI results.



Inclusion of business leaders in the expert Council and consultations with experts of the IAEA

Development of the motivation system to work with young employees

Subjectivity of assessment and limited knowledge availability among members of the expert group

Refusal of the “possessors of knowledge” from participation in the project

## PROJECT RISKS

The difficulty of an unique experience formalization

Refusal of the pensioners to retire

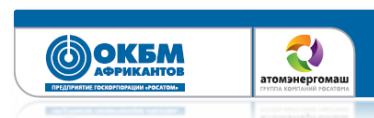
Attraction Methodist

Assisting training for psychological adaptation to retirement

# OUTCOMES

Today the project involves 7 companies

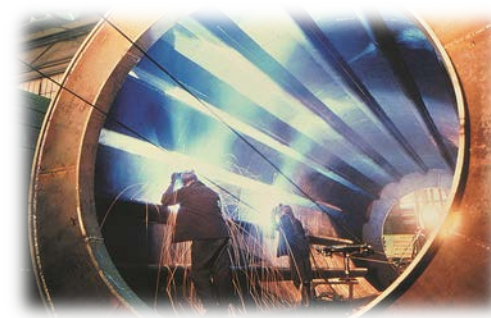
- ZiO-Podolsk & ZIOMAR (Podolsk, Moscow region)
- GIDROPRESS (Podolsk, Moscow region)
- SverdNIIkhimmash (Ekaterinburg)
- TSKBM (Saint- Petersburg)
- CNIITMASH (Moscow)
- OKBM AFRIKANTOV (Nizhny Novgorod)



Identified 160 “possessors of unique and critical knowledge”.

87 people were selected as a “possessors of knowledge”.

More than 100 successors participate in the project.



**Project helped to develop organizational sharing knowledge culture.**

**THANK YOU FOR YOUR ATTENTION**