Preserving knowledge of experienced staff

Katarina Holmberg, Senior Specialist in HRD, 5 June, 2019
Agenda

10.15    Arrival

10.30    Topical at Fortum and general presentation about Loviisa NPP

11.45    Visit to the power plant site: Low and intermediate final repository

13.00    Closing

13.15    Lunch at Degerby Gillessä

Fortum in brief

Our core
Hydro and nuclear
CHP
Circular economy
Energy-related products and expert services

8300
professionals in the Nordics, the Baltics, Russia, Poland and India

2.5 M customers
Largest electricity retailer in the Nordics

2/3 of our power production is hydro and nuclear

96% of our electricity production in Europe is CO₂ free

57% in all operations

One of the leading heat producers globally
Historical background

• The decisions to build Finland’s first nuclear power plant in Loviisa were made in the 1960s
• Imatran Voima (former Fortum) was responsible for the project
• Construction took 10 years
• Loviisa power plant units were built to meet the most advanced Western safety requirements at the time
• Technical solutions originate from Russia, the United States, Germany and Finland – resulted in the “first and only Finnish NPP”
People – the base of our strategy house

Safe, reliable and profitable production
Ensure availability of the power plant

Concept of wide co-operation
Focus on excellent performance

O&M, Operations and Maintenance
Fuel and Waste Management
Design Integrity & Nuclear Safety

Competent personnel
The plant is operated by a motivated and skillful working community applying high safety culture, co-operating to achieve common goals.
Gaining knowledge in Fortum

• 70/20/10 principle, staff works "hands-on"
• Concept of plant wide co-operation
• Experienced staff approaching their retirement age take senior advisor roles
  – Responsibility given to younger staff members
  – Experienced staff remain as mentors
• Organisation culture supports learning
• The Finnish mentality, ownership and accountability
Succession planning and talent review

• Each summer Fortum employs ca. 70 summer trainees
  – Future thesis workers
  – Future permanent workers

• Critical roles have nominated successors
  – Emergency candidate and ready-now
  – 1-3 years of training
  – 3-5 years of training

• List can be entered through the annual talent review or other assessment by management

• Job rotation which is not only limited to own power plant
Age groups and service years
Knowledge transfer in Fortum

Recognition of knowledge

Successor

Modify responsibilities

Recruit in-house

Recruit

Sharing

Culture

Possibility

Nature of information

Motivation

Documenting

Spreading

Implementation of knowledge transfer