



Sustainable People Development

How to ride the waves of critical professions?

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How to Ride the Waves of Critical Professions?

You will get **surfboards** in different sizes or executions – cause each surfer and each wave may be different. **We like to offer you our questions which may help to ride your situational „waves of people development“.**

The **surfwear** protects you against heat loss and sunburn; its quality and execution depends on the location and weather. **Same to our questions which offer security of long-term people business – if you adapt them to your business and corporate environment.**

The **leash** is the connection between surfboard and surfer – it serves as security. **Our indicators and questions will support the interface to secure a relevant strategic HR theme.**

The **surf wax** boosts your grip on your board. **Our questions may support you to stand more tightly in challenging or volatile times and environments.**

What does „critical job“ mean?



Strategically important occupational fields in which AREVA must ensure **sustainable knowledge and experience**

Occupational images which are **difficult to recruit on the labor market**

Occupational images which are **difficult to be qualified internally**

Occupational fields with a **significant quantitative development**

Occupational fields which are facing a **significant (further) development of skills**

Reason 1 Unique Selling Proposition

100 % of all critical jobs (CJs) are critical because they involve **specific knowledge** which - in the case of loss - would place the company at a competitive disadvantage.

N = 286

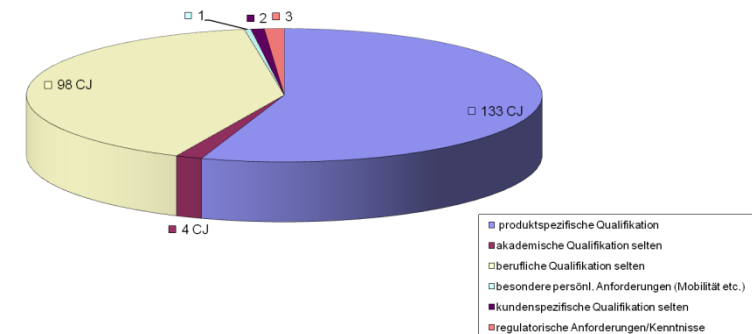
Reason 2 Recruiting

87,32 % of the CJs are difficult to be filled via external recruiting.

How can we first exploit all internal options and resources before going on the external labor market?

How can we plan the personnel placement in such a way that the time required for identification and recruitment on the external labor market can be ensured?

How can we strengthen our internal & external image as «preferred employer»?



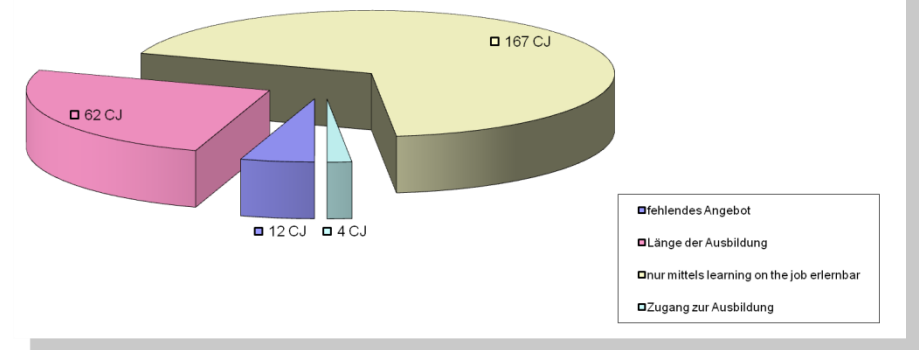
Reason 3 Competence & experience

85,6 % of the CJs can only be filled via an intensive internal qualification / experience.

How can we plan internal measures (such as job rotation, job enlargement, etc.) in such a way that we "accelerate" development, unlike in the past?

How can we succeed in cross-unit transfer of knowhow & talents?

How can we ensure our experiences (knowledge management)?



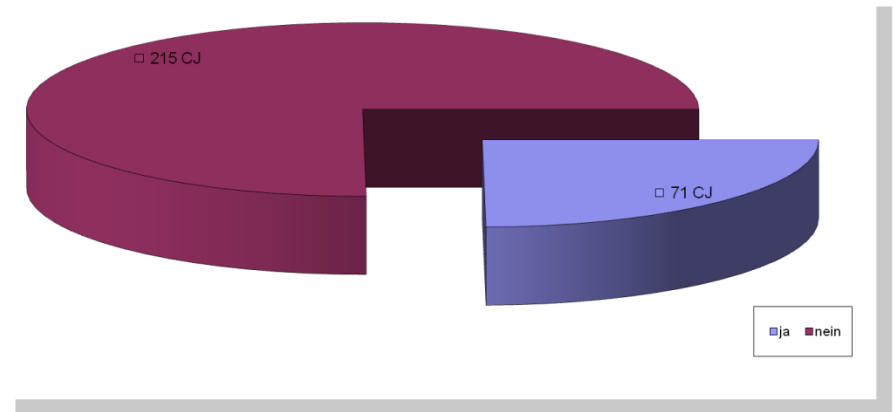
Reason 4 Quantitative needs

24,80 % of the CJs are critical because they are facing a quantitative increase.

How can we organize in such a way that we accomplish more with the same resources?

How can we become more efficient & effective without a staff increase?

Where and how can we set personnel priorities for the benefit of all?



Reason 5

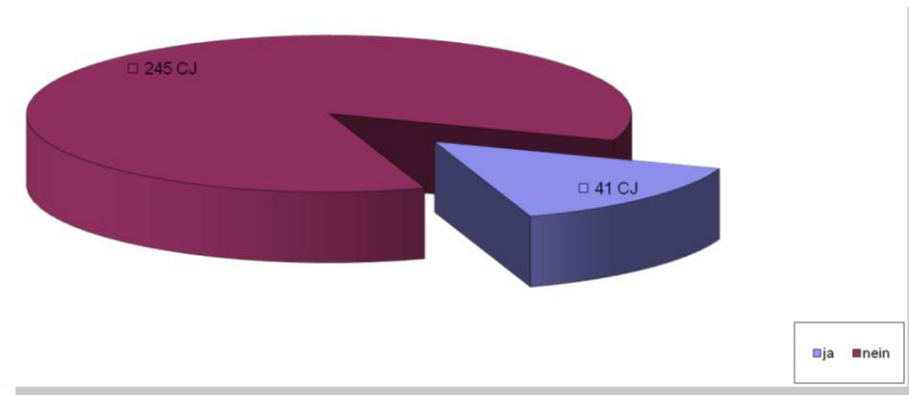
Development of task & content

14,34% of the CJs are critical because they are facing a considerable change of the task and thus qualification.

How to secure that we are doing the right things?

How to secure that we deliver the relevant actions?

How to keep the helicopter view «cross-business» and «cross-regional» ?



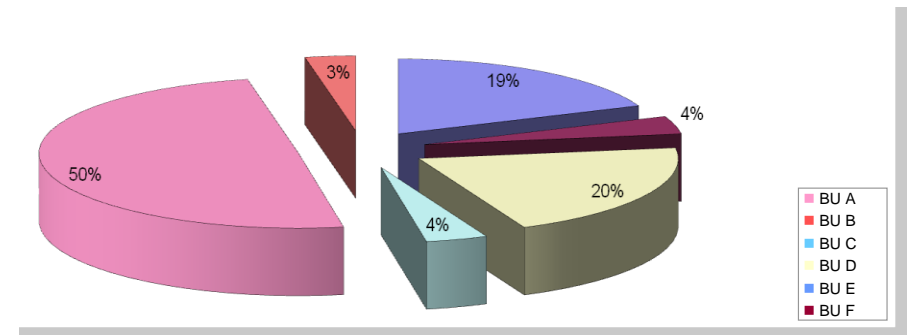
A sophisticated & complex picture



Do the critical jobs mirror business´ reality and priorities?

Do we manage critical jobs properly?

How can we secure and force «cross-regional» support?



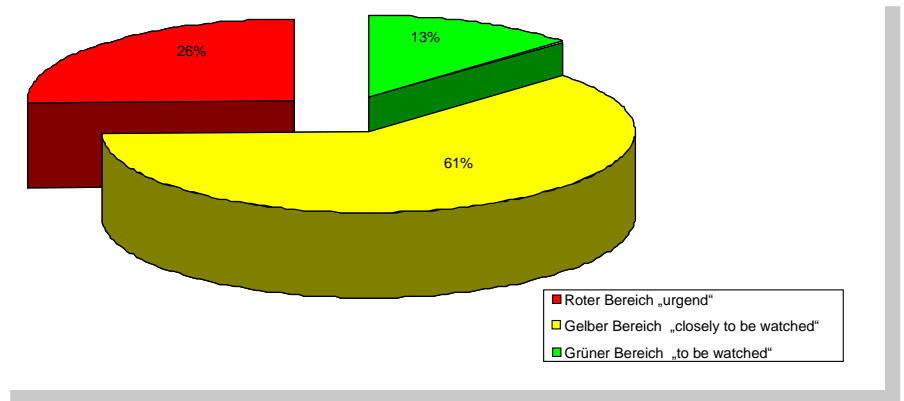
Criticality at a glance



How can we optimize the «amount» of criticality adequately?

Where do we set which priorities?

Do we find a balance between
short-term, mid-term and
long-term planning and actions?



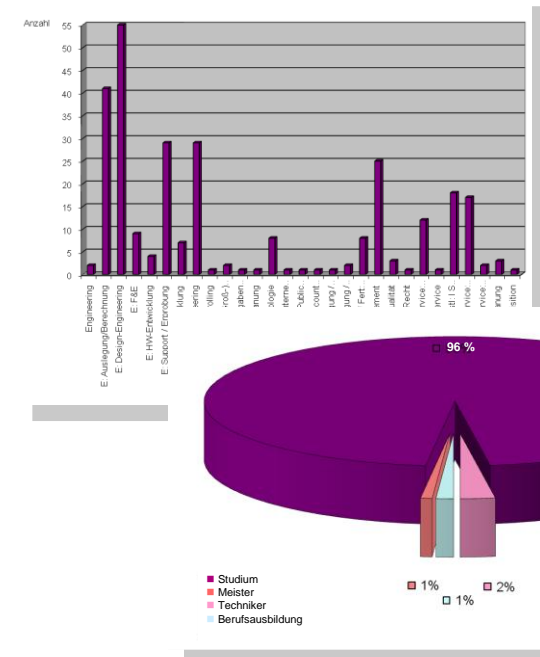
Sourcing

Are we on spot at the right source and in this place cross-linked?

Being an academic – a business need or „luxus“ in each job?

How to promote non-academic technicians in academic domains?

Which options do internal training and career paths offer to technicians to solve some demografic challenges?

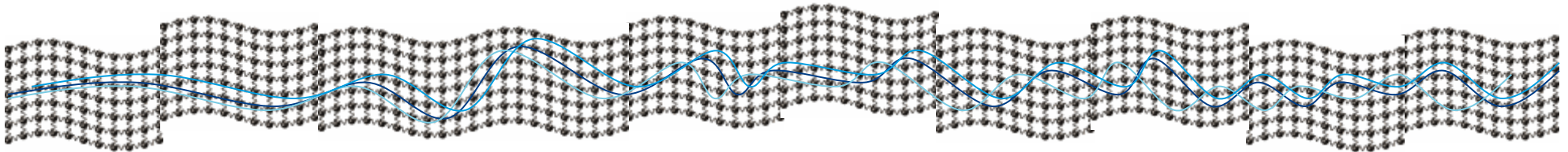


Lessons learned

« A wave is a disturbance or variation which travels through a medium. »

Transferring this definition to the shown AREVA practice of critical jobs into your business you will have to identify and to describe your drivers of qualification, experience and competence to choose the right instrument (« your surf equipment »).

This will give you the right answers to surf your sometime rough waves of internal and external challenges successfully.



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