



COFRENTES NPP KNOWLEDGE MANAGEMENT PLAN

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One of the main objectives of Co-frentes Nuclear Power Plant is to sustain a mature, experienced and well-structured organisation in which each individual is aware of their position in the organisation and of the importance of their contribution to global results.

This important objective can be affected by the advanced age of the staff, which together with other causes, inevitably leads to an increase in the number of workers who will be leaving the plant in coming years. Consequently, it is necessary to have an adequate global plan that guarantees the degree of knowledge of the personnel who work at the Plant so as to avoid its deterioration or irreversible loss.

The need therefore arises to have a Knowledge Management Plan. The processes and activities contained within it will help to improve the critical knowledge of personnel who hold key positions and carry out key activities in the plant, thus maintaining a maximum level in those skills that are essential for the organisation.

Management at Cofrentes Nuclear Power Plant is aware that intellectual capital is the backbone for the safety and reliability of the Plant and recognises as a strategic objective the need to implement a correct knowledge management that will encourage initiatives, procedures and tools to help achieve a real and effective use of the intellectual capital.

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The consequence of the above is logical: success in the application of the Knowledge Management Plan lies in an increased focus on safety and reliability as well as on operational efficiency.

In order to achieve these goals, Cofrentes Nuclear Power Plant promotes a series of basic action principles or guidelines which should be present in all actions regarding knowledge management:

- **THINK OF** the Plant as a network of connections between people and work groups. The knowledge that exists in each one should be identified and be accessible to all.
- **RECOGNISE** the value of the knowledge that exists at the Plant.
- **INTEGRATE** tangible and non-tangible assets so as to attain an intelligent organisational structure with a capacity for constant learning and innovation.
- **ALIGN** knowledge management with the skills identified in the SAT methodology used at the plant.
- **DEFINE**, integrating the vision of the different Units to guarantee the flow of knowledge within the organisational structure.
- **STRENGTHEN** the pooling of the existing knowledge as much as possible; create and improve connections between Units.

In this sense it is vital to *formalise informal learning*, recognising the knowledge that is acquired in very specific or specialised activities, whether this be in specific Plant conditions (such as outages) or in other out of the norm cases (such as presence in the field).



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COFRENTES NUCLEAR POWER PLANT



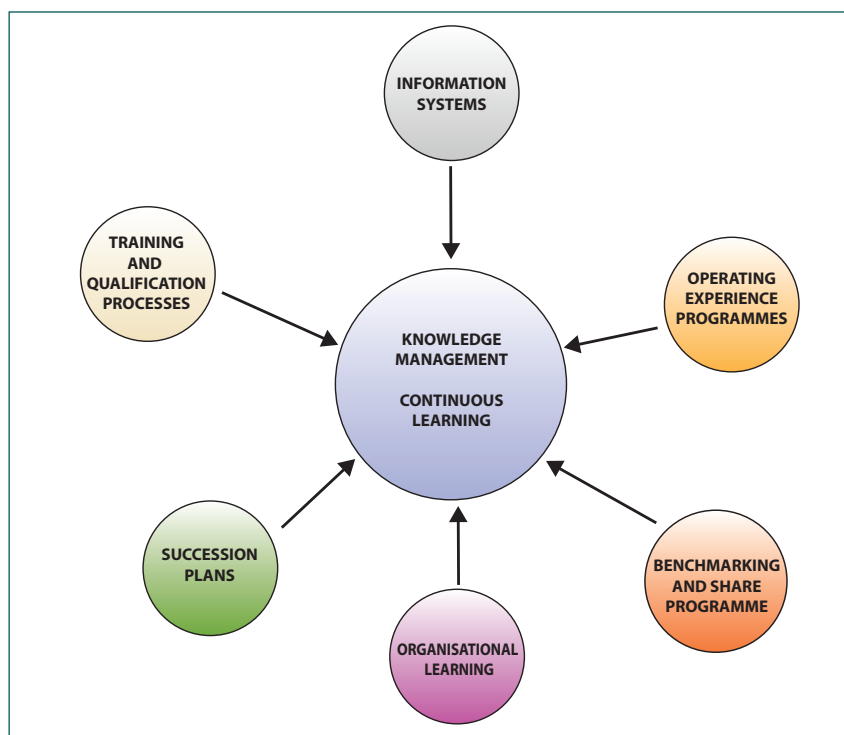
It is also essential to make *formal learning more informal*, so that all of the training activities carried out are more attractive for the participants by encouraging active participation so as to finally attain the maximum effective achievement of the training objectives that were set out.

- Consistently and regularly **EVALUATE** the intellectual capital that exists at the Plant.
- **IMPLEMENT** improvement actions.
- **RESPECT** the rights of intellectual and industrial property of third parties in the management of Plant knowledge.

With regard to the strategy of knowledge management employed by Cofrentes NPP, worthy of mention is the application of Knowledge Management Plan as an instrument to maintain an organisation in a continuous status of learning in response to the guidelines established by WANO (World Association of Nuclear Operators) in its Traits of a Healthy Nuclear Safety Culture Continuous Learning.

The knowledge management strategy involves the integration of the following six Plant projects or processes:

1. **Information systems**, which help to share knowledge among the different Plant Units.
2. **Operating Experience Programmes (In-house and External)**, as well as the scheduled annual Self-Assessment Plans.
3. **Organisational Learning**, such as that contemplated in the Plant's



Internal Communication Plan and Unit Seminars.

4. **Benchmarking Programme**, with other Plants and participation in national and international groups.
5. **Succession Plans**, Replacement of staff in line with Cofrentes NPP's Management Plan.
6. **Training and Qualification**, in line with the Plant's Training Plan and carried out through the established Initial and Continuing Training Plans with a vision of integrated training.

In conclusion, as can be seen from the contents of this article, the application of a Knowledge Management Plan at Cofrentes Nuclear Power Plant is a matter of utmost importance as its objective is to distribute and share existing knowledge and to establish a system of continuing learning which will make it possible to ensure the highest level of preparation of personnel and therefore to maintain a firm focus on the safety, reliability and operational efficiency of the Plant. ■