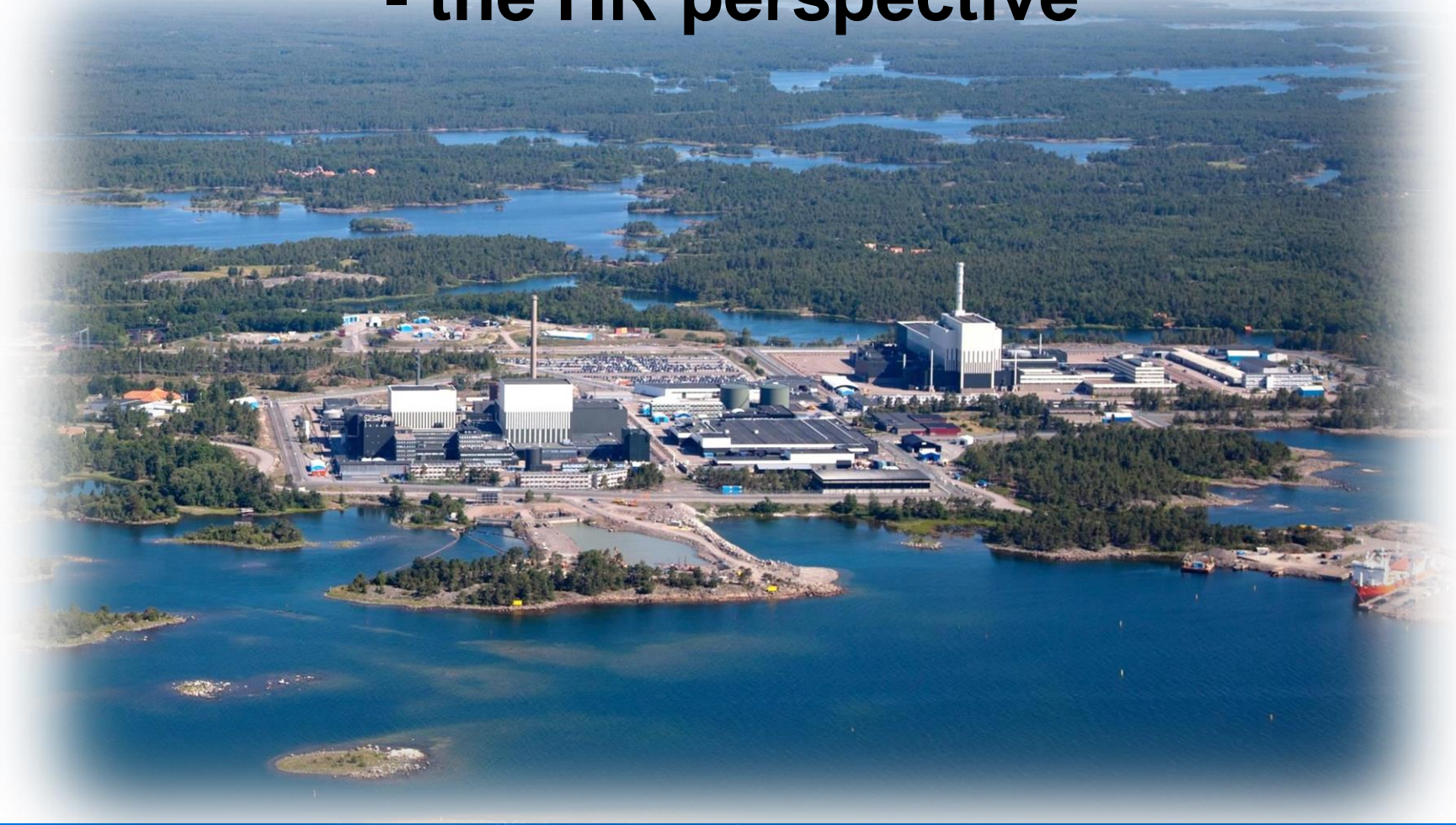


Transition from operation to decommissioning and dismantling - the HR perspective

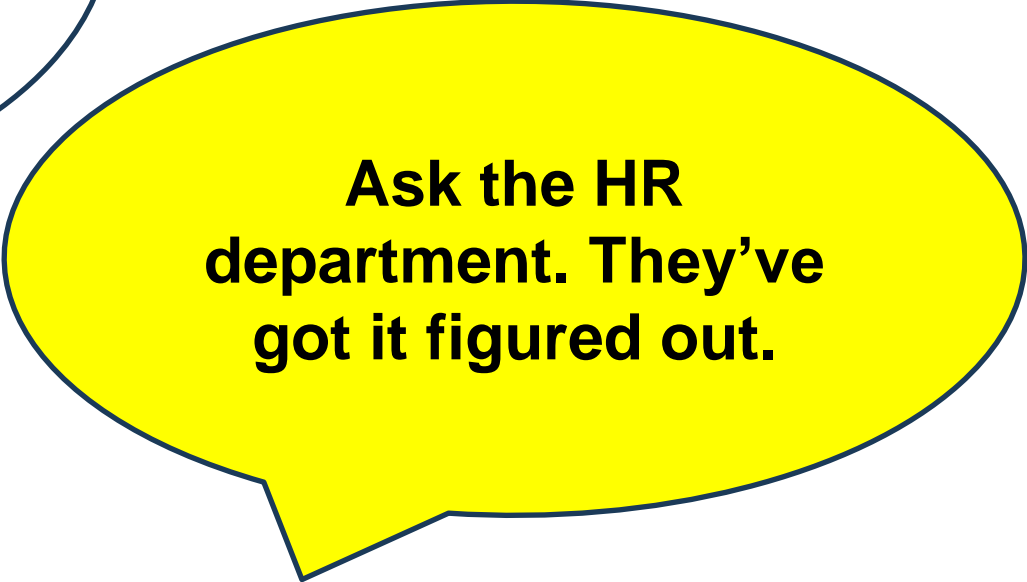


The million dollar question

(and the wrong answer, unfortunately)

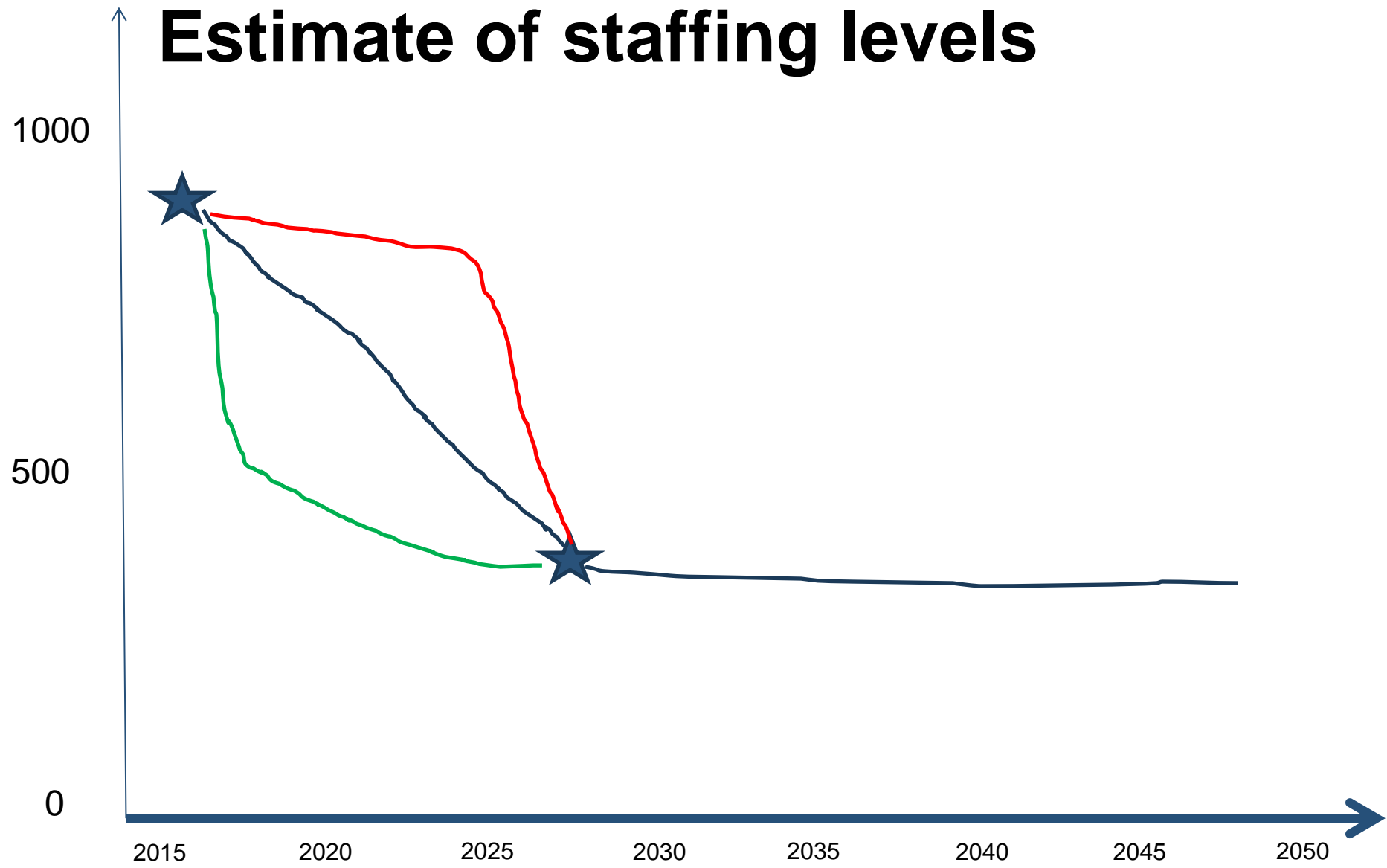


**What is going to
happen to me now?**



**Ask the HR
department. They've
got it figured out.**

Estimate of staffing levels



However, there is a plan

The major risk areas have already been defined:

Split management focus with simultaneous decommission and operation

Short time for preparation

Risks connected to competence and staffing

Lack of motivation

Worry over future situation

The HR transformation plan

Main areas of transformation plan	Example of activities
Appropriate organisation	<ul style="list-style-type: none"> - Start up of Decommission Preparation Project (DPP)
New competence and staffing analysis	<ul style="list-style-type: none"> - Bottom up analyses department by department
Access of staffing and competencies, both employees and contractors	<ul style="list-style-type: none"> - Description of future opportunities - Internal relocation of personnel - Competence transformation
Support to managers through decommission phases	<ul style="list-style-type: none"> - Education on management during times of change
Good physical and psycho-social working environment and professional behaviour	<ul style="list-style-type: none"> - Risk assessments - Individual support - Education on stress reactions
Good relations with unions and compliance with labour laws	<ul style="list-style-type: none"> - Consistent dialogue with unions

HR transformation plan (the plain and simple version)

- **Separate operation and decommissioning from one another**
- **Make sure we don't lose the people we really need**
- **Encourage our colleagues to find new careers**
- **Reduce the number of employees by half**
- **Help managers to manage being managers**
- **Support those who feel life is tough these days**



And..hey...let's be careful out there

(Sgt Phil Esterhaus, Hill Street blues)

Competence and staffing analysis



Future staffing levels



Positions facing redundancy

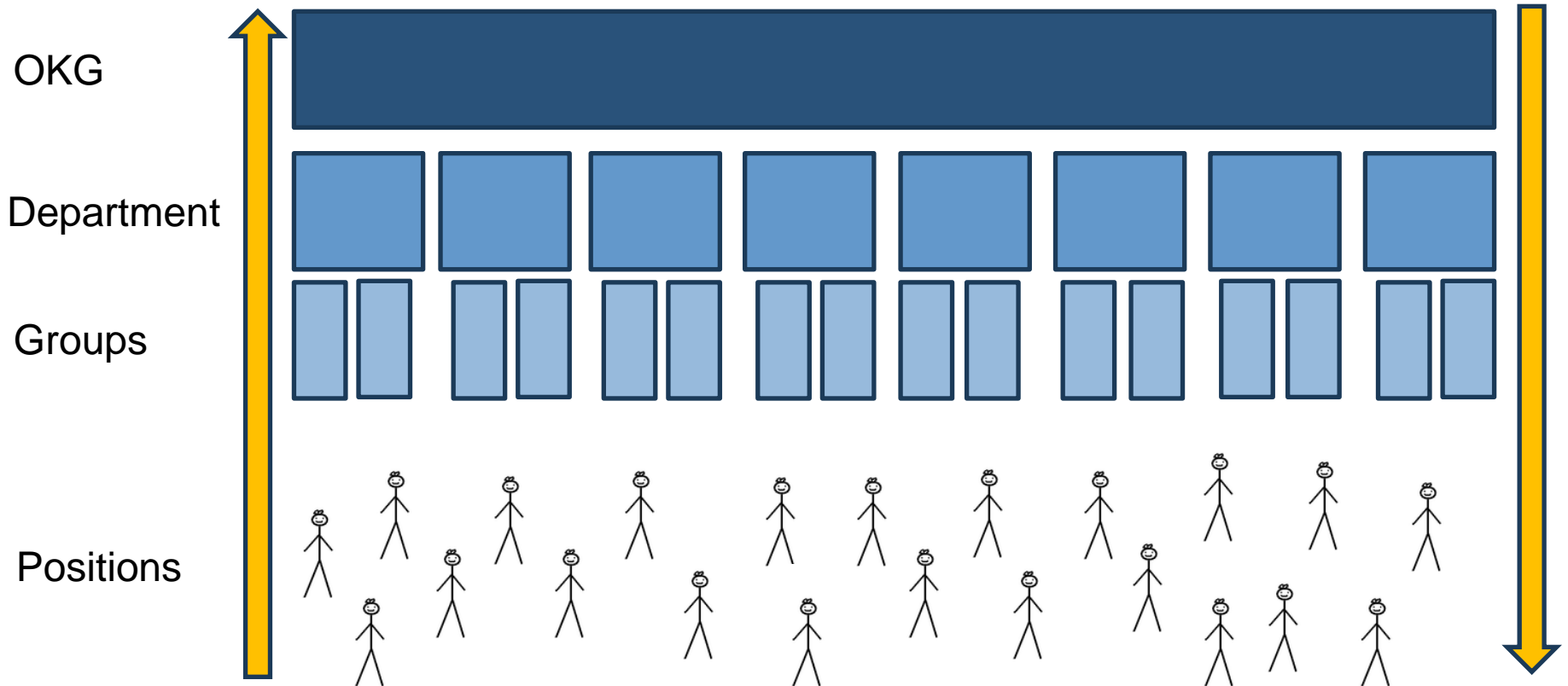


Competencies needed in the future

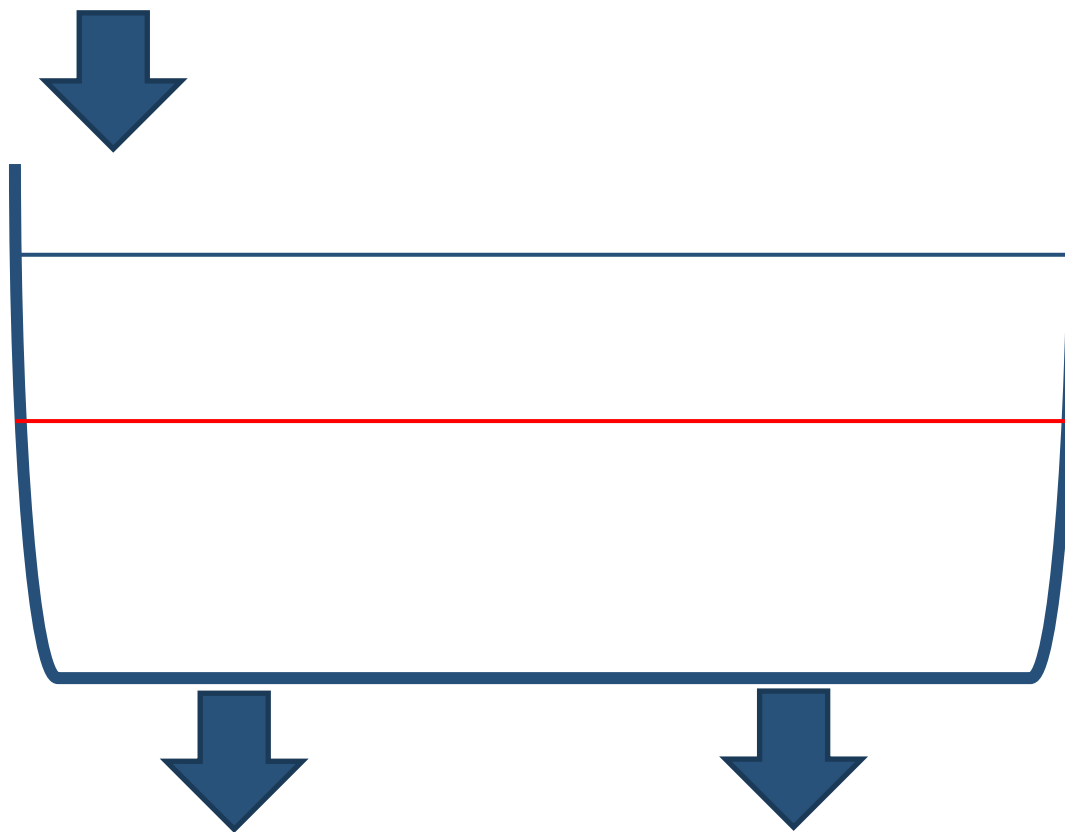


Need for competence transformation

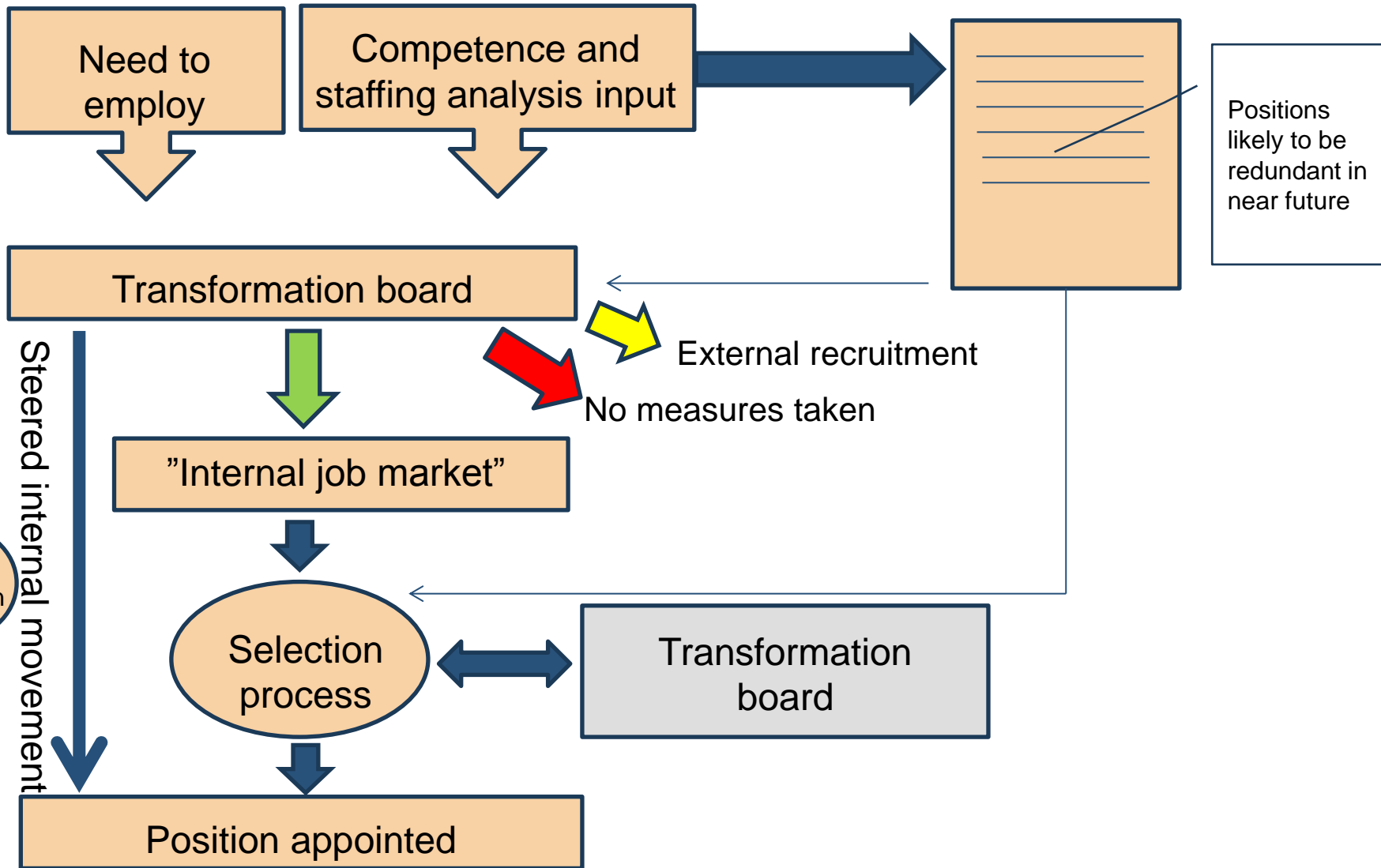
Competence and staffing analyses



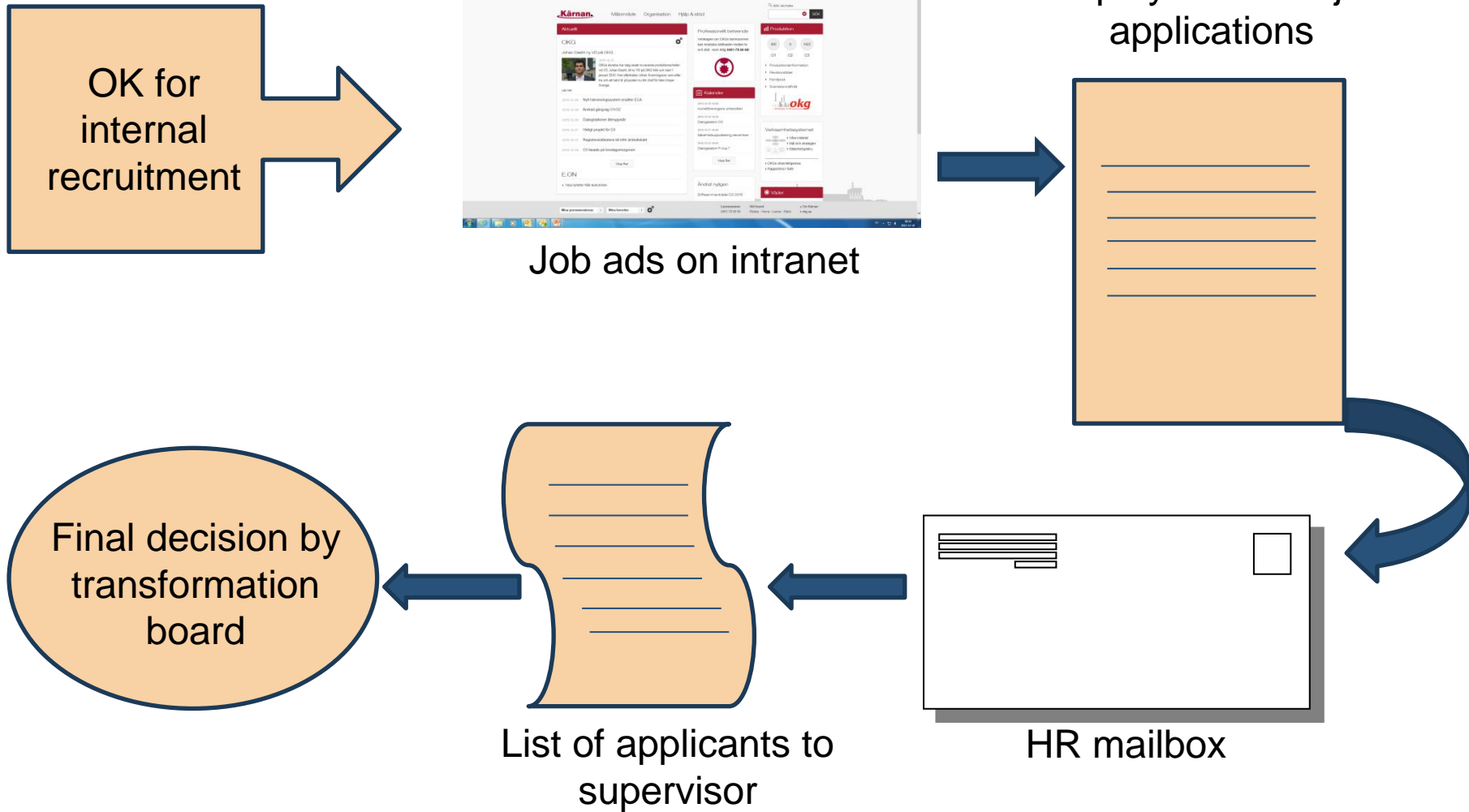
How to avoid redundancies (the bathtub theory)



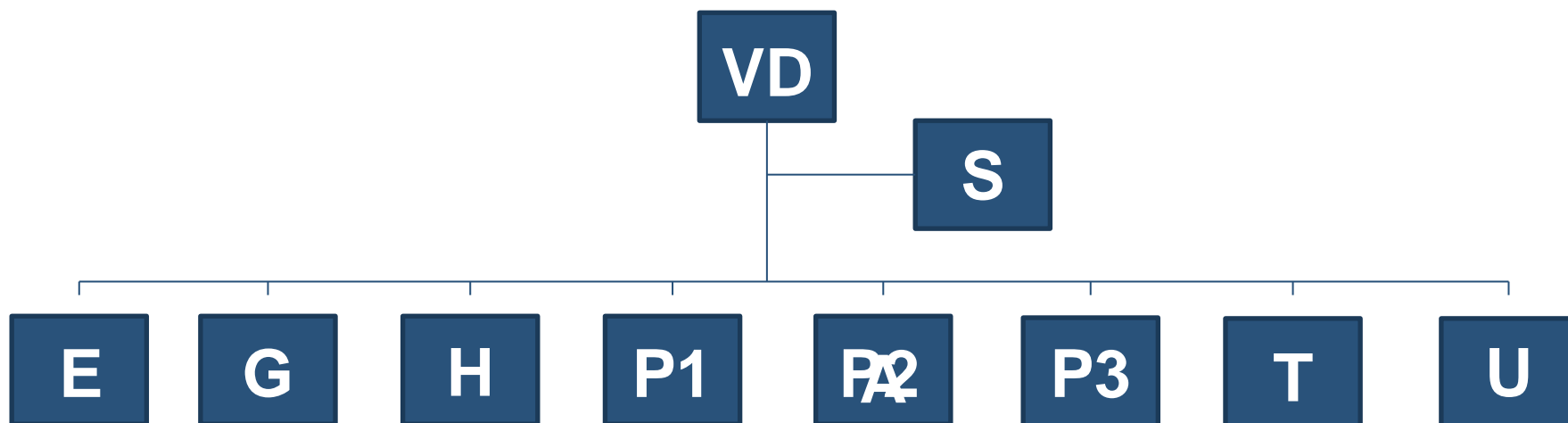
Internal relocation of personnel



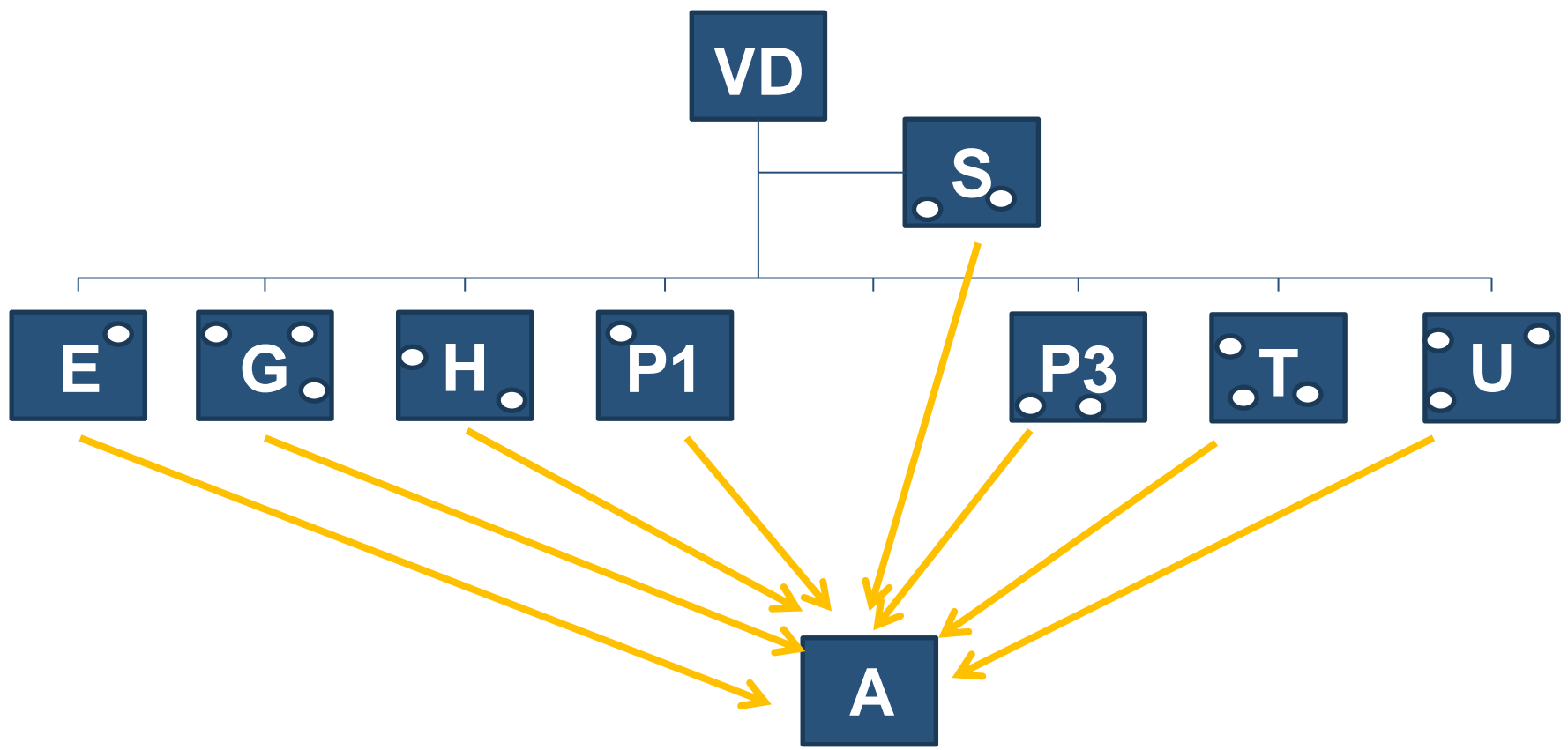
Internal job market



Forming of department A



Forming of department A



Keeping critical competencies

- Mapping of key positions/individuals
- Mapping of employee prospects
- Agreement on extended notice for control room personnel
- Internal and external communication on future prospects

Competence development

- New competencies in decommission
- Internal relocation of personnel demands competence transition and competence transfer
- Cooperation with local and national schools
- The "Heinz effect"

OKG cost reduction programme


- Terminating contracted personnel a business case
- Creates possibilities to keep employees

But how far is Uniper and Fortum prepared to go?

Back to the million dollar question

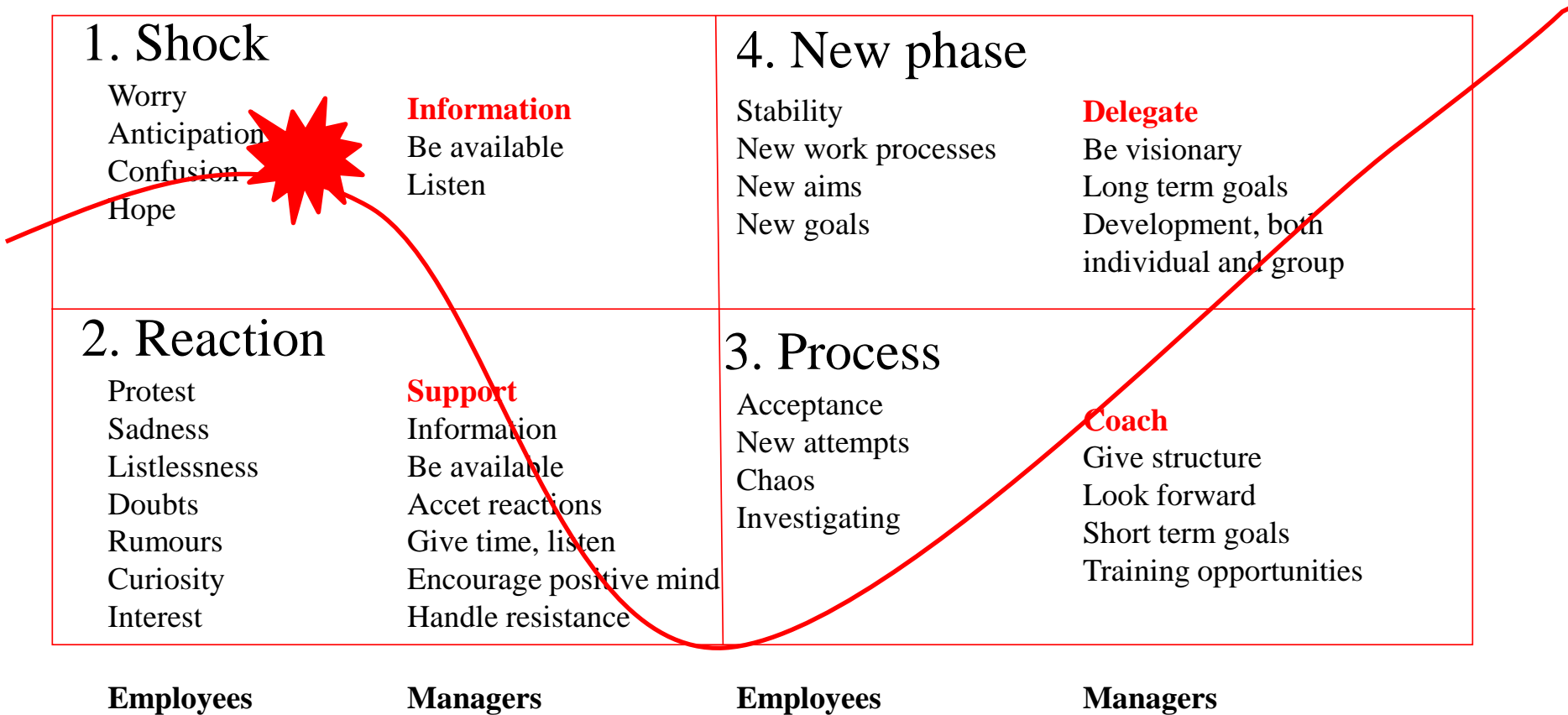


**What is going to
happen to me now?**



**Ask yourself. What
would you like to
happen?**

The crisis curve



Lessons learned

Closing down nuclear facilities is a very slow process – for better and for worse

The organisation needs time to process what has happened

We are all individuals and deal with the situation individually

Maintain good relations with the unions

If you think that you have given enough information, you're dead wrong

”Prediction is difficult. Especially predicting future events”

Mark Twain