

CRP 2025: Predlog kadrovske strategije in akcijskega načrta za slovenski nacionalni jedrski program

Iztok Tiselj, Mojca Drevenšek, sodelavci odsekov IJS-R4, IJS-F8

Delavnica Delovnega sklopa #1
Rektorski center IJS, 12.2.2026



Uvod

1. Osvežitev - kratka predstavitev projekta
2. Delovni sklop št. 1



Deležniki

IJS (R4, F8, ICJT), Mojca Drevenšek

MOPE, MVZI (opravičilo), **URSJV, EZS** (Energetska zbornica Slovenije)

GEN, NEK, URSJV, ARAO (opravičilo)

Geološki zavod, ZVD (Zavod za varstvo pri delu – opravičilo)

EIMV, IMT, Q-Techna, IBE

Uni LJ: **FMF**, FS (opravičilo), FE (opravičilo) , FG (opravičilo); **Uni. MB**

Društvo jedrskih strokovnjakov Slovenije



Kratka predstavitev projekta (1/3)

- **Javni razpis za izbiro raziskovalnih projektov Ciljnega raziskovalnega programa v letu 2025 - »CRP 2025«**
- **Naslov raziskovalnega projekta:** Predlog kadrovske strategije in akcijskega načrta za slovenski nacionalni jedrski program
- **Trije delovni sklopi (DS):**
 - [DS 1: Analiza trenutnega stanja - po deležnikih](#)
 - DS 2: Projekcije potreb - po deležnikih in scenarijih razvoja
 - DS 3: Predlog strategije in akcijskega načrta

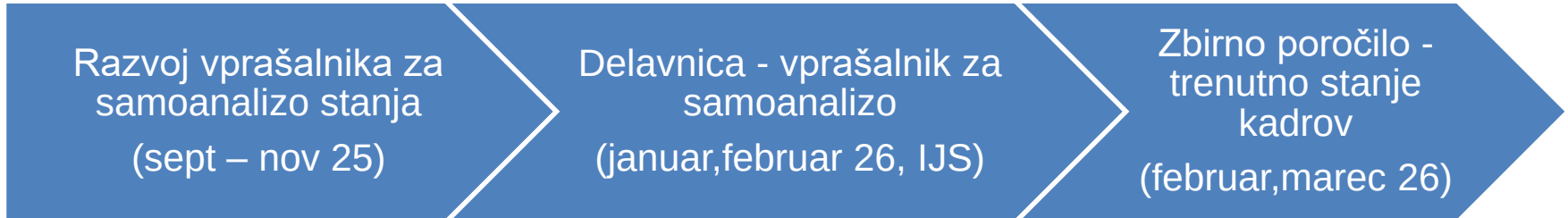
2. Kratka predstavitev projekta (2/3)

časovnica projekta: T0=1.9.2025, zaključek projekta 28.2.2027

<i>Ključne naloge</i>	<i>Časovnica (meseci)</i>
Delovni sklop 1: Analiza trenutnega stanja po deležnikih	
1.1 Vprašalnik za samoanalizo stanja	0-3
1.2 Delavnica za predstavitev metod in vprašalnika za samoanalizo	5
1.3 Zbirno poročilo o trenutnem stanju kadrov	3-6
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2.1 Vprašalnik za samoanalizo projekcij potreb	6-9
2.2 Delavnica za predstavitev metod in vprašalnika za samoanalizo	13
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Delovni sklop 3: Predlog strategije in akcijskega načrta	
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3.2 Predlog akcijskega načrta	12-15
3.3 Predstavitev ključnim jedrskim deležnikom	16-18

Kratka predstavitev projekta (3/3)

Delovni sklop 1: Analiza trenutnega stanja - po deležnikih





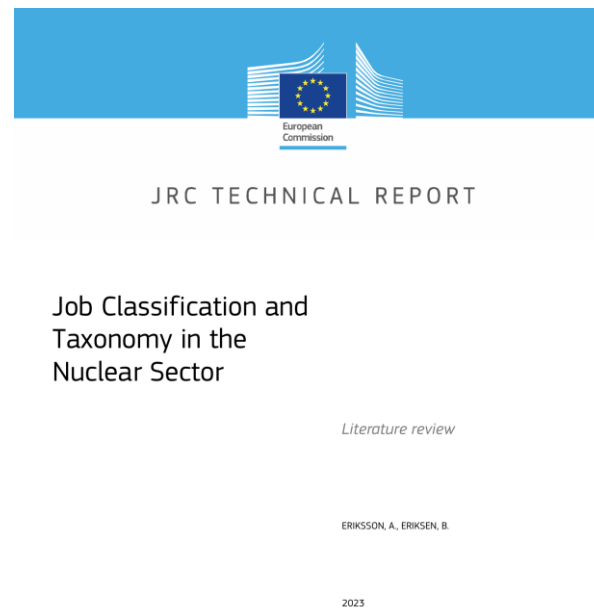
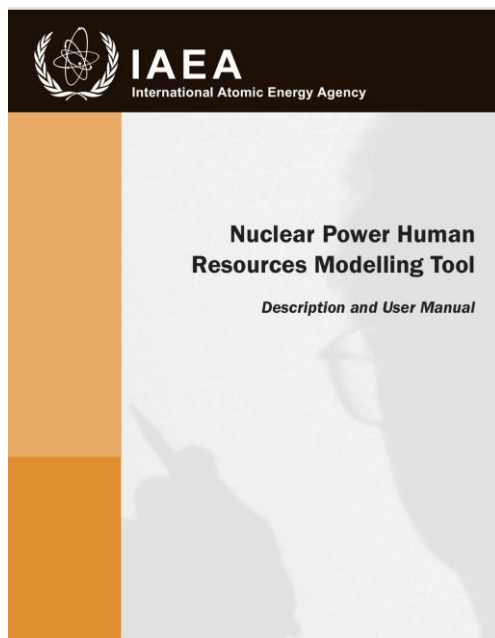
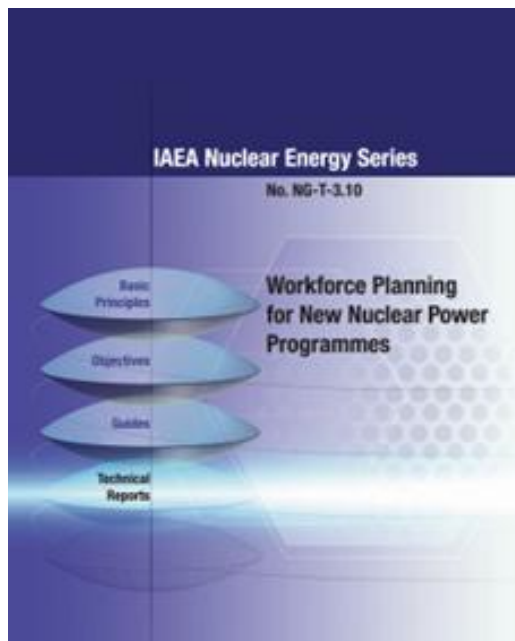
Aktivnosti

- Priprava osnutka vprašalnika za samoevalvacijo stanja kadrov (dec. 25)
- Finalizacija nabora deležnikov za izpolnitev vprašalnika (dec. 25)
- Izpolnitev vprašalnika s strani deležnikov (do konca jan. 26)
- Delavnica (feb. 26, IJS)
- Zbirno poročilo o trenutnem stanju kadrov (feb/mar. 26)
- DS 2: Projekcije kadrovskih potreb - po deležnikih in scenarijih razvoja; od feb. 26 do nov. 26



Aktivnosti

pogled k sosedom



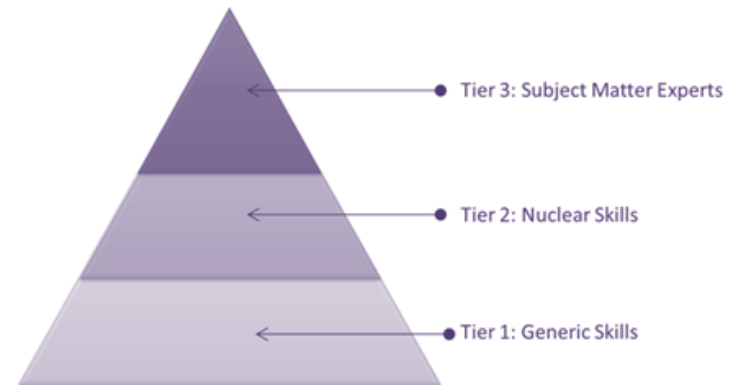


Aktivnosti



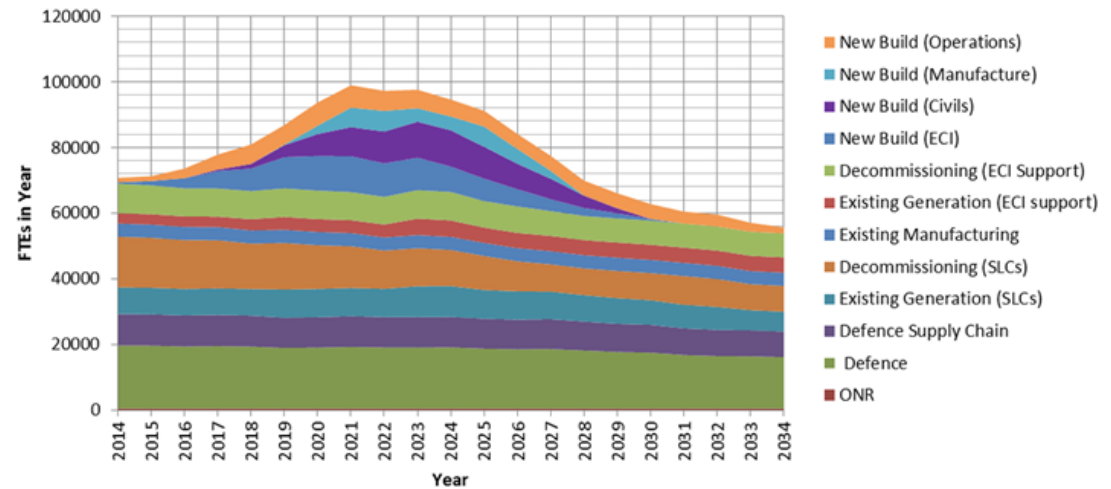
Nuclear Sector Skills Strategy: Government and industry in partnership

Sustaining Our Nuclear Skills



The Three Skills Tiers in the Nuclear Workforce

Civil and Defence Nuclear Workforce Demand





Aktivnosti

Vprašalnik za samoanalizo stanja kadrov

Sedem sklopov vprašanj:

- Osnovni podatki o organizaciji
- Trenutno stanje kadrov (število, struktura, izobrazba)
- Starostna struktura
- Zaposlovanje in fluktuacija
- Usposabljanje in razvoj
- Kadrovski izzivi
- Pripombe in predlogi

Aktivnosti

Vprašalnik za samoanalizo stanja kadrov

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- Usposabljanje in razvoj
- Kadrovski izzivi
- Pripombe in predlogi

**HVALA VSEM, KI STE
IZPOLNILI VPRAŠALNIK !!!**

Aktivnosti

Delovni sklop #1: Delavnica - Samoanaliza stanja

Vsebina in namen delavnice:

- predstaviti **vprašalnik za samoanalizo**
- pojasniti metodologijo zbiranja podatkov
- uskladiti razumevanje med deležniki
- ~~• zagotoviti izpolnitev vprašalnika najkasneje do konca januarja 2026~~

Vprašalniki izpolnjeni pred delavnico

- Ključni cilji:
-  Enotna uporaba pojmov in kategorij
-  Kakovostno in primerljivo zbiranje podatkov
-  Aktivno sodelovanje vseh deležnikov



Prvi del: Preliminarni vprašalnik in rezultati

Kako je nastal vprašalnik?

Kako je nastal vprašalnik?

DS1 – Delovni sklop 1: Najprej se preštejemo... to ni pretežko...

DS2: Projekcije potreb po kadrih za različne scenarije – to je težje.
Dobra osnova – dokumenti iz DS1 - lahko olajšajo delo.

Ključno vprašanje:

Kako podrobne informacije je smiselno zahtevati v vprašalnikih?

Tehtamo med:

- (pretiranimi) obremenitvami anketirancev
- uporabnostjo rezultatov

Pogled k sosedom, Finska

Survey questionnaire
MINISTRY OF ECONOMIC AFFAIRS AND EMPLOYMENT – SURVEY OF COMPETENCE IN THE NUCLEAR ENERGY SECTOR IN FINLAND

REGISTER INFORMATION

Email address: _____

Target group (please tick below):

1. ☐ Key nuclear sector actors

2. ☐ Universities and other higher education institutions

BACKGROUND INFORMATION

1. Name of organisation: _____

2. Address: _____

3. Name of respondent: _____

4. Telephone number: _____

PERSONNEL RESOURCES

1. How many individuals with competence in the special features of the nuclear energy sector are employed by your organisation (as an employment relationship with the organisation) in September 2017? Please give the number of these individuals according to years of experience in the nuclear energy sector only (excluding each individual once).

1.1 Nuclear energy experts (Bachelor's degree suitable for the sector)

	0–5 years in the nuclear sector	6–10 years in the nuclear sector	11–20 years in the nuclear sector	Over 20 years in the nuclear sector
R&D and planning in nuclear waste management				
Security (incl. business security and fire safety)				
Safeguards				
Radiochemistry				
Water chemistry				
Nuclear and particle physics				
Operator duties (power plant shift supervisors, simulator instructors, etc.)				
Electrical engineering				
Automation and control rooms				
Mechanics/mechanical engineering				
Human factors				
Reactor physics and dynamics				
Nuclear fuel				
Thermal/hydraulics				
Process engineering				

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Construction engineering				
Human factors				
Reactor physics and dynamics				
Nuclear fuel				
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Process engineering				

SEVERE ACCIDENTS

Material engineering (nuclear facility materials, failures, component manufacturing, inspection and lifetime management)

Probabilistic risk assessment (PRA)

Quality management and inspections

Project management

Other nuclear sector expert duties

1.2 A. Please specify: _____

1.3 Blue-collar employees in the nuclear energy sector (e.g. secondary level vocational qualification)

	0–5 years in the nuclear sector	6–10 years in the nuclear sector	11–20 years in the nuclear sector	Over 20 years in the nuclear sector
Electrical engineering				
Automation engineering				
Mechanics/mechanical engineering				
Construction engineering				
Chemistry/physics engineering				
Security (incl. business security and fire safety)				
Radiation protection				
Other blue-collar duties				
1.3 A. Please specify: _____				

2. How many nuclear energy experts would your organisation need in the future, including existing employees? Please enter the number of individuals under the appropriate year.

2.1 Specialist nuclear energy experts (Bachelor's degree suitable for the sector)

	2020	2025	2030
R&D and planning in nuclear waste management			
Security (incl. business security and fire safety)			
Safeguards			
Radiochemistry			
Water chemistry			
Nuclear and particle physics			
Operator duties (nuclear plant shift supervisors, simulator instructors, etc.)			
Electrical engineering			
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Automation engineering				
Mechanics/mechanical engineering				
Construction engineering				
Chemistry/physics engineering				
Security (incl. business security and fire safety)				
Radiation protection				
Other blue-collar duties				
1.3 A. Please specify: _____				

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Nuclear and particle physics			
Operator duties (nuclear plant shift supervisors, simulator instructors, etc.)			
Electrical engineering			
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Automation engineering				
Mechanics/mechanical engineering				
Construction engineering				
Chemistry/physics engineering				
Security (incl. business security and fire safety)				
Radiation protection				
Other blue-collar duties				
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R&D and planning in nuclear waste management			
Security (incl. business security and fire safety)			
Safeguards			
Radiochemistry			
Water chemistry			
Nuclear and particle physics			
Operator duties (nuclear plant shift supervisors, simulator instructors, etc.)			
Electrical engineering			
Automation and control rooms			
Mechanics/mechanical engineering			
Human factors			
Reactor physics and dynamics			
Nuclear fuel			
Thermal/hydraulics			
Process engineering			

Obstoječe stanje in pogled naprej: cca 500 “celic”...

Survey of Competence in the Nuclear Energy Sector 2017-2018 in Finland , ISBN: ISBN: 978-952-327-410-5, 2019, Ministry of Economic Affairs and Employment

Pogled k sosedom, Finska

Survey questionnaire

MINISTRY OF ECONOMIC AFFAIRS AND EMPLOYMENT – SURVEY OF COMPETENCE IN THE NUCLEAR ENERGY SECTOR IN FINLAND

Trenutno stanje

REGISTER INFORMATION				
Email address:				
Target group (please tick below):				
1. ☐ Key nuclear sector actors		3. ☐ Industries closely associated with power companies		
2. ☐ Universities and other higher education institutions				
BACKGROUND INFORMATION				
1. Name of organisation				
2. Address				
3. Name of respondent				
4. Telephone number				
PERSONNEL RESOURCES				
1. How many individuals with competence in the special features of the nuclear energy sector are employed by your organisation (in an employment relationship with the organisation) in September 2017? Please give the number of these individuals according to years of experience in the nuclear energy sector (only counting each individual once).				
1.1 Nuclear energy experts (Master's degree suitable for the sector)	0–5 years in the nuclear sector	6–10 years in the nuclear sector	11–20 years in the nuclear sector	Over 20 years in the nuclear sector
R&D and planning in nuclear waste management				
Security (incl. business security and fire safety)				
Safeguards				
Radiation protection				
Radiochemistry				
Water chemistry				

Pogled k sosedom, Finska

Trenutno stanje in ista klasifikacija tudi za projekcije

1.1 Nuclear energy experts (Master's degree suitable for the sector)	
R&D and planning in nuclear waste management	
Security (incl. business security and fire safety)	
Safeguards	
Radiation protection	
Radiochemistry	
Water chemistry	
Nuclear and particle physics	
Operator duties (power plant shift supervisors, simulator instructors, etc.)	
Electrical engineering	
Automation and control room	
Mechanics/mechanical engineering	
Construction engineering	
Human factors	
Reactor physics and dynamics	

Nuclear fuel	
Thermal hydraulics	
Process engineering	
Severe accidents	
Material engineering (nuclear facility materials, failures, component manufacturing, inspection and lifetime management)	
Probabilistic risk assessment (PRA)	
Quality management and inspections	
Project management	
Other nuclear sector expert duties	
1.1 A: Please specify:	
1.1 B: How many of those listed above hold a:	
- Doctor's degree: _____	
- Licentiate's degree: _____	
1.2 Nuclear energy experts (Bachelor's degree suitable for the sector or equivalent)	0–nu
R&D and planning in nuclear waste management	
Security (incl. business security and fire safety)	
Safeguards	
Radiation protection	
Radiochemistry	
Water chemistry	
Nuclear and particle physics	
Operator duties (nuclear plant shift supervisors, simulator instructors, etc.)	
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Process engineering	

Severe accidents	
Material engineering (nuclear facility materials, failures, component manufacturing, inspection and lifetime management)	
Probabilistic risk assessment (PRA)	
Quality management and inspections	
Project management	
Other nuclear sector expert duties	
1.2 A: Please specify:	
1.3 Blue-collar employees in the nuclear energy sector (e.g. secondary-level vocational qualification)	0–5 years nuclear
Electrical engineering	
Automation engineering	
Mechanics/mechanical engineering	
Construction engineering	
Chemistry/process engineering	
Security (incl. business security and fire safety)	
Radiation protection	
Other blue-collar duties	
1.3 A: Please specify:	

Pogled k sosedom, Finska

Trenutno stanje in ista
klasifikacija tudi za **projekcije**

2. How many nuclear energy experts would your organisation need in the future, including existing employees? Please enter the number of individuals under the appropriate year.			
2.1 Specialist nuclear energy experts (Master's degree suitable for the sector)	2020	2025	2030
R&D and planning in nuclear waste management			
Security (incl. business security and fire safety)			
Safeguards			
Radiation protection			
Radiochemistry			
Water chemistry			
Nuclear and particle physics			
Operator duties (nuclear plant shift supervisors, simulator instructors, etc.)			
Electrical engineering			
Automation and control room			

Pogled k sosedom, Nizozemska

Berenschot (2022). Analysis future demand for nuclear knowledge (workers) in the Netherlands.
(vprašalnik – strojni prevod)

8 November 2024 **Human capital for nuclear power**

An inventory study on supply and demand for human capital for the nuclear energy sector and a roadmap of actions as input for the Nuclear HCA



Nizozemska

Interview Guide

Current situation:

- 1. What is the size of your organization in terms of employees?**
 - o Do you have an indication of what proportion of them are nuclear experts?

- 2. What type of experts are needed in your organization?**
 - o Nuclear physicists (background: nuclear physics, particle physics)
 - o Nuclear chemists (background: nuclear chemistry or radiochemistry)
 - o Nuclear reactor specialists (background: reactor physics, nuclear reactor engineering)
 - o Nuclear engineers
 - o Nuclear waste management
 - o Other:

- 3. Are there any experts other than nuclear experts who are so scarce, or at risk of becoming scarce, that this forms or may form a barrier to the continuity of your organization?**

- 4. How is this expertise and/or experience represented in your current workforce?**
 - o What percentage of these experts come from abroad (possibly from which countries)?
 - o What share is currently hired externally?



Nizozemska

5. Can you explain whether the Dutch educational programs for nuclear experts (TU Delft, TU Eindhoven, etc.) currently meet your needs?

Future situation:

6. Are you currently experiencing, or do you expect to experience in the next three years, shortages of certain (experienced) nuclear experts?

- o Which specific nuclear expertise and/or experience is at risk of becoming scarce?
- o Is this mainly about experienced staff?

7. Where does the inflow into your organization come from? For example, if we look back over the past five years:

- o Inflow of graduates
- o People with relevant (work) experience
- o From abroad
- o Other:

8. What are the most common reasons for the outflow of scarce nuclear experts?

- o Retirement
- o Another employer within the sector
- o Another employer outside the sector

Nizozemska

- 9. What type of nuclear experts will need to be additionally hired as a result of these developments?
What will be the ratio between experienced and less experienced staff?**
Please answer for each facility/development.

Potential solutions

- 10. How does your organization currently address staffing challenges?**
11. What further solutions does your organization see for dealing with scarcity?

Career paths

- 12. We would like to gain some insight into typical career paths in this sector. Do you know anyone we could speak to in order to better map out career trajectories?**

Closing

- 13. Have we forgotten to ask anything that we should have asked?**



Pogled k sosedom, Nizozemska

Future situation – next 15 years under certain developments:

a. No new initiatives (table content depends on the organization)

Intervjuji z deležniki!

Faciliteit	Ontwikkeling	Gevolgen m.b.t. nucleair experts bij eigen organisatie
Dodewaard	Ontmanteling vanaf 2045	
Borssele	Buitenbedrijfstelling in 2033 en daaropvolgende ontmanteling	
Hoge Onderwijs Reactor	In bedrijf houden	
Hoge Flux Reactor	In bedrijf houden	



Pogled k sosedom, Nizozemska

Effects of new initiatives (table content depends on the organization)_b.

Effecten van nieuwe initiatieven (inhoud tabel afhankelijk van de organisatie)

Faciliteit	Ontwikkeling	Gevolgen m.b.t. nucleair experts bij eigen organisatie
Borssele	Bedrijfsduurverlenging Borssele life extension	
Nieuwe grootschalige kerncentrales	Inbedrijfneming van 1 of meer type GEN III+ reactoren (1650 MW) nov reaktor	Per reactor?
Nieuwe Small Modular Rectors (SMR)	Inbedrijfneming 2030-2035; gevolgen per SMR? na enoto SMR	Per SMR?
Hoge Flux Reactor	Buitenbedrijfstelling razgradnja HFR	
PALLAS	Inbedrijfneming	
SHINE	Inbedrijfneming	novi neenergetski objekti

Zaključek: slovenski vprašalnik – izpeljanka finskega in nizozemskega

Kako podrobna delitev strokovnih področij in kompetenc je še smiselna?

Je osnovni vprašalnik dovolj?

cca 15 strokovnih področij

cca 7 področij/kompetenc dela (podobno nizozemskemu pristopu)

Je razširjena točka 2.4 potrebna?

7 področij se deli v nadaljnjih ~50 (Finska – podobno število)

Diskusija v okviru delavnice



Institut
Jožef Stefan

R₄

Odsek
za reaktorsko
tehniko

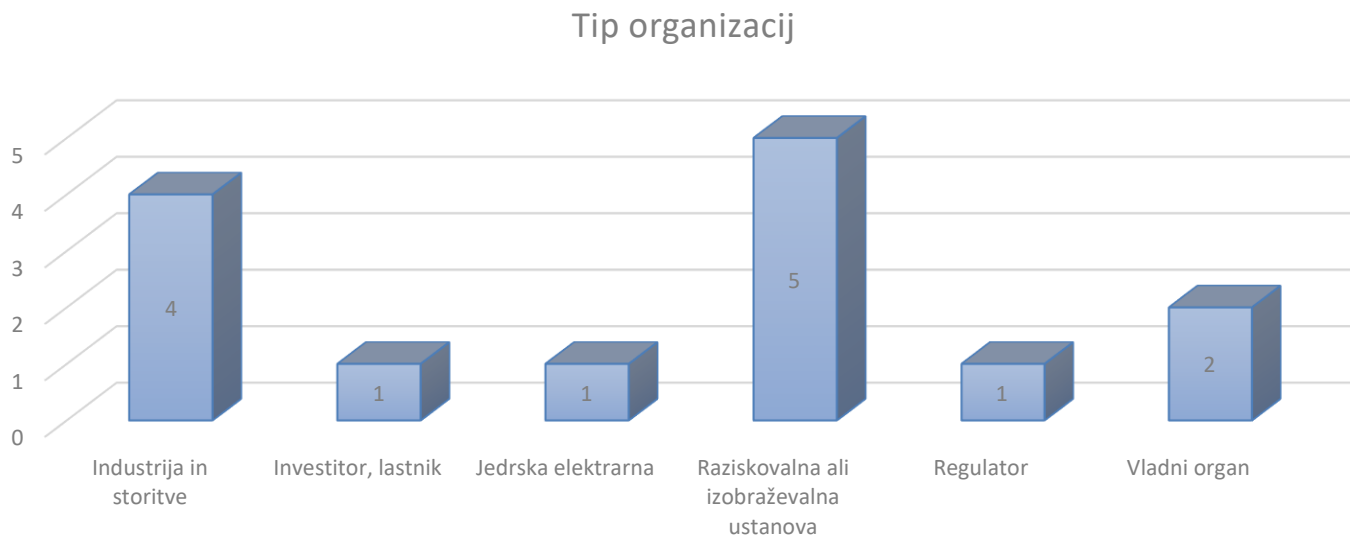
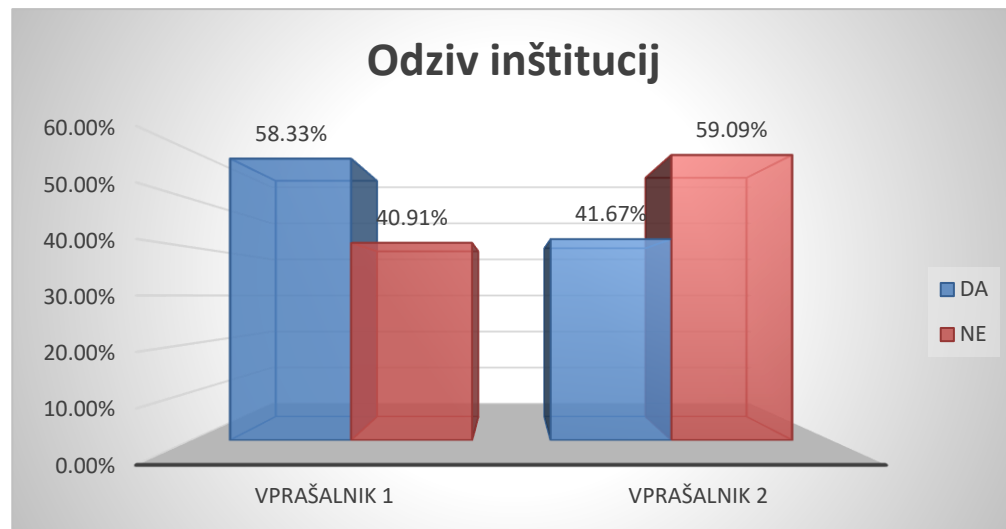


Pregled kadrov – analiza vprašalnika

Gregor Kozmus
Iztok Tiselj
Mojca Drevenšek



- Vprašalniki poslani 23 inštitucijam
- 2 vprašalnika
 - Pregled kadrov – splošno
 - Podrobna klasifikacija strokovnih področij



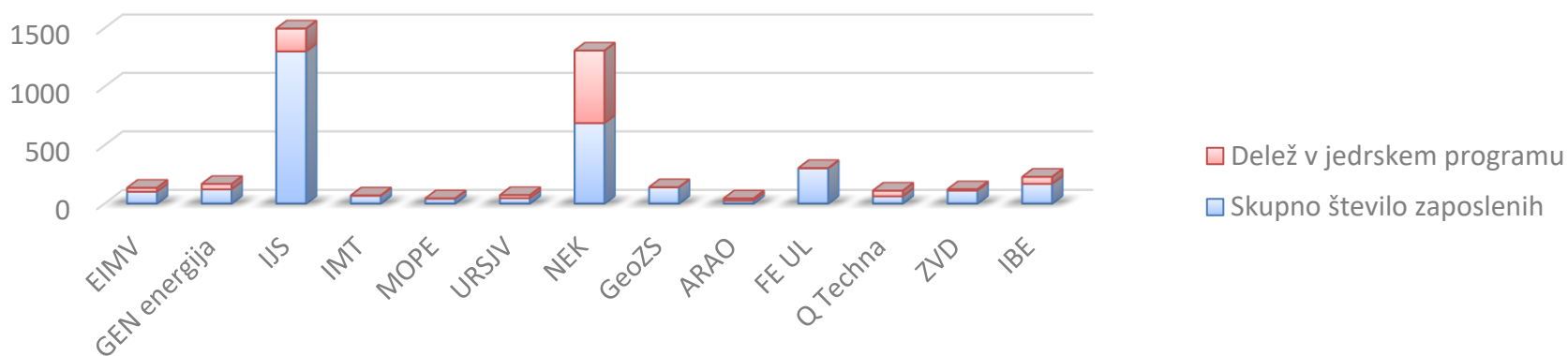


2.1 Skupno število zaposlenih

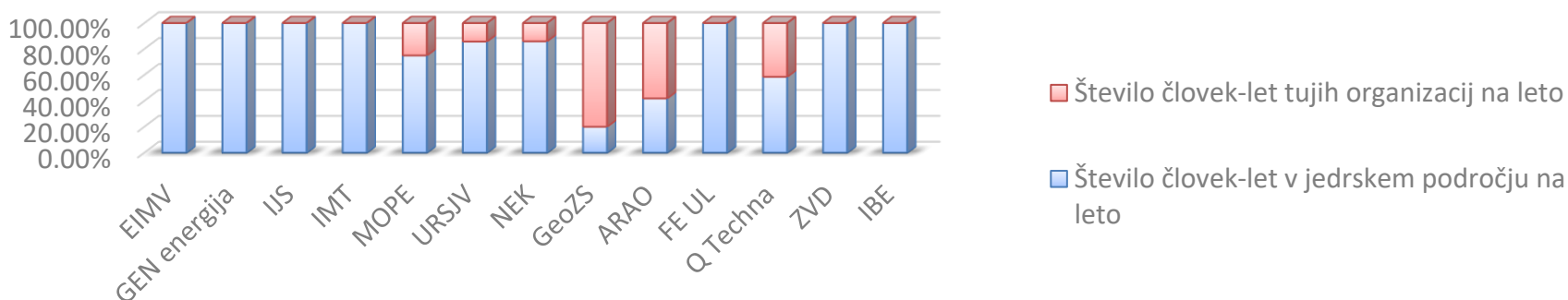
- Skupno število zaposlenih
- Delež zaposlenih, ki jih lahko štejemo kot del jedrskega programa
- Število človek-let*, ki jih organizacija letno opravi na jedrskem področju
- Ocenite količino dela v človek-letih, ki ga letno opravijo tuje organizacije

Skupno število zaposlenih	3166
Zaposleni v jedrskem programu	1074
Št. človek-let na jedrskem področju na leto	828

Št. zaposlenih in delež v jedrskem programu

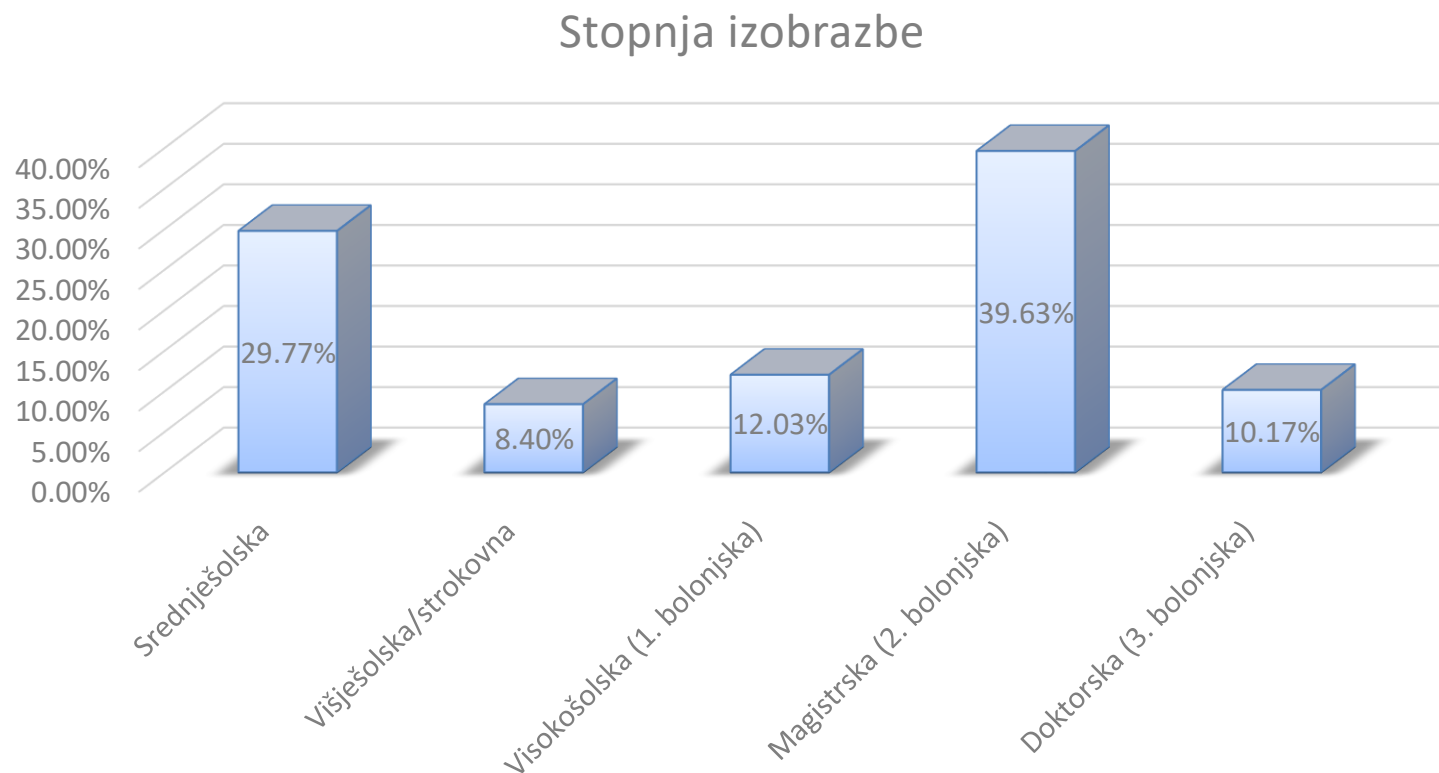


Delež človek-let tujih organizacij





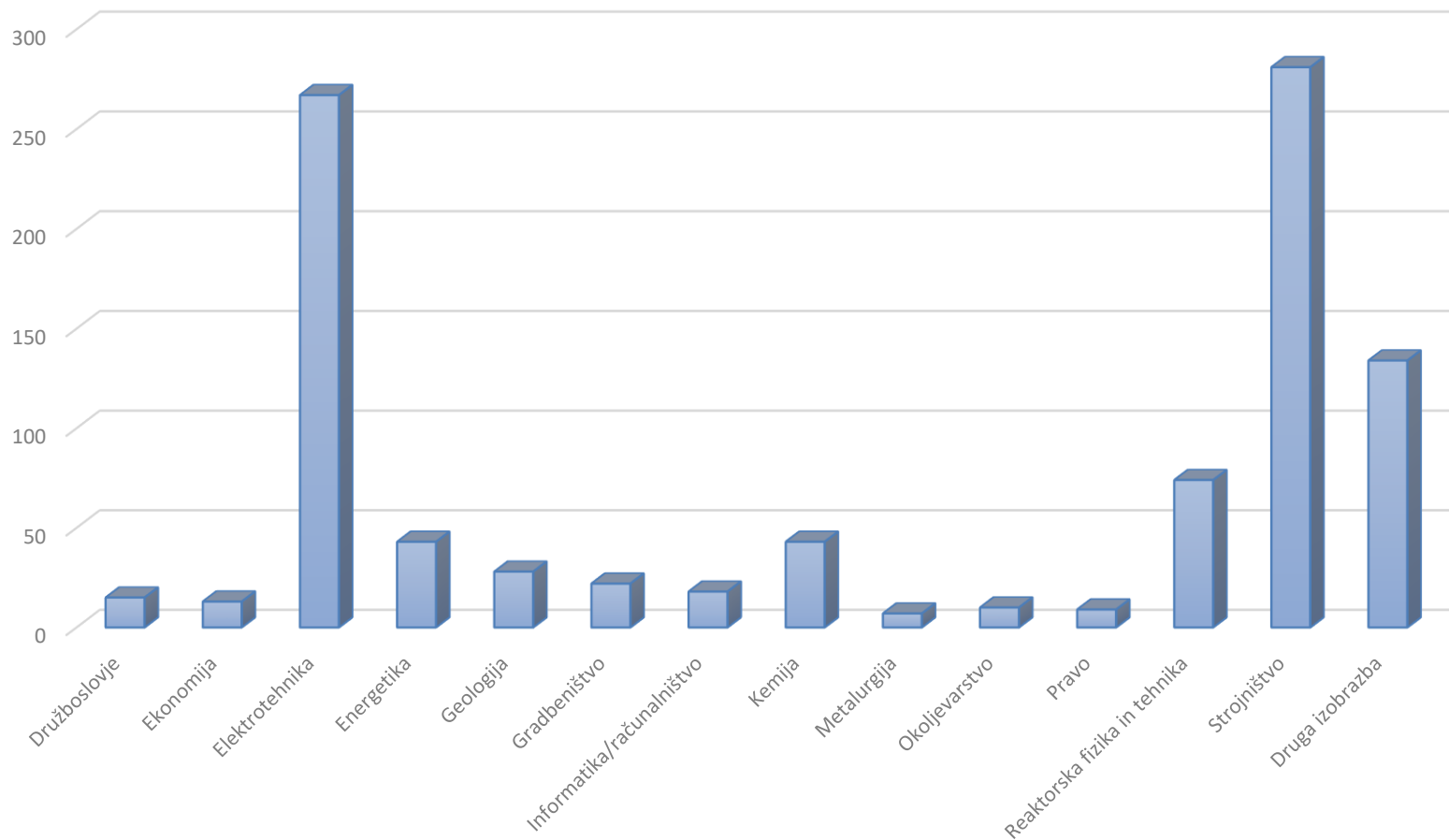
2.2 Struktura po stopnji izobrazbe





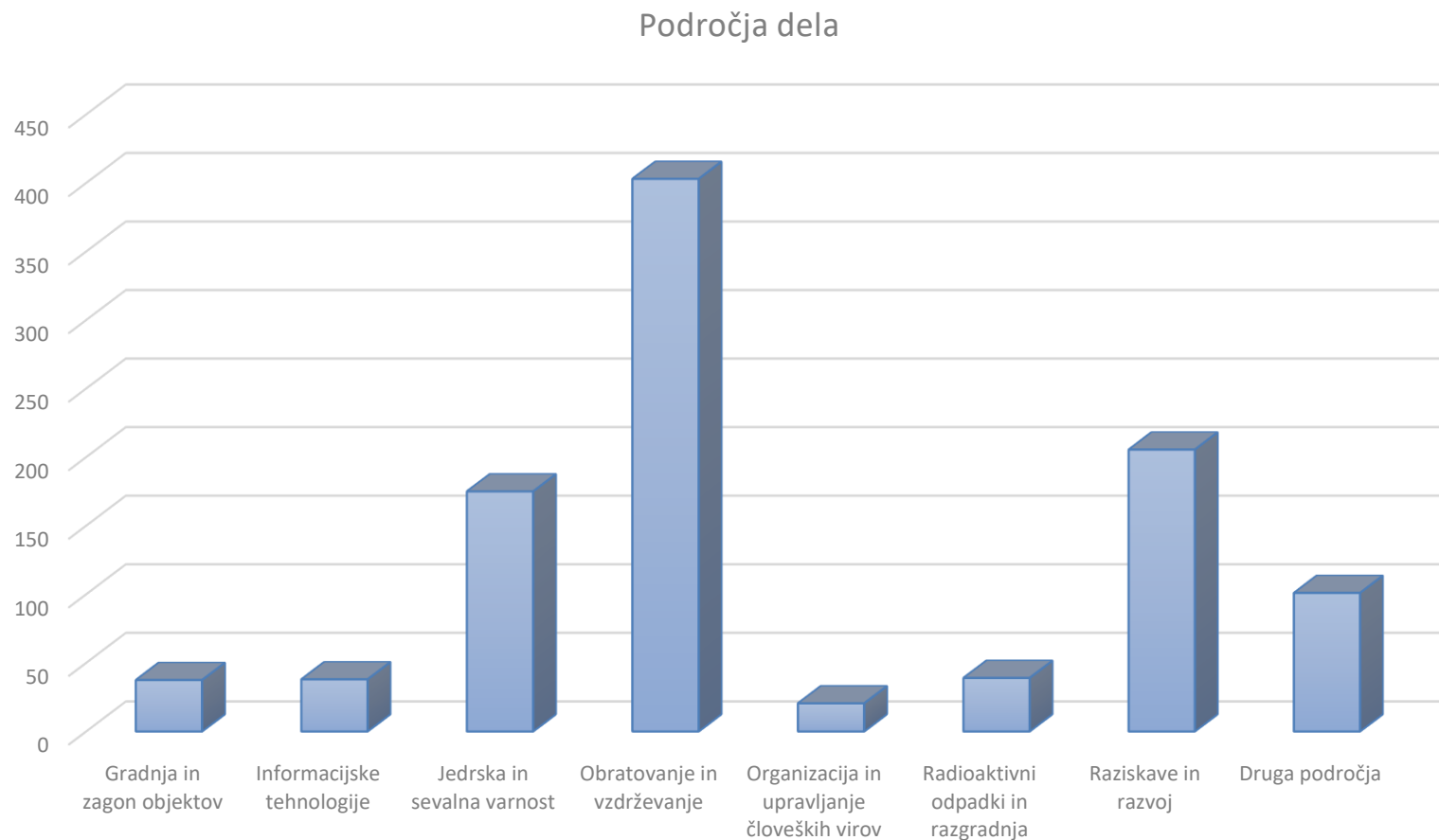
2.3 Struktura po izobrazbi oziroma strokovnih smereh

Struktura po izobrazbi oziroma strokovnih smereh





2.4 Področja dela



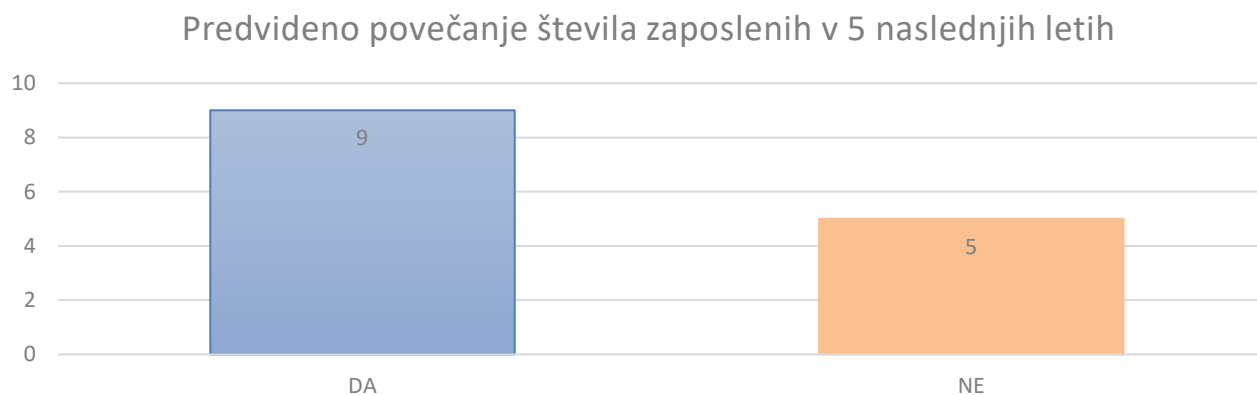
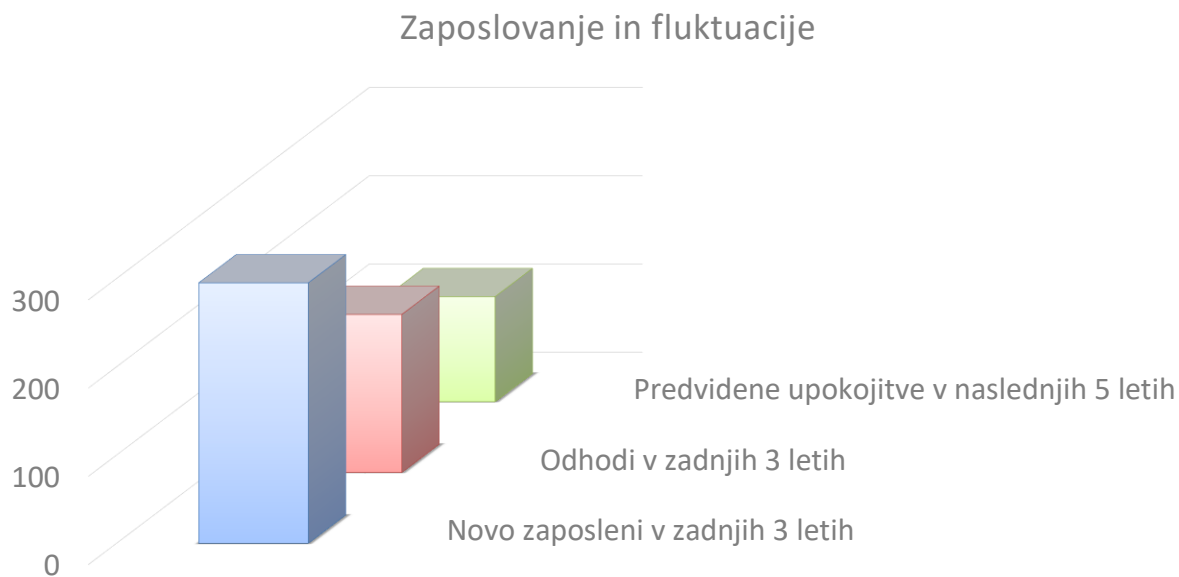


3. Starostna struktura kadrov



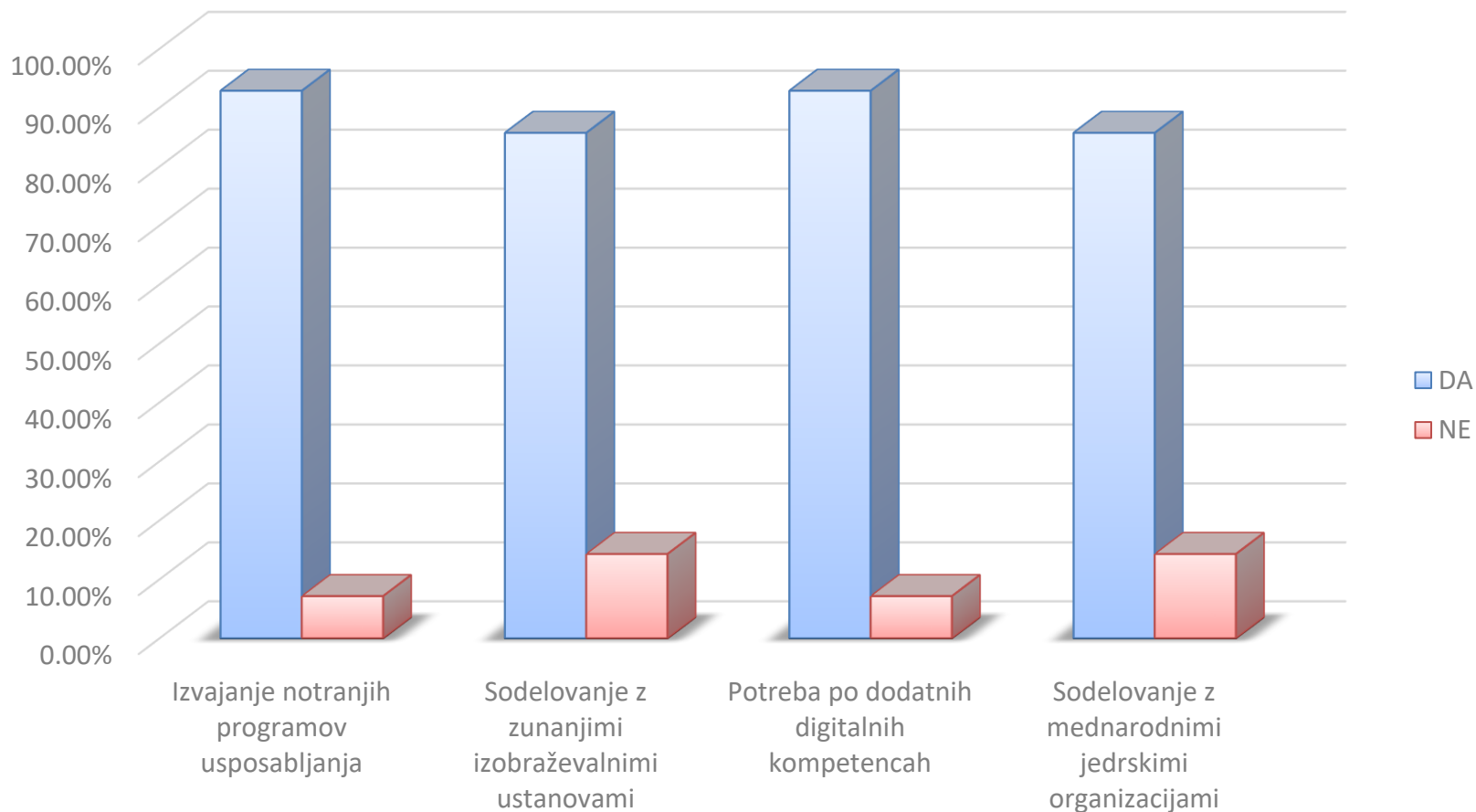


4. Zaposlovanje in fluktuacije





5. Usposabljanje in razvoj kadrov na jedrskem področju





5. Usposabljanje in razvoj kadrov na jedrskem področju

Katere kompetence so po vašem mnenju ključne za prihodnost vaše organizacije?

Specialna tehnična
znanja

Projektno vodenje in
organizacija

Digitalne
competence

Varnostna kultura in
etika

Komunikacija,
timsko delo, mehke
kompetence

Regulativa

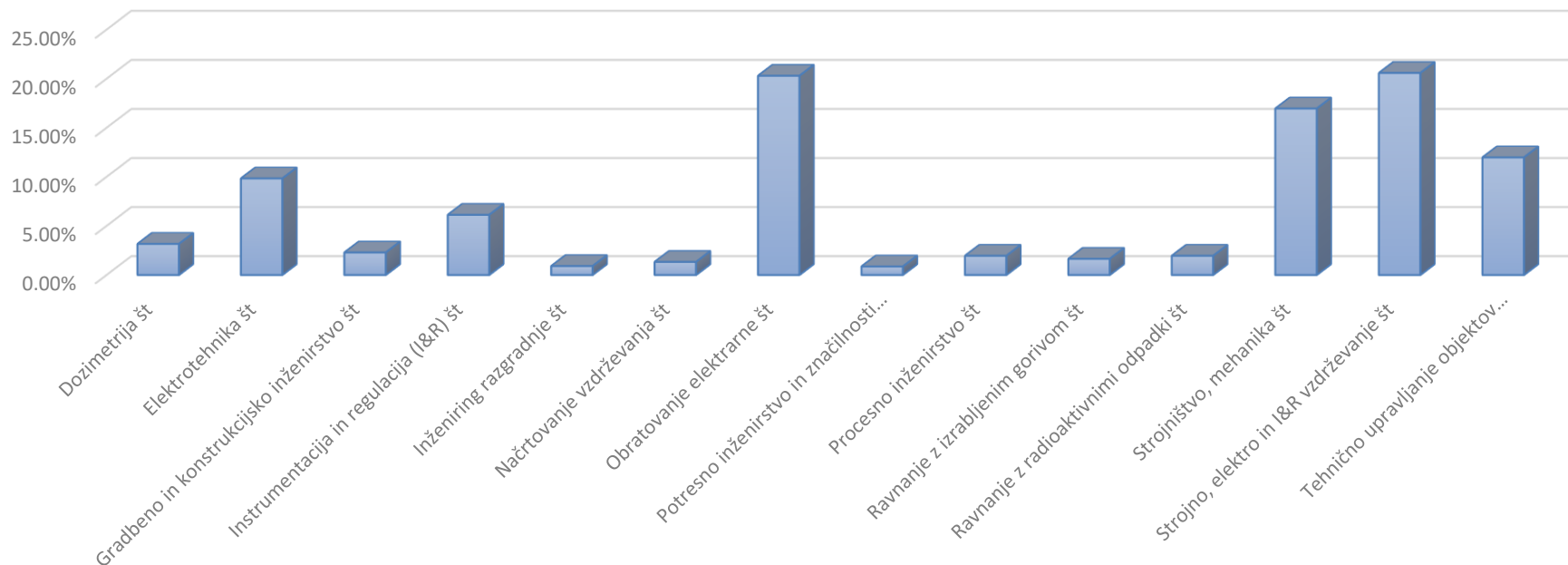
Raziskovanje in
mednarodno
sodelovanje



Točka 2.4 podrobno

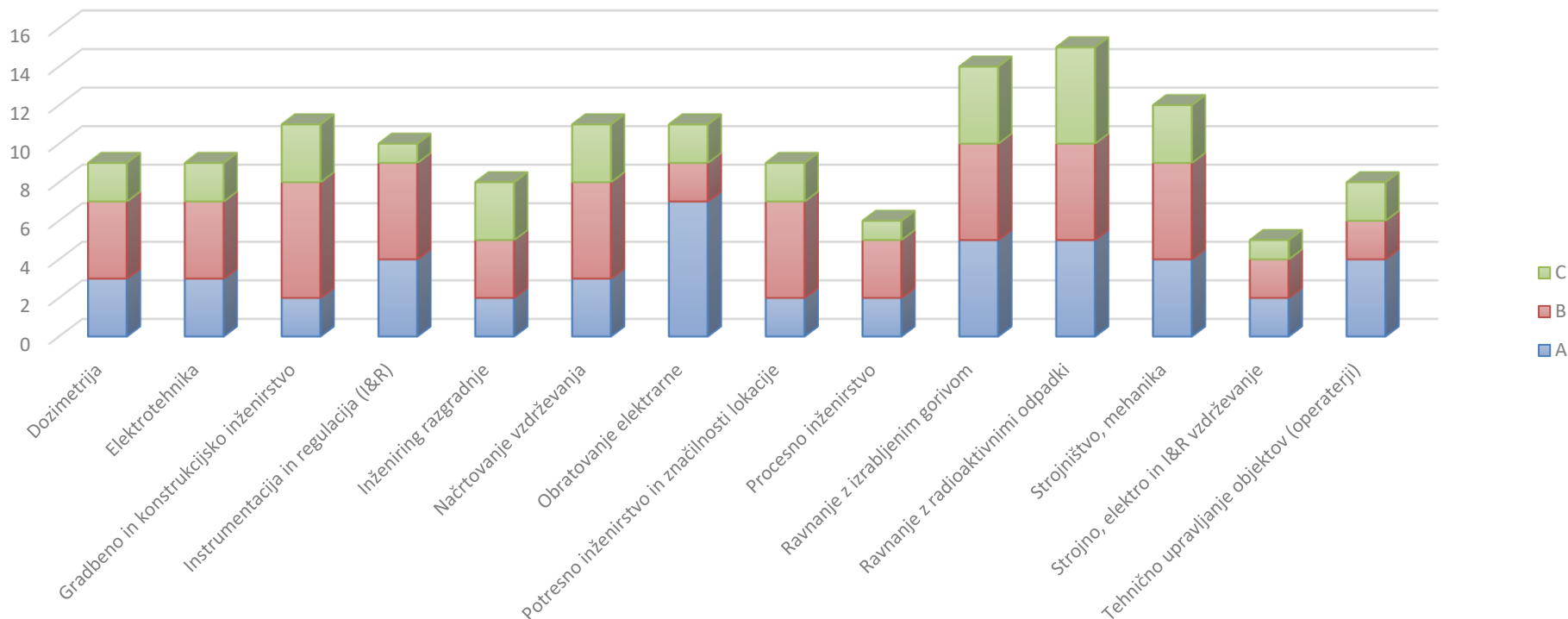
- Ocenite število sodelavcev oziroma njihov vložek v obliki človek-let na posameznem podpodročju.

2.4.1 Obratovanje in vzdrževanje jedrskih objektov





2.4.1 Obratovanje in vzdrževanje jedrskih objektov



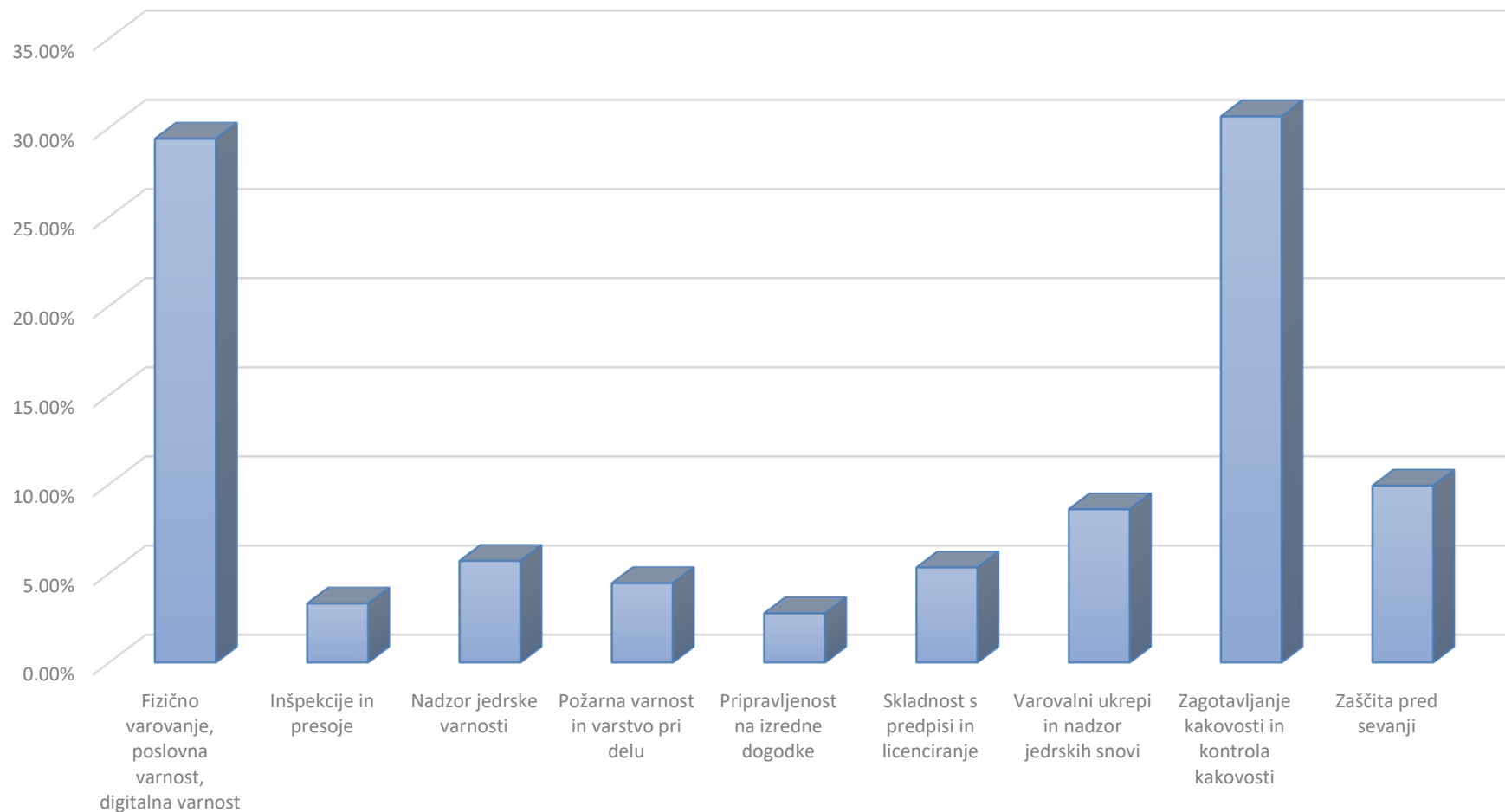
A: obratovanje in vzdrževanje

B: načrtovanje, gradnja, zagon

C: razgradnja in ravnanje z radioaktivnimi odpadki

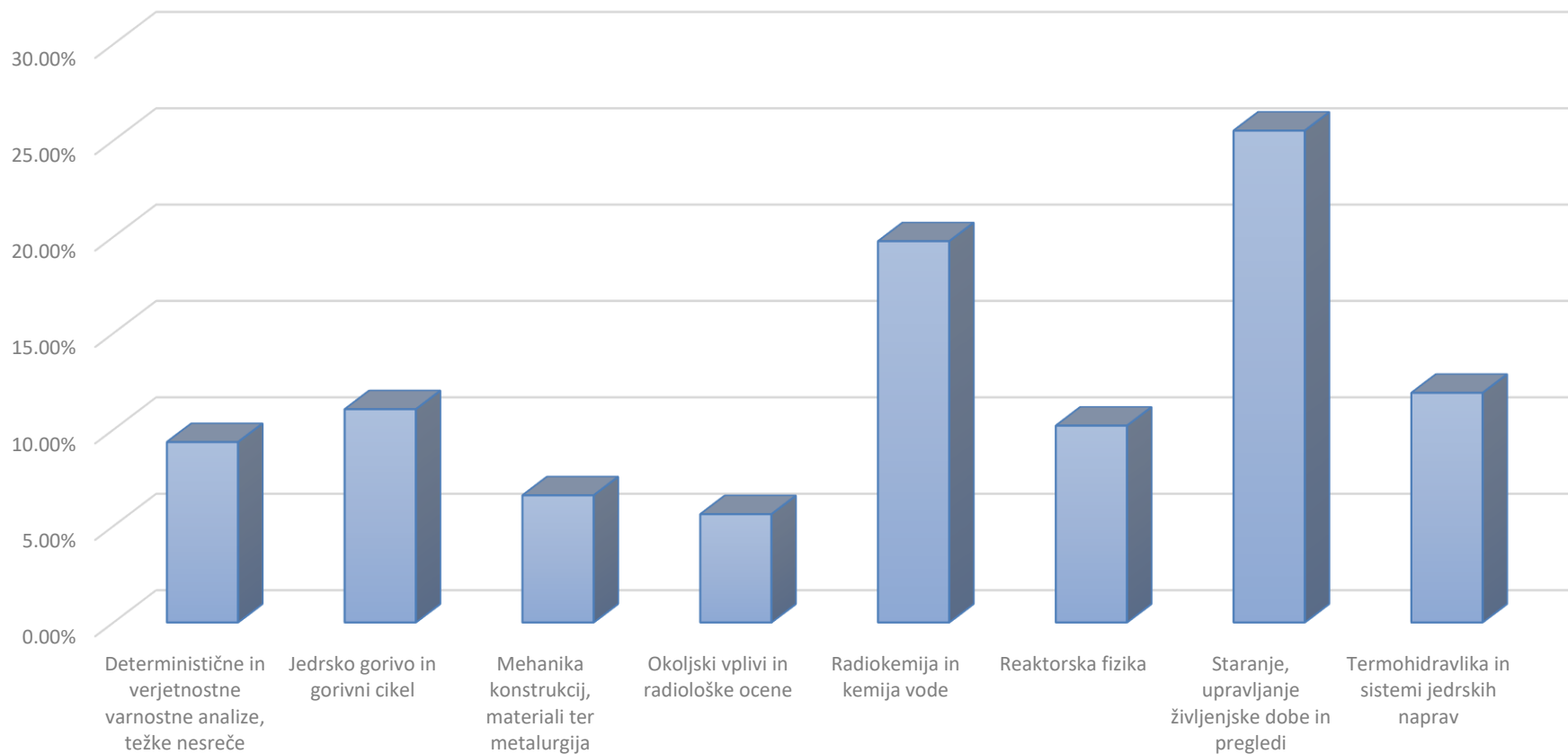


2.4.2 Jedrska in sevalna varnost, varovanje in nadzor



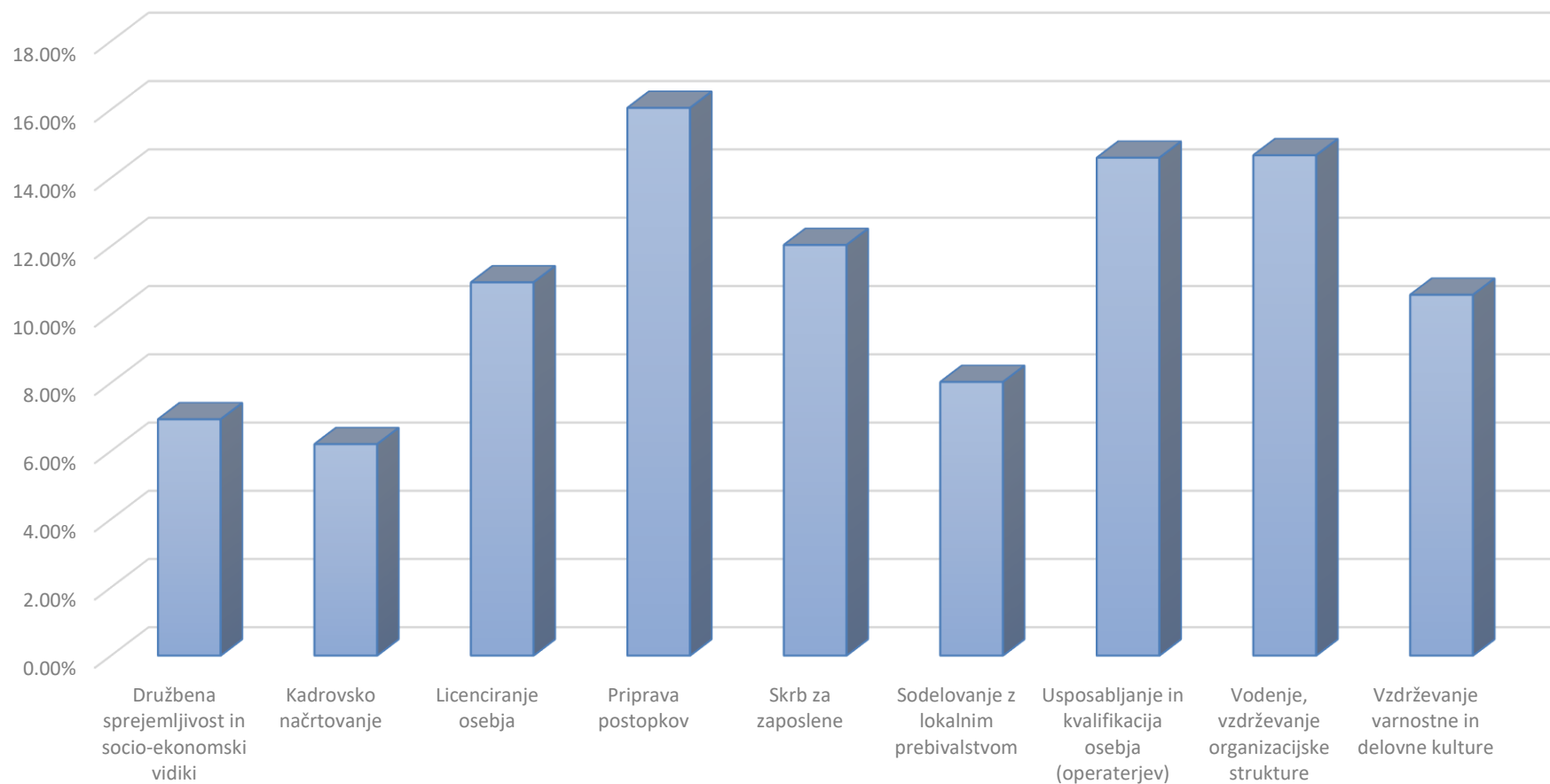


2.4.3 Raziskave in razvoj, načrtovanje, izobraževanje



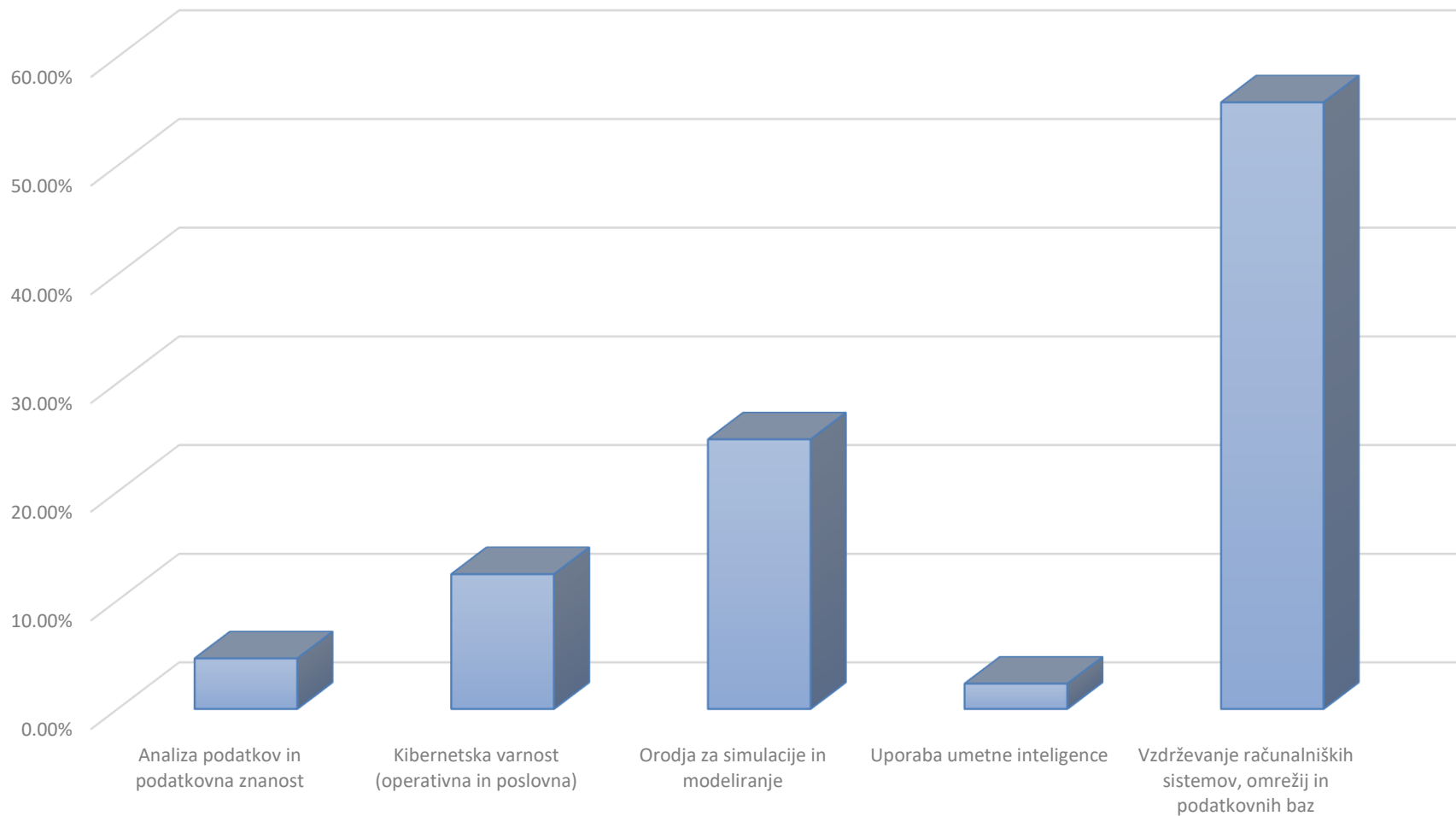


2.4.4 Organizacija, upravljanje človeških virov





2.4.5 Informacijske tehnologije





CRP 2025: Predlog kadrovske strategije in akcijskega načrta za slovenski nacionalni jedrski program

Delavnica z deležniki, 1. del
12. februar 2026, Reaktorski center IJS

Pripravila: Mojca Drevenšek



Predstavitev preliminarnih rezultatov - kvalitativni del

1. Ključne kompetence
2. Organizacijske strategije za privabljanje kadrov
3. Druge pobude in vprašanja



1. Ključne kompetence kadrov za slovenski jedrski program

Kaj smo vas vprašali:

»Katere kompetence so po vašem mnenju ključne za prihodnost vaše organizacije?«

- odgovor v prostem tekstu
- namen: pridobiti širok spekter predlogov
- prejeli smo odgovore od 11 deležnikov: operater, industrija, regulator, raziskovalne organizacije
- definirali ste 55+ raznolikih kompetenc, širok spekter

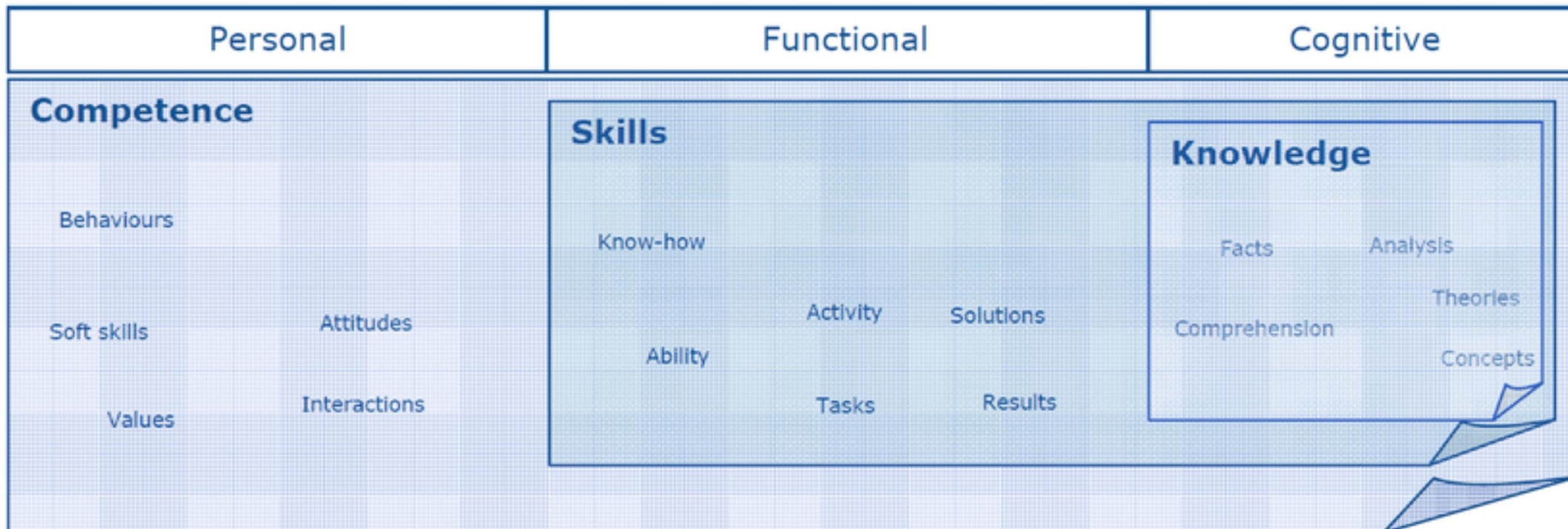


Ugotovljene oz. izpostavljene dileme

Dilema #1: Competence vs. Znanja (veščine)

Nekateri odgovori so **znanjskega** tipa, drugi izrazito **osebno kompetenčnega**.

Kaže se **potreba po skupni definiciji**.



Vir: EHRO-N:
[Content classification of KSC from EHRO-N Capture project report \(19\) | Download Scientific Diagram](#)



Ugotovljene oz. izpostavljene dileme

Dilema #2: Raven specifičnosti kompetenc / znanj

Nekaj tipičnih primerov:

1. Splošne kompetence

- ☐ interdisciplinarnost
- ☐ vodenje, komunikacija itd.

2. Specifične jedrske kompetence

- ☐ jedrska varnost in varnostna kultura
- ☐ poznavanje jedrske zakonodaje in licenciranja
- ☐ ravnanje z RAO
- ☐ reaktorska fizika, NDT digitalne tehnike
- ☐ varstvo pred sevanji, modeli za razširjanje radioaktivnosti itd.

3. Organizacijsko specifične kompetence

- ☐ uporaba sodobnih pedagoških metod
- ☐ poznavanje vrst jekel in materialov itd.

Možna struktura kompetenc: tri skupine

1. Splošne kompetence (horizontalne, za večino organizacij)

- Vodenje in upravljanje
- Osebne in vedenjske kompetence
- Komunikacija in sodelovanje
- Digitalne kompetence

2. Specifične jedrske kompetence (vertikalne, vezane na jedrsko področje)

- Jedrska varnost in regulativa
- Tehniške jedrske kompetence
- Specialistične metode/tehnologije
- Operativne/podporne kompetence za jedrski sektor

3. Organizacijsko specifične kompetence (vezane na poslanstvo/dejavnosti konkretne organizacije)



Delavnica – tema 2:

Ključne kompetence za jedrsko energetiko

Namen dela v skupini:

- določiti **prednostne (ključne) kompetence za jedrsko področje,**
- preveriti **smiselnost klasifikacije,**
- oblikovati **priporočila za nacionalno strategijo** (kako naj obravnava sklop o kompetencah)

Op: namen delavnice ni, da danes vse dokončno dorečemo, temveč da si zadamo, **kako in koliko se bomo s sklopom o kompetencah ukvarjali v naslednjih fazah priprave nacionalne strategije.**

Delavnica – tema 2:

Ključne kompetence za jedrsko energetiko

1. Nabor in
struktura

2. Top 3

3. Nac.
strategija

Navodila / koraki:

1. Preglejte **nabor vseh kompetenc**, razvrščenih po skupinah. Razmislite o celovitosti in smiselnosti.
2. Označite **tri (do max. pet) kompetenc**, ki so po vašem mnenju **ključne** za prihodnost jedrske energetike v Sloveniji. Utemeljite izbor.
3. Kaj naj na temo kompetenc zajema **nacionalna strategija**? Npr.:
 - Skupna definicija kompetenc (razlikovanje od znanj in veščin)
 - Skupen okvir (framework) za razdelitev/strukturiranje
 - Izpostavitev ključnih (prednostnih) kompetenc – 15 do 20 (?)
 - Kako pridobiti / izboljšati te kompetence kadrov:
 - Ne/formalno izobraževanje
 - Zunanji izvajalci vs. notranje izobraževanje
 - Samostojno učenje posameznikov



Predstavitev preliminarnih rezultatov - kvalitativni del

1. Ključne kompetence
2. Organizacijske strategije za privabljanje kadrov
3. Druge pobude in vprašanja



2. Strategije privabljanja mladih kadrov (na ravni organizacij – jedrskih deležnikov)

Vprašali smo vas:

»Ali imate strategijo za privabljanje mladih kadrov?«

- odgovor DA / NE (če DA, kratko opišite)
- namen: vpogled, če jedrski deležniki aktivno/strateško pristopate h kadrovskim izzivom
- prejeli smo 8 pritrdilnih odgovorov različnih deležnikov
- opisi dolžine nekaj do 10+ vrstic (skladno z navodili)



Nekaj primerov odgovorov

Primer 1: kadrovsko štipendiranje, omogočanje strokovne prakse, počitniško delo, udeležba na informativnih dnevih, zaposlitveni sejmi, organizacija obiskov elektrarne, delavnice ...

Primer 2: aktivno spodbujanje energetske pismenosti med mladimi in širšo zainteresirano javnostjo (z navedbo konkretnih projektov)

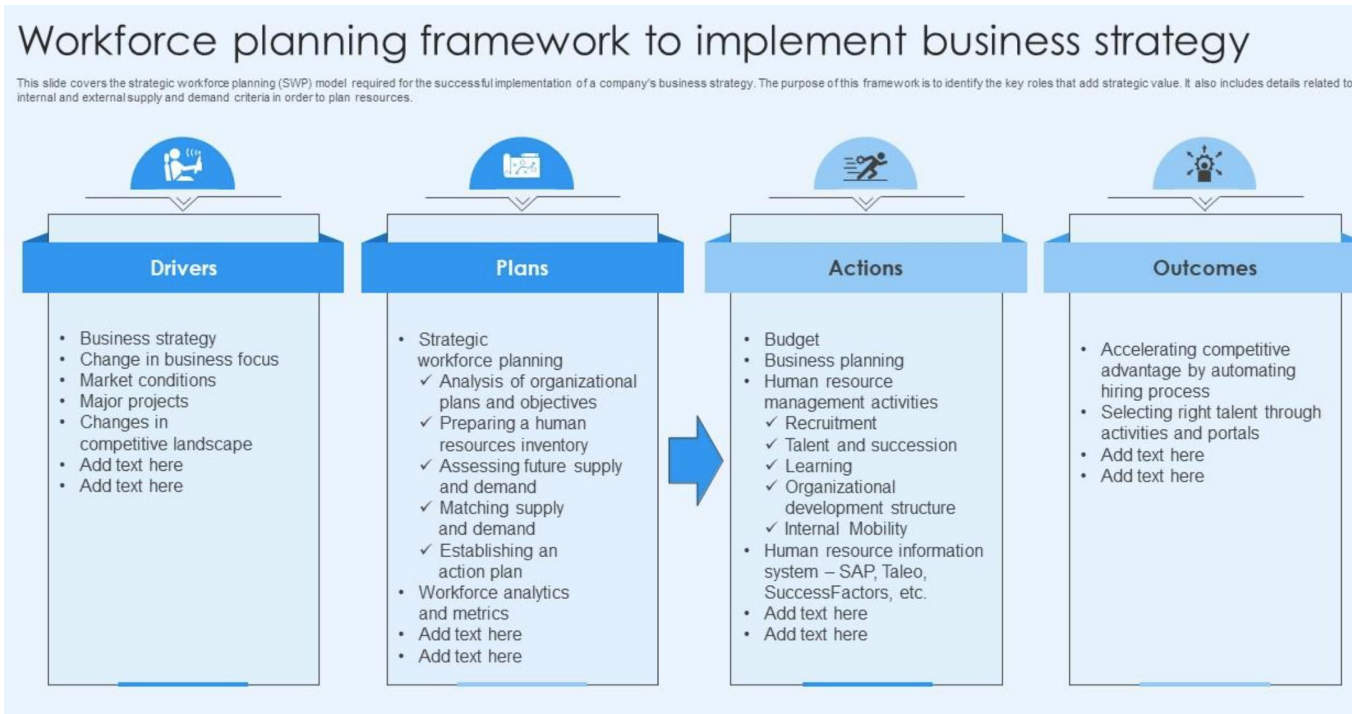
Primer 3: poudarek tudi na kritičnih vidikih:

- težave glede kvot/zaposlovanja,
- finančni vidiki kadrovanja in zagotavljanja sredstev (togost plačnega sistema),
- odsotnost denarja za promocijo itd.

Ugotovljena dilema

Dilema #1: Kaj je "minimum" vsebine strategije privabljanja mladih kadrov?

Primer ogrodja – kaj zajema strategija privabljanja (mladih) kadrov



[vir: Workforce Planning Framework To Implement Business Strategy PPT Slide](#)

Workforce planning framework to implement business strategy

This slide covers the strategic workforce planning (SWP) model required for the successful implementation of a company's business strategy. The purpose of this framework is to identify the key roles that add strategic value. It also includes details related to internal and external supply and demand criteria in order to plan resources.





Ugotovljena dilema

Dilema #2: Povezovanje aktivnosti – potreba/želja po sektorskem pristopu?

Ali je naloga CRP/nacionalne kadrovske strategije, da identificira in (do neke mere) poveže posamične organizacijske kadrovske strategije in aktivnosti ter med njimi definira (minimum) sinergij?



Delavnica – tema 3:

Strategije privabljanja mladih kadrov

Namen dela v skupini:

- Opredeliti, kako naj nacionalna strategija obravnava organizacijske strategije privabljanja mladih kadrov in potencial njihovega povezovanja
- Kaj pričakujete od nac. strategije? Okviren predlog – za razpravo po skupinah:
 - Nacionalna strategija opredeli (minimalno) strukturo (organizacijskih) strategij privabljanja kadrov.
 - Identificira in predstavi naj primere konkretnih dobrih praks na tem področju v Sloveniji.
 - Predlaga naj priložnosti povezovanja aktivnosti posameznih jedrskih organizacij na področju privabljanja kadrov, kjer je to možno/smiselno.
 - ... dodatni predlogi?...



Predstavitev preliminarnih rezultatov - kvalitativni del

1. Ključne kompetence
2. Organizacijske strategije za privabljanje kadrov
3. Druge pobude

2. Druge pobude

- Razširitev vprašalnika na **finančne vidike kadrovanja** in zagotavljanja sredstev ... opazamo, da zaradi togosti sistema plač in njihove višine, težko konkuriramo na trgu dela.
- Potreba po **celovitih kadrovskih informacijah**: a.) številu zaposlenih s posameznimi kompetencami (to omogoča planiranje kadrov oziroma razširitev jedrskega programa) in b.) opravljenem delu na jedrskem področju.
- Vzpostavitev **nacionalnega sistema kadrovskih štipendij** za jedrsko industrijo. Spodbujanje mladih za **jedrske poklice** preko praktičnih programov, praks in poletnih šol.
- ...



Delavnica – tema 4: Dodatni predlogi

Namen dela v skupini:

- Identificirati dodatne teme - predloge in pobude, kaj in kako zajeti v nacionalno jedrsko kadrovske strategijo.



Kratka razprava o skupnih odprtih vprašanjih (I. Tiselj)

- Kako podrobno delitev strokovnih področij potrebujemo?
- Kako »javni« so lahko podatki?
- Kako obravnavati »tuje podizvajalce«?
- Kako obravnavati izobraževalne programe (vidik »produkcije« kadrov)?

...