

INTERNATIONAL
CONFERENCE ON

Effective Nuclear and Radiation Regulatory Systems

Preparing for the Future in a Rapidly Changing Environment



IAEA

International Atomic Energy Agency

Abu Dhabi, United Arab Emirates, 13–16 February 2023

The background features a wireframe illustration of four hands in a circle, holding a glowing atomic model with a central nucleus and orbiting electrons. The overall color scheme is light blue and white.

ENSI's Approach to Capacity Building

Capacity Building for the Future – Holistic Approaches for Nuclear
and Radiation Safety and Security

Marc Kenzelmann ENSI Director General

Background



- ENSI is the national regulatory body with responsibility for the nuclear safety and security of Swiss nuclear facilities
- Approximately 160 employees (145.8 FTE), most of whom are highly technically qualified
- After the accidents in Fukushima Daiichi, Switzerland decided to phase out nuclear energy and the granting of general licenses for the construction of new nuclear power plants has been prohibited since January 2018. The Swiss NPPs are operating on timely unlimited licenses.
- Sectoral plan and deep geological repository to come (2031 / 2060)

How to ensure long-term competence management in the area of nuclear safety?

- Government:
IRRS mission to Switzerland 2021 R1: The Government should evaluate the needs for building and maintaining competence of the parties that have responsibilities in relation to safety of facilities and activities in the near, mid-term and long-term future. It should then establish the appropriate strategy to fulfil those needs.
- Approach of ENSI to ensure long-term competence for its own staff

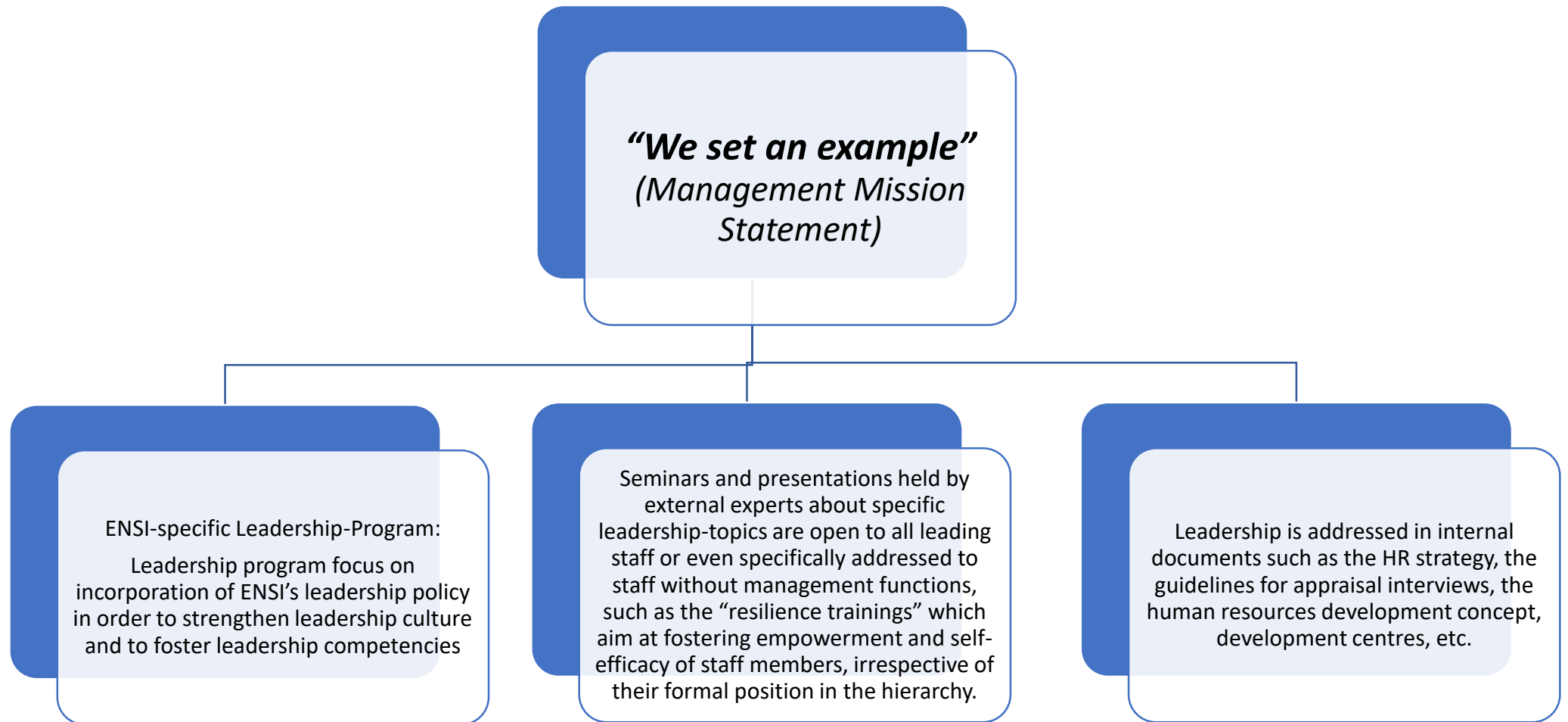
2019: New HR-Strategy (2)



The focal points of the HR Strategy (2019 – 2023) are:

- Maintaining competence of ENSIs staff
- Personnel development and leadership development (i.e. aligning leadership skills to new challenges)
- Recruiting (i.e. processes, competence-based recruiting, concepts)
- Employer Branding and employer attractiveness and employee retention
- Modernizing working conditions
- Work health management with aim to retain performance ability and health of our staff
- HR Organisation, optimizing HR processes, and furthering digitization

1. Leadership in ENSI



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2. Development Center



Goal:

- The skills, competences and areas of development of employees without line manager function are systematically assessed and developed based on individual training plans.
- Making potential talent visible to management

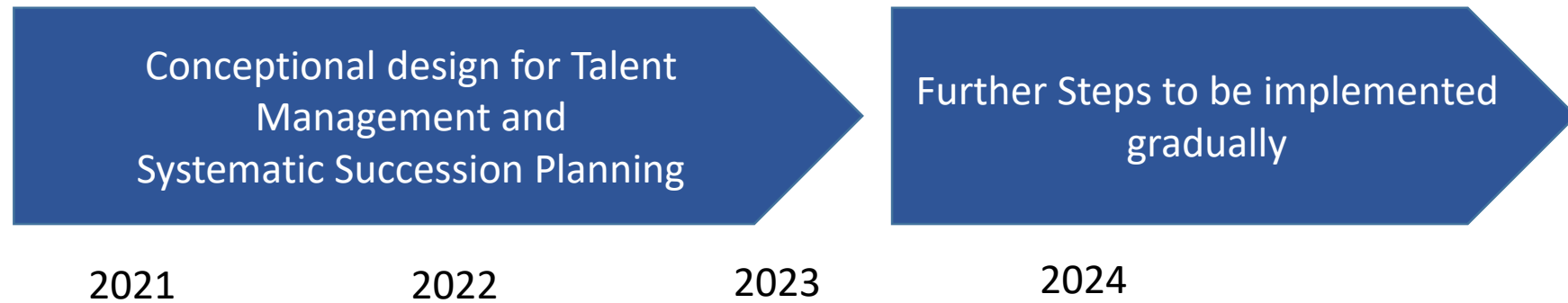


3. Talent Management & Succession Planning



Goal:

The key functions and appropriate candidates for succession are identified and potential successors are prepared for the job

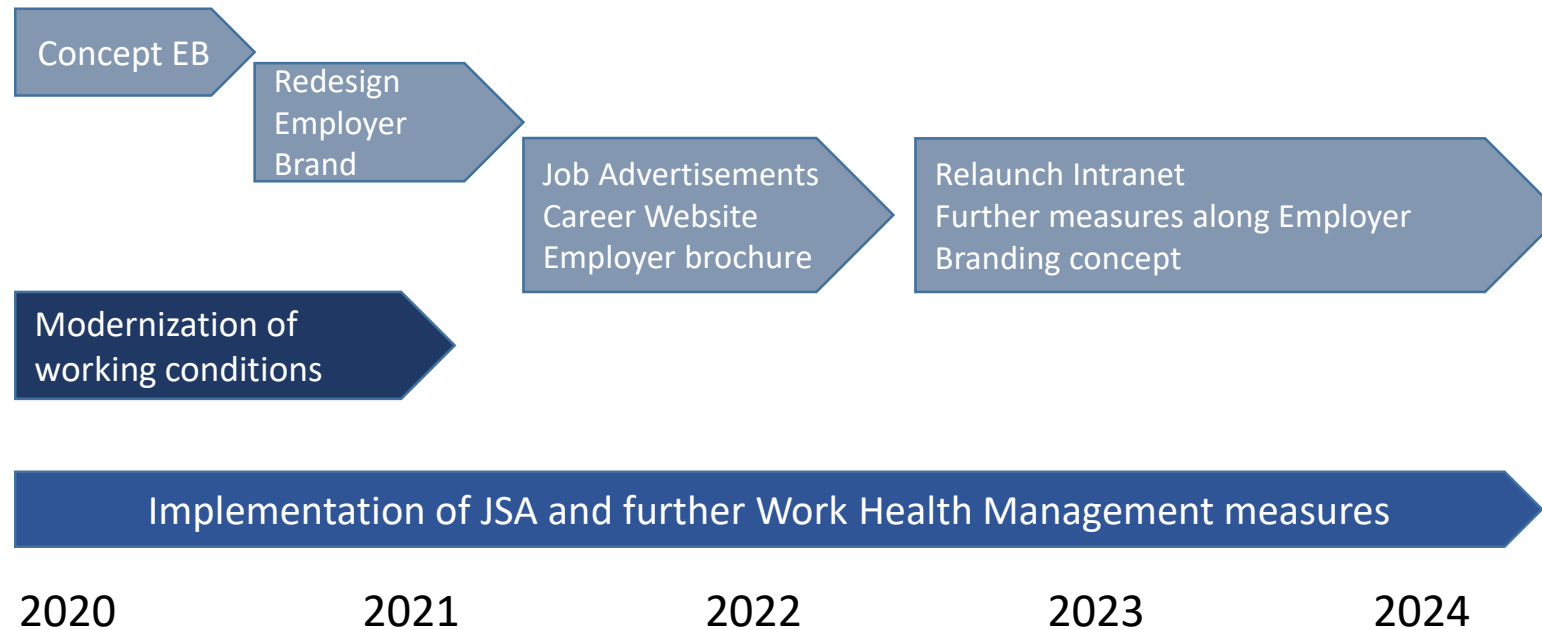


4. Employer Branding



Goal:

ENSI is known as an attractive and reliable employer, in order to retain and attract competent employees.



5. Knowledge and Skills Management



Goal:

ENSI has the necessary resources to face future challenges despite the phasing out of nuclear energy and ensures that specific knowledge and skills within the organization are retained, shared and continuously improved.





Thank you for your attention!



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www.ensi.ch

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