

KWS ASSESSMENT CENTER

Gerald Schreiber
Wolfgang Becker
International Activities



1 Introduction of KWS

KRAFTWERKSSCHULE E.V. (KWS) was founded 1957 as a non-profit organization.

KWS has the core competences:

- Platform for all training of power plant personnel
- Knowledge management and Human Resources Management
- European network of experts
- Communication process management

2 Initial Situation

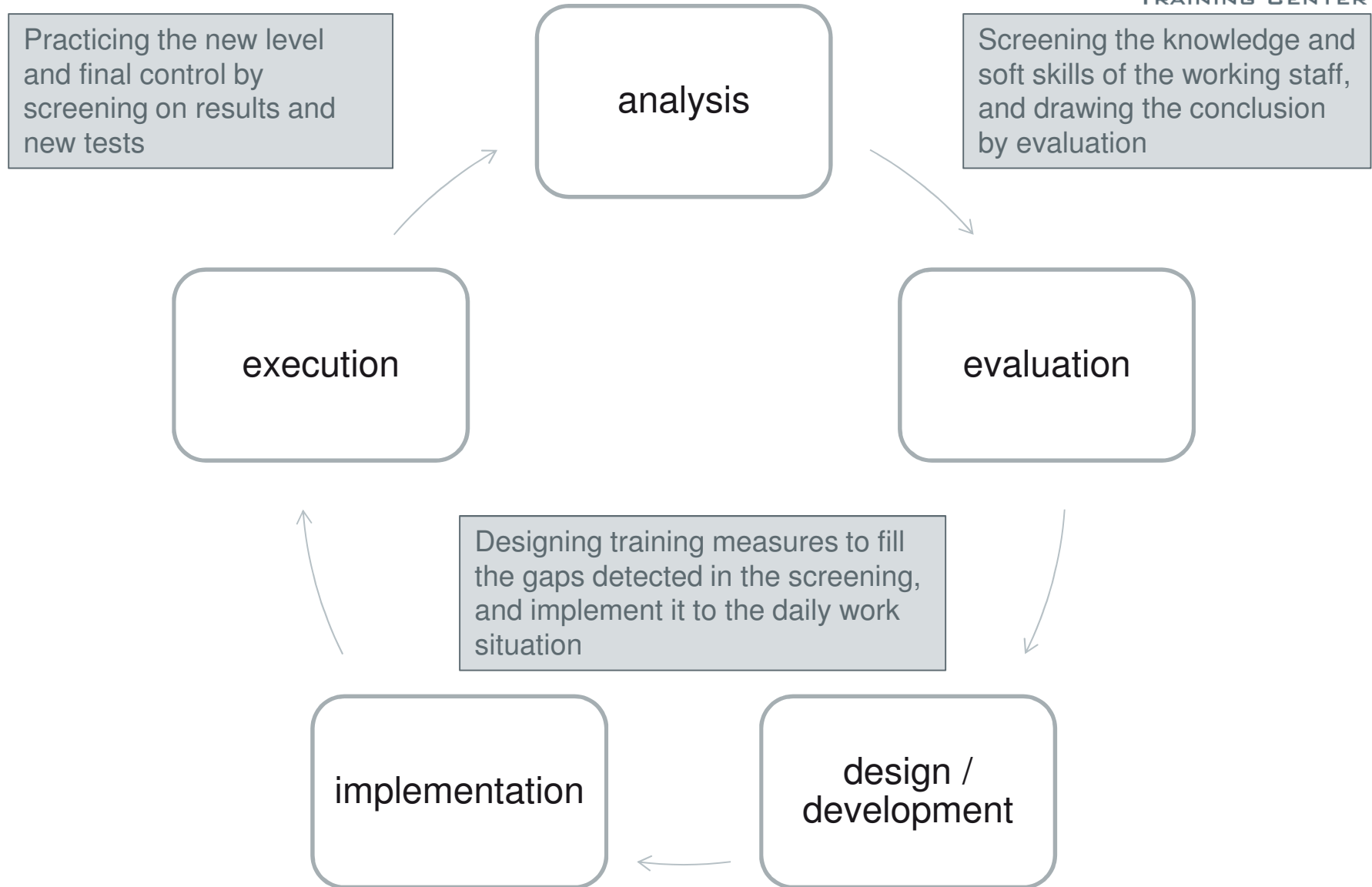
Many foreign organizations often request the KWS' specialist competence.

It can be seen that international clients have the following requirements:

- The clients want to determine their employees' level of knowledge.
- The determined knowledge will be compared to the general standards in Germany and Europe.
- Any gaps in knowledge will be closed by specific training.

KWS has developed a concept which will fulfill the clients' requirements. An appropriate training plan will be developed based on an assessment (written test and verbal discussion).

This concept was already successfully carried out several times.



3 References

The above mentioned concept was already successfully carried out for:

- GE Service Germany 143 participants
- GECOL Libya 2359 participants
- Medco Libya 442 participants
- Eskom South Africa 18 participants
- HPA South Africa 60 participants
- RWE Turkey 25 Participants
- EVN Bulgaria 39 participants
- Ebara Germany 20 participants
- Benchmark Germany 55 participants
- MGI Kurdistan (Northern Iraq) 92 participants

4 Customer request

The training for power plant engineers and operators as well as maintenance staff normally does not correspond to the training in Europe. The customer wants to upgrade the skills and knowledge of its engineers, operators and maintenance staff onto the European standard.

Therefore KWS could conduct a technically oriented assessment centre to examine the technical knowledge of the staff.

The staff in question comes from the fields of mechanical, electrical, I&C and process technology.

5 Task

- Development and conduction of a technically oriented assessment centre for power plant engineers and operators as well as maintenance staff.
- Evaluation of test results and preparation of detailed report.
- The aim of the assessment centre is to find out whether the knowledge of the participants is comparable to European standards.
- Development of a training scheme for staff members of the customer on the basis of the assessment results.

KWS recommends to integrate social competencies into the technically oriented assessment centre. The result will be taken into consideration for the development of training programs.

KWS recommends to provide management assessment too. Management Audits focus on personal attributes and business skills.

6 Approach

6.1 Technical assessment

- Preparation of the test material
- Written test (basic and specialised knowledge)
- Guided interviews (minimum by two KWS experts and one note keeper from the customer)
- Evaluation of the assessment including a detailed report
- Suggestion of the basics for the training program

6 Approach

6.2 Preparation of a Management Audit

- Clarify the position and name the staff to participate
- Analyze the given personal facts and figures
- Requirement profiles (state of the art and future)
- Develop a communication plan
- Choose the best individual method for the staff

6 Approach

6.3 Management Audit Procedure (1)

- Information and introduction to the participating staff members
- Individual interviews
- Analyzing of human resources documents
- Questionnaires
- Problem-solving scenarios
- Role Plays
- Coaching and watching

6 Approach

6.3 Management Audit Procedure (2)

- Please take in consideration that team tests give better results in some cases.
- The time for the individual checks will take approx. 2 hours.
- The team test can take about an hour or even be a special task within a week to be fulfilled

6 Approach

6.4 Management Audit Content

- Personality
- Career
- Communication at work
- Motivation of employees
- Spare time activities
- Mobility
- Social competences
- Loyalty to the company / Commitment
- Improvement

7 Goals of the assessment

Individual point outs

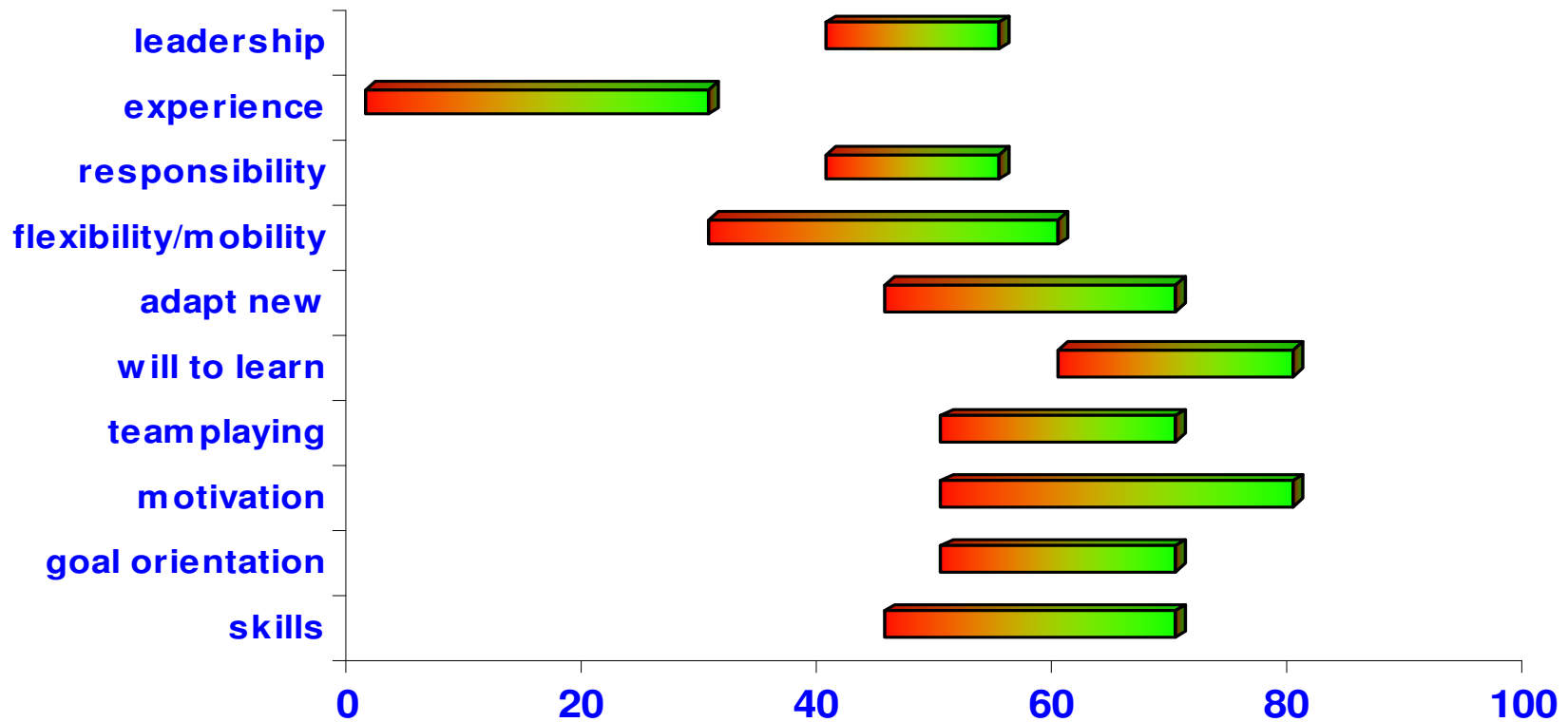
- technical competence → achieve the best competence
- special knowledge → improve the knowledge by training
- special talents → promote these talents
- knowledge of state of the art → upgrade training plans

General

- results of assessment → determine the state of knowledge
- results of assessment → develop further training to achieve European standards if necessary

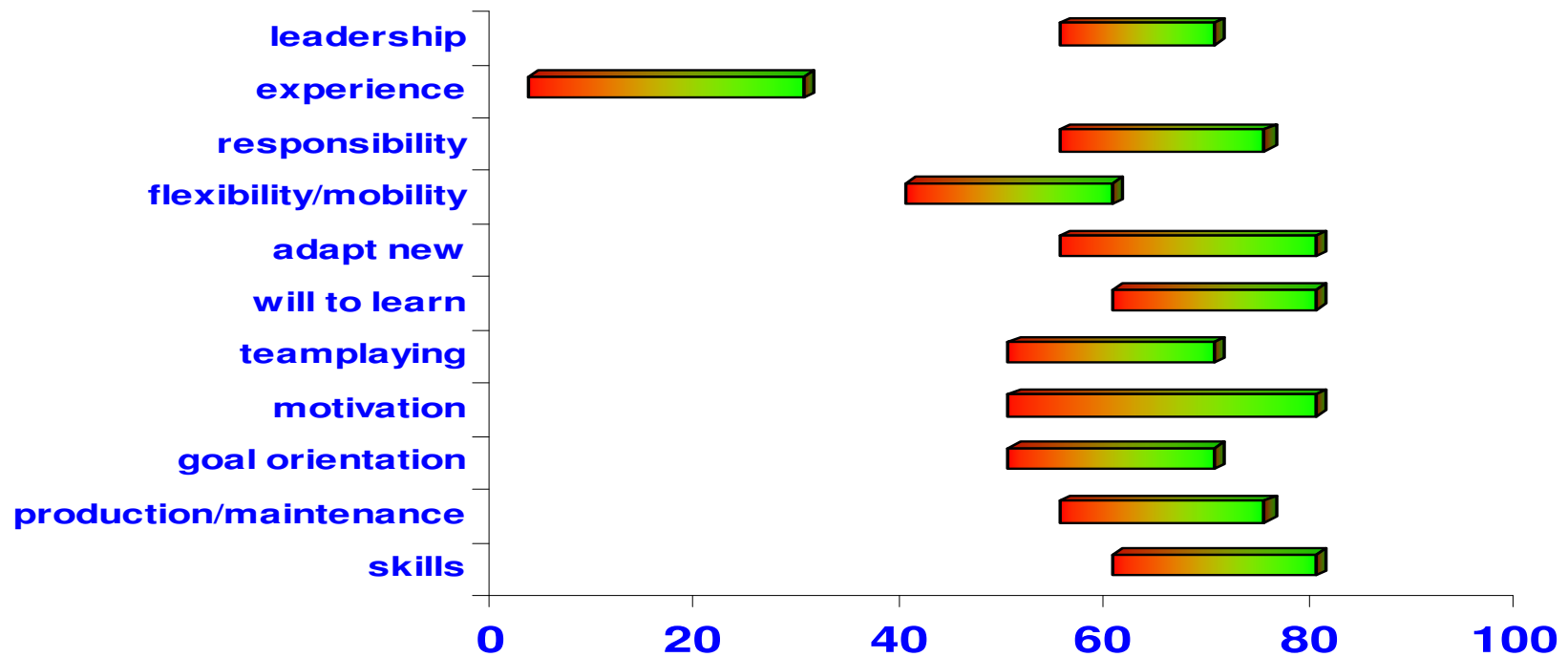
7 Goals of the assessment

7.1 Example Job requirements technicians



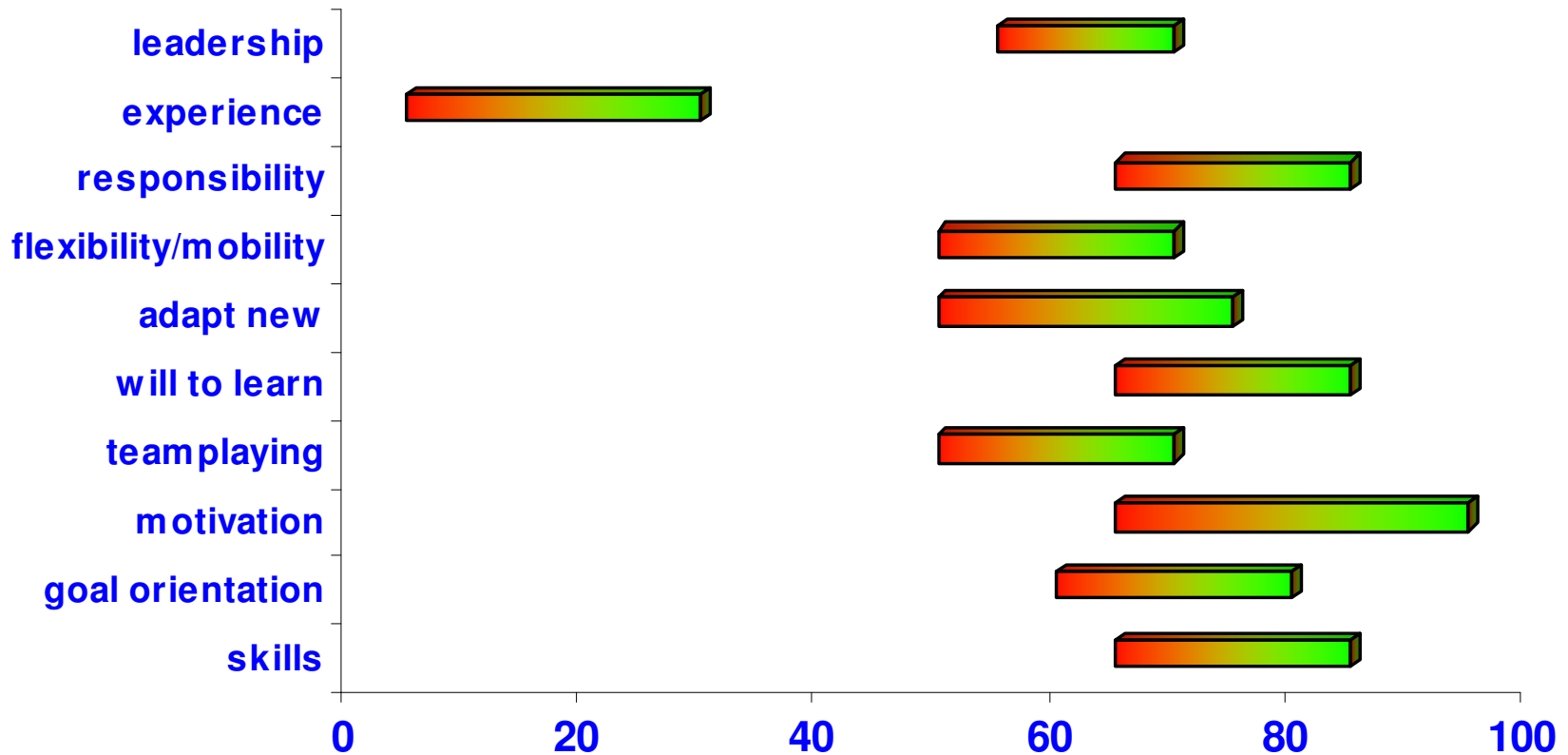
7 Goals of the assessment

7.2 Example Job requirements shift leader



7 Goals of the assessment

7.3 Example Job requirements heads of department and office



8 Results

- On the last day of the assessment a draft report will be given as feedback of the assessment
- Within a short time frame (normally two weeks) a detailed written report will be submitted for each candidate
- A training program will be developed to close any gaps regarding European standards, based on the results of the assessment and consisting of:
 1. Training contents
 2. Headlines of training objectives
 3. Training duration

Summery

An independent Assessment gives the companies the possibility to get an overview about the knowledge of its managers, engineers, operators and maintenance staff onto the international standard.

CONTACT

FURTHER INFORMATION

Wolfgang Becker

Senior Project Manager International Activities

Deilbachtal 199

45257 Essen

Tel. +49 201 8489 – 118/132

Fax. +49 201 8489 – 122

E-Mail: wolfgang.becker@kraftwerksschule.de

www.kraftwerksschule.de

