

## Human Resource Management in the Belgian TSO Bel V

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Within the Belgian TSO Bel V, an integrated management system (IMS) has been developed and is certified according to ISO 9001:2008. One of the main processes of the IMS is the Human Resource Management (HRM) process.

This process is subdivided into three sub-processes: Administrative & Social HRM, HRM & Development by competences and Assessment of the HRM Process.

This presentation will summarise the structure and content of all documents and procedures of the HRM process and will describe how the process is implemented.

In particular the following sequence of activities will be presented:

1. Definition of all the roles necessary to fulfil the regulatory functions attributed to Bel V, with description of all the tasks and duties assigned to each role and to each staff member, including the qualification requirements.
2. Identification of the individual existing competence (KSA) gaps using the SARCoN tool, on the basis of a reference list of KSAs and the role descriptions.
3. Periodic evaluation of the training needs on the basis of the competence gaps leading to the definition, organisation and evaluation of the training activities by application of the systematic approach to training (SAT).

The recruitment process will be described: actually, the analysis of the competence gaps may lead, in addition to training of present staff, either to internal job rotations or to announcement of new positions through the Bel V website if no internal expertise is available.

In the frame of the competence gap analysis, the interaction between competence management, knowledge management and a new interpersonal effectiveness development project will be explained.

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