



The Company's personnel development system focuses on the following key areas: creation of the talent pool, management development and improvement of corporate training practices.



For more information on the personnel development system, see the Corporate Social Responsibility Report for 2019.

PDF, 11.2 MB

Talent pool

The Company implements a talent pool management programme aimed at ensuring sustainability of the key line management positions.

Each candidate that passes the assessment and selection stages and is added to the talent pool is assigned a mentor (superior), who shares knowledge and experience while aiding the employee in fostering his or her management and professional competencies. The Company is also running a project to automate its talent pool management processes using SAP HCM.

Management development and corporate training framework

The Company works to improve its corporate training framework and puts in place initiatives to increase operational performance of its corporate training centres. Nor Nickel designs and delivers state-of-the-art training programmes for managers, offers professional development solutions for various personnel categories, leverages new training formats and keeps professional training programmes up to date.

Management competencies development

The best performing participants of the Management Start managerial skills development programme for recently appointed production unit managers were offered internships at the Company's European operations.

The Company places strong emphasis on creating end-to-end development programmes for all management categories by fostering soft skills, updating talent pool and mentor programmes, creating and rolling out a training and development programme for high-potential managers, and investing in senior management development.

Professional competencies development

The Company implements a large-scale retraining programme for the Group's employees, who are also welcomed at the corporate training centres.

The Company has completed a project to assess professional competencies of managers in the Power and Mechanics functional units, which aims to gauge and help develop professional qualifications in employees who fill managerial positions. The assessment is based on functional models of competencies and job profiles. Managers of different levels underwent dedicated tests that identified priority areas for professional growth. The Company continues to develop this area currently working on a project to create professional competency models for and assess knowledge and skills of lower and middle line managers at the Polar Division and Kola MMC mines. The Company also plans to establish an in-house Peer Review Centre for the development of professional competencies and tools for their assessment at Polar Division.