



UNION FENOSA

UNION FENOSA

Teach and learn from experience

José Angel Fernandez Izard. UCUF director
CEDEFOP. 09th -10th February. Thessaloniki, Greece

UCUF
UNIVERSIDAD CORPORATIVA UNION FENOSA



UNION FENOSA

CONTENTS

○ The Company

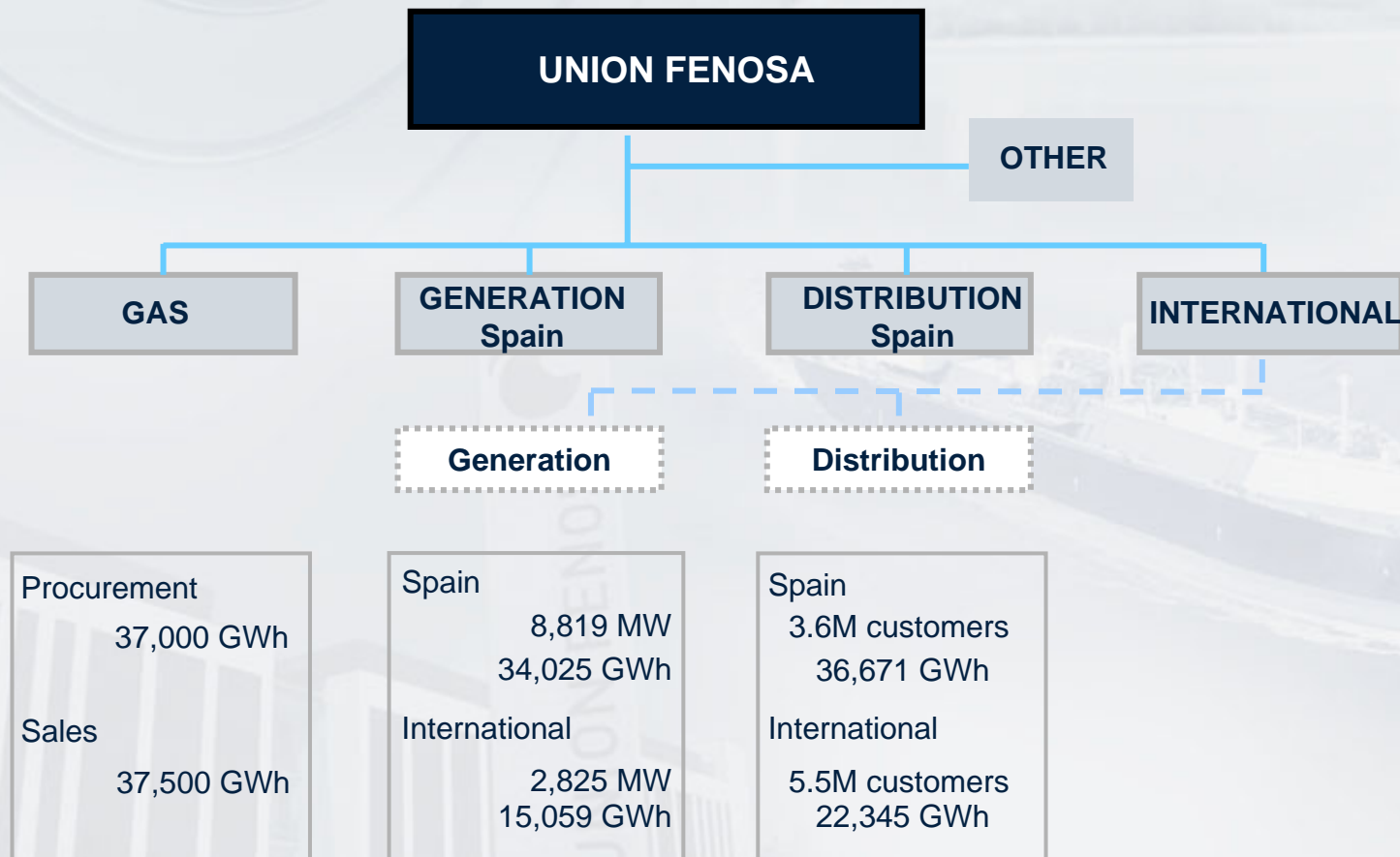
○ The UNION FENOSA Corporate University

○ What do we have to do between all to advance

UCUF 
UNIVERSIDAD CORPORATIVA UNION FENOSA

Basic Data

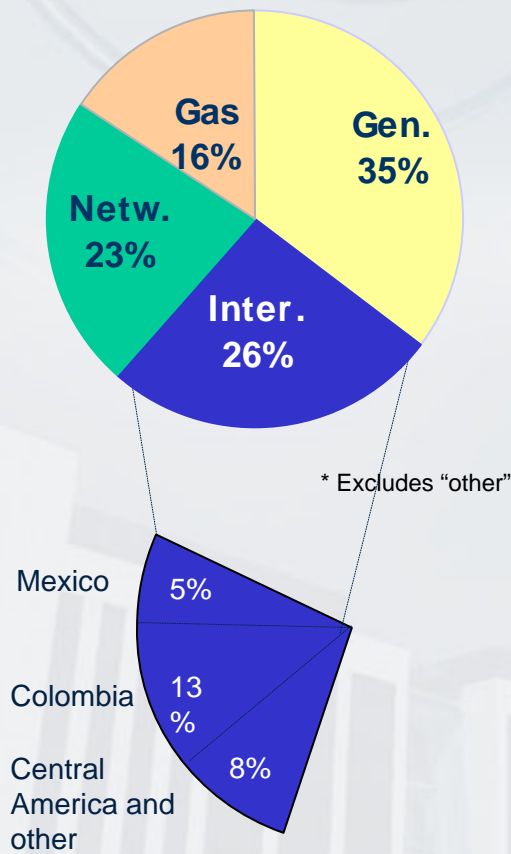
UNION FENOSA is an **integrated energy group** that operates in the gas and electricity markets.



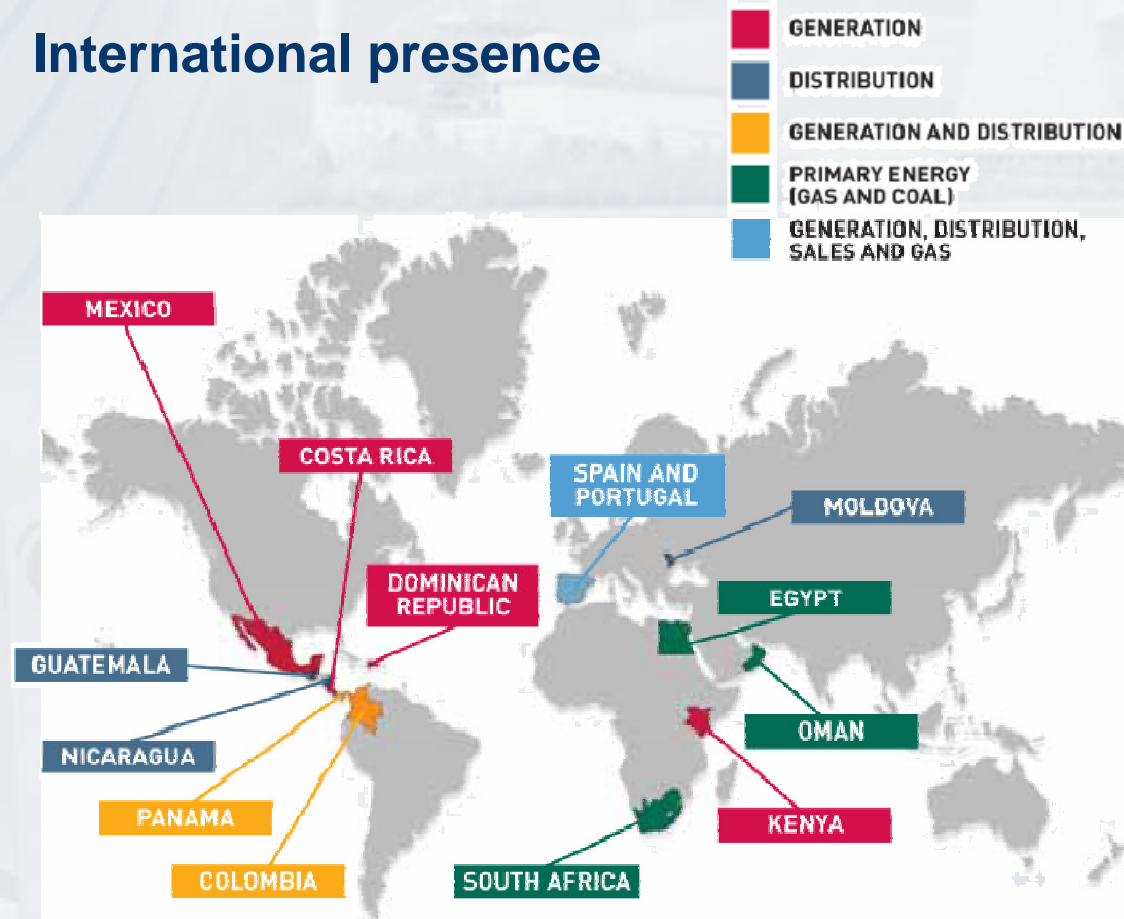
Basic Data

Total 2007 EBITDA: €2,062M

By business*



International presence



Staff: 12.000 employees in the whole world

Why a Corporate University?

Business
Structure


Sharp increase in
business growth

International
expansion

Permanent need to have highly-qualified
people with great potential available

Reduction in the
useful lifespan of
knowledge

The UCUF's Mission

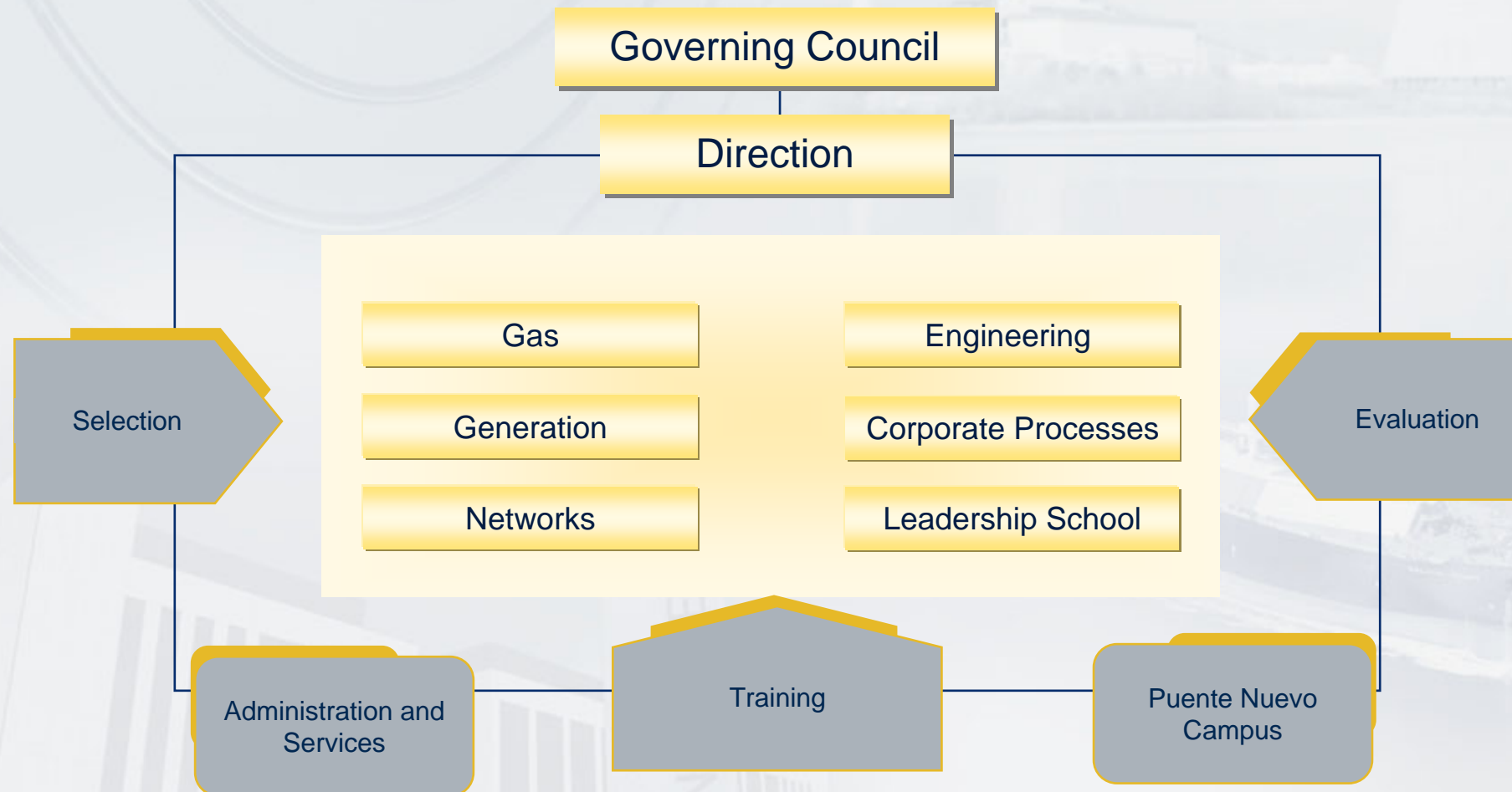


“ Encouraging on-going development, aligning training to the needs generated by business strategies within the framework of a business culture committed to knowledge“.

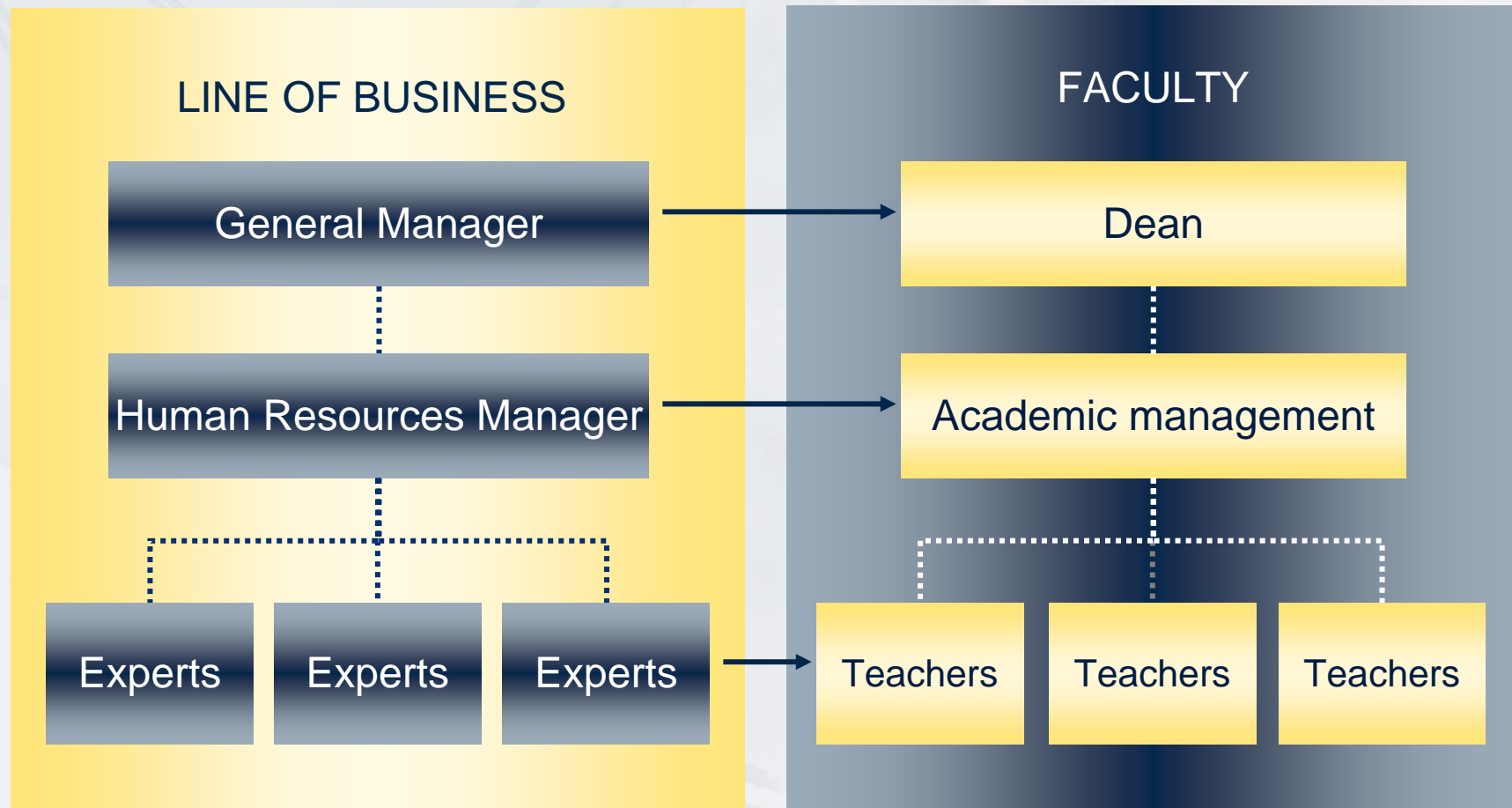
Basic Pillars

- 
- 1 Teach and learn from experience.
 - 2 Align training with the needs generated by business strategies.
 - 3 Consolidate the Group's culture and values.
 - 4 Establish alliances with the best universities and business schools.
 - 5 Reinforce the measurement culture.
 - 6 Generate innovative solutions for people training and assessment.
 - 7 Include customers and suppliers in the framework of the Corporate University.

UCUF's Structure



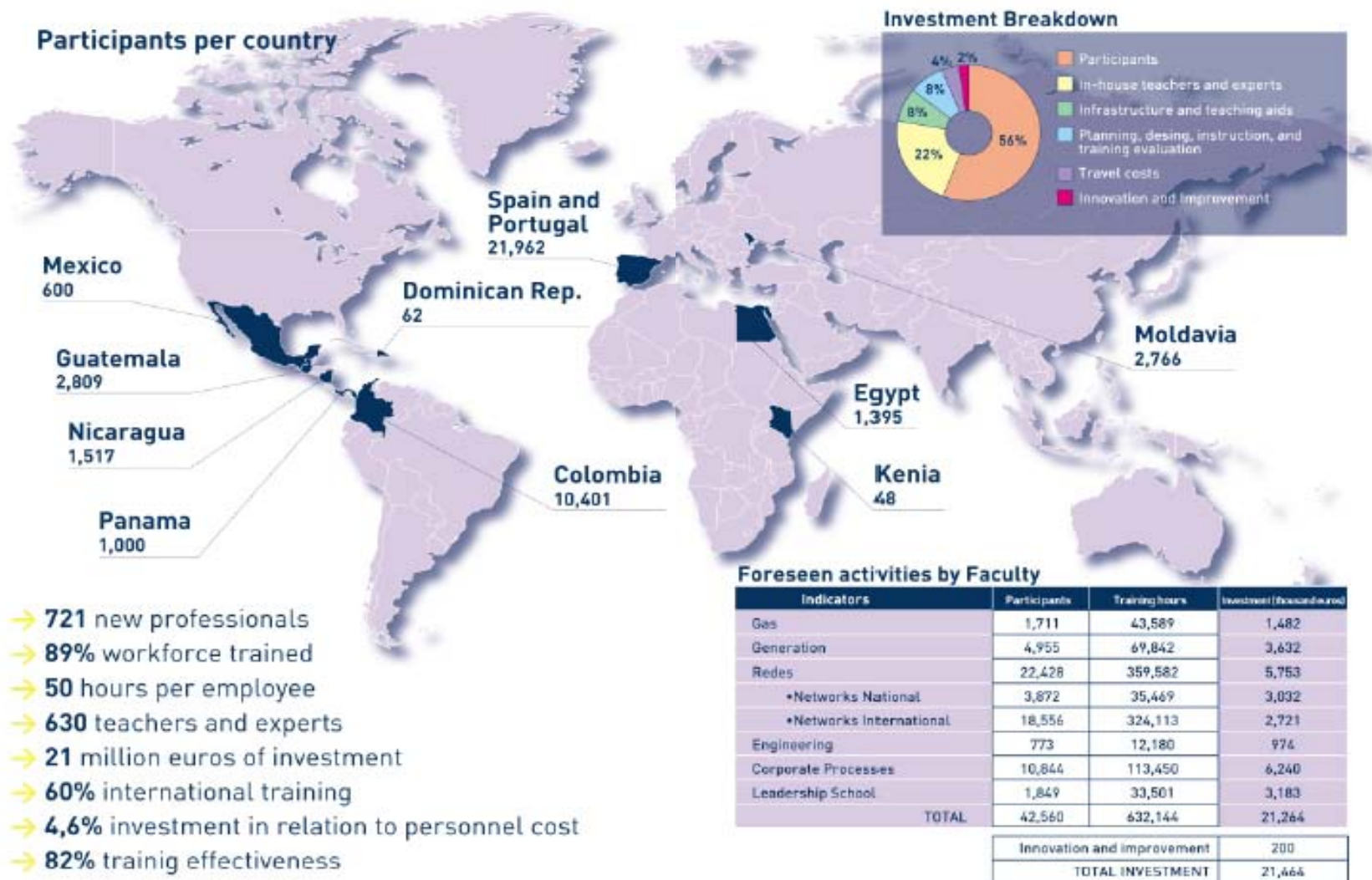
Faculty Model



Competencies Development Plan



The UCUF in figures



Recognitions 2000-2008

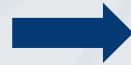
- Financial Times (2001)
- CUX/Financial Times Award (2001)
- CUBIC Award (2002)
- CLIP Accreditation of the EFMD (2003) and reaccreditation (2008)
- CUX/FORTUNE Award (2004)
- ISO Certification of the Puente Nuevo Campus
- 432 points EFQM (2007)
- “Actualidad Económica”: 100 better ideas in 2002 and 2006; better companies to work 2008
- “Expansión&Empleo” HR Innovation Award (2008)



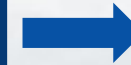
Create an environment for people improvement

UNION FENOSA
years of experience

To give opportunities
to all to grow



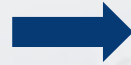
Annual
Training
Plan



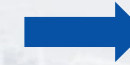
PDC'09

15

To appreciate the
singularity by a more
individualized
management



Individual
Development
Plans



PDI's

2

To facilitate the
participation in the
company's
improvement



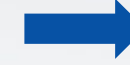
Quality

Innovation

Solidarity

Sport

IS
O
EFQM



Innowatio Award

Solidarity Day

Sport Club

10

2

9

10

5

To sum up ...

- European Corporate Universities (EFMD.org/CLIP) are working with rigor to fulfil the targets of the European Union on human capital.
- This is an area of cooperation among all, focusing in the quality of their products and services.
- The experience managing training and development plans, in teams as well as individuals, are key for improving people and organizations.

- UCUF Principal Programmes
- UCUF Individual Development Plans
- UNION FENOSA Collective Agreement

UCUF Principal Programmes



- Natural Gas Liquefied (NGL) in Damietta (Egypt)



- Advanced Course of the Generation Business
- Combined Cycle Plants Programme
- Selection and Pool



- o Technical Course of Network Business
- o Specialization Course of Distribution Business
- o Managerial Transformation Electricaribe
- o Networks Assistants

- Operation and Maintenance of Nuclear Plants



- o Sessions of Business Cycle
- o Welcome and integration
- o Regulation Superior Course
- o Functional Meetings



- o BIGGER Forum
- o Managers Development Programme
- o STAR and PDI's
- o High Performance Teams



For more information to see: www.unionfenosa.es / Get to know UNION FENOSA /Human Resources/ UNION FENOSA Corporate University / Competencies Development Plan

Individual Development Plans

ESTADO: Enviado

BLOQUEADO POR: Antonio Fernández López

NOMBRE: Antonia Rodríguez García/Union Fenosa/GUF - UF000000
EDAD: 28 ANTIG
SUPERIOR: Antonio Fernández López/Union Fenosa/GUF - UF111111
UNIDAD: FINANCIERA
OCUPACIÓN: CONTABLE
EMPRESA: UNION FENOSA
GRUPO: I
NIVEL: 3
BANDA: 4

VALORES CORPORATIVOS 2007

24

MOTIVACIÓN

VALORADA POR EL RESPONSABLE: ALTA ACORDADA POR EL COLABORADOR: ALTA

PRÁCTICA PROFESIONAL

ACCIONES	DETALLE
<input checked="" type="checkbox"/> Consolidación en la ocupación	Elaborar un plan de trabajo ajustado a la realidad de UF, de esta nueva ocupación que requiere toda la atención de la responsable para madurar políticas, herramientas y productos financieros en UF
<input type="checkbox"/> Cambio de ocupación	
<input checked="" type="checkbox"/> Asignación a proyecto	Reingeniería financiera: Elaborar un modelo sencillo y practico de contabilidad en UF y compartirlo con los directivos y responsables de recursos de las empresas, para construir un enfoque corporativo, que sea reconocido internamente. DIC 08

FORMACIÓN

ACCIONES	DETALLE
<input checked="" type="checkbox"/> Especialización técnica	Dedicar un 10 % de tu tiempo a conocer las mejores prácticas en contabilidad finanzas, fijando los estándares adecuados a los negocios
<input type="checkbox"/> Habilidades de gestión	
<input checked="" type="checkbox"/> PDD	2009-2010

COMENTARIOS Y OBSERVACIONES

La función contable es compleja y está por definir en el mundo de la empresa. En el mercado hay especialistas que cobran elevados honorarios por sus servicios. Por ello, tienes que buscar actuaciones sencillas y eficientes para no saturarte. Cuidar al máximo los resultados y outputs de tu delicada labor profesional, que sirven únicamente para ayudar a la toma de decisiones por parte de la dirección. Es preciso cuestionarse los procesos y el modelo de contratación, para encontrar especialistas externos que nos den resultados para cada necesidad que se nos plantee

UNION FENOSA Collective Agreement: Chapter VII, Professional Development

Article 61. Professional Development.- The aim of training in UNION FENOSA is the dynamic management of knowledge, focusing on the development of the potential of the employees, with the purpose of adjusting the level of their competencies to those required at any time to achieve corporate objectives.

To achieve this task, it will be essential the involvement of the unit managers to define the needs, and write them down in the corresponding competency development plans, which shall benefit all employees...

... the Company management will see that employees are able to reconcile the effective undertaking of their duties with their participation in the required training actions...

Article 62. UNION FENOSA Corporate University.- UNION FENOSA's structure, the growth of its businesses, and the Group's international expansion require to have people and teams increasingly prepared and committed with the corporate business project.

The UCUF was launched in year 2000 with this aim, being its mission to promote the continuous development of all employees, aligning their training with the requirements arising from business strategies, within the framework of a corporate culture of commitment to knowledge.

Its basic pillar, "teach and learn from experience", reflects both the practical approach to its activities, and the commitment and active participation of managers and experts from each business in the detection of training needs, preparation of programs, and participation as teachers in the UCUF.

UNION FENOSA Collective Agreement: Annex III, Working commissions for training, promotion and labor relations

Article 2. Scope.-

The Training Commission will be responsible for analyzing and proposing training policies, and also for fostering the competencies development processes of the workers.

The Promotion Commission will collaborate in the development of promotion and selection policies; it must know and analyze the organizational models and their implementation and the staff movements taking place in the Company; and will propose criteria and methods deemed of interest in connection with this matter.

Article 7. Dissemination of activities.- Within the first quarter of each year, the Company will provide the schedule of training actions and social activities to be carried out in the year to the worker representatives.