

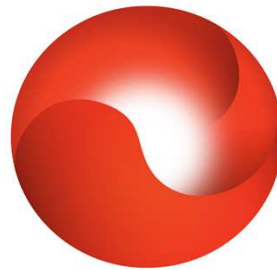
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**Attracting and Retaining Talent in the Global Nuclear
Industry**



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Agenda



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Introduction to Thomas Thor Associates

What type of people
do we recruit?

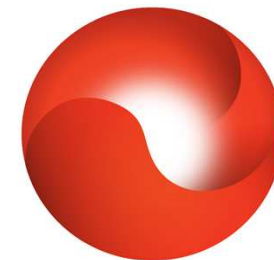
Executives
Commercial
Business Dev.
Engineering
Safety
Regulatory
Technology
Support Services

Which organisations
do we recruit for?

Governments
Regulators
Operators
Utilities
Supply Chain
Consultancies
Legal

What services do we
provide?

Headhunting
Staff Recruitment
Temporary Contracts



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How are we different to other Human Resource providers?

- >** Absolute focus in nuclear
- >** Local networks and presence in many developed nuclear countries
- >** Experts in international relocation of nuclear professionals
- >** Track record of successful delivery in nuclear.



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Projects and plants where we provide HR & Recruitment services

NPP New Build:

France
UK
Finland
Poland
Slovakia
Russia
UAE
Saudi Arabia

Decommissioning:

EU-27 Countries
Japan

Lifetime Extension and Operation:

Sweden
South Korea
Belgium
France
UK

Research Projects:

ITER
MYRRHA
PALLAS



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Global Skills Mapping

Education

Cost

Nuclear Technology

Mobility

Language

Skills and Experience



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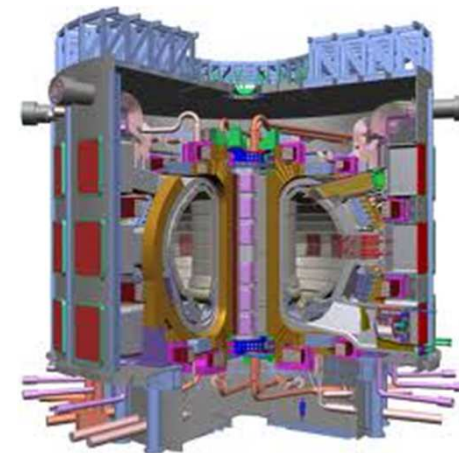
HR Capacity Building Best Practice & Lessons Learned



ITER – 500 staff, 31 nationalities



- Establishment of 'Domestic agencies'
- Engagement with 'Domestic Agencies'
- "Excellence attracts excellence"
- Proactive project promotion
- International relocation friendly
- Decentralised process = more time
- "Fair distribution" challenge



"An international project to design and build an experimental fusion reactor based on the "tokamak" concept."



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China – Nuclear New Build

- New build programme since the 1990's
- Migration of 'best and brightest' to nuclear from other industries
- Hired Supply Chain for Technology Transfer
- Hired Supply Chain for Knowledge Transfer
- Low reliance on long term expat knowledge workers
- Full localisation of the industry and infrastructure takes a long time



United States – Nuclear New Build

- Nuclear new build started again after long break in 2008
- Dissection of all disciplines – Nuclear (regulatory, C&I, Fuel, Waste etc) and Non-Nuclear (Construction, Engineering, Project Support etc)
- Focus on Training, Supervision and Work Control
- Competition challenge (eg. Coal plant refurb, post hurricane recon.)
- Strong feeders of new entrants to the nuclear industry (Colleges, Community Colleges, Unions and Military)



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Effective Recruitment & HR Capacity Building



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The Need for Nuclear Expertise on a Nuclear Programme

Nuclear

Non-Nuclear Core Skills





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Effective Recruitment & HR Strategy

- > Distinctly separate strategies for Nuclear and Non-Nuclear
- > Engagement with nuclear communities
- > Investment in the people managing the recruitment process
- > Selecting the right supply chain



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Recruiting 'Non-Nuclear' Candidates

- > Analysis of supply and demand
- > Identify differentiators (longevity of project, interesting nature of work etc)
- > Online and offline recruitment (local and international) managed by recruiters
- > Efficient and timely interview process
- > Time and cost advantages through volume.



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Recruiting 'Nuclear Experts'

- > Detailed job descriptions written by nuclear experts
- > People with strong nuclear knowledge involved throughout recruitment process (internal and external) – ***'Excellence attracts excellence'***
- > 'Best Athlete' recruitment approach – passive and active candidates
- > International search
- > Higher investment in each case.

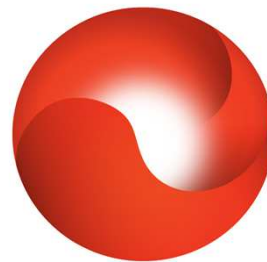
Summary

Excellence
Attracts
Excellence

Separate
Strategies for
Nuclear and
Non-Nuclear

Be Ready to
Compete

Relationships with
Nuclear
Communities



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Invest in Strong
Recruitment
Capability

Thank You



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Recruitment and Consulting in Nuclear