Attracting and Retaining Talent and Building Knowledge Networks in the Global Nuclear Industry
Agenda

- Relocation
- Payroll
- Contracts

Thomas Thor Associates

Supply & Demand

Lessons Learned

Best Practice
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?
- Executive Search
- Staff Recruitment
- Recruitment Campaigns
- Temporary Contracts
How are we different to other recruitment providers?

- Absolute focus in nuclear
- Local networks and presence in all developed nuclear countries
- Experts in international relocation of nuclear professionals
- Track record of successful delivery in nuclear.
NPP New Build:
- France
- UK
- Finland
- Poland
- Slovakia
- Russia
- UAE
- Saudi Arabia
- China

Lifetime Extension and Operation:
- Sweden
- South Korea

Decommissioning:
- EU-27 Countries
- Belgium
- France
- UK

Research Projects:
- ITER
- MYRRHA

Projects and plants where we provide HR & Recruitment services
Supply and Demand of Human Resource Capital in Nuclear
Supply – The European Picture (Source EHRO-N 2012)

2011 – 80,000 ‘Nuclear Experts’
- Retiring before 2020
- Longterm Workforce

2020 – 63,000 ‘Nuclear Experts’
- Unreplaced Retirees
- Experienced Workforce
- New Entrants
Supply – The US Picture (Source - NEI 2013)

- 38% of people in nuclear industry are eligible for retirement now
- Only 6% retired in 2012
- On target hiring - Nuclear industry hired 4500 people in 2012 (5000 in 2011)
- “Skills pipeline for US nuclear industry is stable.”
Demand – Global Nuclear Skills

2014 (figures from WNA April 2014)

• 434 Commercial Plants in Operation
• 60 Plants in Decommissioning
• 72 Reactors under construction

2020 – Estimates (based on WNA and NEA reports)

• 430 Commercial Plants in Operation + 0%
• 100-160 Plants in Decommissioning + 67-167%
• 60-150 Reactors under construction + 0-150%
Significant Changes in the Skills Need

- Geographical shift and language requirements
- Increase in Decommissioning projects
- Increase in New Build projects
- Increase in Research projects.
Summary of the Human Resource Situation

- A high proportion of nuclear professionals will reach retirement age by 2020.
- New entrants will not replace the number of retirees immediately.
- Competition for graduates with relevant education is high.
- Competition for experienced engineers and technicians is high.
- Nuclear professionals are willing to move.
Recruitment and 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.”
China – Nuclear New Build

- New build programme since the 1990’s
- Migration of ‘best and brightest’ to nuclear from other industries
- Effective Technology Transfer from Supply Chain
- Effective Knowledge Transfer from Supply Chain
- 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
- Strong feeders of new entrants to the nuclear industry (Colleges, Community Colleges, Unions and Military)
- Competition challenge (eg. Coal plant refurbs, post hurricane recon.)
Effective Recruitment
The Need for Nuclear Expertise on a Nuclear Programme

Nuclear

Non-Nuclear Core Skills
**Effective Recruitment Strategy**

- Distinctly separate strategies for Nuclear and Non-Nuclear
- Engagement with nuclear communities
- Investment in the recruitment process – both time and personnel
- Selecting supply chain partners that match objectives
- Different approaches for different demographics
Recruiting ‘Non-Nuclear’ Candidates

- Test the market by placing adverts
- 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.
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
- Be Ready to Compete
- Separate Strategies for Nuclear and Non-Nuclear
- Relationships with Nuclear Communities
- Invest in Strong Recruitment Capability
Thank You

www.thomas-thor.com

c.thomas@thomas-thor.com

Global Nuclear Recruitment

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