Human Resource Development for Nuclear Power Programmes: The IAEA Perspective
Presentation Contents

• DG note

• Human Resource Development (HRD) in the context of the Milestones’ Approach

• IAEA Guidance and Support on HRD

• Additional material and information
From the DG

“Nuclear power remains the best known application of nuclear technology. Our programme of assistance to both newcomers and established users of nuclear power will continue to grow.”

Yukiya Amano
IAEA Director General
Milestones’ Approach to Nuclear Power

Phased Comprehensive Integrated
19 Infrastructure Issues

- National position
- Nuclear safety
- Management
- Funding and financing
- Legislative framework
- Safeguards
- Regulatory framework
- Radiation protection
- Electrical grid
- Human resources development

- Stakeholder involvement
- Site and supporting facilities
- Environmental protection
- Emergency planning
- Security and physical protection
- Nuclear fuel cycle
- Radioactive waste
- Industrial involvement
- Procurement
Management responsibilities for HR

• Senior management should ensure that the necessary individual competences are available for the effective and efficient operation of the organization.

• Senior management should evaluate both present and expected needs for competences against the competences already available in the organization.

WORKFORCE PLANNING

(IAEA Safety Guide GS-G-3.1 Application of the Management System for Facilities and Activities)
Key Challenges for HR

• Key challenge is to achieve the initial **competence**, and then **sustainability**, of sufficient Human Resources to support a nuclear power programme.

• Requires the coordination and cooperation of all national stakeholders (**government**, education sector, industry, vendor, suppliers, international bodies).
If in the past HR was just an admin process, today it is considered a strategic tool to achieve business objectives.

- HR strategy and plan is needed to ensure the availability of the necessary human resources to enable the organisation to meet its business objectives.
- To do this, the HR strategy must be a firmly integrated part of the business strategy and fully aligned to its goals.
“Real World” Experience

• Many newcomer countries take a bottom-up approach and look at what resources they have and will recruit in the short/medium term, but many of the key programme linkages are not clear at this level.

  – However, it is necessary to begin with the Nuclear Power Programme goals, and the roles and responsibilities of the various stakeholders in delivering those goals, i.e. a top-down approach.

  – Otherwise the programme is driven by the availability of human resources and not the other way round.

• Senior decision makers have to recognise the need to invest in HR early to secure other programme goals.
Key Programme Drivers

- Programme size
- Contractual arrangement (BOO, BOOT, Turnkey, etc.)
- Scope of HR support in vendor contract
- Regulatory approach
- Training lead times
- Quality of existing HR infrastructure (secondary education, vocational training, university programmes)
- Scope of existing industrial infrastructure
- Project language
Consistent with the programmatic objectives (and schedule) just described, there are three main steps to achieving sustainable competence in Human Resources for any programme:

1. Develop the necessary Infrastructure
2. Build Capacity (create a ‘pool’ of resources)
3. Develop and sustain competence
1. Develop Infrastructure

- Secondary (and primary) education system with strong maths and sciences components, to prepare for, and stimulate interest in, Science and Engineering careers.
- Technical/Vocational schools to create good skilled artisans/technicians in different engineering and technical disciplines.
- University programmes for (nuclear) Engineering and Science professional staff and allied professions (and allied professions e.g. Chemistry, Business, Finance, Human Resources, etc.).
- Creating ‘Outreach’ programmes to engage students in nuclear programmes and stimulate career interest.
2. Build Capacity

- Education & Training
- Human Resource Development
- Knowledge Management
- Knowledge Networks
3. Develop and Sustain Competence

Capacity Building – National Environment

- National Capability/Needs
- National/International Education & Training Capability/Requirements

Workforce Planning

- Retirement
- Succession Planning
- Career Management
- Remuneration
- Performance Management
- Recruitment
- Training & Development

Organisational Internal

Human Resource and Knowledge Management
Organizations with HR Requirements

- Nuclear facilities (including NPPs, fuel cycle, radwaste)
- Government agencies, NEPIO (Ministries, etc.)
- Owners/Operating Organizations. (e.g. headquarters)
- Educational institutions
- Regulators (incl. nuclear)
- Technical Support organizations
- R&D organizations
- Specialized training organizations
- Equipment Vendors, Suppliers, Construction
- International and professional organizations
- Organizations involved in nuclear or radiation activities

Human Resources for the Nuclear Field
Workforce Planning

“The systematic identification and analysis of what an organization/nation is going to need in terms of the numbers, type, and quality of workforce to achieve its objectives”

(IAEA NE Series Report NG-T-3.10 on Workforce Planning for New Nuclear Power Programmes)

Identifies the steps that should be taken to get the right number of the right people in the right place at the right time.
Workforce Planning – Key Issues

- To define the objectives of the Nuclear Power Programme as they will influence the competencies to be acquired by the Member State
  - How many units
  - What type of contract (Turnkey, BOO, BOOT)
  - Level of industrial involvement

- Member States must be realistic about the gaps in national capability and the potential to close them.

- For effective Workforce Planning define the roles, responsibilities and functions of all the stakeholder organizations (even if not yet established) in Phase 1.
Nuclear Workforce “Pipeline”

Higher education

Public education (high school)

Work
Nuclear Workforce “Pipeline”

- Public education (high school)
- Humanities, medicine
- Engineering, science
- Work

Non-nuclear engineering, Nuclear engineering
Public education (high school)

Non-nuclear engineering

Humanities, medicine

Engineering, science

Nuclear engineering

Work
Nuclear Workforce “Pipeline”

- Nuclear upgrade
- Nuclear industry
- Industrial training
- Non-nuclear engineering
- Nuclear engineering
- Humanities, medicine
- Engineering, science
- Industrial training
- Nuclear upgrade
- Nuclear engineering
- Humanities, medicine
- Engineering, science
Nuclear Workforce Development

• Process starts with Secondary Education system, to ensure enough interest in science and engineering among the population (Outreach)

• Education and Training requires an integrated approach and must be industry focused (Connectivity)

• Technical staff training should be ‘work based’, supported by flexible education opportunities (Part-time, ‘E-learning’?)

• Such an approach, if correctly implemented, provides an opportunity for increasing Public Support (Stakeholder Involvement)
Majority of permanent workforce is needed for the Operating Organization, once NPP is commissioned; typical workforce for a 2-Unit NPP is 600-1200 personnel.

Around 65 - 80% of workforce are required at non-graduate level i.e. ‘Technicians’

Of the graduate workforce (20 – 35%), only around 20% (or ~ 5% of total workforce) need a Nuclear engineering background.

Training/experience requirements for very specialist roles can be 5-10 years.

In Regulatory Body, % of Graduates is much higher (> 50%) but specialist Technicians still needed.
IAEA HR Support

- Workforce Planning Workshops offered in cooperation with Technical Cooperation Programme at National and Regional level, tailored to meet Member States’ specific needs
- Capacity Building Concept and Self-Assessment Methodology – workshops to assist Member States
- Review services to assist in developing and evaluating national HR strategies and plans
- Nuclear Power Human Resources (NPHR) Modelling Tool developed and currently being rolled out
- New e-Learning Programme based on Milestones’ Approach
New e-learning programme on implementing a nuclear power programme, including:

- **Milestones’ Overview**
- **Developing a HR strategy**
- **Stakeholder Involvement**
- **Programme Management**
- **Construction Management**
- **SAT**
- **Feasibility Study**
- **Management Systems**
- **Emergency Preparedness Response**
- **Safeguards**
- **Nuclear Safety**

http://www.iaea.org/NuclearPower/Infrastructure/elearning/index.html
IAEA HR Guidance

- Capacity Building Concept and Self-Assessment Methodology
- HR Roadmap - High level ‘brochure’ for senior decision makers under development
- New document with ‘working level’ guidance on staffing 1st NPP – draft developed
Summary

- HRD is a ‘cross-cutting’ issue, impacting on all aspects of nuclear infrastructure.
- Key role of the Government.
- Synchronization between HR Strategy and Programme/Project requirements.
- HR Strategy and Infrastructure must be developed early including vendor support requirements.
- Education, training and experience lead times can be up to 5 – 10 years for key positions.
Summary

- However, majority of workforce are not graduates and attention must be paid to vocational workforce development.

- Job specific training programmes must be developed based on the Systematic approach to Training (SAT).

- Training is a continuing process and some job positions require relicensing on a certain frequency.
Thank you and...see you in May!