



# Training, Retaining & Motivating the Next Generation of Nuclear Workers

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March 1, 2007  
Ottawa, Ontario

**ONTARIO** **POWER**  
GENERATION

# Goals

## Ontario Power Generation

- Achieve predictable and dependable performance.
- Generate electricity at a competitive cost through the safe operation of our plants.
- **Invest in our people** and assets to achieve performance objectives.
- Maintain options for life extension consideration.

# Human Resources Challenge

“Obstacles to a nuclear renaissance include finding skilled workers to build and operate new reactors, noting increased competition for workers from the NRC and nuclear vendors.”

Craven Crowell, former chairman of TVA

“Skills shortage looms in nuclear industry; crunch comes as Ontario gears up ambitious plan for expansion.”

The Globe and Mail  
June 19, 2006

# Challenges from an Industry/Company Perspective

- Life-extension/Refurbishment/New Build activity expected to increase in N. America/worldwide.
- Significant additional work for the manufacturing and service industry to support projects.
- Intense competition for qualified people is already being felt, additional generation will increase this.
- Life-extension decision on Pickering B in 2008 to allow time for detailed engineering, planning and procurement to support refurbishment outage around 2013/2014.
- Refurbishments will have to be closely coordinated between nuclear operators to optimize the available workforce.
- Workforce Demographics – OPG actively managing potential loss of knowledge and skills (in next five years 30% of highly skilled trades and technical staff reach a retirement milestone at OPG nuclear).

# Renewing Our Workforce

- Average employee age: 45 years
- Significant retirements expected over the next 5 years.
- Significant increase in hiring to address work and demographic issues
- Capturing the highly sought after work force:
  - Apprenticeship Program
  - Coop Program
  - Intern Program
  - University/College Partnerships
    - - i.e. UOIT; Durham College; UNENE partners
  - Outreach Programs
- Manage knowledge transfer between individuals to minimize effects of the loss of experience staff.

# Training

## Training/Retaining Challenges

- Number of OPG trainees is increasing and competition for those resources is increasing
- Overlap in workforce increases the retraining requirements
- Training resources will be challenged
  - Same demographics issues as with the overall workforce
  - Desire for best resources in training further dilutes the plants talent pool
  - Staffing levels in training must increase
- Site specific simulator time is increasing
  - Potential significant capital expenditures

# Retaining

## Knowledge Transfer

- Mentoring
- Hiring
- Sharing of resources
- Codification
- Training through OJT
- Buy the expertise

# Motivating

## Motivating

- Programs to entice the “baby boomer” to stay past their retirement dates and the “new generation” to stay past five years.
- Engaging the Workforce
  - Direct Feedback from support groups
  - Hewitt Surveys
- Support Initiatives of our Diverse Workforce
  - Women In Nuclear
  - North American Young Generation In Nuclear



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