
Strategic Leadership in Nuclear

The Bruce Power Story

The Leadership Challenge - 2007

Retirements



Diversity



Expectations



Misalignment



The Need for Change



A Little Bit About Us

Bruce Power

- **Ian McGinty** - Executive Vice President, Human Resources

Korn/Ferry International

- **Lewis Rusen** - Office Managing Director, Toronto and Country Lead, Leadership & Talent Consulting, Canada

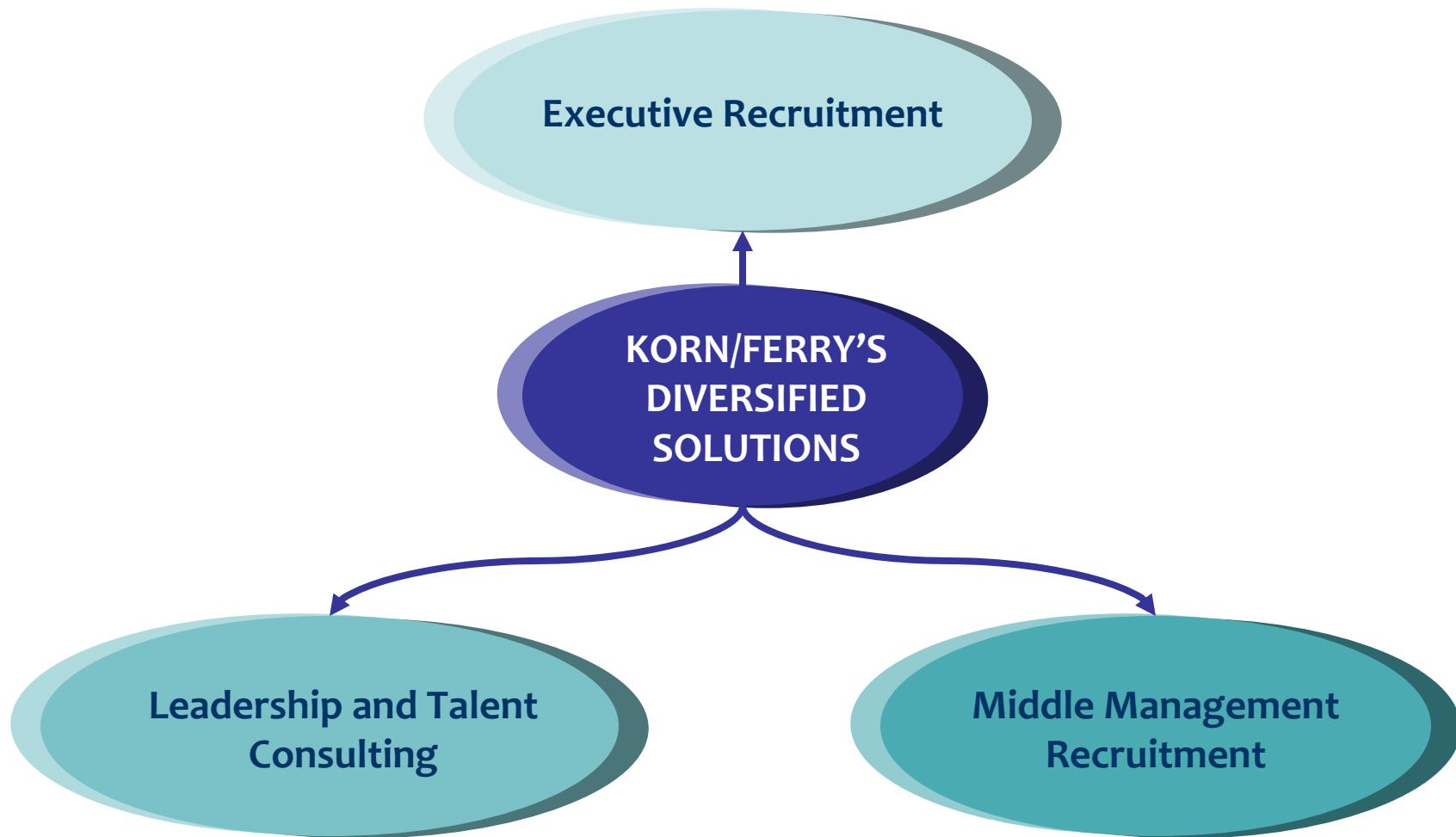


About Bruce Power

- Largest nuclear site in North America
- Spread over 2,300 acres - 56 kms of roadway
- Supporting infrastructure, training centre, Visitors' Centre
- 3,700 employees



About Korn/Ferry International



Bruce Power & Korn/Ferry Alliance



- **Bruce Power and Korn/Ferry began a formal agreement in February 2007 to provide:**
 - Integrated talent management
 - Leadership development
 - Recruitment
- **Full-time, on-site Korn/Ferry project team working with Bruce Power**
- **Bruce Power has exclusive arrangement in Nuclear Industry in Canada with Korn/Ferry**

Often Korn/Ferry finds talent management initiatives exist in companies, but...



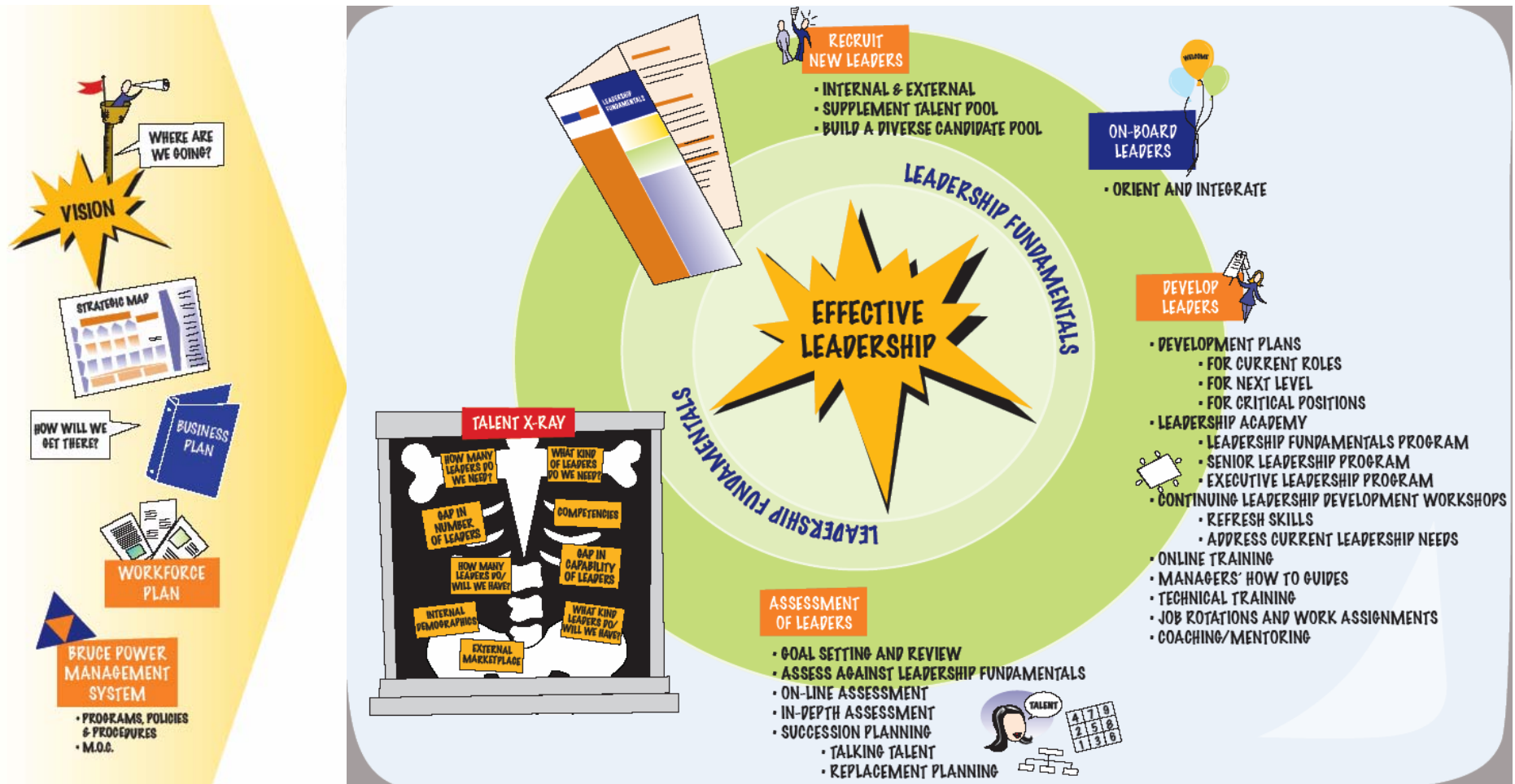
... they are not integrated for maximum impact



Talent Management in Nuclear Industry: Korn/Ferry's Perspective



Needed: INTEGRATED Talent Management



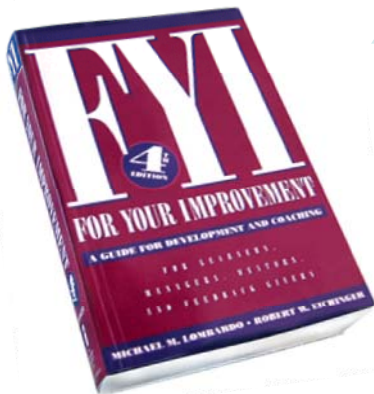
First Puzzle Piece: What Kind Of Leader?






Bruce Power Leadership Fundamentals

Defining Leadership at Bruce Power

- Bruce Power Leadership Model
- Success Profiles
- Lominger Competencies
- Talent X Ray



Leadership Fundamentals



Canada's world-class nuclear operator



Bruce Power Business Direction

- Strategic Map
- Business Plan
- Vision, Mission, Values



Industry Benchmarking

- WANO
- INPO
- Industry peers

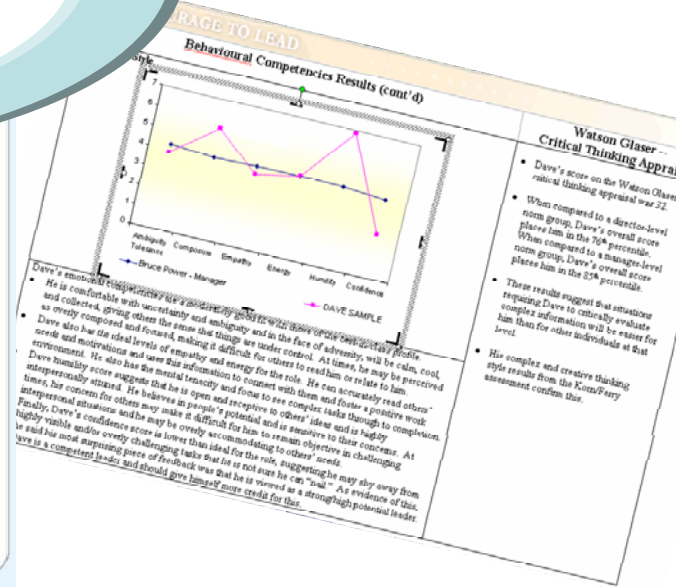
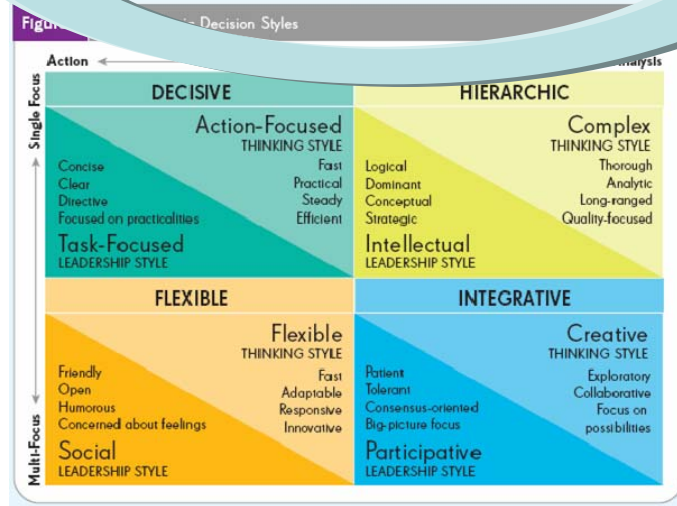
Next Puzzle Piece: Assessments of Leaders



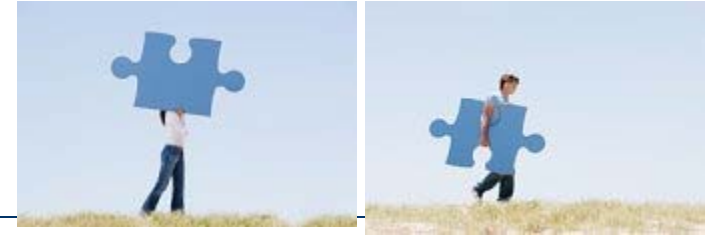
- **Talent X Ray**
 - What do we have?
 - What do we need?
- **Talking Talent™**
- **In-Depth Assessments**



Deep Dive; In-depth Assessment of Leaders



More Pieces: Finding Great Leaders



Sources of Talent

- Global Talent Pool
- Broad and diverse industry base (for example: Auto, Health Care, Pharmaceutical industries; military)
- Internal job posting and External search

Diversity in Skills and Knowledge

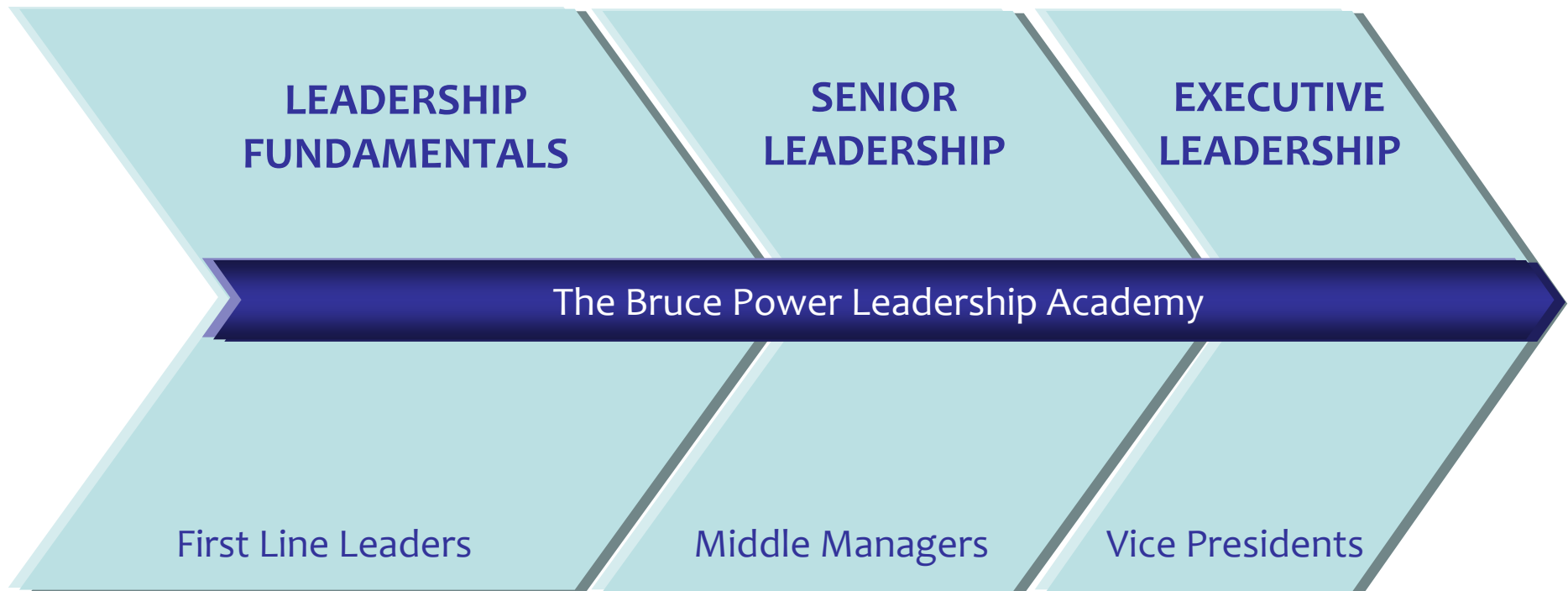
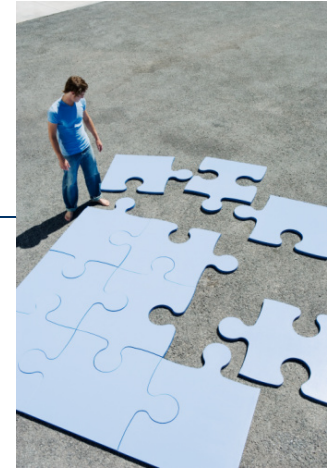
- Going beyond Nuclear to consider core capabilities
- Assess and hire for leadership competencies (the Fundamentals)

Numbers hired to date:

- First Line Manager - 55
- Middle Managers - 96
- Executive - 2
- Total = 153



Even More Pieces: Growing Great Leaders



But Don't Just Take Our Word For It



Connecting With Leaders Beyond Training



New Leaders Welcome Breakfast

Leadership Forum

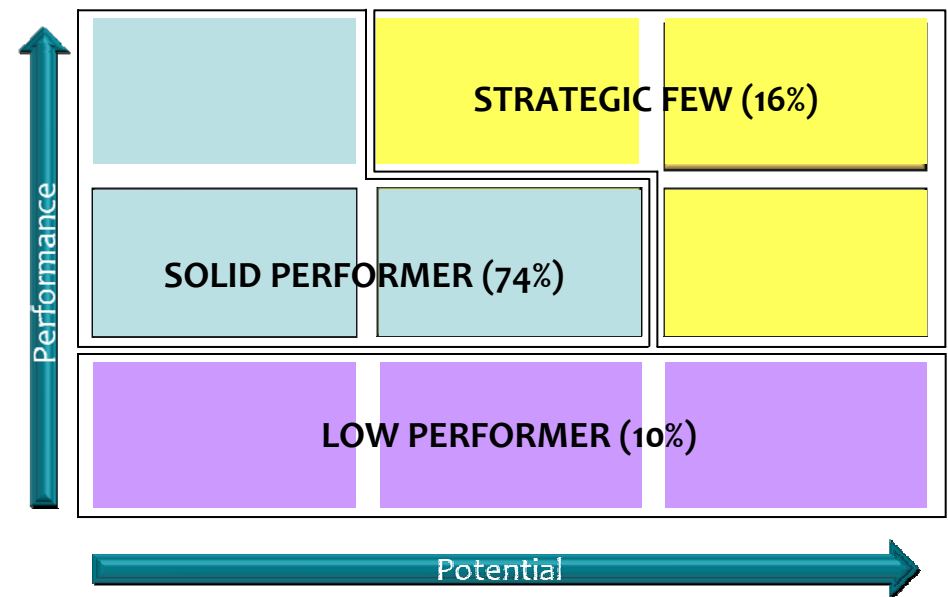


*Continuing leadership
development program*

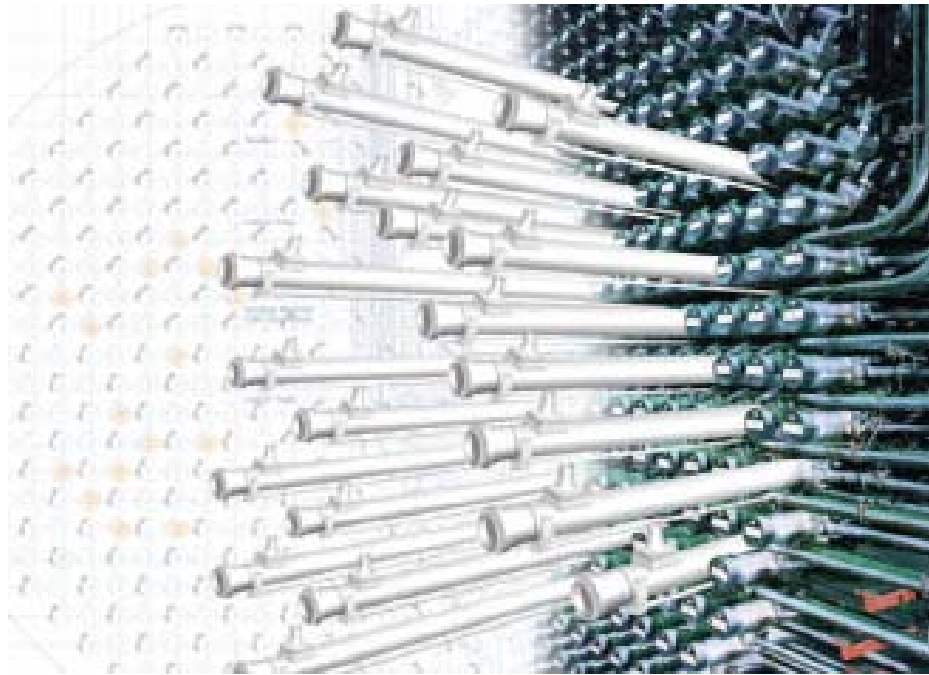
Leadership Driving Organizational Culture



- Employee engagement +94%
- Wellness +22.5% (attendance improvement)
- Demographics
 - In 2001, average age was 48 – today 43.4
 - In 2001, % of workforce under 35 was 8% - today 25%
- Succession profile



Leadership Driving Business Results



- 10,000 Million hours injury free
- Bruce A achieved stretch output
- Bruce B record output
- Improved CNSC ratings
- Record distributions to Investors
- Record revenue
- Record profit(s)

What's Next?



- End-to-end recruiting process improvement
- Broader based talent discussions
- Leadership "feeder pool"
- Stronger integration between recruiting and development
- Leverage integrated approach to other locations

The Pieces Are Falling Into Place

