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## TO EFFECTIVELY ADAPT AND RENEW WORKFORCE COMPETENCES

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Most of French operating nuclear plants were constructed within a small time window. Few new plants have come on line within the last decade. As a result, most operating plants today have an ageing workforce that is going to retire in large numbers. In the next ten years, 40% of EDF nuclear workforce is going to retire, in average 600 people per year.

At the same time, potential restructurings are opportunities to provide internal personnel for Nuclear Power Plants.

The first generation of nuclear industry workers was hired during nuclear plant starting and testing. That was an opportunity to for training in the field without nuclear hazard. In addition, the NPP requirements increased dramatically through the last twenty years.

This situation led to start a project to effectively adapt and renew workforce competences in the 19 EDF NPP in France. This Paper describes three steps to successfully ensure this transition to the new generation of nuclear industry workers.

### **Acting in the field from their initial training, recruits are earlier ready to perform:**

- A Nuclear Job Academy in each French region based on Team Building and Sister Plants association, new training techniques and field training regarding behaviour and craft. All the new comers in Nuclear Power Station are led by an experienced technical mentor and trained by managers and experienced staff.
- Flow loop maintenance simulator in each plant. On line training and test for periodic training. Step by Step qualification process.

### **Internal workforce moving and rotation become a consistent, safe and successful opportunity to renew competences:**

EDF Group promotes the mobility of human resources by improving skills management (training programs, encouraging profession mobility, and reorientation towards priority jobs).

To ensure that each nuclear new comer from internal workforce meets the nuclear requirements (as hired people), we build strong process with guaranty internal people recruitment with potential to work in nuclear plants, develop nuclear skills, behaviors, and capacity for the job.

For each of the most important job areas (Operation, Maintenance, Chemistry, Electricity, Health Physic), we built:

- A requirement regarding both profile (diploma, job experience) and training needed
- A promotional campaign based on a technical form describing the job, profile requirement, training needed, skills ability test),

- A process enrolment based on a regional ‘job café meeting’, cross interviews, and job try out,
- Enhancement Training Program to achieve the enrolment level.

**Management gets Total Commitment to competence improvement leadership:**

A Knowledge and Competence Management Training Program is developed from observation in the field to competence assessment and Personal competence progress interview. Management is also involved as workforce trainers.