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## SHAPING TALENT FOR SUSTAINABLE BUSINESS DEVELOPMENT – NUCLEAR TRAINING PRACTICES

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The AREVA group, which is committed to offering its customers technological solutions for reliable CO<sub>2</sub>-free power generation, is both a designer and vendor of nuclear units and operator of nuclear facilities. The group's ambitions are to maintain its knowledge capabilities and develop skills at the level necessary to respond to its business objectives around the world.

The AREVA Human Resources department has developed an action plan to support business strategy which aims to accelerate its investment in people, to reinforce recruitment and retain high quality talents and valuable skills and knowledge.

Today, there is a global challenge for attracting the best talent and becoming an employer of choice. The group must be creative in attracting, retaining, mobilising, engaging, developing and rewarding its people.

AREVA has 61 100 employees worldwide, of which 38 000 work in nuclear activities. In 2006, some 10% of the nuclear workforce represented newcomers, and the group anticipates recruiting a similar significant ratio in 2007. The group has to be ready to tackle a surge in recruitment which is believed will continue over the next 5 years.

AREVA has developed, on an international level, networks and partnerships with academic institutions. New programs are being created and promoted to prepare for the integration of future skills needed in the nuclear business. The group has coordinated and pooled resources to gain efficiencies and to strengthen its presence on the employment market.

Plans are in place for employee integration and development, mobility, and managing the transfer of knowledge and specific skills. In this context, internal professional training paths are being developed and reinforced, including geology of uranium, dismantling, reactors, nuclear safety and the environment.

AREVA is developing a common methodology to lever the transfer of knowledge through training modules, sharing experience and mentoring. Mentoring programs have been deployed for over ten years in several countries, and the group intends to implement a mentoring process on a global scale. Each of the group's entities offer specialised training programs tailored to their own activities covering a wide range of professions.

The AREVA group makes it very clear that maintaining operations for its nuclear industrial facilities at a level of excellence, is possibly a daily challenge, and definitely a must! Attracting people with valuable skills and maintaining knowledge are crucial to group strategy.

The AREVA Human Resources Department's mission is focused on the following:

- Professionalizing managers in order to capitalize on skills. The first step was to update the mapping of core skills and focus on prioritizing needs.
- Sharing experience, increasing networking and reinforcing communities in different areas.

- Conducting prospective long term studies on the best methodologies and tools to accompany innovation throughout the group.
- Supporting the Expert policy via a process at group level and a dedicated AREVA Corporate University training module.
- Promoting group training courses on energy and nuclear disciplines.

Promoting the group's nuclear activities in the public sector is extremely important in order to attract newcomers from increasingly diversified origins, in the perspective of more international and diversified projects.

With this in mind, the top management of AREVA openly expressed the decision to position sustainable development as a keystone of group strategy.

The AREVA Human resources network is committed to shaping talent and playing a strategic role in contributing to the group's sustainable business development.