



*Celebrating
20 Years*
SUPPLYING INNOVATION



Locating & Hiring of Qualified Nuclear Workers

Presented by: Heather Born

Agenda

- ▶ Industry Impact
- ▶ ATC Nuclear Overview
- ▶ ATC Nuclear Programs

Locating & Hiring of Qualified Nuclear Workers

Industry Status

- ▶ Retiring Workforce
- ▶ Next Generation
- ▶ Planning for the Future

Bridging the Gap between Generations

“The Nuclear Industry’s Most Trusted Supplier”



CGD

- *Replacement*
- *Repair*
- *Refurbishment*
- *Reverse Engineering*
- *Re-Engineering*

- *Environmental Qualification*
- *Commercial Dedication*
- *Seismic Testing*
- *NUPIC Audited*

- *Safety Related Storage*
- *Investment Recovery*
- *Sourcing*
- *\$100M in current Stock*
- *Moving to Active Items*

I&C

Inventory Management



Enabling our Nuclear Power Customers to Continue to Operate Safely, Reliably and Economically

ATC's Human Resources' Mission

*Our core mission is
to align talent with the business through
talent acquisition,
strategic talent management and development,
and execution excellence.*

Human Resources is a Business Partner

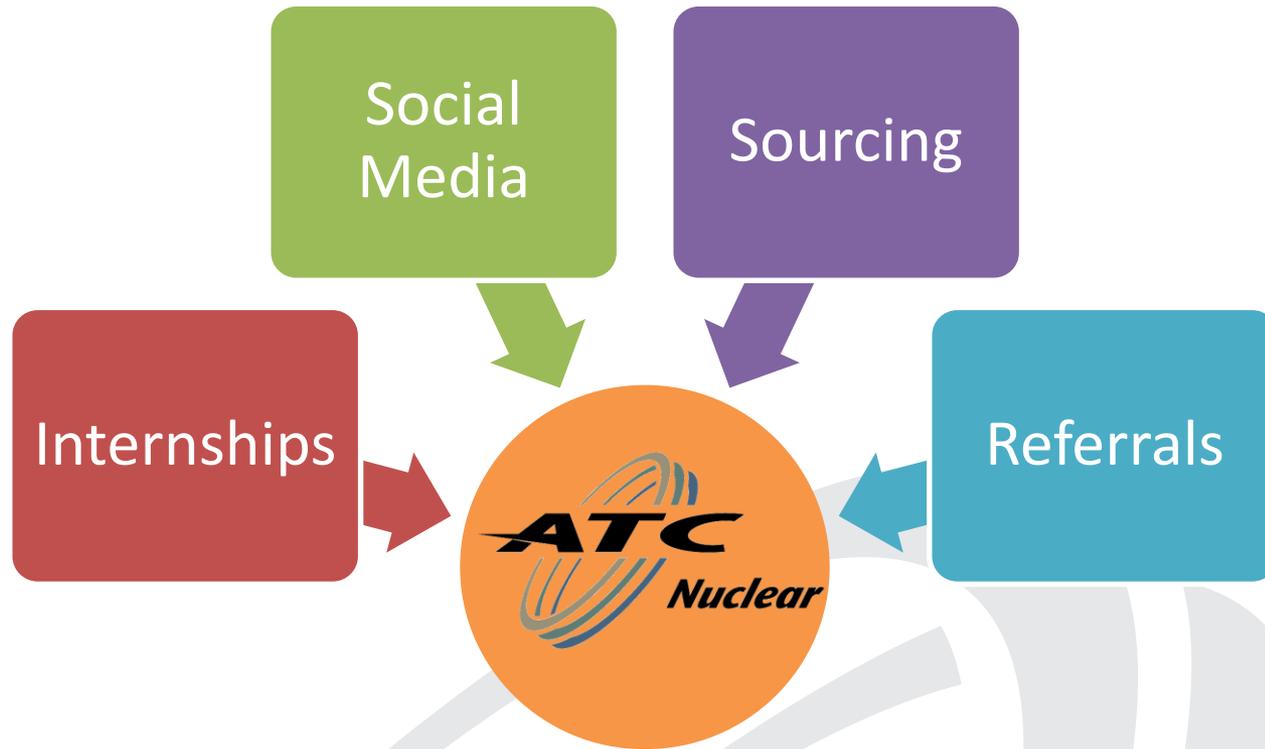
Integrated Talent Management Model



Talent Acquisition



Talent Acquisition



Multiple Prong Approach to Identifying Talent

Interviewing Fundamentals

- ▶ The fundamental interviewing principle:

Set the Bar High

- ▶ Many are ineffective at interviewing
- ▶ Hiring leads to many OTHER things

Hiring is One of the Most Important Decisions a Manager Ever Makes

What is Korn Ferry Leadership Architect?

- ▶ Research Based
- ▶ Global Competency Framework
 - 4 Factors
 - 12 Clusters
 - 38 Competencies

*Source: Korn Ferry Leadership Architect

Aligning Talent with Business Objectives

Competencies



*Source: Korn Ferry Leadership Architect

Selection Based on Core Competencies

Uses of Korn Ferry Leadership Architect

- ▶ Competency Modeling
- ▶ Talent Selection
- ▶ Career Development & Coaching
- ▶ Performance Feedback

*Source: Korn Ferry Leadership Architect

Common Framework Used for Selection, Performance and Feedback

Learning Agility

- ▶ Leadership and Talent Differentiator
- ▶ Key Attributes
 - Innovating
 - Performing
 - Reflecting
 - Risking

*Source: Center for Creative Leadership

Key Predictor of Future Success

Aligning Talent with our Values

QUALITY

We hold ourselves accountable to the highest industry standards measuring everything we do, from the way answer the phone, to the products & services we deliver every day

CUSTOMER SATISFACTION

We are always available and responsive to our customers with a consistently positive ATC experience which delivers value that far exceeds the cost

INNOVATION

We continuously improve our processes, products and employees and leverage leading edge technologies to exceed customer expectations

TEAMWORK

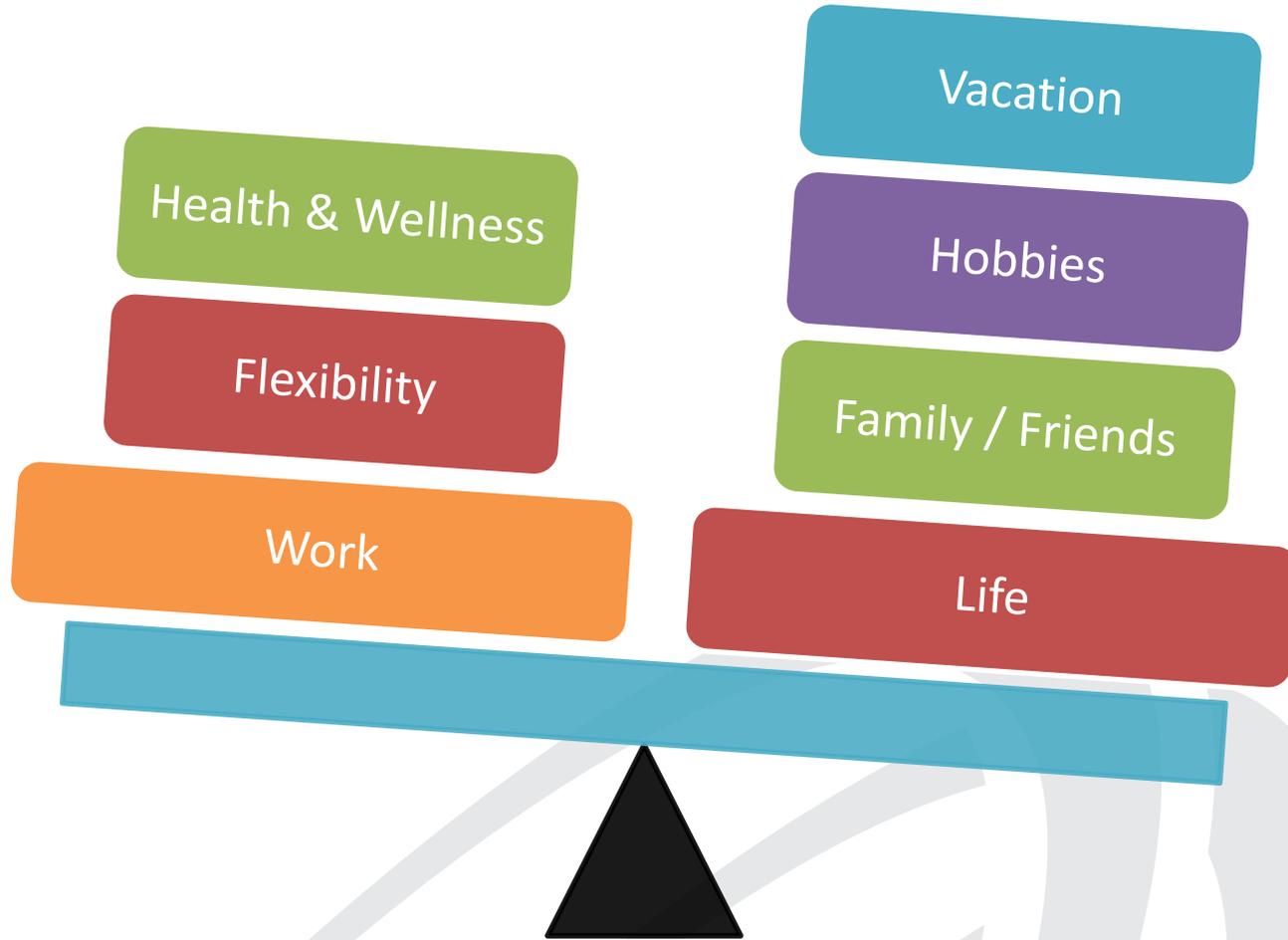
We work together professionally, responsibly, and selflessly to achieve common goals in an environment of open communication, collaboration, commitment and trust

INTEGRITY

We operate in an environment of honesty, trust, meeting our commitments and respecting our values in everything we do. These form the foundation of our policies and daily practices

Living Our Values

Culture



Promoting a Work / Life Balance

Performance Management

EMPLOYEES WANT TO KNOW.....



WHAT AM I
SUPPOSED TO
BE DOING?



HOW WELL AM I
REQUIRED TO DO
IT?



WHAT DO YOU
THINK OF MY
PERFORMANCE?



HOW WILL I BE
REWARDED?



HOW CAN I
IMPROVE MY
PERFORMANCE?



Setting Expectations

- ▶ Be Clear on What You Want
- ▶ Ask Questions
- ▶ Avoid Managing the “How”
- ▶ Assist in Removing Obstructions and Overcoming Obstacles
- ▶ Manage the Outcome

Answering the “What” Employees are Supposed to be Doing

Managing Expectations

- ▶ Review of Current Job Description
 - Day to Day Tasks
- ▶ Review of Current Projects
- ▶ Expected Behaviors
- ▶ Balance the Conversation/Expectations
 - Future Focused Items
 - Development Needed

Measuring How Well the Employee is Meeting Expectations

Talent Development



Talent Development

- ▶ Talent Review Process
- ▶ Assessment of Competencies
- ▶ Personalized Development Plans
- ▶ Career Planning
 - Next Position?
 - Able to Relocate?

Actively Encourage and Deliver Development

Succession Planning



Succession Planning



Start Planning for the Future Now

Conclusions

- ▶ It's all about the People
- ▶ Integrated Talent Management Model
- ▶ Attractive Workplace for Millennials
- ▶ Produces Long-term Results

People are at the Center of Everything You Do

ATC Nuclear's 2015 Results

- ▶ 36 New Hires
- ▶ Increased Production Capacity >145%
- ▶ Turnover < 4%



Integrated Talent Management Model Proved Effective for ATC

Thank You!