

## BRUCE POWER

### Futurestep Strategic RPO Delivers Long-Term Value for the World's Largest Nuclear Facility

#### Overview

Bruce Power provides 20 percent of Ontario, Canada's energy and operates the largest single-site nuclear facility in the world. The company was established in 2001 when a partnership took over a government-run operation to form Ontario's largest independent power generator and Canada's first private nuclear company. Bruce Power operates six reactors and is refurbishing two additional facilities for completion in 2010.

#### Challenge

Bruce Power is expanding its operations to meet tremendous growth in energy demand. The company assessed its recruiting operations in preparation for a new approach to talent acquisition, and several challenges were identified:

- The company's culture reflected the legacy of its roots as a site-based operation of a much larger organization.
- The company lacked a clearly articulated model to establish expectations of leadership.
- There was an emphasis on technical skills over leadership capability when selecting new hires.
- Due to its remote location, Bruce Power had to draw from a limited talent pool for leadership and high-end technical roles.

#### Approach

Bruce Power developed a comprehensive human capital management framework, focusing on a desired talent "end state" and reflecting a long-term view of talent operations. A broad strategic vision was required, addressing all

aspects of recruiting and talent management. The Futurestep-Bruce Power approach features performance management and leadership development expertise from Korn/Ferry and Strategic RPO solutions from Futurestep. Activity in this relationship includes:

- Extensive strategic planning to define leadership needs and critical competencies
- Assessment of current leadership capabilities and gap analysis.
- Succession and replacement planning
- Application of behavioral competencies to define needs, identify fit, and facilitate leadership development.

#### Results

- Bruce Power is prepared to foster the leadership it needs to support growing services over the next decade.
- The company achieved targeted recruitment for key mid-level management roles and critical VP positions.
- New talent features a blend of nuclear trained employees as well as top performers from outside the industry.
- A vast majority of recent hires are exceeding performance expectations.
- A succession planning system is in place to identify, develop and manage talent to enrich Bruce Power's talent pipeline.

*"Futurestep was an ideal fit for our broad-based talent initiative. Today, thanks to our comprehensive recruiting and talent management strategy, Bruce Power is now better equipped to foster the leadership to support its growing services over the next decade."*

Ian McGinty  
Executive Vice President, Human Resources  
Bruce Power