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## Human Resources Development Challenges for Nuclear Newcomers

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One essential challenge for nuclear newcomers is to develop a national human workforce able to safely and efficiently implement the program and operate the fleet of plants over its life cycle. The scope of the workforce strongly depends on the nuclear strategy and the schedule for its implementation. For the majority of countries, the development of a nuclear energy program is an opportunity to create thousands of jobs for the local workforce.

The country must comply with international recommendations and regulations and establish a strong infrastructure with different stakeholders. The extent of the related local work force involved in nuclear regulation, supply chain, operation and research and education activities, will specify the development needs.

This lecture will present a general overview of resource needs, and possible paths of development and implementation of national human capabilities for the nuclear program. It will explain why and how the solutions for Human Resources Development (HRD) must account for all types of workforce needed in a nuclear energy program, be it nuclear specialists or not. Available options for development paths will be discussed, and their relations to industrial schemes as well as international cooperation.

The presentation will give a broad vision on the involvement of all stakeholders (government, education, research, industry) in HRD and the necessary integration of all initiatives in a global approach aligned with international standards.

Finally, the lecture will present resource needs figures for one development path, and illustrate it with an example of a successful cooperation between a historically nuclear country, and a nuclear newcomer.

Conclusions will be drawn for a future development strategy that will best contribute to the country's development objectives, and that effectively deals with the priority issues of excellent nuclear safety culture, enhanced safety requirements, and efficient nuclear power program implementation.

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