

SRNS Workforce

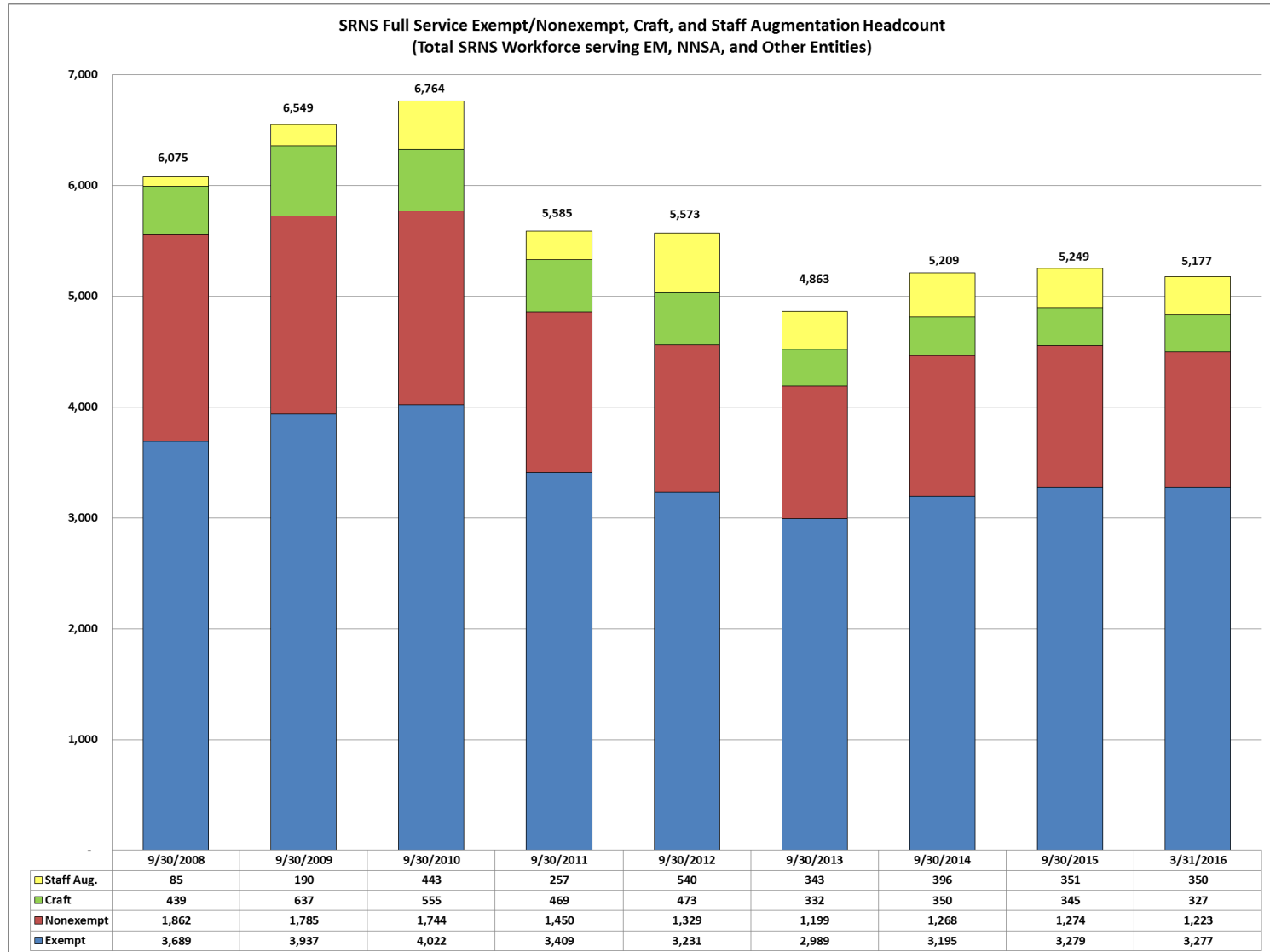
Carol S. Barry

Sr. Vice President for Workforce Services & Talent Management

Environmental Management Advisory Board

May 11, 2016

SRNS Headcount



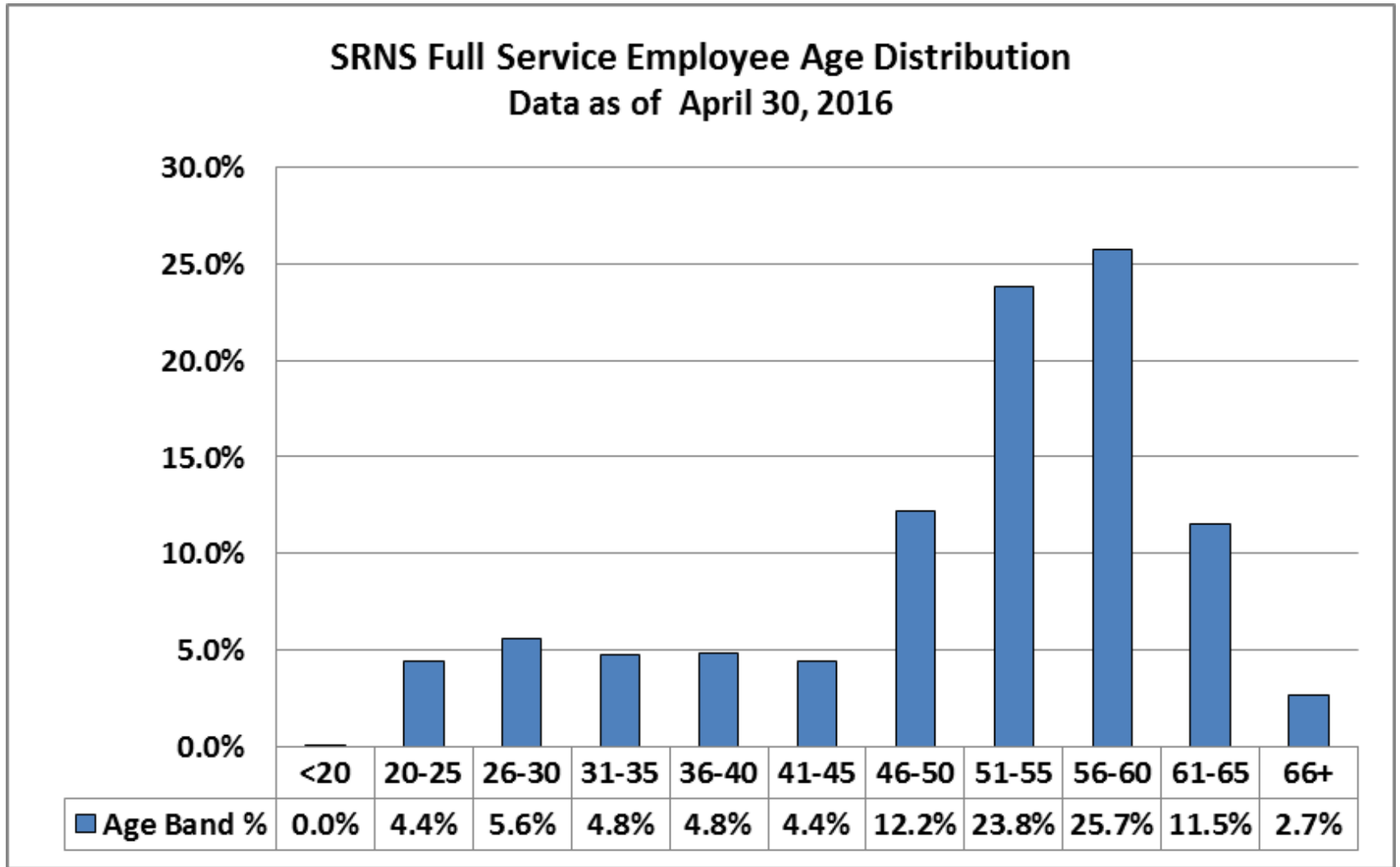
SRNS Workforce Management Planning

- **SRNS performs workforce planning activities to understand the current and forecasted composition of our workforce and to develop action plans to address gaps and issues including**
 - Aging workforce
 - Retention of critical skills such as scientists, engineers, radiological control inspectors, maintenance mechanics, and production operators
 - Potential pipeline development with adequate insertion times
 - Targeted recruiting and hiring
 - Succession planning
 - Education outreach

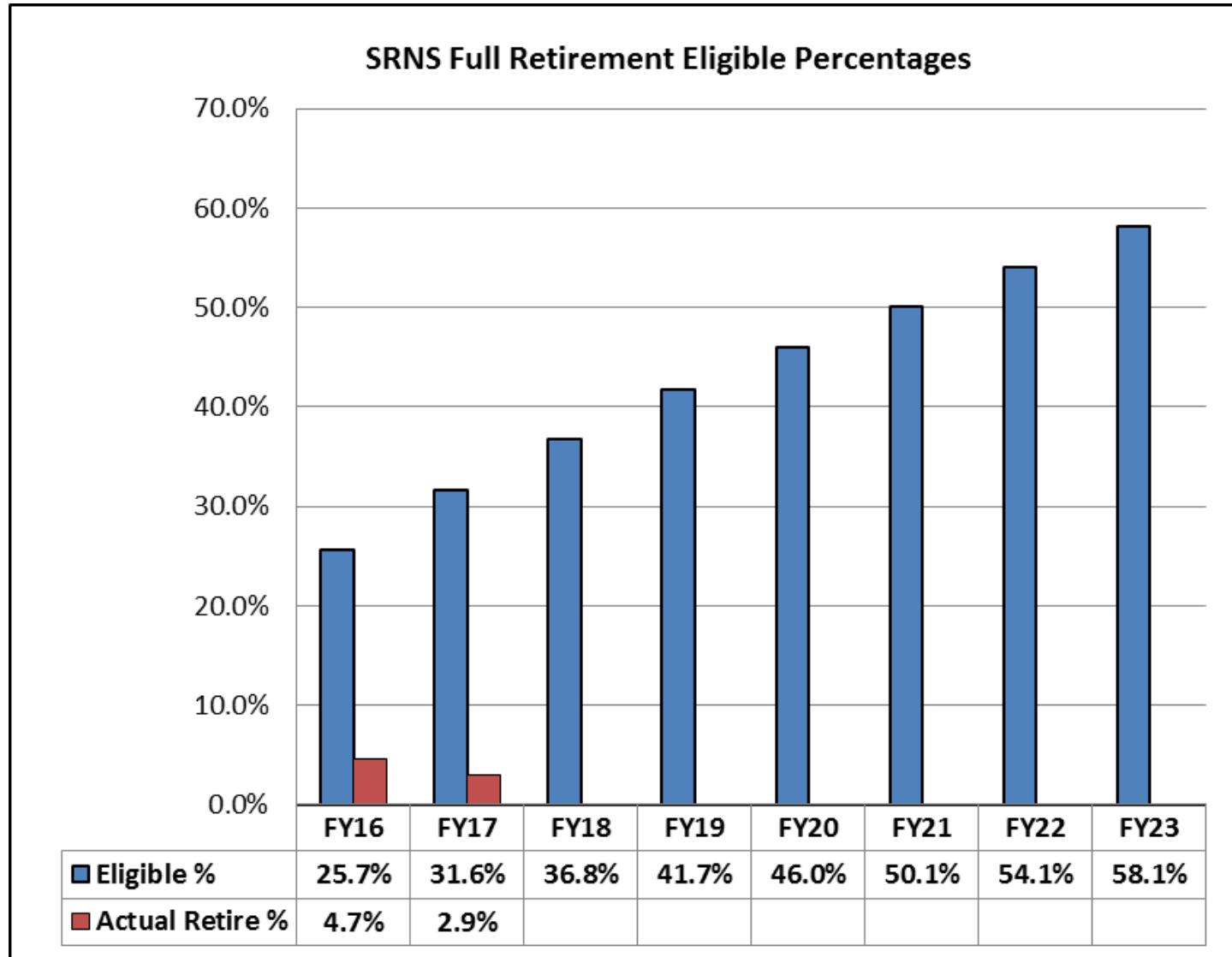
SRNS Workforce Management Planning

- **FY16 SRNS staffing metrics as of April 30**
 - 173 full service employee hires with an average age of 35
 - *85% management and professional job acceptance rate*
 - *97% nonexempt job acceptance rate*
 - 126 future full service employees scheduled to report to work
 - *Includes 33 production operators with staggered report to work dates in May*
 - 243 additional management and professional positions in various stages
 - 55 additional nonexempt positions in various stages
 - 31 limited service employee hires including 16 students/interns
 - 79 summer internship job requisitions for up to 148 positions
 - *97 job acceptances*
 - *25 pending job offers*
 - 185 full service employee terminations with an average age of 55
 - *Includes 132 October – March retirements*

SRNS Full Service Employee Age Distribution



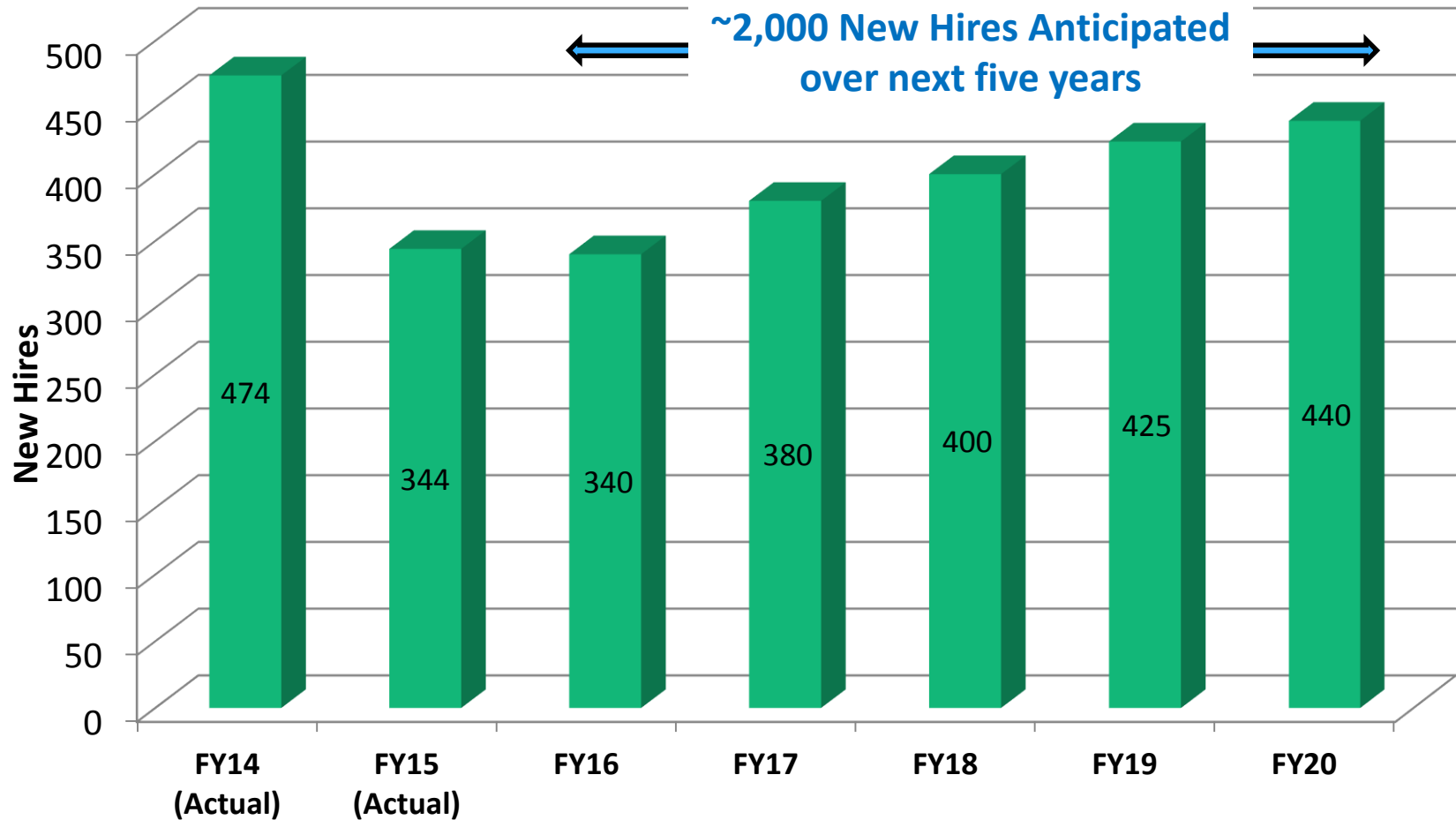
SRNS Full Service Employee Retirement Eligibility



SRNS Predictive Attrition Analysis

- **What was provided in the analysis?**
 - Buck Consultants was retained to complete a predictive attrition analysis for the future SRNS workforce for calendar years 2015 – 2023
 - Breakdowns of the expected attrition were provided by organization, job family, and job family within organization
- **Predictive attrition analysis was based on the following assumptions:**
 - Level staffing: number of replacements will be made at the same rate of attrition
 - Decrements used were for termination rates, retirement rates, disability rates, and mortality rates
 - *Retirement and termination rates were developed based on Buck's 2012 experience study*
 - *Actuarial assumptions for the first 5 years of employment are that 15% of the participants will terminate their employment*
 - *Utilized mandated Mortality Tables in the Pension Protection Act*
 - *Utilized standard tables for total and permanent disability*
- **Based on FY15 actual attrition versus the CY15 predictive attrition analysis, assumed 70% of the predictive attrition forecast for future fiscal years**

SRNS Workforce – Anticipated Hiring



Current Site Population (SRNS Full Service): 4,541

SRNS Workforce

- **Vulnerable areas due to loss of process/system knowledge**
 - Impacts of an aging workforce are reflected throughout SRNS' organizations, especially within the critical skills of engineers, scientists, operators, maintenance, radiological control inspectors, and select system administrators
- **Planned or in-process actions to mitigate risk include:**
 - Develop Human Capital Management Plans in each VP organization to identify current workforce profile, create a census baseline, and identify gaps/future direction
 - Submit and implement salary increase plans and retention pay programs especially for critical skills
 - Implemented lower level management and critical skill succession planning, people development forums, and mentoring circles
 - Enhanced leadership development workshops, improved online website/reference materials, signed colleges/technical schools MOUs, and continued Education Outreach within the community
 - Developing knowledge transfer methodology

SRNS Workforce

- **Planned or in-process actions to mitigate risk include:**
 - Increased hiring, enhanced recruiting efforts, conducted targeted recruiting, and streamlined hiring processes
 - Conducted targeted recruiting for special skills including the following:
 - *Fire protection engineering at Oklahoma State University, Worcester Polytechnic University, and University of Maryland*
 - *Occupational safety and health at Murray State and Indiana University of Pennsylvania*
 - *Engineering at Georgia Tech, North Carolina State, The Citadel, Auburn University, University of Tennessee, and Florida State University*
 - Conducted targeted recruiting at Minority Serving Institutions including Claflin University, Florida A&M University, Howard University, Jackson State, North Carolina A&T University, Orangeburg-Calhoun Tech, South Carolina State, Tuskegee University, and Voorhees College
 - Conducted targeted recruiting at Congressman Wilson's and Fort Gordon's Veterans Career Fairs
 - Conducted additional local recruiting at Aiken Tech, Augusta Tech, Augusta University, Clemson University, USC-Aiken, USC-Columbia, and University of Georgia

SRNS Employee Retention Team Update

- **Established a Nuclear Operations Program at Aiken Tech to attract regional employees**
 - 18 students were enrolled in the first class of the Nuclear Operator Fundamentals Certificate Program which began February 22
- **Revised benefits to provide immediate company matching for Savings and Investment Plan (SIP) contributions**
- **Revised time-in-grade requirements for posting to a new position/ transfer**
- **Encouraged utilization of Buck Consultant's predictive attrition analysis as basis for "over-hiring" to balance forecasted attrition**
- **Revised the Training and Qualification Program - 4B Manual's experience requirements for qualification to increase new hire engagement**
- **Developed a mentoring website**