

# SRNS Workforce

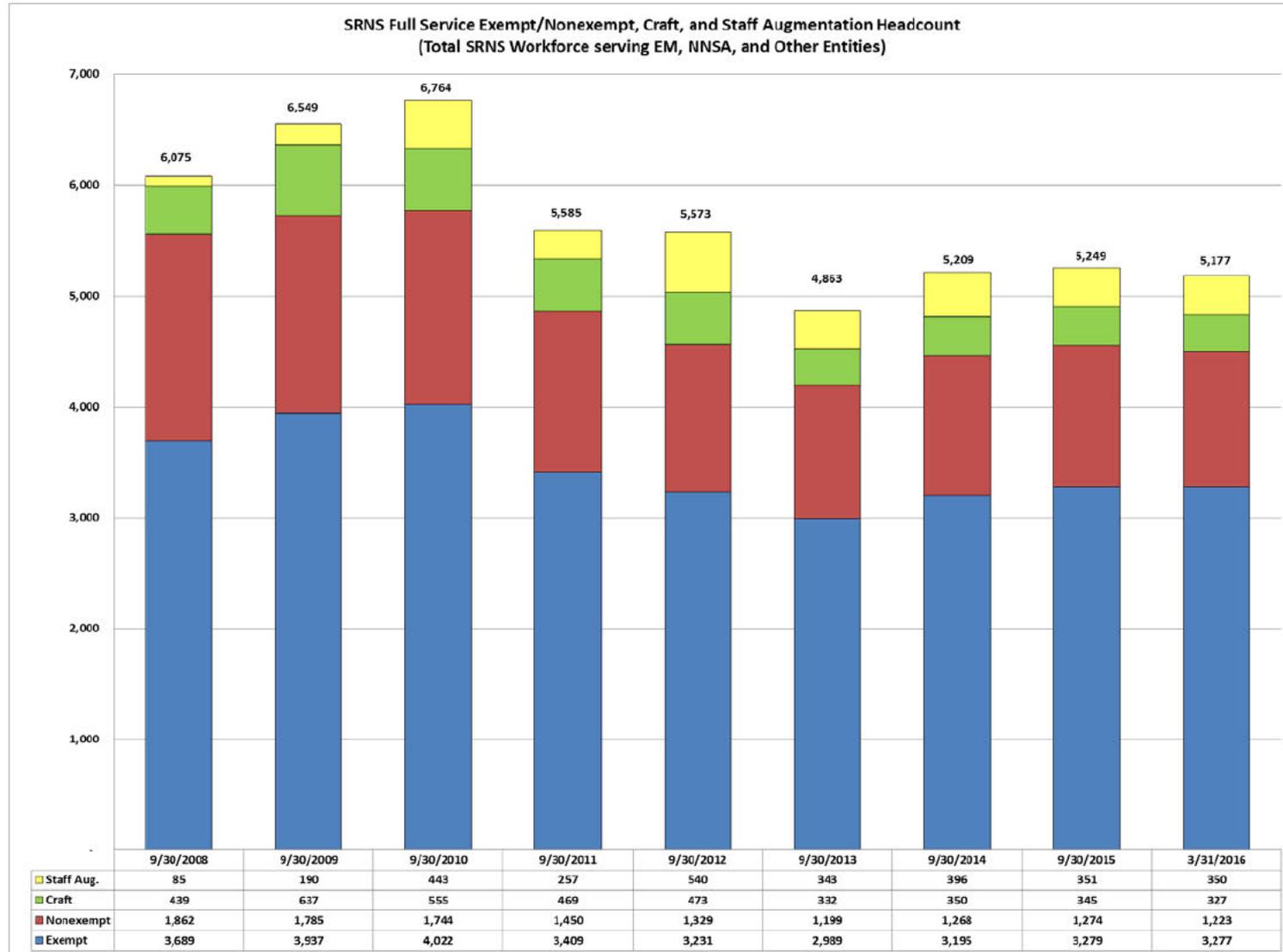
**Carol Barry**

Sr. Vice President for Workforce Services & Talent Management

*Citizens Advisory Board*

*May 24, 2016*

# SRNS Headcount



# SRNS Workforce Management Planning

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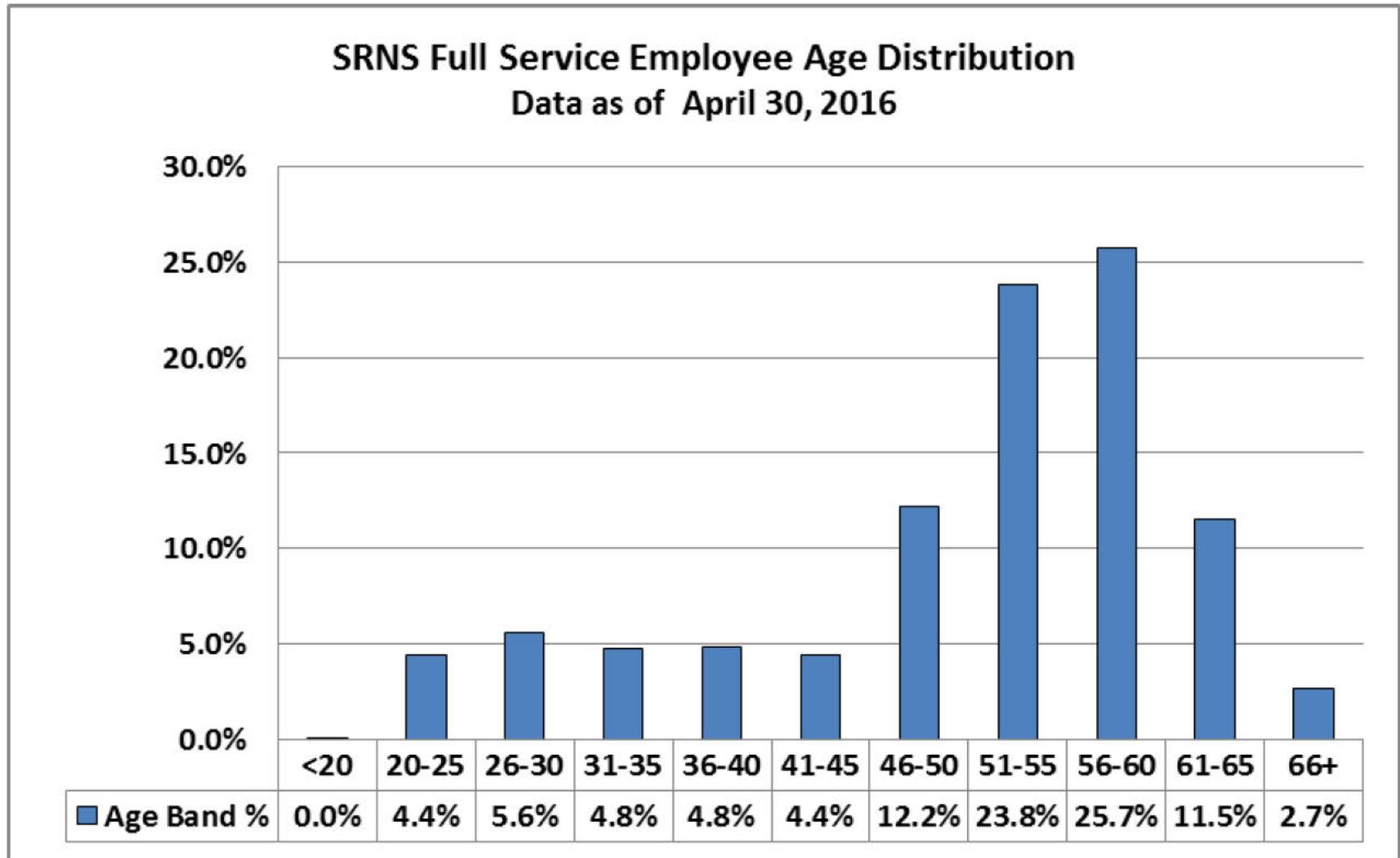
- SRNS performs workforce planning activities to understand the current and forecasted composition of our workforce and to develop action plans to address gaps and issues including
  - Aging workforce
  - Retention of critical skills such as scientists, engineers, radiological control inspectors, maintenance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

# SRNS Workforce Management Planning

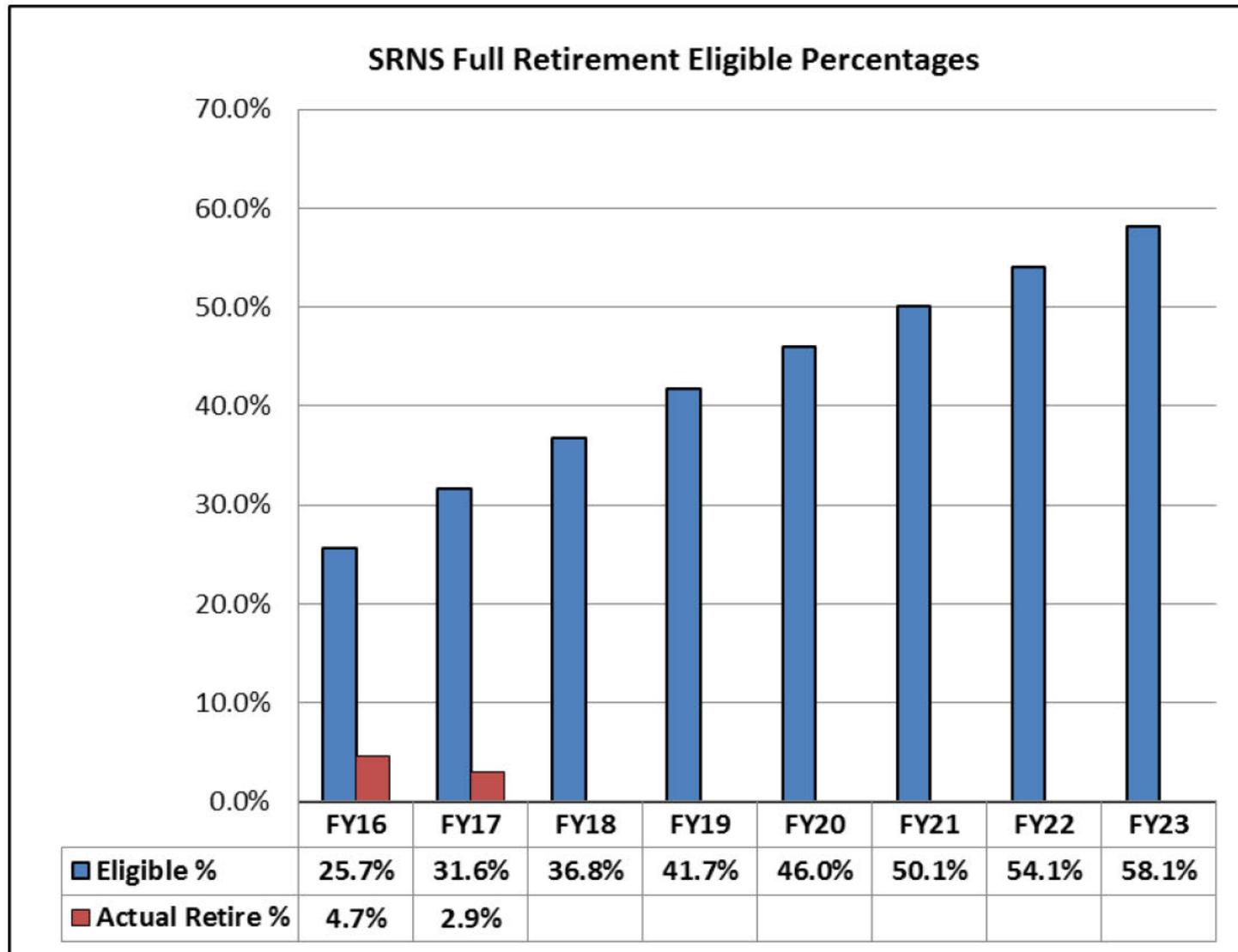
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- FY16 SRNS staffing metrics as of May 15
  - 225 full service employee hires with an average age of 34
    - *87% management and professional job acceptance rate*
    - *95% nonexempt job acceptance rate*
  - 108 future full service employees scheduled to report to work
    - *Includes 17 production operators and 24 radiological control inspectors*
  - 79 summer internship job requisitions for up to 148 positions
    - *130 job acceptances*
    - *9 pending job offers*
  - 204 full service employee terminations with an average age of 55
    - *Includes 146 October – April retirements*

# SRNS Full Service Employee Age Distribution



# SRNS Full Service Employee Retirement Eligibility

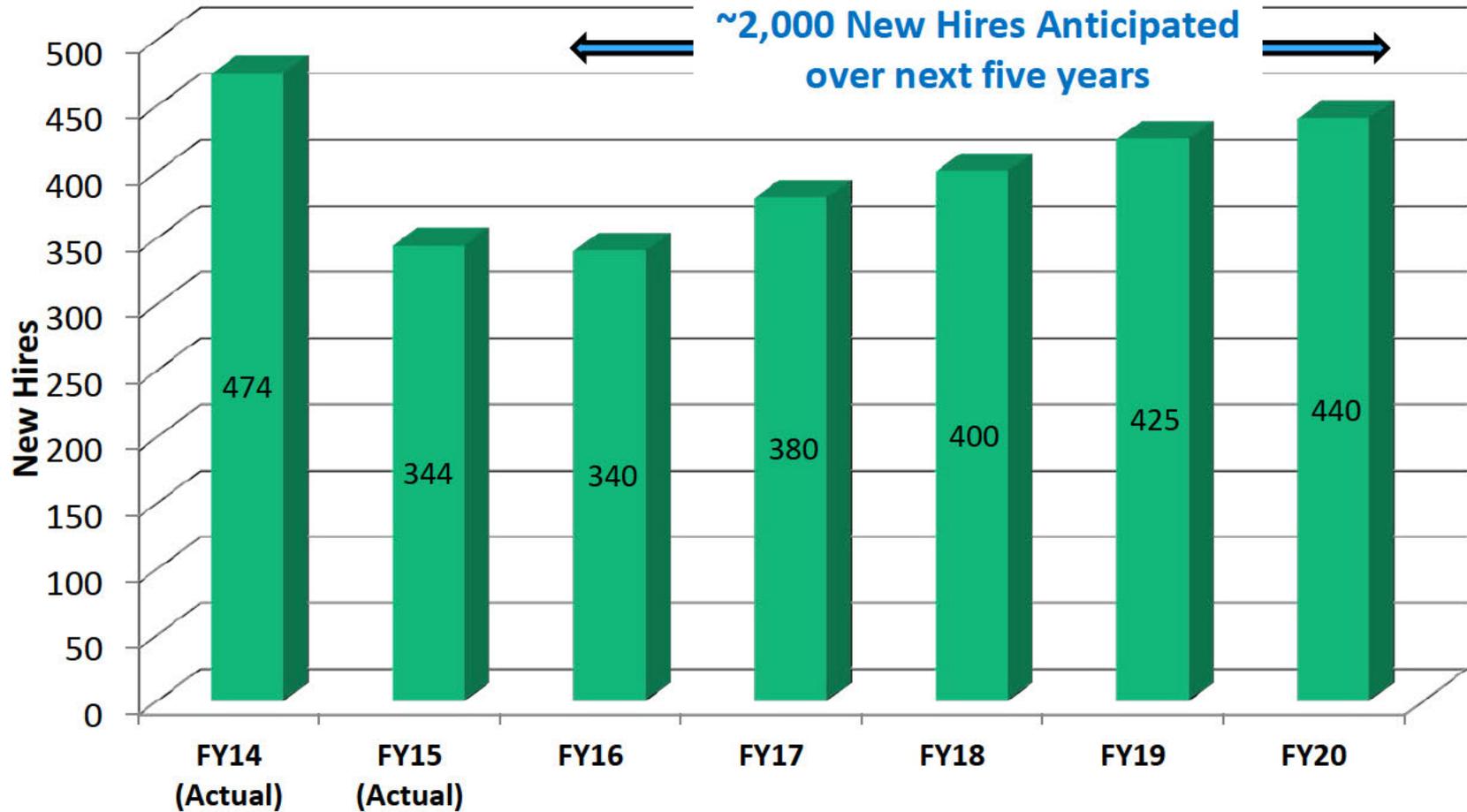


# SRNS Predictive Attrition Analysis

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- **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

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- **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

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- **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

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- 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