SRNS Workforce

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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 March 29
  - 113 full service employee hires with an average age of 36
    - 86% management and professional job acceptance rate
    - 100% nonexempt job acceptance rate
  - 150 future full service employees scheduled to report to work
    - Includes 87 production operators with staggered report to work dates in April and May
  - ~40 additional nonexempt postings in various stages
  - ~250 additional management and professional postings in various stages
  - 27 limited service employee hires including 12 students/interns
  - 79 summer internship job requisitions for 148 positions
    - 38 job acceptances
    - 42 pending job offers
  - 148 full service employee terminations with an average age of 54
    - Includes 99 October – February retirements
SRNS Full Service Employee Retirement Eligibility

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Eligible %</th>
<th>Actual Retire %</th>
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</thead>
<tbody>
<tr>
<td>FY15</td>
<td>23.8%</td>
<td>4.7%</td>
</tr>
<tr>
<td>FY16</td>
<td>30.0%</td>
<td>2.2%</td>
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<tr>
<td>FY17</td>
<td>36.2%</td>
<td></td>
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<tr>
<td>FY18</td>
<td>41.5%</td>
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<tr>
<td>FY19</td>
<td>46.6%</td>
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<tr>
<td>FY20</td>
<td>50.9%</td>
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<tr>
<td>FY21</td>
<td>55.1%</td>
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<tr>
<td>FY22</td>
<td>59.3%</td>
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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
  – Analysis was based on the following individual data:
    • Date of birth, service date, gender, benefit program (incumbents/non-incumbents), organization, and job family
    • Breakdowns of the expected attrition were provided by organization, job family, and job family within organization
  – Larger organizations’ actual results should be more in line with expectations, while smaller groups could have larger inconsistencies between expected and actual results
• 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

• Second predictive attrition analysis is under development by the vendor and will be on a fiscal year basis
SRNS Workforce – Anticipated Hiring

~2,000 New Hires Anticipated over next five years

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

- FY14 (Actual): 474
- FY15 (Actual): 344
- FY16: 340
- FY17: 380
- FY18: 400
- FY19: 425
- FY20: 440
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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
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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

- 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