

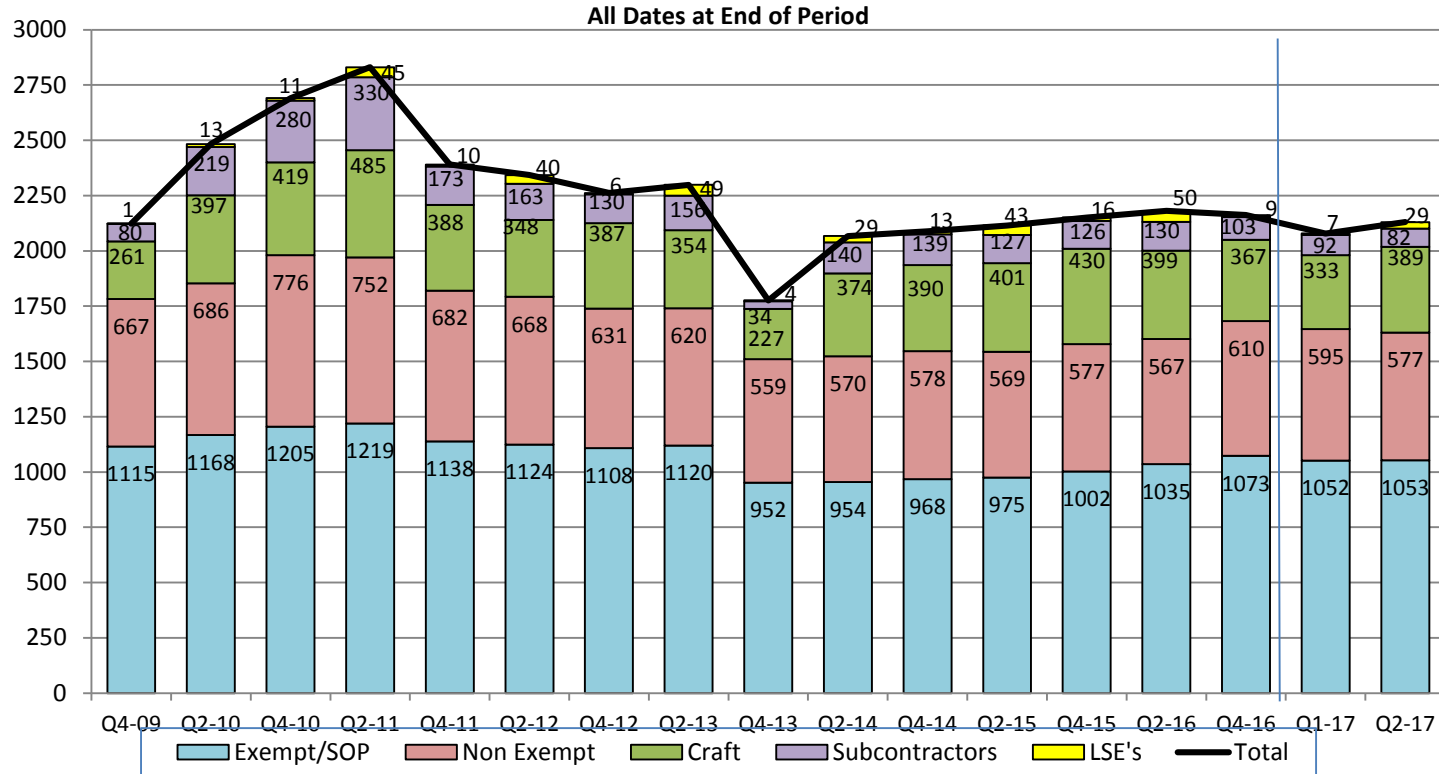
July 25, 2017

CITIZENS ADVISORY BOARD

Dave Hollan
Administrative Services Director



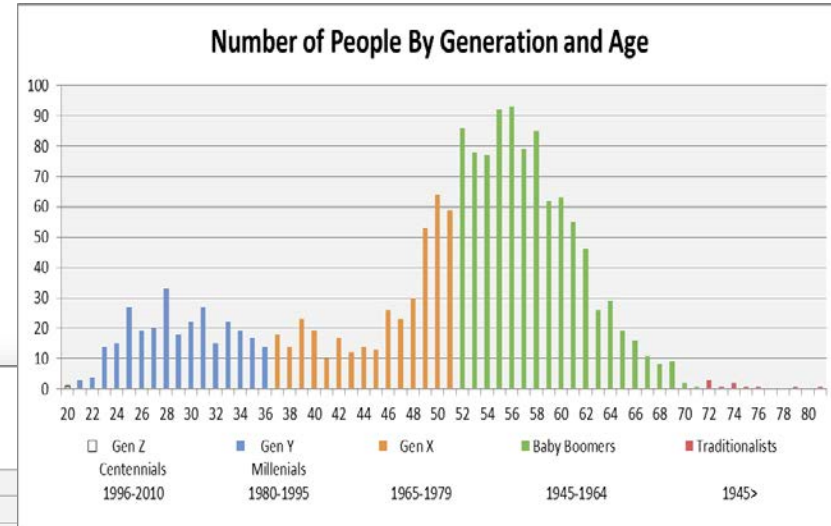
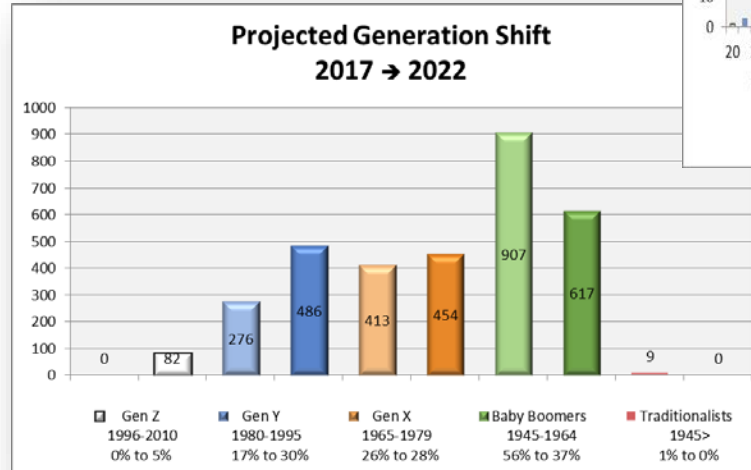
SRR Headcount (Dec 31 2009 - June 2017)



Staffing Demographics

■ Future

- Generation Z + Generation Y should rapidly accelerate and represent largest cohort
 - Value Proposition
- Advanced Technology Application
 - iPads, Social Media



- Increased Turnover
 - Younger generations increasingly mobile

■ SRR Recruitment & Retention Drivers

- Aging Workforce

- Societal factors influencing workforce retention rates
- Retirement Savings - Projecting future value income needs
- Gradual flattening of the age curve at later ages

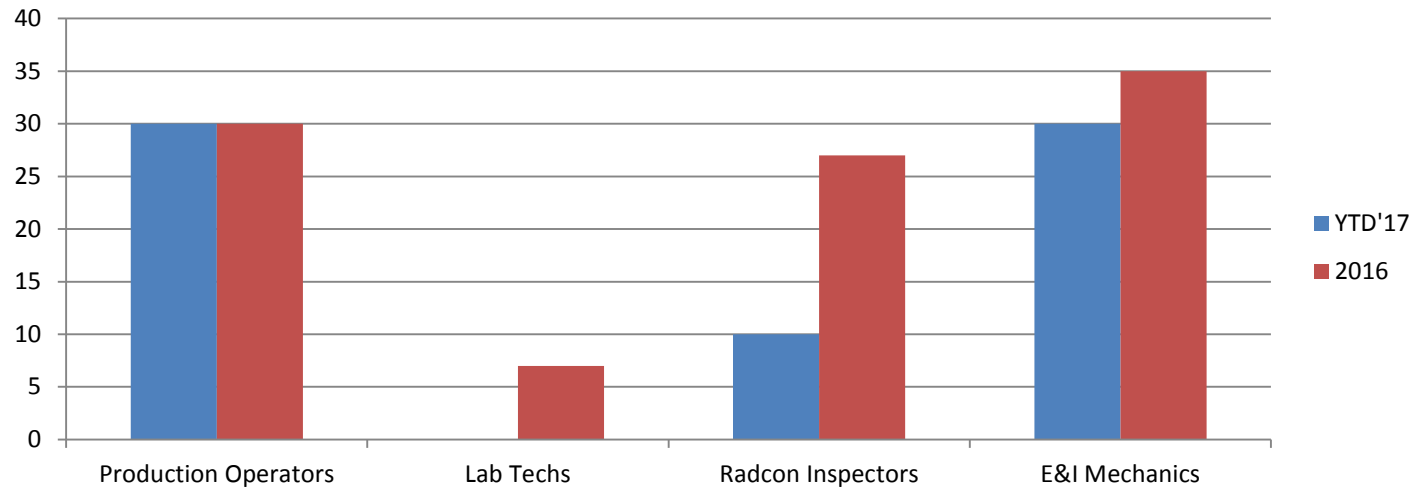
- On-Going Generational Shift

- Immediate term (<5 years) transition from Baby Boomer to Generation X workforce
 - Status: Qualified and ready now core group of personnel
 - Personnel rotations from the SRR parent companies
- Medium term (5-10 Year) transition to Generation Y workforce
 - Positioning early career personnel into development assignments: shift technical engineers, shift operations managers
 - On-going activity capitalizing on engineering and operations professionals into Shift Operations Managers
- Long term (>10 years) continued development of the organization's personnel for operational based assignments
 - Job Training and specific functional assignment development
 - READY Program

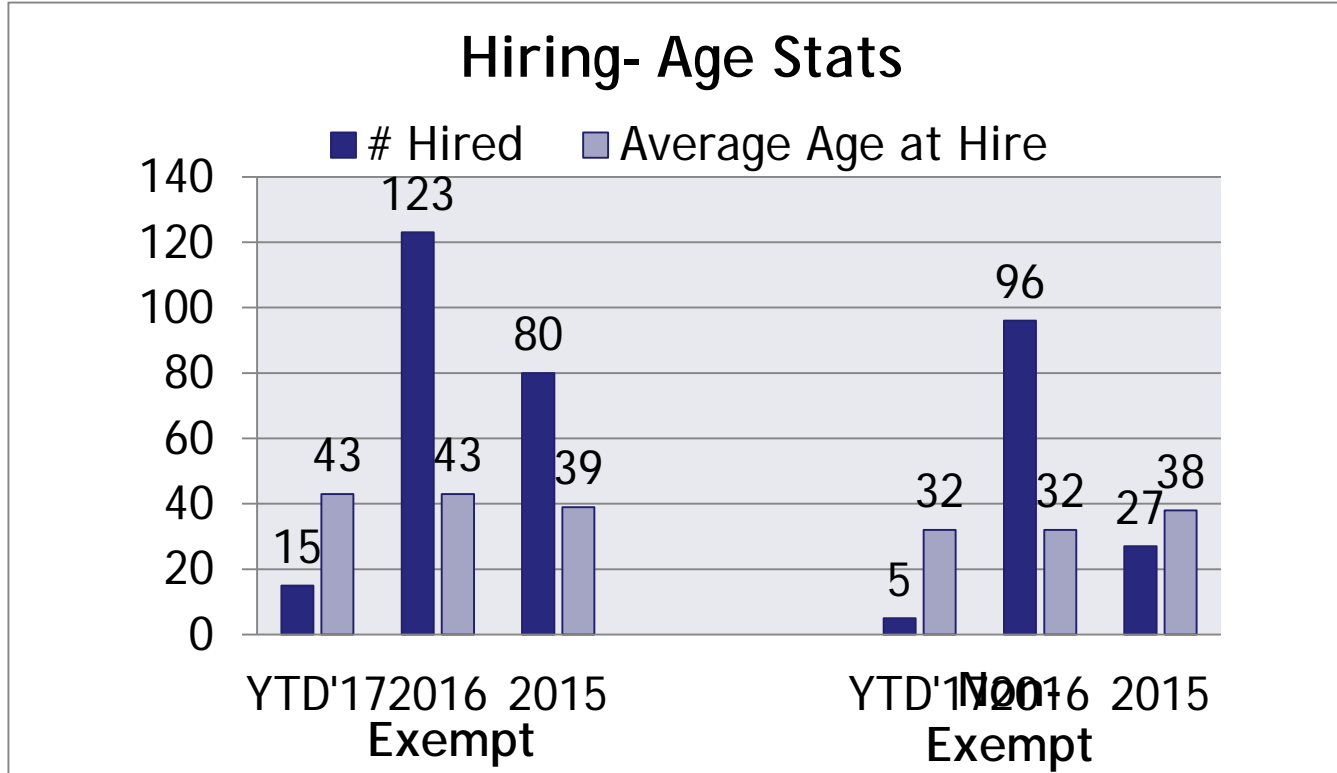
- Salt Waste Processing Facility (SWPF) Integration
 - Impact on Liquid Waste Program
 - Up to 40 additional Operational positions by May 2020
 - Gradual increase from 1 to 4 Shift Operations
 - Assumes 9.0Mgal/yr processing

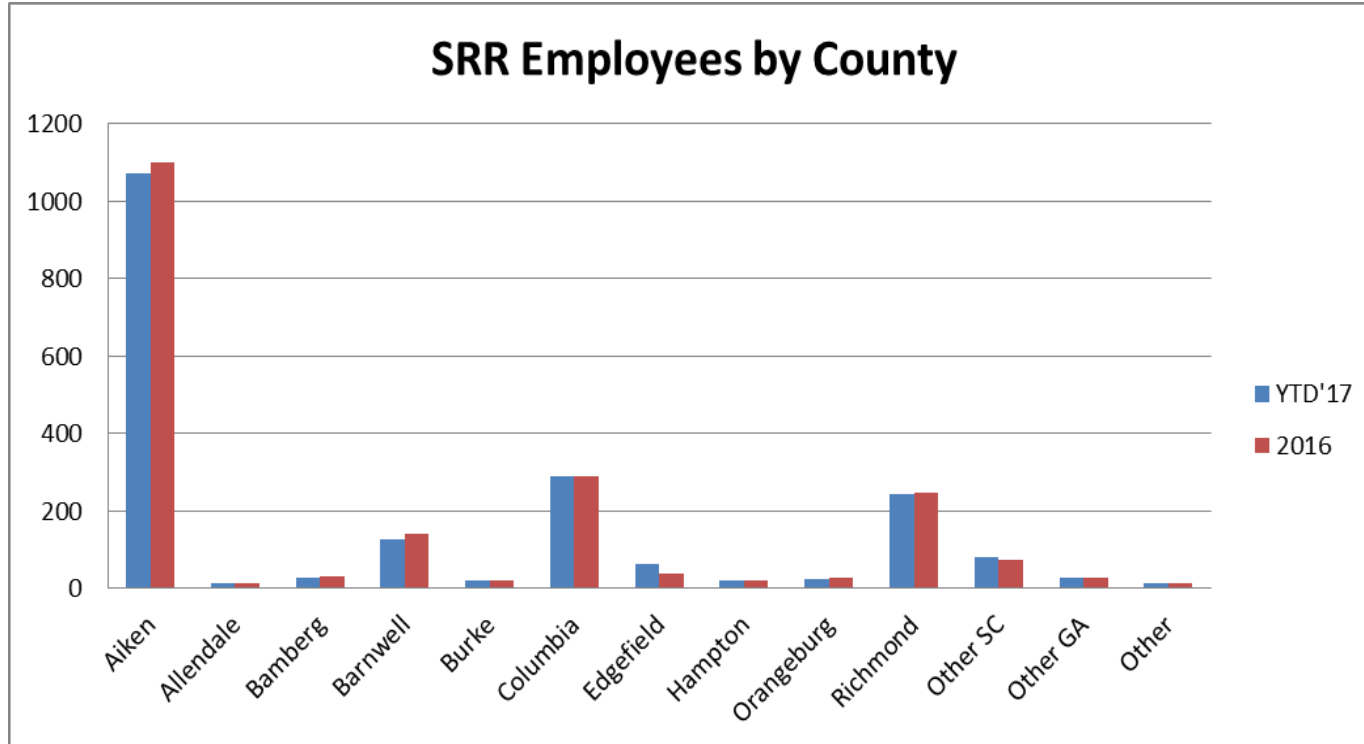
- **Attrition management strategy - On-going**
 - CY17 Rate is 4.3% with >60% due to retirement
 - Anticipate @175 Retirements over the next 5 years
 - Coupled with <2% regular attrition
 - Career Discussion: Understanding the goals and aspirations of each of our employees then helping them to achieve their goals
 - Completed career discussion activity June 2017
 - Align employee personal goals with both immediate and medium term business needs
 - Hiring Waves: Gaps predicted and pro-actively hiring critical skill areas
 - Limit hiring to “normal attrition critical skill replacement”
 - Remaining needs met through construction craft, staff augmentation, corporate reach-back, and critical subcontracts
 - Retirement Feathering - Reduced schedules, assignment changes and knowledge transfer

Hiring Activity: Non-Exempt Critical Jobs



SRR CY16 and CY17 Hiring Activity





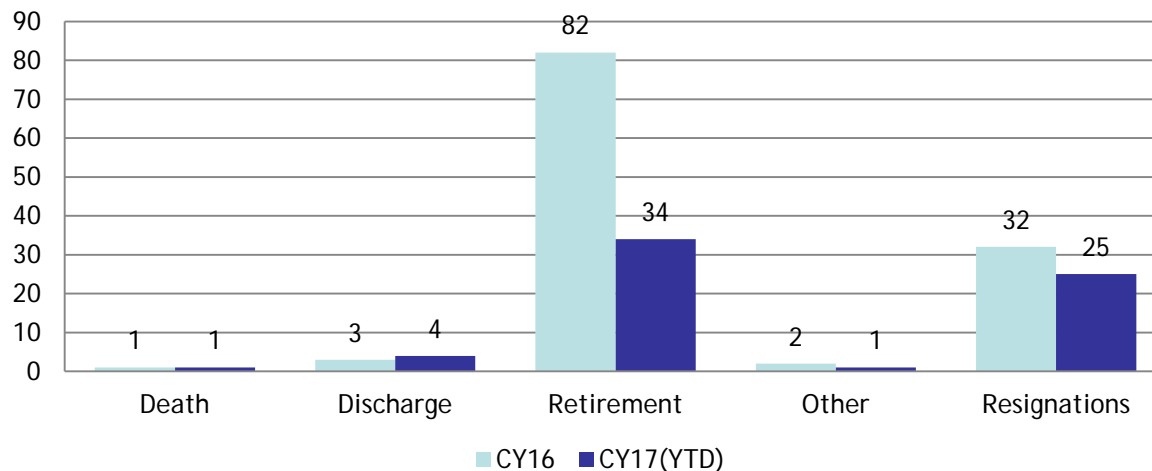
We do the right thing.

YEAR (CY)	No. NCGs	No. Terms	Percentage	Length of Stay in years with percentages														Total
				1		% gone after 1 yr	2		% gone after 2 yrs	3		% gone after 3 yrs	4		% gone after 4 yrs	5+		% gone
2009	18	12	67%	3	17%	17%	1	6%	22%	2	11%	33%	3	17%	50%	3	17%	67%
2010	20	16	80%	6	30%	30%	0	0%	30%	8	40%	70%	1	5%	75%	1	5%	80%
2011	6	4	67%	0	0%	0%	2	33%	33%	1	17%	50%	1	17%	67%	0	0%	67%
2012	1	0	0%	0	0%	0%	0	0%	0%	0	0%	0%	0	0%	0%	0	0%	0%
2013	12	6	50%	0	0%	0%	5	42%	42%	0	0%	42%	1	8%	50%			50%
2014	5	2	40%	2	40%	40%	0	0%	40%	0	0	40%						40%
2015	20	1	5%	1	5%	5%	0	0%	5%									5%
2016	22	1	5%	1	5%	5%												5%
2017	9	0	0%															0%

- SRR implemented a Workforce Restructuring (WFR) in September 2013
- SRR further implemented a two week furlough in October 2013 as a result of the FY13 Lapse of Appropriation
- Newly hired engineers and other professionals have limited available vacation time. Furloughs and the possibility of furloughs have been a factor in the resignation of young professionals.

We do the right thing.

SRR Attrition Statistics



CY16

Total Turnover: 8.02%

Of the 8.02%, 5.40% is attributable to retirement and 2.62% is non-retirement.

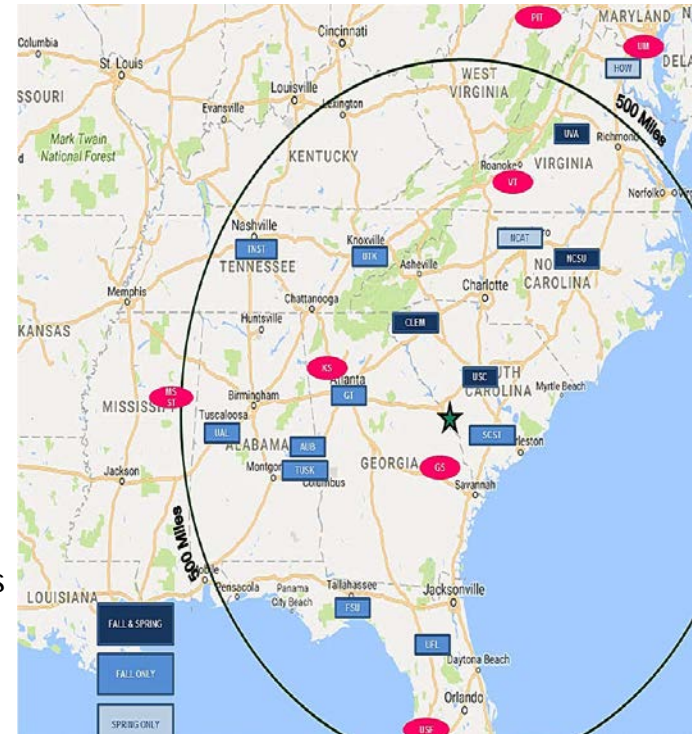
CY'17 YTD

Total Turnover: 4.33%

Of the 4.33%, 2.65% is attributable to retirement and 1.68% is non-retirement.

	CY16	CY17 (YTD)
Retirement	68%	52%
Other	32%	48%

- Planned or in-process actions to mitigate risk include:
 - Hiring activity increasing as a result of restored funding
 - Regional Focus
 - Auburn
 - North Carolina State
 - Clemson
 - University of South Carolina
 - Georgia Tech
 - Targeted minority serving institutions
 - HBCU
 - 2017 Summer Internships- 27
 - Veteran Career Fair Recruiting
 - GA Dept of Labor & Soldier for Life 2017
Job fair at Fort Gordon
 - Congressman Joe Wilson's 5th Annual Veterans
Job & Resource Fair at USC-Aiken



- SRR is experiencing success with the Human Resource Strategic Plan and the engineering recruiting process
- Recruitment and retention of individuals with critical skills will continue to pose challenges
- Further innovation and flexibility in Human Resource Management will be needed to address the workforce of the future
- Consistent and dependable execution of the Federal budget process is needed in order to avoid Continuing Resolutions, Lapse of Appropriations, and possible furloughs and Work Force Restructuring
- Unease and uncertainty in funding impacts successful and sustained recruitment and retention of critical skilled workers