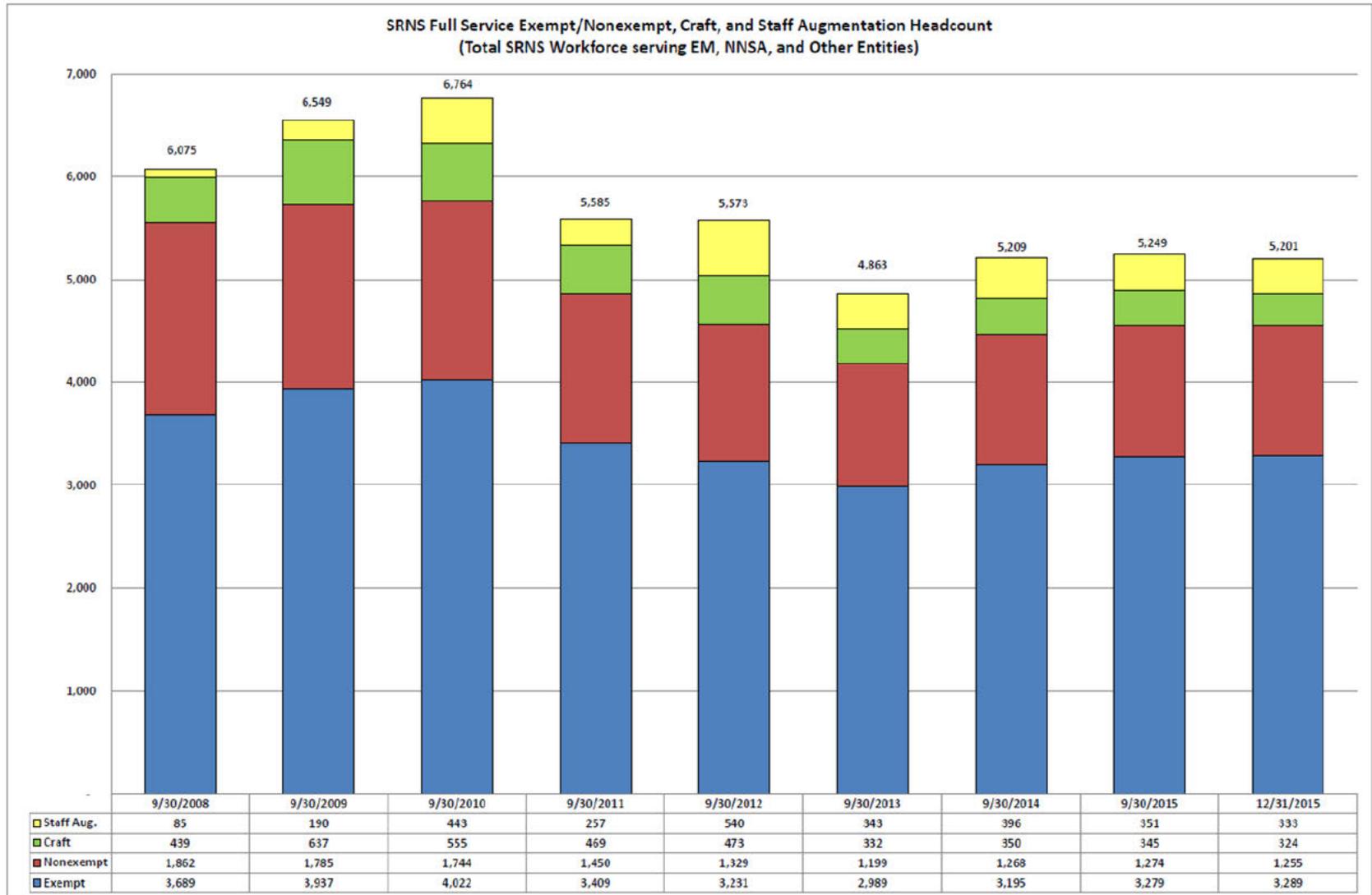# SRNS Workforce

Carol Barry
Sr. Vice President for Workforce Services & Talent Management

Briefing for the SRS Citizens Advisory Board

April 13, 2016

SRNS Headcount

SRNS Full Service Exempt/Nonexempt, Craft, and Staff Augmentation Headcount
(Total SRNS Workforce serving EM, NNSA, and Other Entities)

	9/30/2008	9/30/2009	9/30/2010	9/30/2011	9/30/2012	9/30/2013	9/30/2014	9/30/2015	12/31/2015
☐ Staff Aug.	85	190	443	257	540	343	396	351	333
☐ Craft	439	637	555	469	473	332	350	345	324
☐ Nonexempt	1,862	1,785	1,744	1,450	1,329	1,199	1,268	1,274	1,255
☐ Exempt	3,689	3,937	4,022	3,409	3,231	2,989	3,195	3,279	3,289

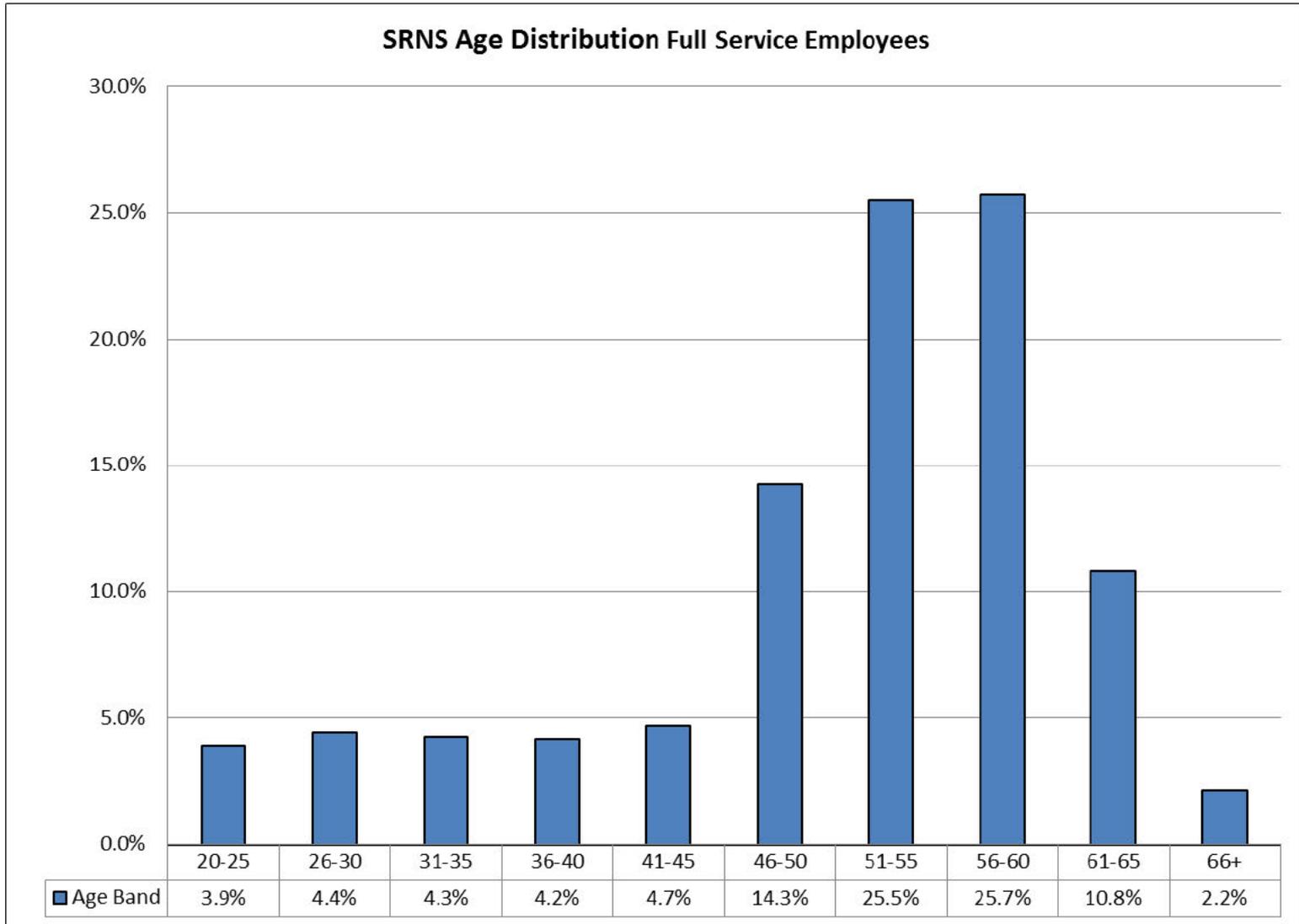Totals: 6,075 · 6,549 · 6,764 · 5,585 · 5,573 · 4,863 · 5,209 · 5,249 · 5,201

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
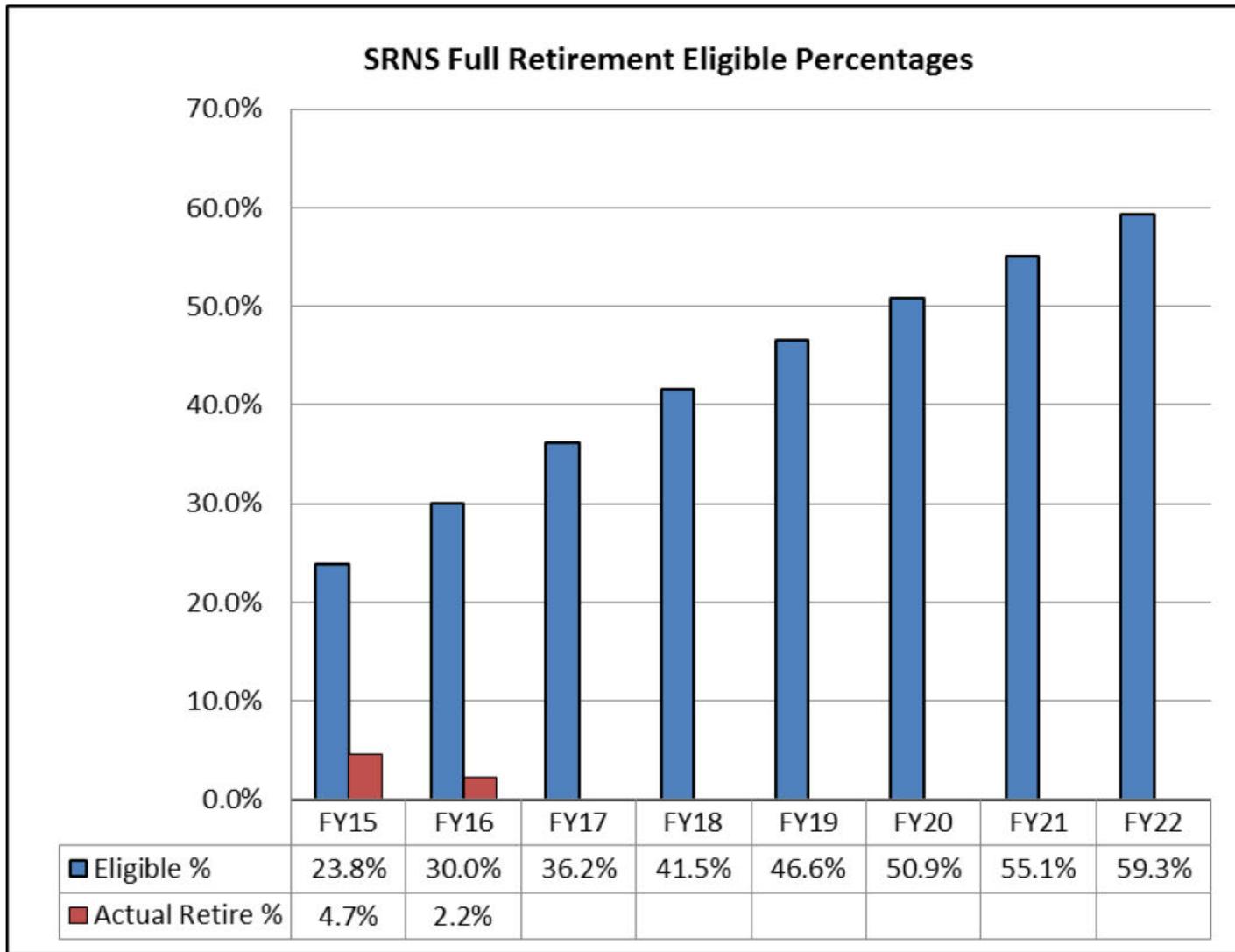 - Education outreach

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 Age Distribution

SRNS Age Distribution Full Service Employees

Age Band	20-25	26-30	31-35	36-40	41-45	46-50	51-55	56-60	61-65	66+
	3.9%	4.4%	4.3%	4.2%	4.7%	14.3%	25.5%	25.7%	10.8%	2.2%

SRNS Full Service Employee Retirement Eligibility

SRNS Full Retirement Eligible Percentages

|	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
■ Eligible %	23.8%	30.0%	36.2%	41.5%	46.6%	50.9%	55.1%	59.3%
■ Actual Retire %	4.7%	2.2%						

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

SRNS Predictive Attrition Analysis

- 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
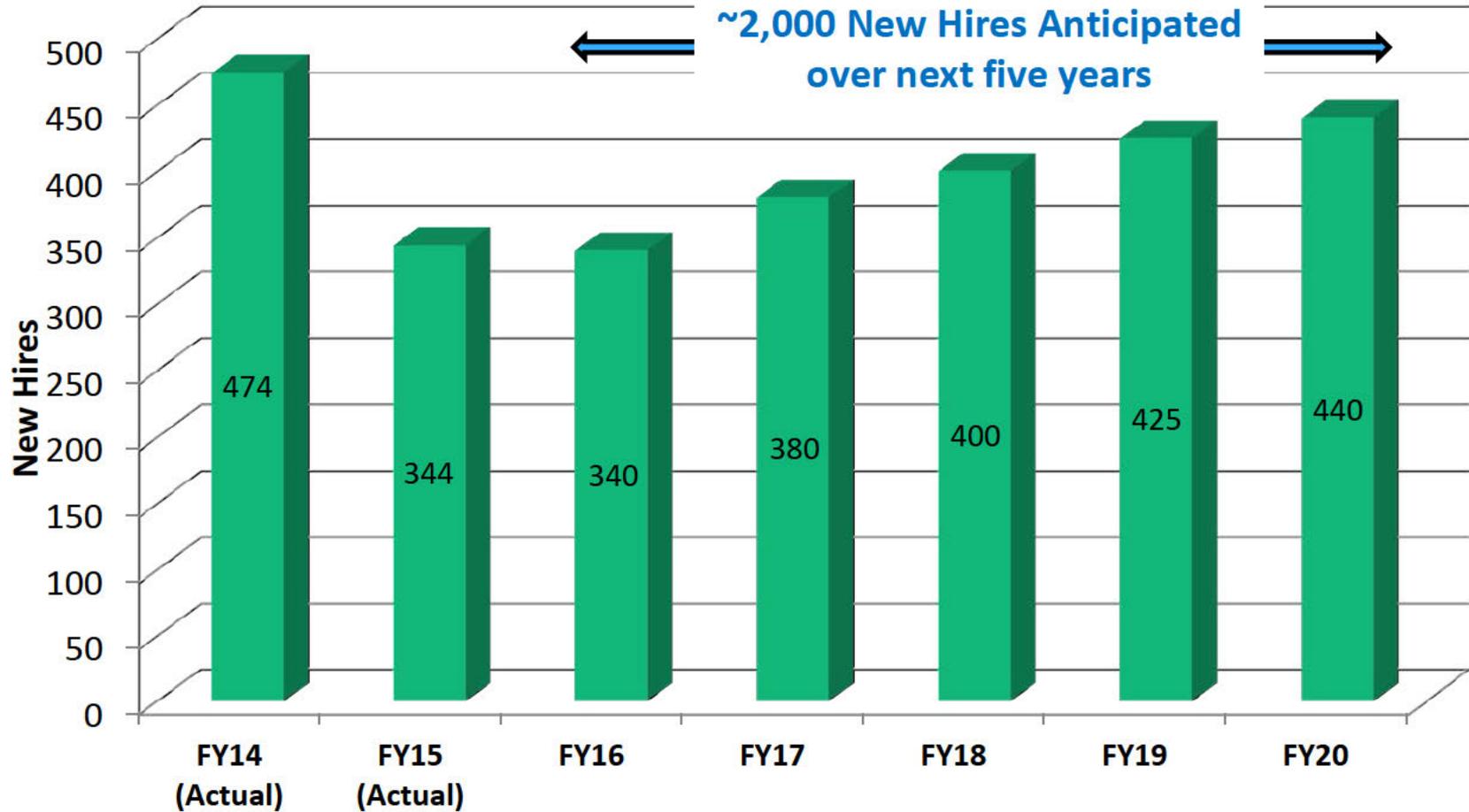
SRNS Workforce

- 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