

SRNS Workforce

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Briefing for the SRS Citizens Advisory Board

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SRNS: Building and keeping our workforce. *Because the future starts now.*

- How we build the SRNS workforce
 - Prepare the pipeline
 - Spread the word, target the talent
 - Bring them in smoothly
 - Inform, inspire and reward them
 - See the results
 - Keep them here
- Where are we today

Workforce: Prepare the Pipeline

Start early, provide funding, forge partnerships, create opportunities



reached through
STEM-related
Education Outreach
2016-2017



from 2014, with 147
students in summer 2017
and 28% of hired since 2014



with local
universities
and technical colleges

Aiken Technical College
Augusta Technical College
Augusta University
Clemson University
Orangeburg-Calhoun Technical College
South Carolina State University
University of South Carolina-Aiken
University of South Carolina



In 2015, SRNS established a **Nuclear Operations Program** at Aiken Technical College. This certificate program serves as a foundation for future employees who wish to work in nuclear facilities.

SRNS participates in the **SRS Community Reuse Organization** (CRO) regional nuclear workforce development initiative. The CRO has administered \$4.8 million in grants to local institutions.

Workforce: Spread the word, target the talent

- Continue to use **predictive analysis** to forecast attrition and retirement impact by department and work function and skills needed over the next five years
- Use planning to understand insertion times for **targeted recruitment** and **focused retention**
- **Focus on targets** including minority-serving institutions; veterans programs; and Fire Protection engineers, Occupational Safety and Health and Engineering



Presence at 26 college and
university career fairs
in 11 states (FY 2017)

Workforce: Bring them in smoothly

- Implemented **ACT WorkKeys** (a job skills assessment system) in place of entry-level testing for select nonexempt positions (maintenance mechanics, production operators, radiological control inspectors and power operators)
- Implemented **an interactive total compensation tool** to enhance knowledge of benefit value for potential employees
- **Focused Improvement Transformation: Value Stream Analysis** in 2016 identified improvements to new employee hiring process
 - Reduced the time to fill a vacancy from 110 days in 2014 to 56 days currently
 - Reduced first year attrition of new hires from 5.2% in FY16 to 3.1% in FY17
 - Satisfaction of new hires with the onboarding process improved from 68% in FY16 to 78% in FY17
- User-friendly “**one-stop shop**” for General Employee Training, badging, medical and new hire orientation is in development

Workforce: Inform, inspire and reward them

- **Development opportunities**

- Enhanced FY16 Leadership Development workshops with sessions on Conduct of Operations and Quality Assurance. Both INPO and the 2016 Safety Culture Report cited the workshops as strengths
- Continued career development organizations, including LEAP (Leaders Emerging Among Professionals) and AMP (Aspiring Mid-Career Professionals)
- Continued mentoring circles
- Established Engineering Leadership Program which groups newly-hired engineers of various discipline to work in a variety of SRS facilities, receive knowledge transfer from mentors and begin engineering qualification training

- **Compensation and benefits**

- Provide individualized Total Compensation Benefit Statements annually to each SRNS employee
- Implement market equity adjustments for early- to mid-career engineers and scientists
- Implemented variable pay programs to retain critical skills and knowledge
- Implemented a nonexempt increase plan that separate pay structures for administrative and operations positions to address market differences

Workforce: See the Results

1,721

new full -service
employees

FY14-17
Approximately
400/yr over next 4 years

83%

hired from
local area

during
past four years

15%

decrease
in attrition

of non-retirement
eligible employees
seeking other employment

11%

veteran
hires

exceeds Office of Federal
Contract Compliance
Programs 6.7% goal

49

average age
of employees

down
from 54 in 2008

Workforce: Keep them here

Workforce engagement, Improved work spaces, Expanded services

Workforce Engagement

Employees are part of the SRNS decision-making process through our **Focused Improvement Transformation**, which gained significant momentum in 2016 and has continued in 2017.

By engaging the workforce and streamlining processes, we ultimately save taxpayer dollars.

Work Spaces

- Expanding **collaboration** and **conference areas** to improve communications and networking
- Improved **physical work spaces** in numerous facilities by painting, replacing carpets, consolidating offices and adding green spaces
- Ongoing improvement at the **SRS Badge Office** including painting, carpet replacement, new furniture, wall graphics and landscaping
- Removed 40 unsightly and **unneeded trailers** from SRS

Workforce: Keep them here *(continued)*

Services

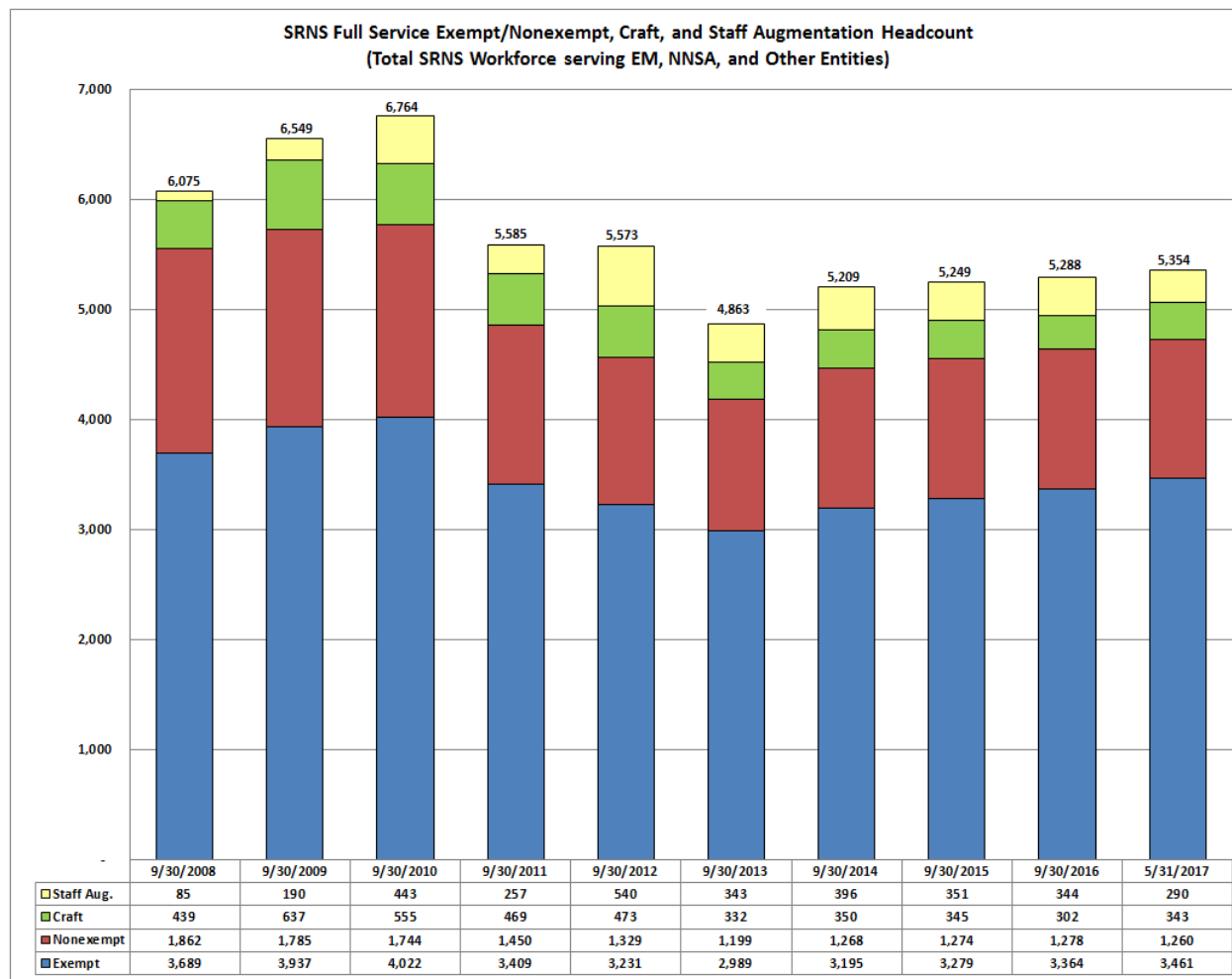
- Improved **food services** by expanding food truck and vending locations, and benchmarking new food service providers.
- Refurbished **main site cafeteria**, installed new appliances and flat screen TVs and improved food quality, selection and service
- Expanded **exercise facilities** are now available across SRS, including eight **gyms** and 22 miles of **mountain biking** and **walking** trails
- Four new **wellness rooms** created to offer comfortable and secure privacy
- Progressed with implementation of a **coffee café** featuring “We Proudly Brew Starbucks” with construction scheduled to complete by end of FY17
- Rapid **charging stations** available in high traffic areas

SRNS Workforce Management Planning

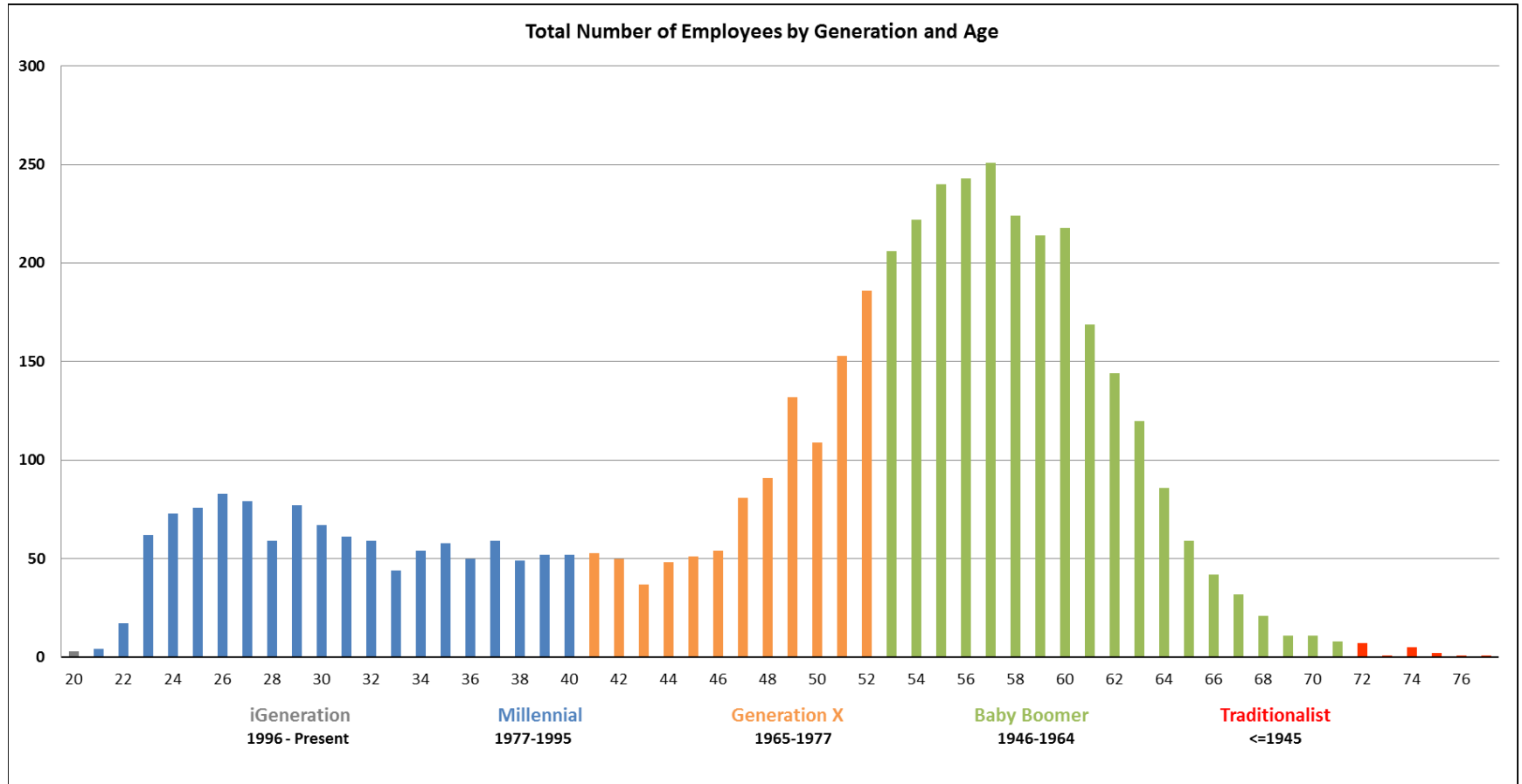
- FY17 SRNS staffing metrics as of June 30
 - 391 full service employee hires with an average age of 37
 - *89% management and professional job acceptance rate*
 - *91% nonexempt job acceptance rate*
 - 105 future full service employees scheduled to report to work
 - *Includes 25 production operators reported July 10*
 - 24 additional nonexempt postings in various stages
 - 120 additional management and professional postings in various stages
 - 191 limited service employee hires including 179 students/interns
 - 79 summer internship job requisitions for 147 positions
 - 214 full service employee terminations with an average age of 54
 - *Includes 143 October – May retirements*



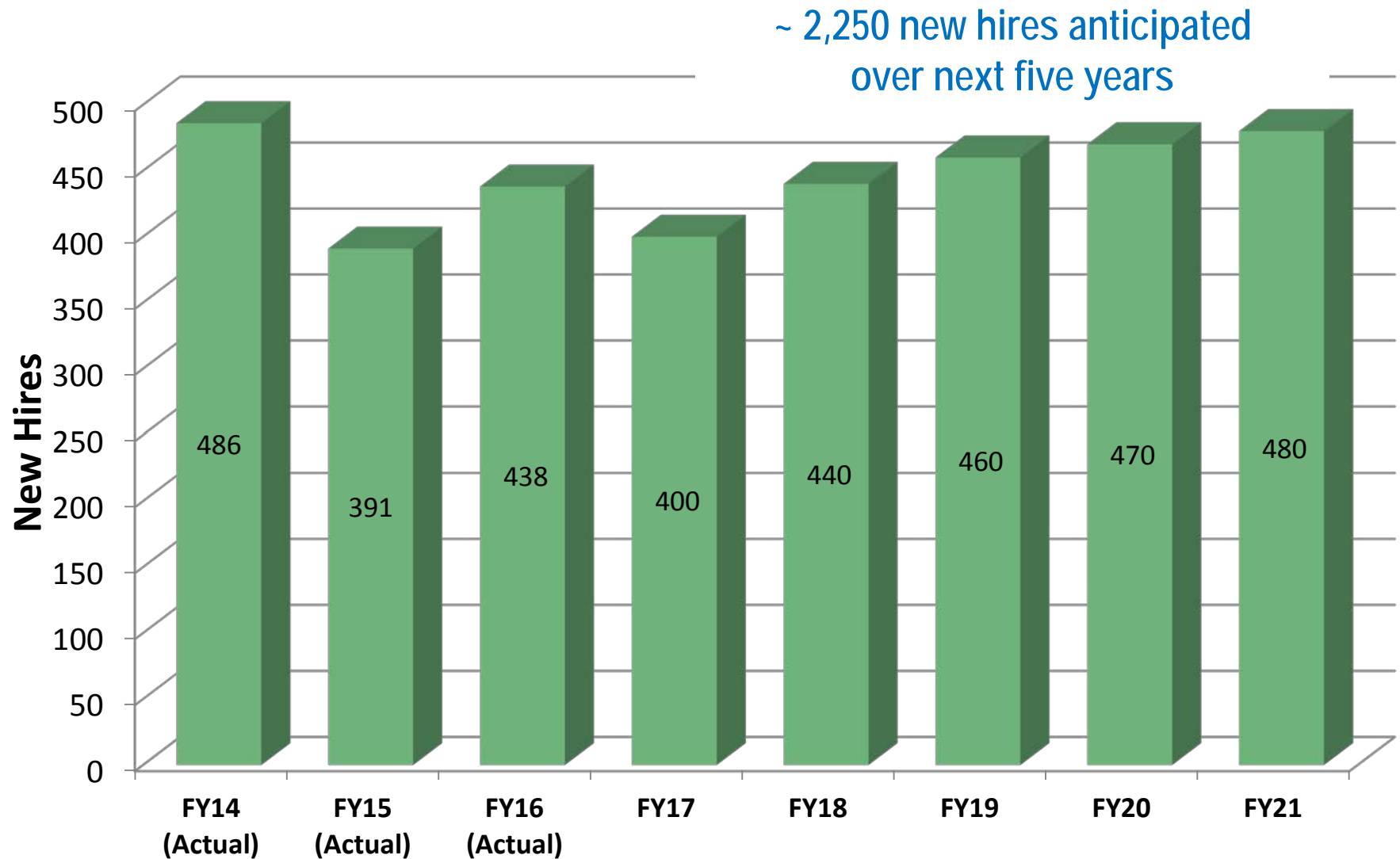
SRNS Headcount



SRNS Full Service Employees by Generation and Age



SRNS Workforce – Anticipated Hiring



Current Site Population (SRNS Full Service, 6/30/17): 4,796

