CITIZENS ADVISORY BOARD

July 25, 2017

Dave Hollan
Administrative Services Director
SRR Headcount (Dec 31 2009 - June 2017)

All Dates at End of Period
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 Human Resource Challenges

- **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
SRR Human Resource Challenges

- 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
Human Resource Strategic Plan

- **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

- Production Operators
- Lab Techs
- Radcon Inspectors
- E&I Mechanics

YTD'17 vs. 2016
SRR CY16 and CY17 Hiring Activity

**Hiring- Age Stats**

<table>
<thead>
<tr>
<th></th>
<th># Hired</th>
<th>Average Age at Hire</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Exempt</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>YTD'17</td>
<td>123</td>
<td>43</td>
</tr>
<tr>
<td>2016</td>
<td></td>
<td>43</td>
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<tr>
<td>2015</td>
<td>80</td>
<td>39</td>
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<td>YTD'17</td>
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<td>32</td>
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<tr>
<td>2016</td>
<td>96</td>
<td>32</td>
</tr>
<tr>
<td>2015</td>
<td>38</td>
<td></td>
</tr>
<tr>
<td><strong>Non-Exempt</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>YTD'17</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>43</td>
<td></td>
</tr>
<tr>
<td>YTD'17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>32</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>27</td>
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</table>

We do the right thing.
Savannah River Remediation

We do the right thing.

## Engineering Hires & Resignations

<table>
<thead>
<tr>
<th>YEAR (CY)</th>
<th>No. NCGs</th>
<th>No. Terms</th>
<th>Percentage</th>
<th>Total</th>
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<tbody>
<tr>
<td>2009</td>
<td>18</td>
<td>12</td>
<td>67%</td>
<td></td>
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<tr>
<td>2010</td>
<td>20</td>
<td>16</td>
<td>80%</td>
<td></td>
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<tr>
<td>2011</td>
<td>6</td>
<td>4</td>
<td>67%</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>1</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>12</td>
<td>6</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>5</td>
<td>2</td>
<td>40%</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>20</td>
<td>1</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>22</td>
<td>1</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>9</td>
<td>0</td>
<td>0%</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Length of Stay in years with percentages</th>
<th>Total</th>
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<tbody>
<tr>
<td>% gone after 1 yr</td>
<td>% gone after 2 yrs</td>
</tr>
<tr>
<td>3 17% 17%</td>
<td>1 6% 22%</td>
</tr>
<tr>
<td>6 30% 30%</td>
<td>0 0% 30%</td>
</tr>
<tr>
<td>0 0% 0%</td>
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<td>0 0% 0%</td>
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- 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.
**CY16 and CY17 YTD Attrition**

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.
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.