

May 15, 2018

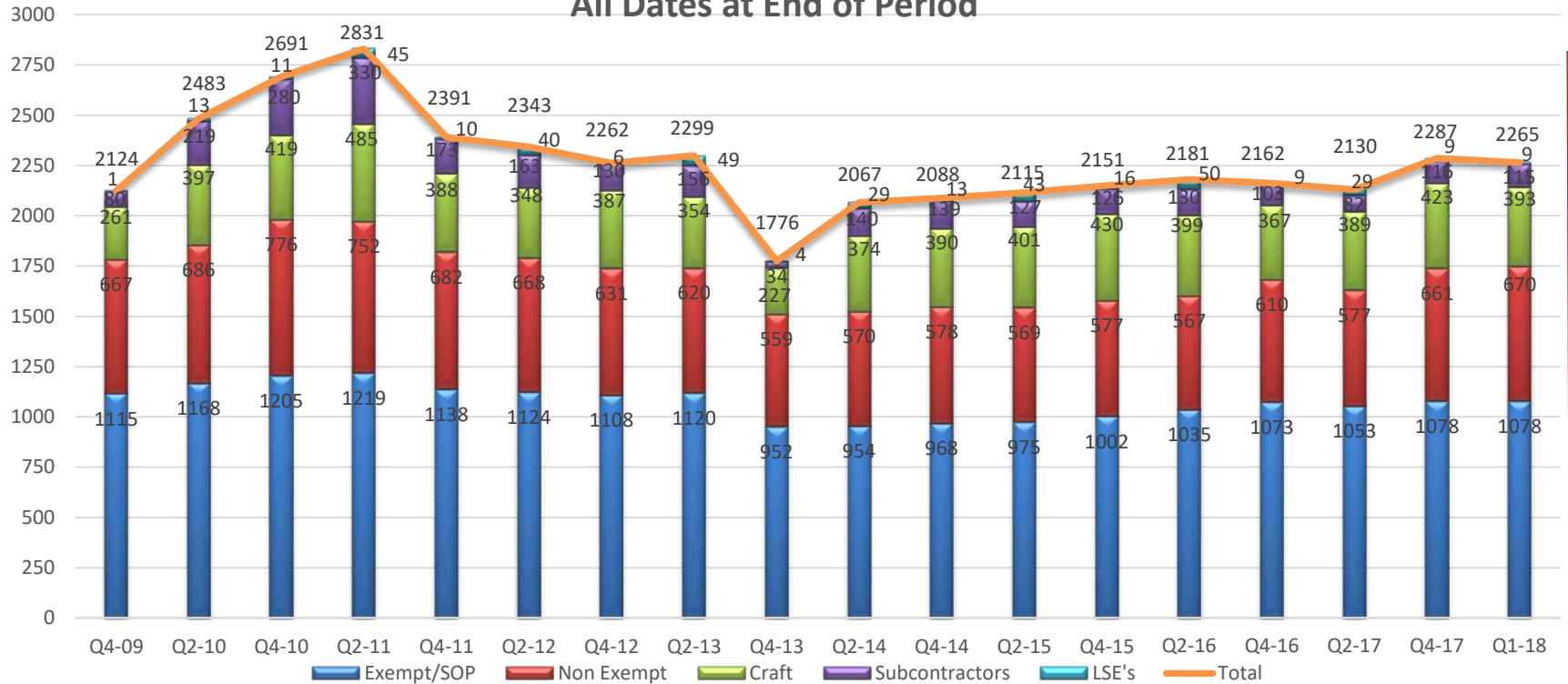
# CITIZENS ADVISORY BOARD

David Hollan  
Administrative Services Director



# SRR Headcount Slide

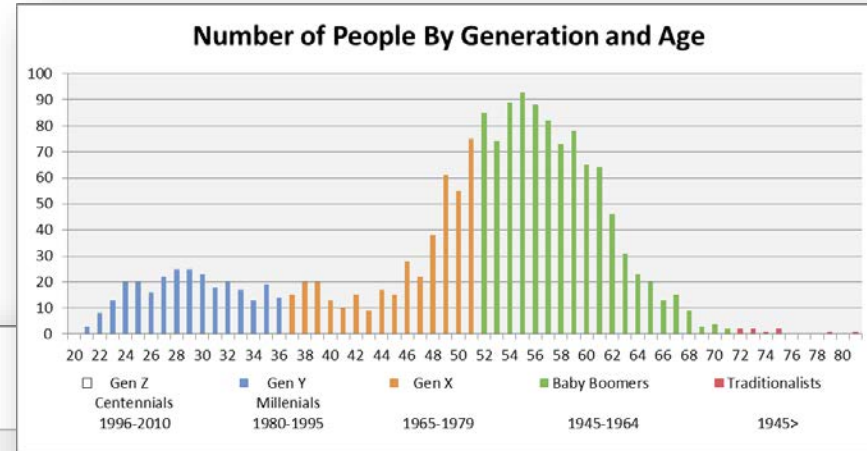
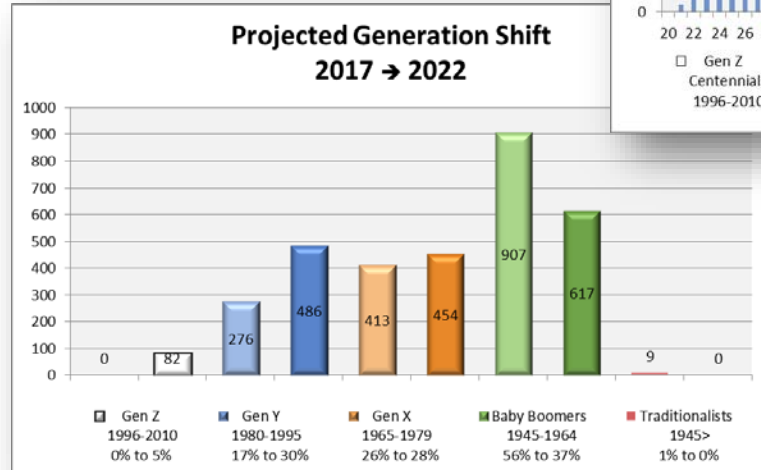
**SRR Headcount (Dec 31 2009 - Mar 2018)**  
**All Dates at End of Period**



# Staffing Demographics

## ■ Future

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



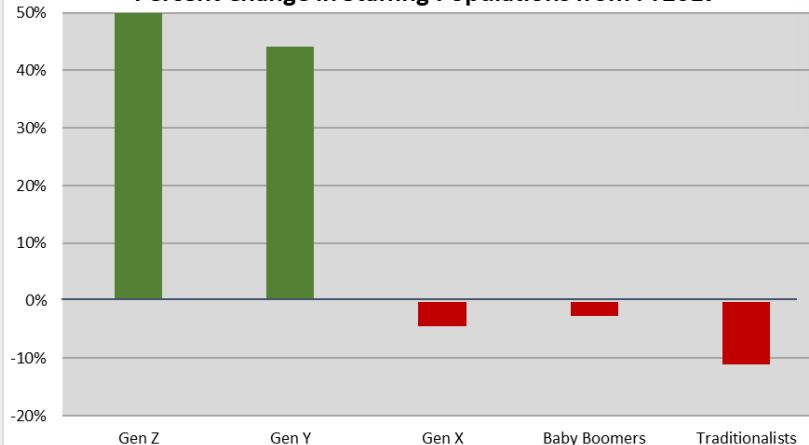
- Increased Turnover
  - Younger generations increasingly mobile
- Training and Development for nuclear Safety
  - No significant event (i.e., 1989-90) upgrade in Nuclear Standards

# Staffing Demographics

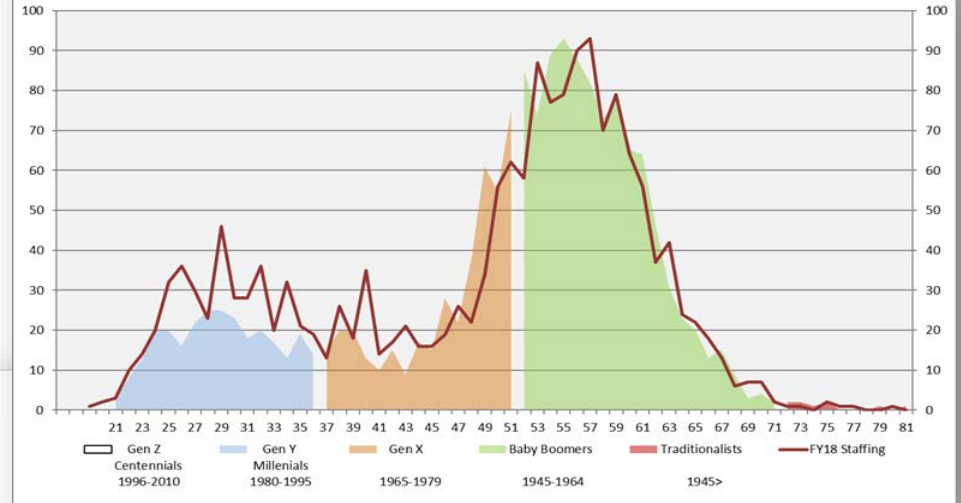
## Trending

- Rapid growth in Gen Z and Gen Y populations
- Increased adoption of multi modal training approaches: video, simulation, CBT and embarking on VR training and AR training

**Percent Change in Staffing Populations from FY2017**



**Number of People By Generation and Age**



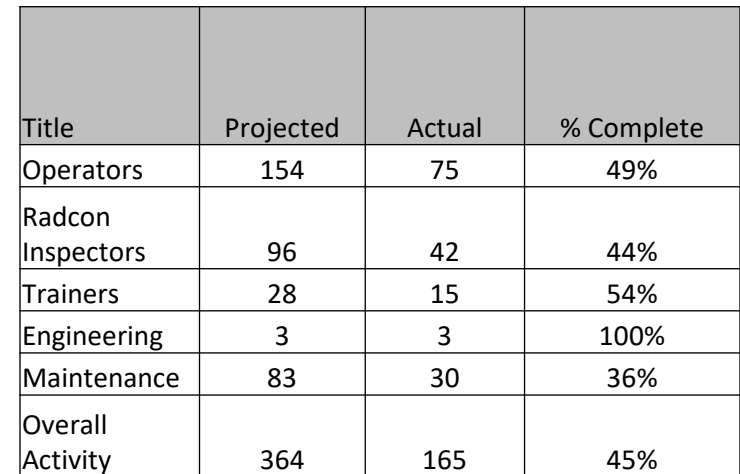
- Increased Turnover
  - Total Turnover Ratio increased to 10%/Annual in 1<sup>st</sup> quarter CY2018
- Training and Development for Nuclear Safety
  - Increased emphasis on facility training to account for new operators - 4.5 Shift

## ■ SRR Recruitment & Replacement Drivers

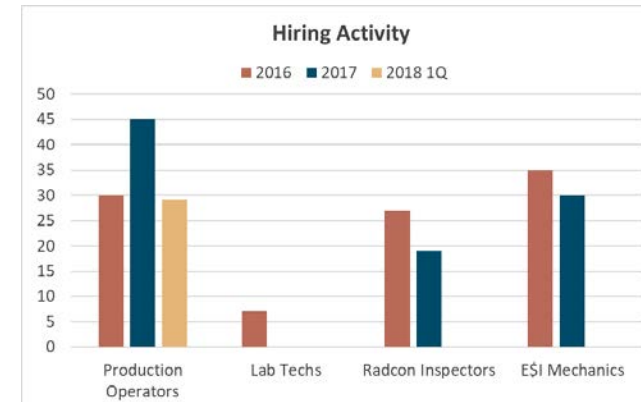
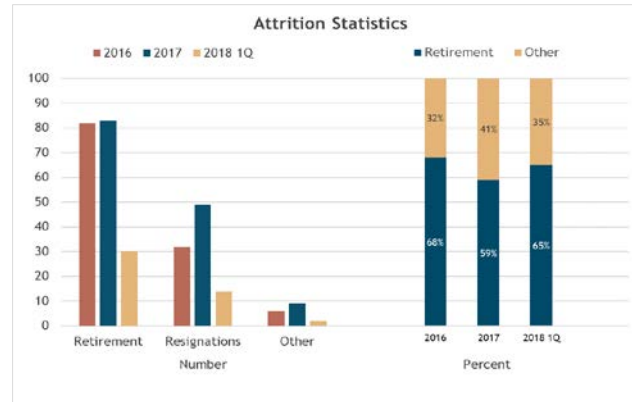
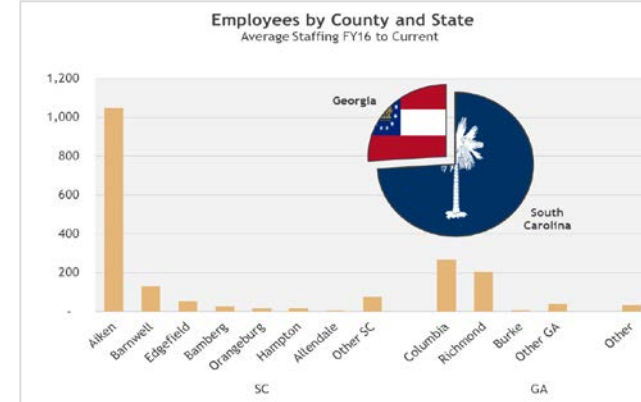
- SRR Improvements for Technical Safety Requirement (TSR) Training and Work Control
  - Development of “4.5” Shift
  - Increase in Shift Staffing to accommodate personnel transition
    - Operator, Mechanic, Radcon, and Training personnel
- SWPF Integration
- Demographic Transition
  - YTD(1<sup>st</sup> qtr) CY18 Total Turnover Rate: 10.5% annualized
    - @75% attributable to retirement/end of career
  - CY17 Total Turnover Rate: 8.49%
    - @70% of Turnover attributable to retirement
  - Anticipate @225 Retirements over the next 5 years
    - Coupled with <2% regular attrition



- SRR 4.5 Shift Hiring Schedule & SWPF Integration
- On Target for Completion by 10/18



*We do the right thing.*



# Engineering Hires & Resignations

*We do the right thing.*

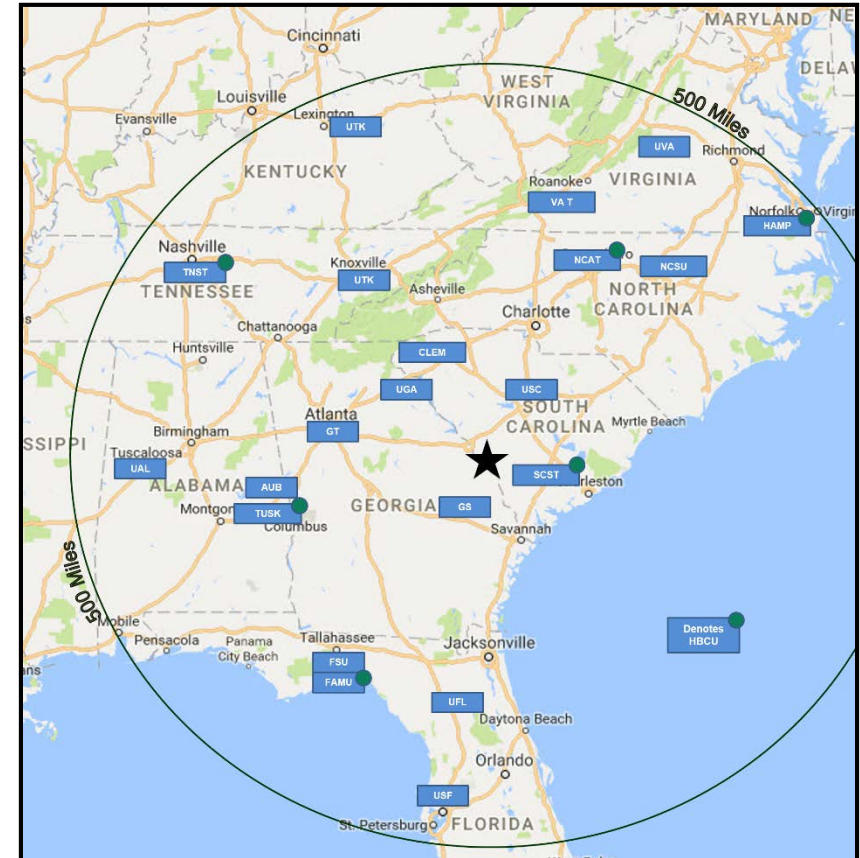
YEAR (CY)	No. NCGs	No. Terms	Percentage	Length of Stay in years with percentages														Total
				1		% gone after 1 yr	2		% gone after 2 yrs	3		% gone after 3 yrs	4		% gone after 4 yrs	5+		% gone
2009	18	12	67%	3	17%	17%	1	6%	22%	2	11%	33%	3	17%	50%	3	17%	67%
2010	20	16	80%	6	30%	30%	0	0%	30%	8	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%	0	0%	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%	0	0	0%						5%
2016	22	4	18%	3	14%	14%	1	4%	18%									18%
2017	9	0	0%	0	0%	0%												0%
2018	18	0	0%															0%

- SRR Engineering recruiting trending positively - Personnel retention rates are steady since 2014



## ■ Activities Underway

- Revamping the talent acquisition approach
  - Identified and placed a manager over the function
  - Evaluating Applicant Tracking Systems
    - Focus on end user ease of application
    - Liquid Waste “Brand” Awareness
    - New portal focused solely on SRR activities
- Strategic approach to College Recruiting efforts
  - Continued emphasis on diversity with increased activities at Historically Black Colleges & Universities (HBCUs)
  - To date: 24 offers have produced 18 hires
- 2018 Intern Programs as pipeline for future employment
  - School to Work
  - Entry level “Intro - Interns”
  - College Interns for the summer months
- Veteran Career Fair Recruiting
  - Focus on local transition centers



- To recruit and retain, SRR continues to find ways to make ourselves a more compelling place to work:
  - Enhanced paid time off offering provided
  - Since the beginning of CY2017 until April 2018, 185 people have left SRR, 112 of those are retirements with 50 as resignations. However, we hired 341 people during that same time frame.
  - The average age of our employees is now 49 compared to 51 in 2017
  - We expect hiring to remain steady in Liquid Waste for the next 5 years across the following disciplines: Engineers, Radcon, Training, Operators and Maintenance Mechanics, mainly due to retirements but also because of our new 4.5 shift and SWPF integration