

Recommendation 335
Employee Recruitment and Retention

Background

In April and May of 2016 the Strategic & Legacy Management Committee and the Full Board of the SRS CAB heard presentations by Savannah River Nuclear Solutions (SRNS), Savannah River Remediation (SRR) and SRS DOE. The presentations involved the efforts by the contractors/vendors (SRNS & SRR) to identify the type of workforce currently working at SRS, what the future holds to retain this workforce, and the recruitment efforts to replace the workforce with younger personnel.

DOE, at a national level and at SRS, has made a strategic business decision to outsource the human resources role to operate SRS. DOE negotiates with the vendors the requirements to meet the scope of work that is required under Federal Facilities Agreement (FFA).

The contractors are hired by DOE to perform the scope of work, and it is the contractor's responsibility to hire, retain, and recruit employees to their companies. The decision by DOE to outsource the processing of the EM scope of work to vendors is a business decision which works best when the EM mission is completed. DOE will not be left with a decision of what to do with thousands of employees who are no longer needed.

The milestones to perform the EM scope of work have been extended each year due primarily to funding issues in the Federal fiscal budget. You can make the case that the contracts needed to complete the scope of work under the FFA will be extended by many more years than originally intended.

The SRS CAB understands that the SRS contractors are in a very competitive situation regarding employee recruitment and retention. The presentation to the CAB has demonstrated that the contractors are "pulling out all the stops" to recruit and retain employees.

The SRS CAB would like to help DOE to complete the EM scope of work. As such, with budget restraints now and in the future, the CAB is thinking that some "outside of the box" financial incentives may be necessary with the contractors so there are enough employees at SRS to meet the EM scope of work.

Recommendations

The Savannah River Site Citizens Advisory Board recommends that the Department of Energy:

1. While adhering within the guidelines of employment-discrimination laws, revise the next contracts with the contractors to provide financial incentives to meet

benchmarks to retain current employees and successfully recruit qualified employees, to successfully meet the scope of work.

2. Jointly meet with SRS contractors and the local municipalities and leadership organizations to identify quality of life incentives for younger people to move to and live in the Aiken Community.
3. Explain to the CAB the business model of contracting with multiple contractors/vendors to meet the EM scope of work. The CAB would like a presentation by DOE-SR regarding the history of outsourcing the scope of work to multiple vendors. When it comes to employee retention & recruitment, the presentation should include an explanation of why a multiple vendor relationship works better than a using one vendor or having DOE hire the employees themselves.
4. Encourage the contractors to engage with the labor unions to identify the financial needs and quality of life issues that the SRS employees have working at SRS.
5. While adhering within the guidelines of employment-discrimination laws, extend employment recruiting efforts to local high schools and women's colleges in addition to minority serving institutions.