



**Department of Energy**  
Savannah River Operations Office  
P.O. Box A  
Aiken, South Carolina 29802  
SEP 07 2016

Mr. Harold Simon, Chairperson  
Savannah River Site Citizens Advisory Board  
P.O. Box A  
Building 730-B, Room 1178  
Aiken, SC 29802

Dear Mr. Simon:

SUBJECT: Recommendation #335 – Employee Recruitment and Retention

The Department of Energy (DOE) has reviewed the subject recommendation and have discussed the issue within DOE and with the contractors. With the knowledge that 50 percent of the workforce is retirement eligible in the near future and with construction, management and operation of nuclear facilities nearby, the challenges are numerous. DOE believes all parties concerned realize the issues facing the contractors and community in developing, recruiting, and retaining the workforce of the future to accomplish the DOE mission.

Specifically, your recommendation had five (5) areas of concern:

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.

Response: Partially accept. This is an ongoing DOE focus area for new contract development and for recurring Performance Evaluation Measurement Plan (PEMP) development for all Savannah River Site (SRS) facility management contracts. For example, the SRS contracts explicitly require contractors to furnish the necessary personnel for accomplishing the scope of work and to carry out human resources management such that critical skills are recruited and retained. Accomplishing this contract requirement is considered as a factor in our award fee assessments and is very important to the ability of DOE to achieve its mission objectives now and in the future.

2. Jointly meet with SRS contractors and local municipalities and leadership organizations to identify quality of life incentives for younger people to move and live in the Aiken Community.

Response: Accept. DOE is currently implementing this recommendation. DOE and contractor management meet routinely for partnering sessions aimed at improving site operations.

Exploring ways to improve the recruitment and retention of critical site employees, to include ways of attracting younger talent, is a major focus at these meetings. Also, both DOE and our contractor management personnel meet frequently with local government, economic development, and academic institution officials to discuss topics that are of mutual importance. These meetings address workforce issues, including how to better attract the workforce of the future to the Central Savannah River Area (CSRA). DOE will continue these meetings and seek to support the City's efforts in this regard, as these meetings benefit SRS's ability to attract and hire the future workforce.

3. Explain to the Citizens Advisory Board (CAB) the business model of contracting with multiple contractors/vendors to meet the Environmental Management (EM) scope of work. The CAB would like a presentation by DOE Savannah River Operations Office (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 using one vendor or having DOE hire the employees themselves.

Response: Accept. DOE will provide the CAB with an overall briefing as part of the CAB's 2017 Work Plan. The briefing will focus on DOE's contracting strategy and how the strategy relates to contractor human resources management. DOE accepts this recommendation and will use it to support a joint SR/contractor briefing to inform the CAB and public on our contracting strategy. DOE expects SRS contractors to continue focusing on recruitment and retention.

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.

Response: Accept. DOE contractors are currently implementing this recommendation. While the DOE cannot engage directly between the contractors and unions, DOE supports effective and collaborative union-contractor relationships and initiatives. Currently, the Centerra-SRS guard force and the construction craft are the only unionized personnel at SRS. Savannah River Nuclear Solutions, LLC (SRNS), Savannah River Remediation, LLC (SRR), Parsons, and Centerra-SRS are all actively involved with the local unions in the areas of compensation and training and enjoy DOE's encouragement and support in these activities.

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.

Response: Partially accept. DOE believes the Site contractors' recruiting efforts and collateral outreach activities are in fact much broader than the CAB is aware of. For example, SRNS has hired over 80 personnel this year from the local area.

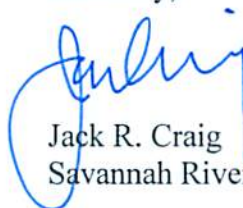
Many of the new hires were from the Aiken Tech Nuclear Fundamentals Certificate program. The Site also hires interns from a wide variety of schools into both DOE and contractor ranks. The Site participates in an annual College Night. Also, the Site participates in many educational outreach activities in the local/regional secondary schools that provide for enhanced Science, Technology, Engineering, and Math (STEM) education and indirectly benefit recruiting. DOE has provided a five million dollar grant to the Savannah River Site Community Reuse Organization (SRSCRO) for the Nuclear Workforce Initiative (NWI). This group works with all levels of educational entities to provide information and guidance on the needs and requirements for the nuclear workforce of the future. SRSCRO recently released a report that outlined recent successes. DOE plans to continue these initiatives.

DOE supports the CAB's interest in promoting the CSRA as a great place to work and live. DOE also believes that the SRS mission is best served by hiring qualified contractors, giving them clear, time-critical goals and letting them manage resources to achieve those goals. Accordingly, DOE's future contracts and contract incentives will be designed to incentivize our contractors to excel in human capital management, to include incentivizing the development and implementation of innovative recruitment and retention initiatives.

DOE appreciates the opportunity to respond to the CAB's concerns.

If you have any questions, please contact me at (803) 952-7243.

Sincerely,



Jack R. Craig  
Savannah River Site Manager

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