
THE HANFORD SITE WORK FORCE RESTRUCTURING PLAN

Part III - Options to Minimize Layoffs

WORK FORCE PLANNING

A key element in assuring that work force restructuring can be completed successfully while accomplishing Hanford's new mission

INTERNAL TRANSITION OF EXISTING STAFF

Defines the actions that are to be taken by contractors at Hanford for their workers

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WORK FORCE PLANNING

Work force planning is a key element in assuring that work force restructuring is accomplished with the objective of minimizing layoffs and maximizing the accomplishment of the Hanford Site Mission.

Work force planning involves three processes:

- Analyzing the current (or new) mission to determine knowledge and skill requirements
- Analyzing the capabilities of the current work force, and
- Preparing and retraining the existing work force pool to meet the needs of the new mission.

To fulfill its commitment to provide accurate and detailed information to its work force and the community, DOE will seek to assure the availability of funds for the Hanford Integrated Work Force Planning System. This planning process of principal contractors will be strengthened with the implementation of an integrated work force planning system on a standardized basis for all site contractors. The Hanford Integrated Work Force Planning System will be used to identify comprehensive work force needs. These needs will be reported annually in a detailed report which will cover the two upcoming years. Beyond these two years, three years will be reported on more generally, for a total of five years.

The Hanford Integrated Work Force Planning System is depicted in the accompanying figure. It utilizes the Site Management System (SMS), the Common Occupational Classification System (COCS), and the Work Force Transition Model to produce a comprehensive staffing plan.

Managers project their work force needs in detail for two years using the 80 occupational classifications described in the COCS. They also project their estimated needs for the three out years using the more general 9 occupational "families" (see Appendix E). These projections to be made in a consistent manner and at the level where the technical know-how and familiarity with the work to be done is greatest. Because COCS is based on a consistent set of scenarios and strategies, human

resource activities can be planned over a two year period within the 80 occupational classifications, and for the out years in the 9 job families. These work force projections are approved by RL and are sent to the human resources organization for use.

Common Occupational Classification System

The eighty occupational classifications of the COCS and the 9 job families may be found in Appendix E.

Next, work force scenarios are developed that compare the current and projected work force. The effects of new hiring, attrition rates, re-training, layoffs, or outsourcing can be applied to various scenarios. The effects on the mission, the work force, costs, and diversity goals can be projected and a course of action selected. DOE intends to seek input from stakeholders in this process.

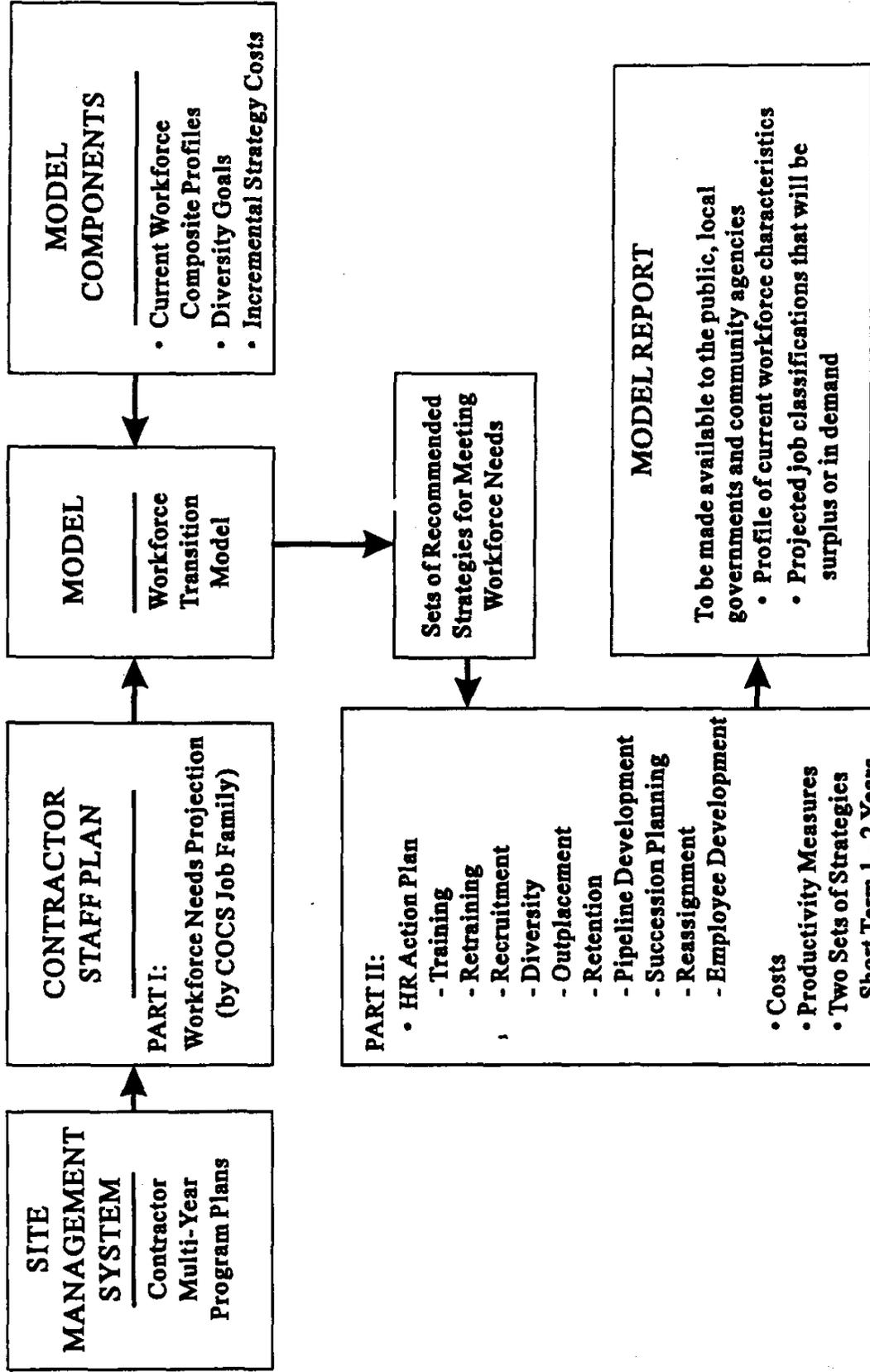
This methodology provides the data for the planning process (Part II indicated on the accompanying figure) on which to base an action plan. This action plan can guide the programs of human resource organizations on the site. It can also provide guidance to training institutions, labor organizations, economic development efforts, and the community on efforts/programs to undertake. The initial plan will be available in the spring of 1995.

Anticipated employment projection reports will be available in the DOE Public Reading Room. Those local government agencies or entities who have a primary interest in this information may obtain copies of these reports from the Reading Room.

Information generated by work force planning is important not only to RL and its contractors, but also to the public, local government agencies in order to anticipate and mitigate the impact of work force reductions. The work force plan will provide:

- Detailed information about current work force skills and characteristics to the greatest extent possible, and
- Multi-year projections about changes in employment classifications that will be utilized on the site.

Specific programs under this Hanford Work Force Restructuring Plan will be developed from this information.



Hanford Integrated Workforce Planning System

INTERNAL TRANSITION OF EXISTING STAFF

RL is fully committed to taking necessary measures to maximize utilization of the existing work force and thereby reducing the need for any forced separations. Accordingly, the following actions are to be taken by those contractors facing a restructuring of their work force:

- Limit external hiring to only those individuals with critical skills that (1) do not exist within the work force, (2) that cannot be developed in a timely manner through retraining, and (3) that are needed to support critical, priority activities, primarily in the environmental restoration and waste management mission areas;
- Utilize training, where practicable, to retrain displaced employees;
- Increase the number and/or long term stability of jobs by limiting the use of contract personnel, task-order subcontracts and professional service pools. This restriction does not apply to employment with a fixed-price contractor. Contingent upon the critical nature of the skills required, economic development and diversification measures, privatization and related contract reform objectives, the results of cost/benefit analyses, the acceptability of schedule impacts, and contract terms, contractors will assign work to their direct work force as often as possible;
- Prioritize use of internal transfers of employees from areas of surplus to areas of need; and
- Maximize use of alternative work schedules and job sharing opportunities.