Succeeding in the Face of Organizational Churn

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Session Agenda

- Setting the Stage
- What We Did
- Lessons Learned

Setting the Stage

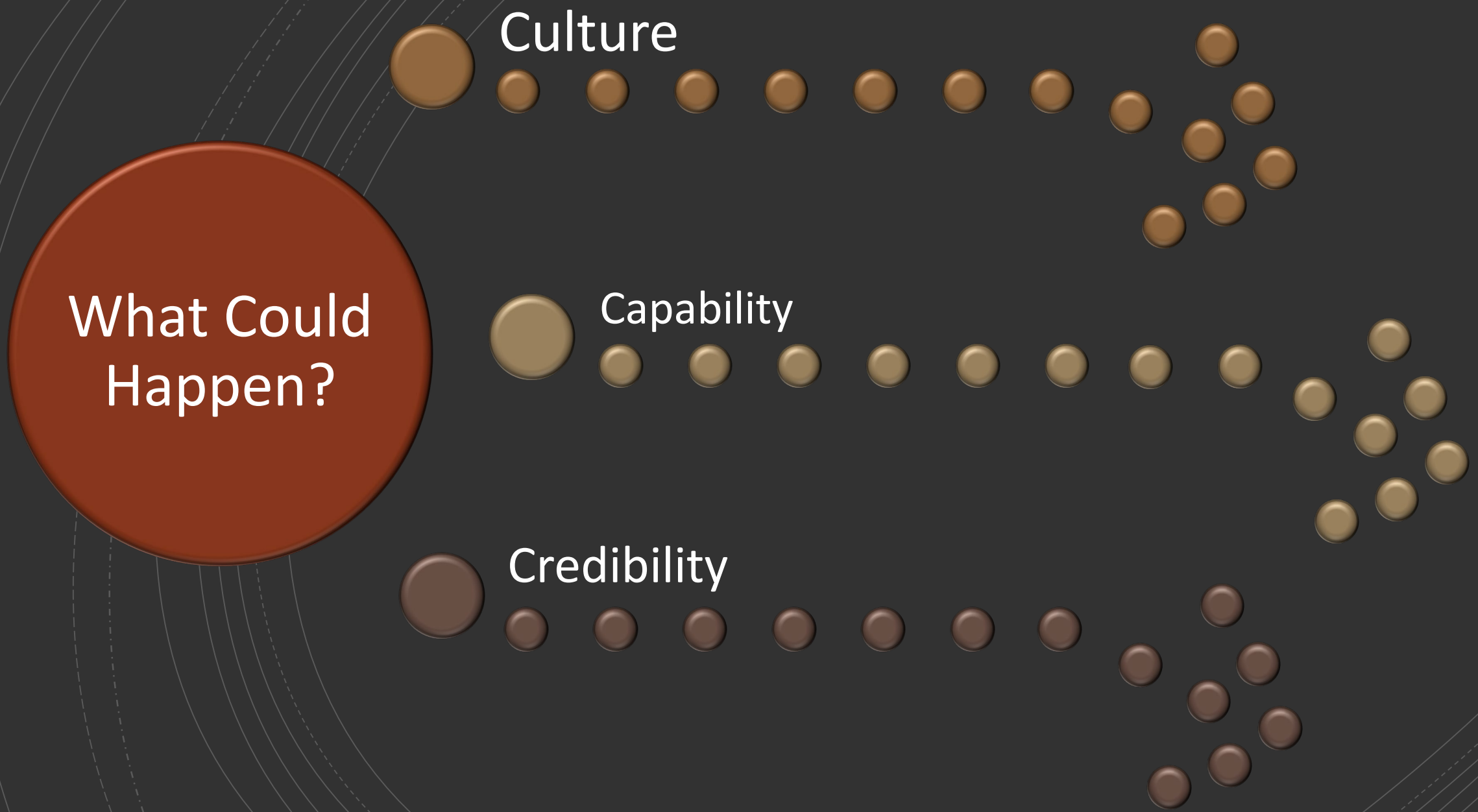
August/2021 – May/2022

- 70+ years of PNNL experience left the team
- 45+ years of departmental experience was lost
- 6 individuals stayed with the team but moved to new roles
- 5 individuals joined the team from outside of PNNL
- 2 individuals joined the team from other PNNL departments

Who We Lost

- Nuclear Training Manager
- Nuclear Training Specialist
- Facilities & Infrastructure Operations Training Lead (Instructional Designer)
- Jack of All Trades Role Player (Nuclear Training Specialist)
- Senior-Most Web-Designer (Instructional Designer)
- Primary Learning Management System Administrator (Training Support Coordinator)

Organizational Impact


What Could Happen?
Culture
Capability
Credibility

What We Did

RECRUITMENT & SELECTION

ONBOARDING

CONTINUING OPERATIONS

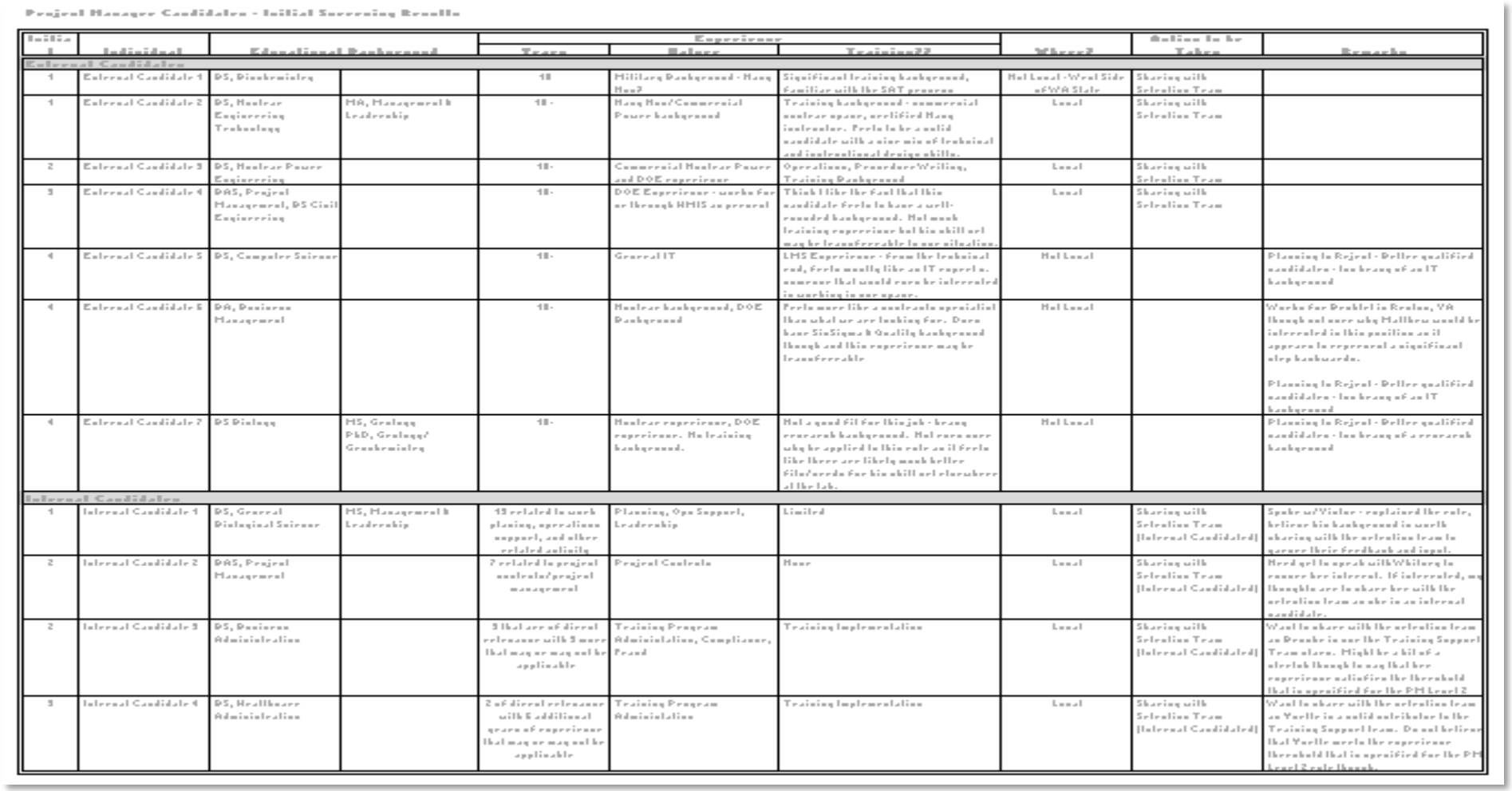
Recruitment & Selection

- Defined and prioritized general & role-specific requirements
- Conducted a comprehensive review of candidates
- Developed structured interviews
- Selection

General Competencies

Competencies	Training Coordinators	Instructional Designers	Nuclear Training Specialists	Classroom/OJT Instructors	Project Managers	Training Manager
ELM/MGT expert	X	X			X	
Deep technical understanding of associated tools & systems used to support workforce training	X				X	
Ability to troubleshoot & resolve learner issues	X				X	X
Credible partner to assigned portfolio team	X					
Ability to apply adult learning theory and SAT/ADDIE instructional design models		X	X	X	X	X
Finely honed web design skills		X				
Strong project management skills		X	X	X	X	X
Credible consultative advisor to our partners		X	X	X	X	X
PNNL's nuclear training program expert			X			
Effective classroom management skills			X	X		
Credible resource to our learners			X	X		
Qualified as a Classroom, On-the-Job Training, and/or Web Developer		X	X	X	X	X
Qualified as a Classroom and/or On-the-Job Training Instructor			X	X		
Ability to extrapolate requirements to develop informative guidance documentation					X	X
Ability to effectively interface with IT team as business system owner					X	X
Familiar with tools & systems used by department to achieve its mission					X	X
Role modeling of desired behaviors						X
Business management skills						X

Role-Specific Competencies

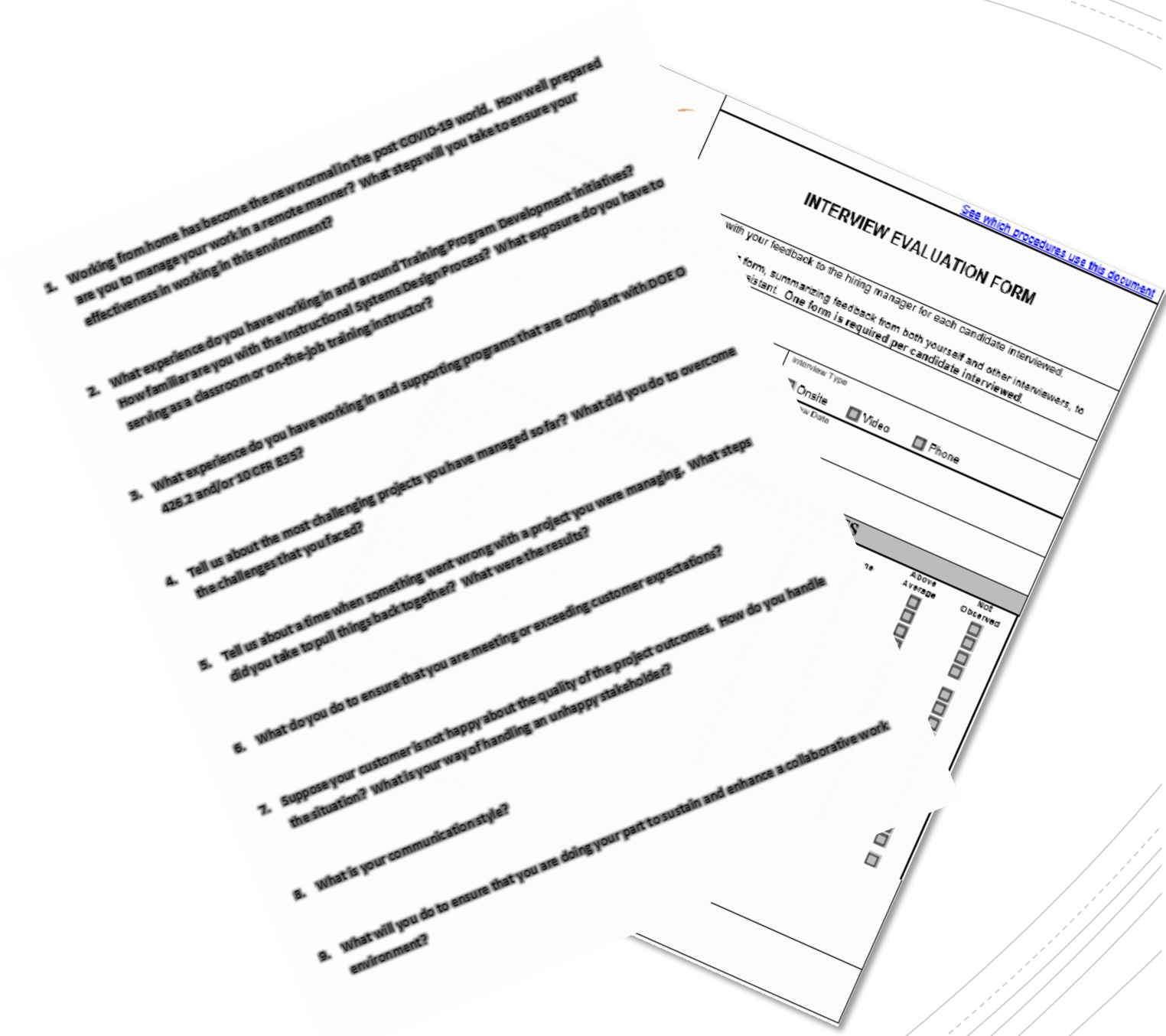


Project Manager Candidates - Initial Screening Results

Initial	Individual	Educational Background		Experience			Where?	Outline to be Taken	Remarks
				Years	Nature	Training??			
External Candidates									
1	External Candidate 1	BS, Biochemistry		18	Military Background - Navy Nuc?	Significant training background, familiar with the SRT process	Not Local - West Side of WA State	Sharing with Selection Team	
1	External Candidate 2	BS, Nuclear Engineering Technology	MA, Management & Leadership	18 -	Navy Nuc/Commercial Power background	Training background - commercial nuclear power, certified Navy instructor. Feels to be a solid candidate with a nice mix of technical and interpersonal design skills.	Local	Sharing with Selection Team	
2	External Candidate 3	BS, Nuclear Power Engineering		18-	Commercial Nuclear Power and DOE experience	Operations, Procedure Writing, Training Background	Local	Sharing with Selection Team	
3	External Candidate 4	BAS, Project Management, BS Civil Engineering		18-	DOE Experience - works for or through NMIS as general	Think I like the fact that this candidate feels to have a well-rounded background. Not much training experience but his skill set may be transferrable to our situation.	Local	Sharing with Selection Team	
4	External Candidate 5	BS, Computer Science		18-	General IT	LMS Experience - from the technical end, feels mostly like an IT expert w. someone that would rarely be interested in working in our space.	Not Local		Planning to Reject - Better qualified candidates - too heavy of an IT background
4	External Candidate 6	BA, Business Management		18-	Nuclear background, DOE Background	Feels more like a contracts specialist than what we are looking for. Does have Six Sigma & Quality background though and this experience may be transferrable	Not Local		Works for Booklet in Reston, VA though not sure why Matthew would be interested in this position as it appears to represent a significant step backwards. Planning to Reject - Better qualified candidates - too heavy of an IT background
4	External Candidate 7	BS Biology	MS, Geology PhD, Geology/ Geochemistry	18-	Nuclear experience, DOE experience. No training background.	Not a good fit for this job - heavy research background. Not sure sure why he applied to this role as it feels like there are likely much better fits/needs for his skill set elsewhere at the Lab.	Not Local		Planning to Reject - Better qualified candidates - too heavy of a research background
Internal Candidates									
1	Internal Candidate 1	BS, General Biological Science	MS, Management & Leadership	13 related to work planning, operations support, and other related activity	Planning, Ops Support, Leadership	Limited	Local	Sharing with Selection Team [Internal Candidate]	Spoke w/ Victor - explained the role, believe his background is worth sharing with the selection team to garner their feedback and input.
2	Internal Candidate 2	BAS, Project Management		7 related to project controls/project management	Project Controls	None	Local	Sharing with Selection Team [Internal Candidate]	Need opt to speak with Whitney to ensure her interest. If interested, my thoughts are to share her with the selection team as she is an internal candidate.
2	Internal Candidate 3	BS, Business Administration		3 that are of direct relevance with 3 more that may or may not be applicable	Training Program Administration, Compliance, Fraud	Training Implementation	Local	Sharing with Selection Team [Internal Candidate]	Want to share with the selection team as Brooke is over the Training Support Team store. Might be a bit of a stretch though as may that her experience satisfies the threshold that is specified for the PM Level 2
3	Internal Candidate 4	BS, Healthcare Administration		2 of direct relevance with 5 additional years of experience that may or may not be applicable	Training Program Administration	Training Implementation	Local	Sharing with Selection Team [Internal Candidate]	Want to share with the selection team as Yvette is a solid contributor in the Training Support Team. Do not believe that Yvette meets the experience threshold that is specified for the PM level 2 role though.

Candidate Review

Structured Interview



Selection

1. Teams included representatives from PNNLs Diversity Inclusion & Belonging Council
2. Selection team met in advance to ensure readiness
3. Took steps to reduce interview stress
   - Introduced ourselves to each candidate
   - Expressed our interest in their success
   - Gave them an opportunity to get to know us
4. Candidates given opportunity to ask questions

Onboarding

- Comprehensive role-specific onboarding plan
  - Roles & responsibilities
  - Role qualification requirements
  - 30-day plan
- Extensive information sharing
- Connections / relationship building
- Goal setting
- Regular meetings

Operating Model

- Foundational culture, customer service, and productivity expectations
- Very intentional around connections with one another and across the team
- Routine touch points – both individually and team
- Tools and processes to enhance knowledge transfer

Lessons Learned

- Approach requires commitment from the entire team
- What we are doing pays dividends, new team members credit our…
  - Onboarding process for their ability to quickly assume productive, impactful roles
  - Operating model with helping them to feel as though they are part of the team
- We are more capable, adaptable, and prepared
- Organizational culture is strong, organizational capability has improved, and organizational credibility is widely recognized

Closing

- Churn is expected to continue and possibly even accelerate
- Preparation is essential
- The approach we've landed on has proven itself
- We believe that it can do the same for you!

Questions?