

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)

Training Support Team

Pete Stromberg, Manager

Program Administration

Project Manager

- Megan

Training & Systems Coordinators

- Kim
- Yvette
- Heather
- Donna
- Alex
- Kelly
- Future Opportunities
 - Campus Development
 - F&IO Program Support

Facilities & Infrastructure Operations

Project Managers

- Zac
- Brooke

Nuclear Training

Nuclear Training Manager

- Zac

Senior Nuclear Training Specialist

- Scott

Nuclear Training Specialist

- Nanette
- Future Opportunity

Training & Systems Coordinator

- Amy

Program Development

Principal Instructional Designers

- Marc
- Ying-Chen

Senior Instructional Designers

- Becca
- Open

Instructional Designer

- Future Opportunity

Program Delivery

Senior Instructional Designers

- Jeff
- Kelly
- Steve
- Future Opportunity
 - WS&H Instructor

Organizational Impact

What We Did



RECRUITMENT &
SELECTION



ONBOARDING



CONTINUING
OPERATIONS

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



Recruitment & 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

Index #	Individual	Educational Background		Experience			Where?	Status to be Taken	Remarks
				Years	Holder	Training??			
External Candidates									
1	External Candidate 1	BS, Disarmology		18	Military Background - Navy, Navy?	Significant training background, familiar with the SNT process	Not Local - West Side of WA State	Sharing with Selection Team	
1	External Candidate 2	BS, Nuclear Engineering Technology	MS, Management & Leadership	18+	Navy Navy/Commercial Power background	Training background - commercial nuclear space, well-versed Navy nuclear. Feels to be a solid candidate with a nice mix of technical and instructional 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	PhD, Project Management, BS Civil Engineering		18+	DOE Experience - works for or through NEMIS 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 in 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 support person that would not be interested in working in our space.	Not Local		Planning to Reject - Better qualified candidates - less broad of an IT background
4	External Candidate 6	BA, Business Management		18+	Nuclear background, DOE background	Feels more like a standards specialist than what we are looking for. Does have SixSigma & Quality background though and this experience may be transferrable.	Not Local		Works for DuPont in Roanoke, VA though not sure why Matt has would be interested in this position as it appears to represent a significant step backwards. Planning to Reject - Better qualified candidates - less broad of an IT background
4	External Candidate 7	BS Biology	MS, Geology PhD, Geology/ Geosciences	18+	Nuclear experience, DOE experience. No training background.	Not a good fit for this job - heavy research background. Not sure sure why he applied in this role as it feels like there are likely much better fits/candidates for his skill set elsewhere at the lab.	Not Local		Planning to Reject - Better qualified candidates - less broad of a research background
Internal Candidates									
1	Internal Candidate 1	BS, General Biological Science	MS, Management & Leadership	15 related to work planning, operations support, and other related activities	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 gather their feedback and input.
2	Internal Candidate 2	PhD, Project Management		7 related to project controls/project management	Project Controls	Near	Local	Sharing with Selection Team [Internal Candidate]	Need get to speak with Whiting to ensure her interest. If interested, we thought we 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 Bruce is on the Training Support Team there. Might be a bit of a stretch though to say 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 to 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

1. Working from home has become the new normal in the post COVID-19 world. How well prepared are you to manage your work in a remote manner? What steps will you take to ensure your effectiveness in working in this environment?

2. What experience do you have working in and around Training Program Development Initiatives? How familiar are you with the Instructional Systems Design Process? What exposure do you have to serving as a classroom or on-the-job training instructor?

3. What experience do you have working in and supporting programs that are compliant with DOE 426.2 and/or 10 CFR 85.5?

4. Tell us about the most challenging projects you have managed so far? What did you do to overcome the challenges that you faced?

5. Tell us about a time when something went wrong with a project you were managing. What steps did you take to pull things back together? What were the results?

6. What do you do to ensure that you are meeting or exceeding customer expectations? Suppose your customer is not happy about the quality of the project outcomes. How do you handle the situation? What is your way of handling an unhappy stakeholder?

8. What is your communication style?

9. What will you do to ensure that you are doing your part to sustain and enhance a collaborative work environment?

INTERVIEW EVALUATION FORM

[See which procedure use this document](#)

with your feedback to the hiring manager for each candidate interviewed.
form, summarizing feedback from both yourself and other interviewers, to assist. One form is required per candidate interviewed.

Interview Type

Onsite

Video

Phone

Other

Other

Other

Other

Other

Other

Other

Other

Other

Other

Other

Other

Other

Other

Other

Other

Other

Other

Other

Other

Other

Other

Other

Other

Other

Other

Other

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

- 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



Operating Model

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?