

# Recruiting and Retention

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# Buckeye Statistics

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- # Controller Positions = 42
- # Consoles = 8 (6 + 2 pending)
- # Shift Supervisors = 4 (rotating)
- # CC Supervisors = 2 (M – F days)
- # Hired since 2005 = 20+
- # Lost since 2005 = 17
  - 2 retired
  - 2 transferred
  - 6 promoted
  - 2 other
  - 3 sleep/medical

# Marathon Statistics

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# Controller Positions = 50

# Consoles = 8

# Specialists = 4 (rotating)

# OC Supervisors = 2 (M – F days)

Training Supervisor = 1

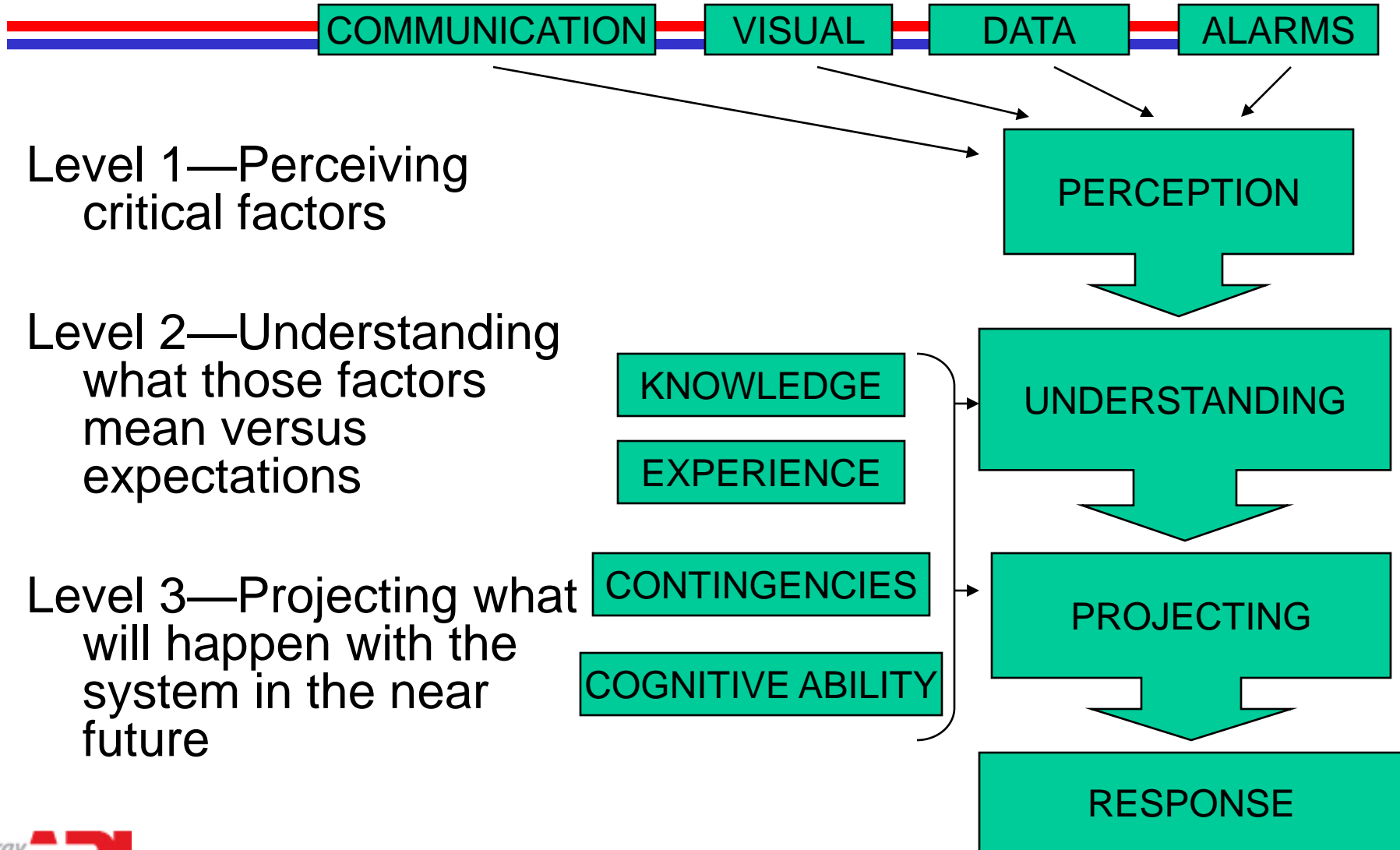
# Hired since 2005 = 45

# Lost since 2005 = 30+

--Mostly promotions

Manage 25% turnover—Feeder Group

# What are we looking for?



# Recruiting Challenges

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- Finding the “right” candidates
  - Job description and posting
  - Education/Experience
  - Skill sets/professionalism/maturity
  - Shiftwork Fit
- Assessing candidate skill sets
  - Testing
  - Assessments
- Interviewing for soft-skills/technical knowledge
- Choosing candidates with the best fit

# Discussion of Recruiting and Hiring Practices

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- Job Posting
- Resume Review
- Pre-interview Testing
- Interview
- Candidate Selection
- Offer
- Other considerations—Medical, Drug/Alcohol, Background Check

# Retention

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- Job Fit Consists of...
  - Retained Knowledge and Experience
  - Understanding (Hydraulics is key)
  - Performs Job Functions Reliably
  - AOE Response/Safety Orientation
  - Adequate stress management
  - Shiftwork management
  - Workload management
  - Potential to feed the organization

# Discussion of Tools for Evaluating Employees

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- Metrics
- Active Work Audits
- Annual Reviews
- Physical Appearance/Fatigue/Absences
- Monitoring Use of Distractions, as appropriate
- Supervisors in Direct Contact
- Career Development Process

# Meeting Needs of Career Controllers

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- Ideas for invigorating career controllers:
  - Provide cross-training on another console
  - Pair with a new hire as a mentor
  - Use as a trainer
  - Select to train on a new console, as available
  - Solicit input on new projects
  - Involve in special projects or process/tool development
  - Provide opportunities to recognize Excellence, e.g. Senior PSC position
  - Provide training on new technology—don't fall behind

# Preparing Controllers for Outside Positions

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- Provide opportunities to:
  - Cross-train
  - Participate in integrated projects
  - Work in relief roles/Shift Supervisor relief
  - Participate in Cross-functional tasks, e.g. Volume Accounting
  - Provide opportunities to support field projects, e.g. Hydrotests, Smart-pig Runs, Purges/Refills
  - Temporary Assignments

# Bad Fit?

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- No Surprises
- Coach using Specifics
- Set Expectations
- Define Consequences
- Document
- Consider the potential cost/consequences of resolving the bad fit
- Act

# Questions and Discussion

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