



Indian Point 2

## **Human Resources Department**

### **2001 Business Plan**

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Date: 01/05/01

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Date: 01/05/01

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# 1. Business Plan Summary

## HUMAN RESOURCES 2001 Business Plan Summary

### OVERVIEW:

The Human Resources Section is responsible for the overall coordination and implementation of policies, practices and philosophies related to human resources and professional development in line with corporate directives and in partnership with Nuclear Operation's strategic plans. The Human Resources Section provides services relating to the coordination, administration and oversight of all aspects of personnel administration.

These duties include providing oversight for the recruiting, hiring, orientation, development, payment, promotion, discipline, reassignment and termination of Union and Management employees. Advice and counsel is provided on employee relations and labor relations issues. Additional responsibilities include oversight to ensure adherence with the Equal Employment Opportunity (EEO) and Affirmative Action (AA) guidelines, administration of performance reviews and salary administration programs for management employees, administration of performance evaluations, progression and general wage increases for bargaining unit employees, facilitation of the Nuclear Operations succession planning process, and maintenance of confidential permanent employee records.

Additionally with the impending divestiture of Nuclear Operations, site Human Resources will be responsible for employee benefit programs and communication.

### AREAS FOR IMPROVEMENT

1. Additional Support Staff for Recruiting and Hiring.
2. Establish and maintain Professional and Organizational Development Programs.
3. Provide administration and communication of employee benefits beyond the transition to a new owner.
4. Develop and Maintain Strategic Staffing System
5. Relocate Human Resources offices to dedicated, more professional environment.

### GOALS:

- ◆ Provide centrally located and uniform recruiting and hiring of IP2 personnel.
- ◆ Establish formal processes for initiating, coordinating and administration of IP2 professional development activities
- ◆ Provide better administration and tracking of activities related to recruiting, hiring and processing of candidates for hire at IP2.
- ◆ Implement and maintain site specific orientation program for new employees.

**EXPECTED RESULTS:**

- ◆ Timely and consistent support of activities relating to recruiting, hiring, testing processing and relocating new personnel.
- ◆ Establish Professional Development Program and integrate with Organizational Effectiveness programs
- ◆ Consistent and coordinated tracking of HR related recruiting and hiring activities.
- ◆ Establish metrics to measure effectiveness and monitor progress of strategic staffing plans.
- ◆ Counsel and communicate employee benefit programs and reduce employee uncertainty through transition to new owner..
- ◆ Present the most professional image of Indian Point 2 to potential employee.

## HUMAN RESOURCES - 2001 ACTION PLAN

<b><u>ISSUE:</u></b> Increase overall staffing levels and reduce attrition.				
<b>GOAL</b>	<b>ACTIONS</b>	<b>OWNER</b>	<b>EXPECTED COMPLETION DATE</b>	<b>STATUS</b>
1. Continue strategic staffing plan into year 2001, incorporate new staffing levels and anticipated attrition.				
.	<p>Review Year 2000 positions filled and organization attrition to establish metrics for Year 2001.</p> <p>Incorporate Year 2001 Human Resource staffing levels into strategic staffing plan and metrics.</p> <p>Meet with department managers to review open positions and 2001 budgeted staffing.</p> <p>Meet with senior management and identify station priorities.</p> <p>Identify recruiting sources for hard to fill positions, increase Indian Point presence in local community job fairs and increase hiring percentage of entry-level positions.</p>	<p><b>Kehoe</b></p> <p><b>Kehoe</b></p> <p><b>HR Team Leader/ Wuebber</b></p> <p><b>Kehoe</b></p> <p><b>HR (Lead)/ hiring managers</b></p>	<p>January 15</p> <p><b>January 1</b></p> <p><b>January 31</b></p> <p><b>February 5</b></p> <p><b>June 15</b></p>	Completed

## HUMAN RESOURCES - 2001 ACTION PLAN

- **ISSUE:** Establish and maintain Professional and Organizational Development Programs.

GOAL	ACTIONS	OWNER	EXPECTED COMPLETION DATE	STATUS
2. Establish formal processes for initiating, coordinating and administration of IP2 professional development activities				
	2.1 Complete Year 2000 Management performance review process.	HR Team Leaders	February 15	Initiated December 28, 2000
	2.2 Review developmental plans identified by managers and compile detail description of organizational needs.	HR Team Leaders	April 1	
	2.3 Identify available sources and recommend to Senior Management a developmental plan.	Kehoe	April 15	
	2.4 Discuss developmental plans with department managers determine priority needs and develop schedule.	HR Team Leaders	May 1	

## HUMAN RESOURCES - 2001 ACTION PLAN

<b><u>ISSUE:</u></b> Provide administration and communication of employee benefits beyond the transition to a new owner.				
<b>GOAL</b>	<b>ACTIONS</b>	<b>OWNER</b>	<b>EXPECTED COMPLETION DATE</b>	<b>STATUS</b>
	Implement Con Edison Employee Benefits communication plan.	Kehoe	January 12	Begins January 12.
	Initiate Entergy Employee Benefits communication plan.	Kehoe	March 1	
	Establish communication plan for individual employees with Con Edison benefit personnel.	Kehoe	February 15	
	Obtain feedback from employees and communicate transition process	Kehoe	April 16	

## HUMAN RESOURCES - 2001 ACTION PLAN

- **ISSUE:** Develop and Maintain Strategic Staffing System

GOAL 3. Provide better administration and tracking of activities related to recruiting, hiring and processing of candidates for hire at IP2.	ACTIONS	OWNER	EXPECTED COMPLETION DATE	STATUS
	<p>Identify data base sources for employee information and employment data.</p> <p>Create ACCESS database with links to required employee data sources.</p> <p>Modify database to include candidates for positions as well as existing employees.</p> <p>Link Strategic Staffing System to in processing and human resource scheduling system.</p>	<p>Whelton/ Sullivan</p> <p>Whelton/ Sullivan</p> <p>Whelton/ Sullivan</p> <p>Whelton/ Sullivan</p>	<p>February 28</p> <p>March 30</p> <p>April 30</p> <p>June 29</p>	<p>Commenced December 2000</p>

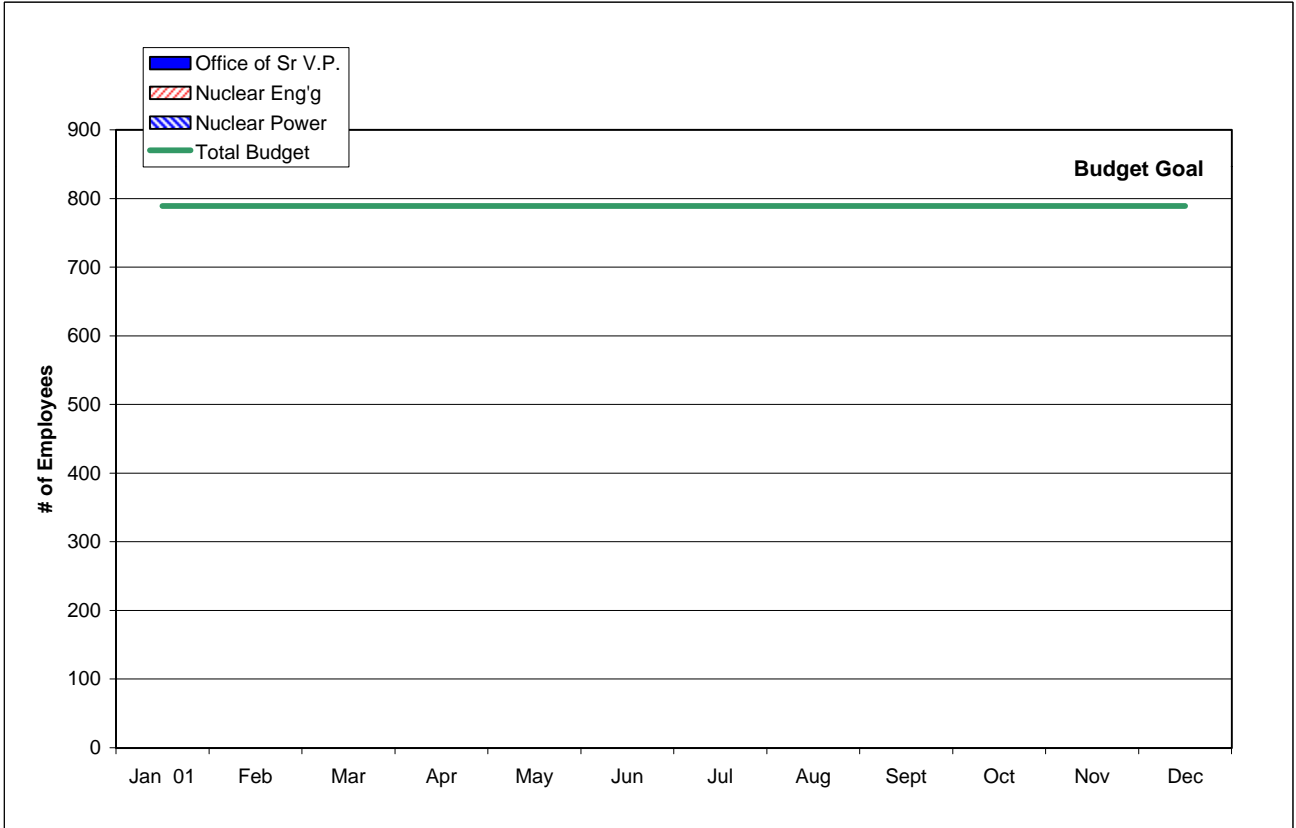
## HUMAN RESOURCES - 2001 ACTION PLAN

<b><u>ISSUE:</u></b> Implement and maintain site-specific orientation program for new employees.				
<b>GOAL</b>	<b>ACTIONS</b>	<b>OWNER</b>	<b>EXPECTED COMPLETION DATE</b>	<b>STATUS</b>
4. Implement and maintain site-specific orientation program for new employees.		Polao	February 1	

# Human Resources

## Year 2001

### Total StaffiNg



Month	Jan 01	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Office of Sr V.P.												
Nuclear Power												
Nuclear Eng'g												
Total												
Total Budget	789	789	789	789	789	789	789	789	789	789	789	789

#### INDICATOR DESCRIPTION

Total Stafing represents actual employees on IP 2 payroll at the end of the reporting period for each of the three organizations.  
Total Budget is the year end staffing for all Nuclear Operations organizations.

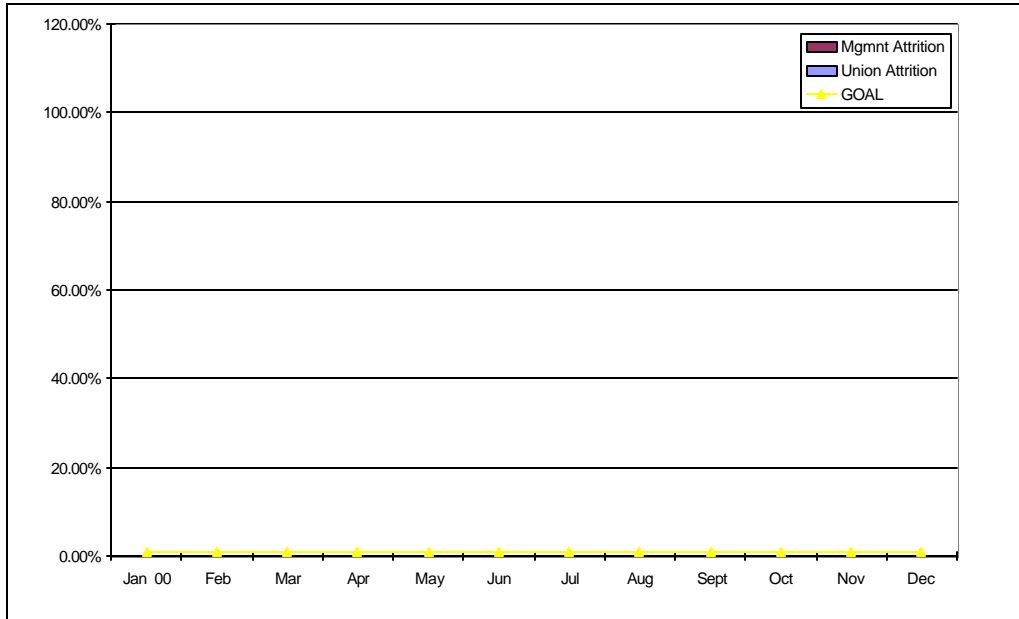
#### ANALYSIS

Increased recruiting and hiring efforts during the year have brought results in the fourth quarter. Notably by November 30, IP 2 is at the highest staffing level of the year and the highest since October 1999 level of 699.

# Human Resources

## Year 2001

### Monthly Attrition



	Jan 00	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	YTD
Mgmtnt Total													
Mgmtnt Loss													
Mgmtnt Attrition													
Union Total													
Union Loss													
Union Attrition													
GOAL	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	

#### INDICATOR DESCRIPTION

For each group, Management and Union, the attrition rate is the total number of Con Edison employees leaving the station, (transfers, terminations and retirements) divided by the total number of employees remaining in that group, expressed as a percentage.

Year to date rate represents total losses for all reasons by the average monthly staffing for Management and Union categories.

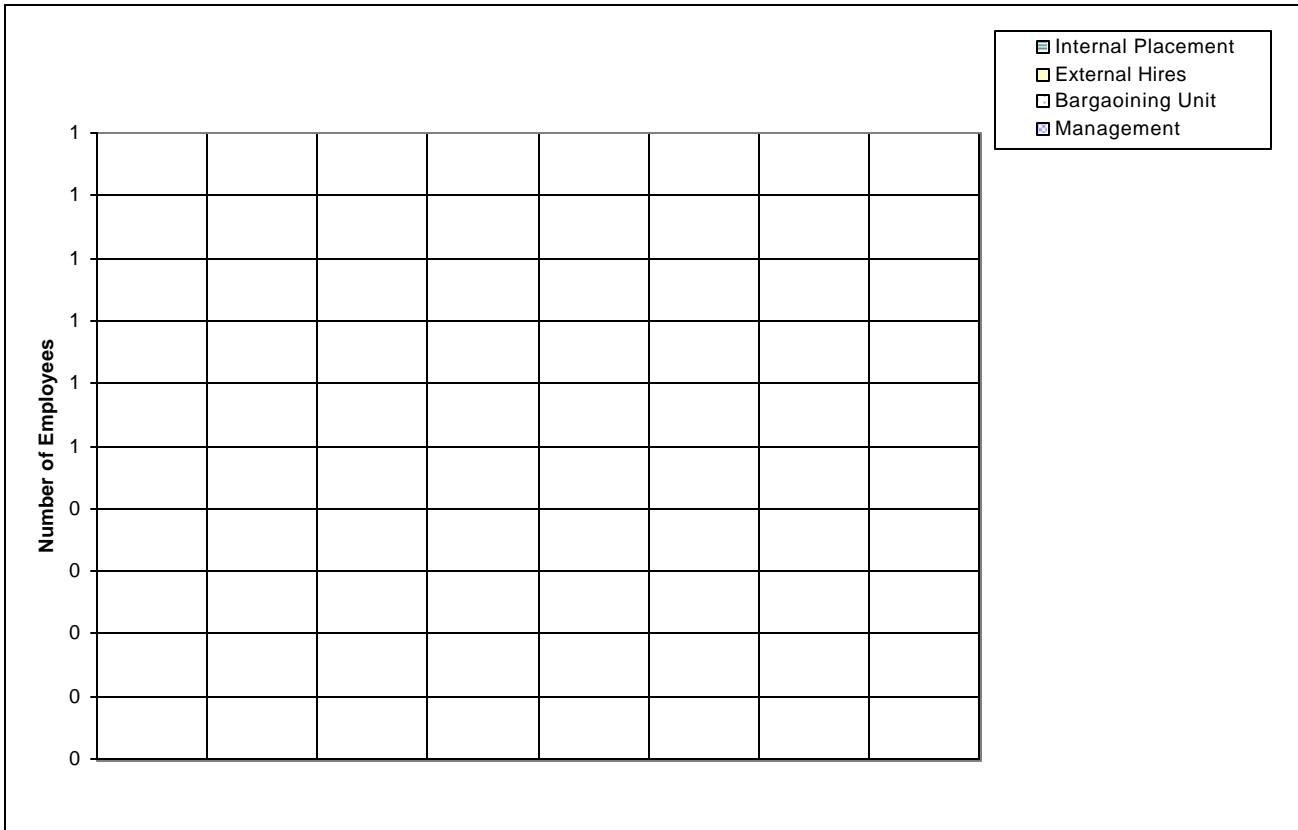
Goal is for less than 1% attrition rate for each month.

#### ANALYSIS

# Human Resources

## Year 2001

### Positions Filled



	First		Second		Third		Fourth		YTD	
Management										
Bargaining Unit										
External Hires										
Internal Placement										
TOTAL										

#### Indicator Description

This indicator identifies positions filled at IP 2 for each quarter of year 2001. Indicators represent two categories - Management and Union positions filled and these same jobs by recruiting source, either new hires from sources outside Con Edison and IP 2 or transfers from within the company/ IP 2 job posting process.

#### ANALYSIS

Year to date hiring year 2000 shows 142 positions filled. This represents placement of 20% the december 1 workforce of 700 employees as of 12/1/00.