ORNL Recruiting, Background

April, 2009 – Volume Hiring Effort

- Form the centralized strategy
- Sharpen recruitment processes; capabilities
- Coach on non-compliance; competitive processes
- Enhance exchange of potential talent
- Duplicative advertising efforts; no “marketing” of Lab
- Define the Employee Value Proposition (EVP)
- Implement our “top 20” university strategy; Fellowships
- Increase hires
Early Efforts

Identifying projected needs
- April, Division Director submitted projected needs
  - Level of experience
  - Strategic or key hire
  - Capability set
- July, Business Planning validation
- Centralized list of projected needs
- Best efforts, communication; Lessons learned, project needs

Added recruiter capability
- Enhanced recruiter capability
- One recruiter for each Directorate, University recruiting
Background

• Marketing
  – Builds brand equity and value over time
  – Forms a favorable impression; builds awareness
  – Focuses on exposure of message
  – Difficult to measure
  – Diversified outreach program connected to longer plan
  – Advertising (print, online, media relations, thought leadership)

• Advertising
  – Deliver qualified inquiries from target audiences
  – Focuses on response
  – Measured by response rates
  – Shorter lifecycle
  – Priced by unit or interaction
Step 1: Get Feedback

*Our science is stellar….*

- “If I can do the science I want to do, I can justify almost any other negative.”
- “The tools and toys here can’t be found elsewhere.”
- “I don’t need anyone to tell me this is the opportunity of a lifetime.”
- “I want to be part of this. How did I not know that ORNL was here?”

*We employ the best and brightest….*

- “The sole reason I came here was because I could work with ______.”
- “The most difficult part of my not accepting the job, was the opportunity missed to work with _____.”
Step 1: Get Feedback

There is a problem with location….

- “They feel isolated.” “They are stuck.”
- “There’s little effort to connect them to the community, or each other.”
- “It can drive them crazy.”
- “There is no work option for them”
- “Couldn’t we connect them to each other?”

Funding behind hiring considered “soft.”

- “What will you do in two years when the funding is gone?”
- “Are we planning a thousand hires followed by a thousand layoffs?”
- “In the interview, they told me funding was up and down.”
- “I didn’t accept the offer because everyone made the funding sound so tenuous.”
Step 1: Get Feedback

*There are advantages to the location….*

- “The salary is lower, but your dollar goes farther, so your salary is higher -- great cost of living.”
- “A one-day drive to three-quarters of the country.”
- “I had to look hard, but I found two (two!) Korean markets.”
- “A symphony? Knoxville has a symphony?”
- “The Lab community is diverse and interesting. Could we do more together?”

*But we are not proactive about “selling” the area…….*

- “When I visited the website, it gave me no indication you were close to Knoxville.”
- “It looked like a great place to be if you like mountains and streams…..I like art”
- “I heard a lot about education in Tennessee…….”
The Employee Value Proposition

Define the main message….

• At Oak Ridge, you will be a part of the highest-level, most significant science you may ever conduct in your career.

• You will have a good, rich and rewarding life outside of work.

Real Science. Real Life.
Real Science. Real Life.

- Real employee.
- Genuine and authentic.
- Passion science/vocation.
- Impact on the world.
- Impact in their life.
How Companies Reach Applicants

Applicant Sources that Companies Plan to Use More Often (According to US Recruiters)

- Company's website: 74%
- Referrals by employees: 68%
- Social networking technology: 60%
- Niche job boards: 51%
- Campus recruiting: 48%
- General job boards: 29%
- Resume databases: 24%
- Career fairs: 21%
- Search firms: 16%
- Other: 12%
- Newspapers: 4%
49% of Internet users use search daily

- Search is the #2 daily activity among Internet users
- Content Network reaches passive audiences

### Daily Online Activities of US Internet Users, April-May 2008 (% of respondents)

<table>
<thead>
<tr>
<th>Activity</th>
<th>% of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-mail</td>
<td>60%</td>
</tr>
<tr>
<td>Online search</td>
<td>49%</td>
</tr>
<tr>
<td>Check news</td>
<td>39%</td>
</tr>
<tr>
<td>Check weather</td>
<td>30%</td>
</tr>
<tr>
<td>Research hobby</td>
<td>29%</td>
</tr>
<tr>
<td>Surf Web for fun</td>
<td>28%</td>
</tr>
<tr>
<td>Visit social networking site</td>
<td>13%</td>
</tr>
</tbody>
</table>

Note: n=1,553  
097083  
www.emarketer.com
Go with the big guns....

Best Known Search Engine.

Corporate Monolith.

Active Verb.  *(go google it)*
Google’s Content Network

Search Engine Marketing…..

• Keywords for priority positions
• Research keyword variations
• Group related keywords and link to priority job positions
• Develop effective ad copy
• Purchase key words (pay per click)
• Monitor what keywords are working (analytics)
• Map clickers to your website
SEM and careers landing page work together as seamless package
Facebook Advertising, three ways

- 18-30, US, M and F, College Grad, MIT, Duke, UC Berkeley, CS major = 1,100
Career Widget
• RSS feed of ORNL Jobs
• Syndication channel to spread the information re: jobs through personal networks
• Posted on associate pages on outlets
Other online social networking; ad sites

- LinkedIn
- NACElink
- IEEE
- Professional System Administrators (LOPSA)
- MathJobs.Org
- Nature
- Energy Services Professionals
- HPC Wire
- ACS Careers
- Physics Today Online
- NSBE

<table>
<thead>
<tr>
<th>Candidates – FY08</th>
<th>Applicants – FY09</th>
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</thead>
<tbody>
<tr>
<td>16,086</td>
<td>29,011</td>
</tr>
<tr>
<td>22% unqualified</td>
<td>17% unqualified</td>
</tr>
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</table>
Favorable cost-of-living, outstanding schools, diverse employee population, outdoor activities and the cultural amenities of nearby Knoxville, Tennessee, provide the 4,400 staff at Oak Ridge National Laboratory a rich life beyond work. The Lab is less than a day’s drive from % of the country, and the 130 daily flights to or from Knoxville’s McGhee Tyson Airport makes the area extremely accessible.

**ARTS:**
**Visual and Performing**
Knoxville Museum of Art – Showcases exhibitions from around the world and a permanent collection of contemporary art. Accredited by the American Association of Museums.
Knoxville Ballet – Professional ballet company stages quality performances throughout the year.
Knoxville Symphony Orchestra – Guest artists and superstar entertainers join the virtuosos musicians for a full concert season.
Tennessee Theatre – A jewel of historic Knoxville. A variety of popular musical and performing artists.
American Museum of Science and Energy – Features multiple levels of interactive exhibits for kids and adults.
Oak Ridge Community Playhouse – The southeast’s oldest continuously operating community theatre.

**RECREATION:**
**Boundless Possibilities**
More than 60 miles of greenway paths, open gardens, historic homesteads, the shimmering Tennessee River and the famous Great Smoky Mountains National Park are located in Knox County.
Home to America’s most-visited aquarium, with the world’s longest underwater tunnel and more than 8,000 exotic sea creatures.
Dzens of golf courses within driving distance make eastern Tennessee a golfer’s paradise.

**SHOPPING AND DINING:**
**Familiar and Eclectic**
Quaint, unique specialty shops located in Knoxville’s Market Square District.
Knoxville features cuisine from around the world, from East Asian to Pan-European and world-famous local eateries.
With more than a hundred malls and shopping centers, you’ll always find your favorite store.

**SCHOOLS:**
**Simply Outstanding**
From pre-school through adult education, the Oak Ridge School System spans all levels of education and Newsweek ranks Oak Ridge High School in the top five percent of high schools nationally. The Advanced Placement program is ranked in the top two percent. Additionally, the system offers a before and after school extended childcare program.
Oak Ridge High School recently underwent a $55 million, award-winning renovation and its number of National Merit Scholars, and ACT and SAT scores consistently exceed the national average.

UT-Battelle, Oak Ridge’s management contractor, has provided $8 million in support of math and science education, economic development and other programs in the region.
More than 70 percent of the 400 teachers and administrators at Oak Ridge public schools hold a master’s or higher degree.
Media coverage

Out Of The Labs
New Fuel Source: Nuclear Waste?

"Waste is just too gross of a term for it," says Sherrell Greene, director of Nuclear Technology at Oak Ridge National Laboratory. "I'm trying to get to the 90% of the fuel in that rod."
Hiring Activity (FY05 – FY09)

### External Hires by Directorate

<table>
<thead>
<tr>
<th></th>
<th>FY05</th>
<th>FY06</th>
<th>FT07</th>
<th>FY08</th>
<th>FY09</th>
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<tbody>
<tr>
<td>Research</td>
<td>188</td>
<td>209</td>
<td>184</td>
<td>235</td>
<td>213*</td>
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<tr>
<td>Support</td>
<td>156</td>
<td>142</td>
<td>189</td>
<td>159</td>
<td>203**</td>
</tr>
<tr>
<td>Total</td>
<td>344</td>
<td>351</td>
<td>373</td>
<td>394</td>
<td>416</td>
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* 162 hires since April, 2009
** 136 hires since April, 2009
## Hiring Activity (April – October 09)

<table>
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<tr>
<th></th>
<th>Hired</th>
<th>Separated</th>
<th>Net Gain</th>
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<tbody>
<tr>
<td>S&amp;T</td>
<td>162</td>
<td>46</td>
<td>116</td>
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<tr>
<td>ORISE Post Docs</td>
<td>45</td>
<td>30</td>
<td>15</td>
</tr>
<tr>
<td>S&amp;T Total (w/post docs)</td>
<td>207</td>
<td>76</td>
<td>131</td>
</tr>
<tr>
<td>Support</td>
<td>136</td>
<td>54</td>
<td>82</td>
</tr>
<tr>
<td>Laboratory Total</td>
<td>343</td>
<td>130</td>
<td>213</td>
</tr>
<tr>
<td>(includes post docs)</td>
<td></td>
<td></td>
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