

2007 RECRUITMENT & RETENTION BENCHMARKING SURVEY REPORT



Collected and Compiled by the Benchmarking Sub-Committee of
North American – Young Generation in Nuclear

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Background & Purpose

Young professional recruitment, retention, and development are issues currently challenging the nuclear industry. Our aging nuclear workforce has a considerable impact on the young generation's careers. In order to facilitate progress on these issues, the North American Young Generation in Nuclear (NA-YGN) has continued its annual benchmarking study.

Through an online survey, NA-YGN gathered information on how organizations recruit, retain, and develop their young professionals. NA-YGN members who completed the survey encompass the nuclear workforce at North American utilities, corporations, government agencies, and research facilities. NA-YGN is in a unique position to influence the sectors within nuclear science and technology for the benefit of our generation.

Since its inception in 1999, NA-YGN has worked to promote nuclear science and technology, particularly from the perspective of a young professional. NA-YGN has provided many recruitment, retention, and development ideas via our international meetings. The benchmarking survey and its results are a continuation of this work, which shall be made available to NA-YGN members, nuclear utilities and companies, government agencies, universities, and any other interested parties.

Results of this survey have been summarized in a pamphlet intended to inform students and young professionals entering the nuclear science and technology industries of starting salaries and available benefits.

All NA-YGN members and nuclear science and technology organizations have access to the full report of the survey, which:

- Identifies the recruitment tactics that influence young professionals;
- Displays development opportunities available to young professionals;
- Reviews benefits available to young professionals; and
- Shows the influence of co-op/intern programs, education level, and employer type on starting salaries.

NA-YGN intends to benchmark the nuclear industry annually. This survey is a work in progress, which will be refined for future data collection and study. Future surveys may target all young professionals in the nuclear industry—not just those who are NA-YGN members.

Data Collection and Analysis

Data Collection

The online survey was available throughout the months of August and September 2007. Survey respondents were not personally identified, nor were they linked to their employers. The survey was open to all international NA-YGN members, who numbered 2988 as of August 2007, and was publicized through local chapters.

A total of 446 responses—approximately 14.9% of the international NA-YGN membership—were recorded. Of these responses, 65 were from Canadian members and were included in the salary analysis after confirming data was translated into US Dollars. However, since survey respondents were not identified, their NA-YGN membership could not be confirmed.

Emphasis has been placed on determining the factors which influence young professionals' recruitment and development. In particular, survey respondents indicate how valuable employers' mentoring, technical training, non-technical training, and educational reimbursement programs were in choosing to accept employment at their company.

Graphs shown in this report depict trends which may be of interest to young nuclear professionals and companies seeking to benchmark themselves against the industry. In particular, the graphs emphasize the impact of education level, company type, and participation in work-study programs on starting salary.

Analysis Methods

Salaries were not corrected for inflation. However, in order to remove potential skew, all salary results presented here consider only those responses from individuals who began their careers within the past three years. Average salary data are accompanied by standard deviations.

Survey results are categorized both by job function and company type. Any job or company type category that did not include a minimum of ten respondents was considered not statistically significant and was not included into this report.

Engineering fields that did not include enough respondents to produce statistically significant information were combined into the Other Engineering category throughout the entirety of the report. The Other Engineering category includes the following job type responses:

- Computer Science / Engineering (6)
- Civil Engineering (9)
- Chemical Engineering (3)
- Other Engineering (5)

Conclusion

Of the 446 total responses collected, 181 were used in calculating starting salary results, as these respondents began their careers within the past three years. The overall average starting salary in the nuclear industry is \$56,079, with a standard deviation of \$12,365.

Young professionals, on average, rated salary as the major deciding factor in accepting an employment opportunity. Job description, company reputation, and location were the factors rated second, third, and fourth most important respectively for influencing a young professional's job acceptance.

Many organizations offer additional benefits to young professionals entering the industry including annual performance bonuses, relocation reimbursement, and signing bonuses. Young professionals should be aware of these possibilities and should ask if the position they are interviewing for is eligible for any of these benefits prior to accepting a job offer.

Of the common developmental opportunities offered to young professionals, technical training (60.8%), educational reimbursement (49.7%), and leading small or non-technical projects/teams (47.5%) were judged to be the most effective. 23.8% of young professionals rated the selection process for leadership or visibility opportunities as the least effective development program because it is perceived to occur in a manner that appears unfair, secret, and or pre-determined.

The top most effective retention programs as perceived by young professionals are competitive pay (63%), work hours (54.7%), and technical training (49.2%). On the reverse side, 19.9% of young professionals view open forums as ineffective for retention purposes mainly because it is viewed that upper management does not appear to follow up or take action to remedy the young professionals' concerns.

The majority of respondents had received their first raise within the first year of work and was content with the timing. Also, the majority of young professionals have been promoted by their 2 year anniversary.

It was pretty consistently noted that the previous internship experience did not seem to influence young professionals to accept their first job or in accepting a new position. This demonstrates that this is an employee based hiring period for the industry and employee loyalty is not being developed during internship opportunities. Employers use internships to decide if they want to make full time offers to their high performers, but employee interns are not seeing these opportunities as their primary way of entering the industry on a full time basis.

A little less than half of all engineering respondents participated in work-study programs, including internship and co-op positions. Participation in work-study programs did have a slight overall positive impact on starting salaries in the engineering job functions examined.

The nuclear industry should take note that the primary reason for accepting a new job offer is for the salary, second for the job description, third for location, and fourth for professional opportunities. This is important to note for retention purposes, the nuclear industry should ensure that young professionals are performing the type of work they are interested in performing as well as feel that there are opportunities for them if they stay within their own

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organization. On average, the industry has experienced an 8% turnover of young professionals after 2 years of employment.

The nuclear industry must also begin to worry about losing young professionals from the industry all together. A motivating factor for taking a first position was the desire to be in the industry, but when looking for second jobs young professionals disregarded their interest in working in the industry. We will need to determine what specific aspects are driving people away if we are to retain the needed workforce for the nuclear renaissance.

Although not statistically determined, free response questions indicate a growing concern among young professionals that there are not definite paths for advancement, especially into management. There is also a growing concern that there is not enough job specific training or mentoring.

Furthermore, young professionals are discouraged by some management's poor leadership practices of holding forums to listen to Young Professionals' concerns and then not taking any actions to address the issues.

Results

The following pages include all statistically-significant survey results.

Figure 1 displays selected benefits offered to young professionals from various company types. Results shown in Figure 1 are based on Table 2, which compiles results by company type. Table 2 includes such statistics as turnover, promotion rates, developmental opportunities, and benefits. Salary results are excluded from the company type comparisons because salaries vary greatly within a company depending on job functions.

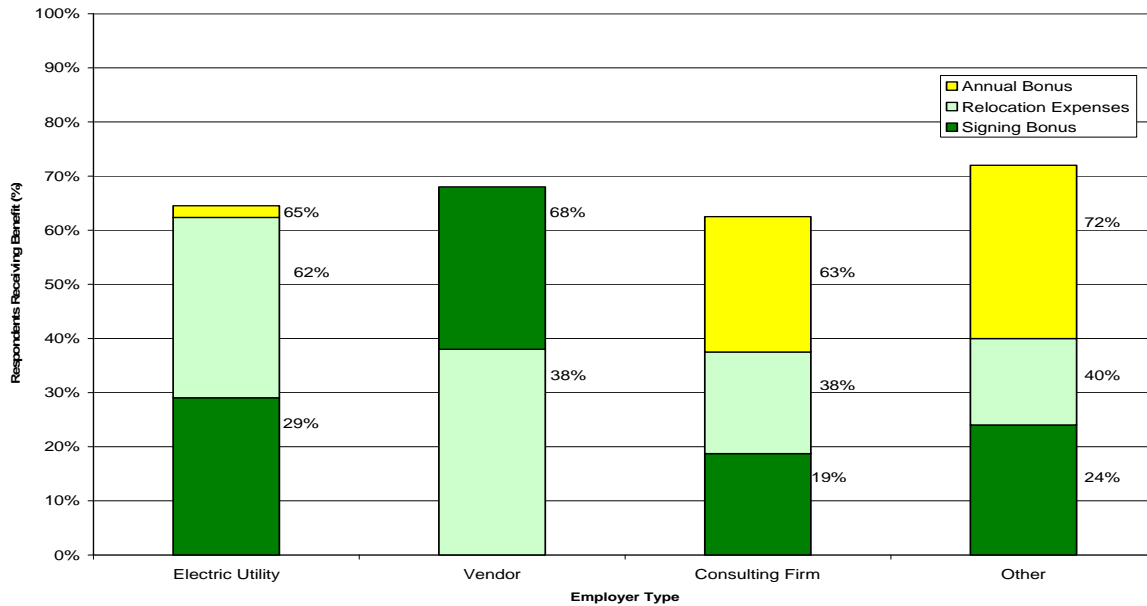
Figure 2 displays base starting salary variations by education level for different job functions. Figures 3-8 depict starting salaries along with the dependencies of starting salaries on work-study participation and company type. Table 1, which compiles all survey results by job function, is the basis of Figures 2-8.

Both Table 1 and Table 2 identify development opportunities and recruitment tactics that influence young professionals.

All opinions presented in this report are the opinions of the survey respondents, and should not be taken as the opinions or position of NA-YGN.

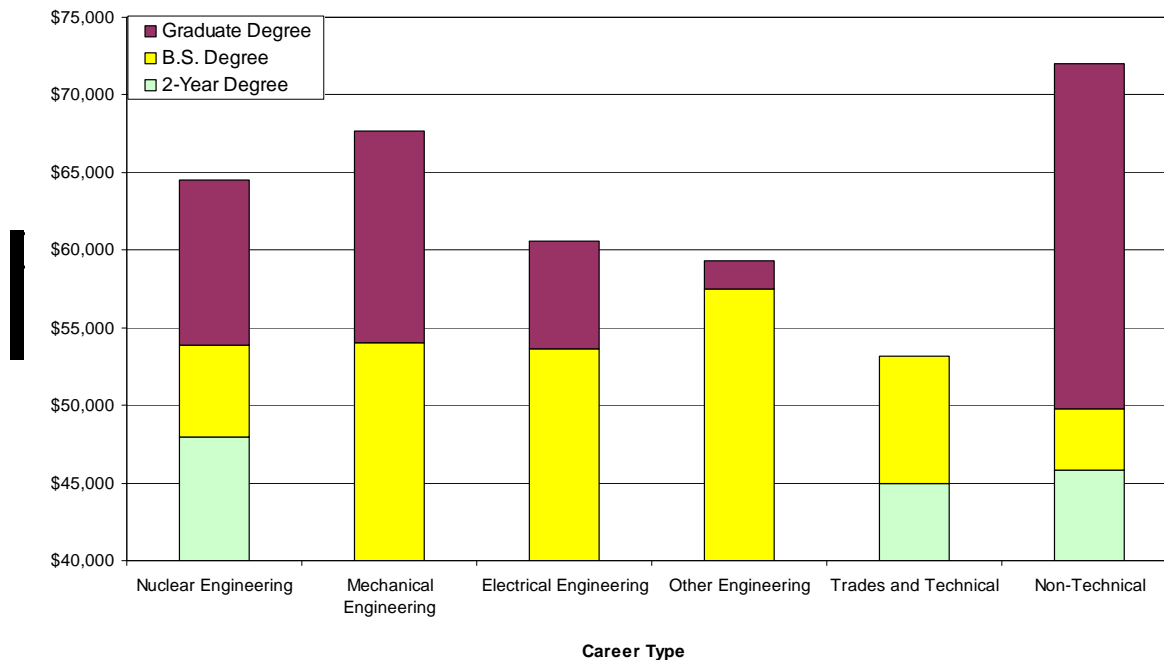
Benefits

Figure 1: Benefits by Employer Type



Starting Base Salary Results

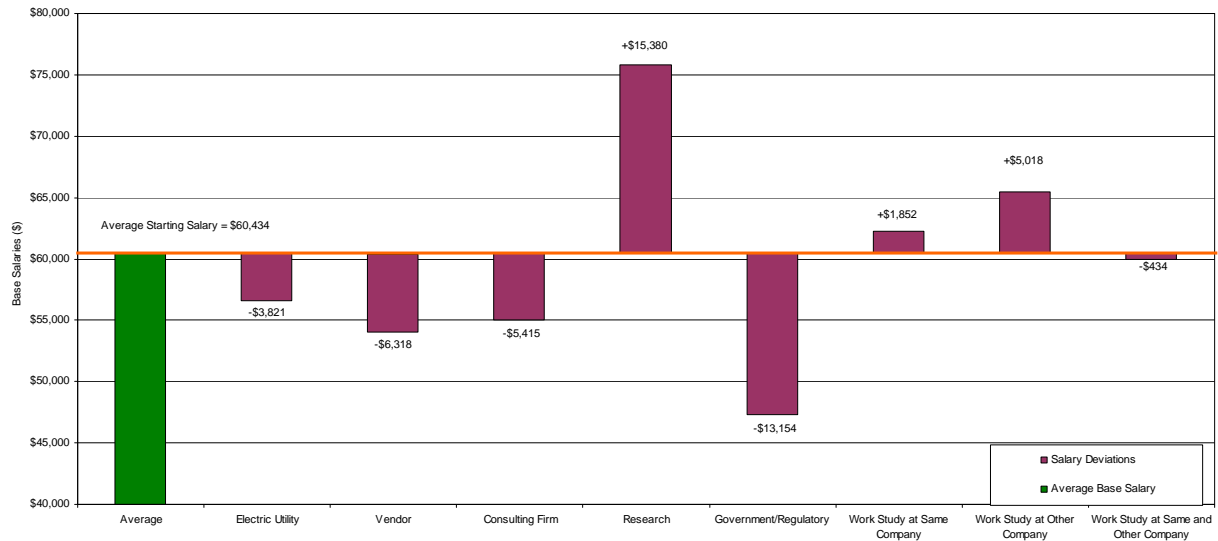
Figure 2: Average Starting Salaries by Career Type



*Base Starting Salaries do not include overtime, signing, annual, or performance bonuses.

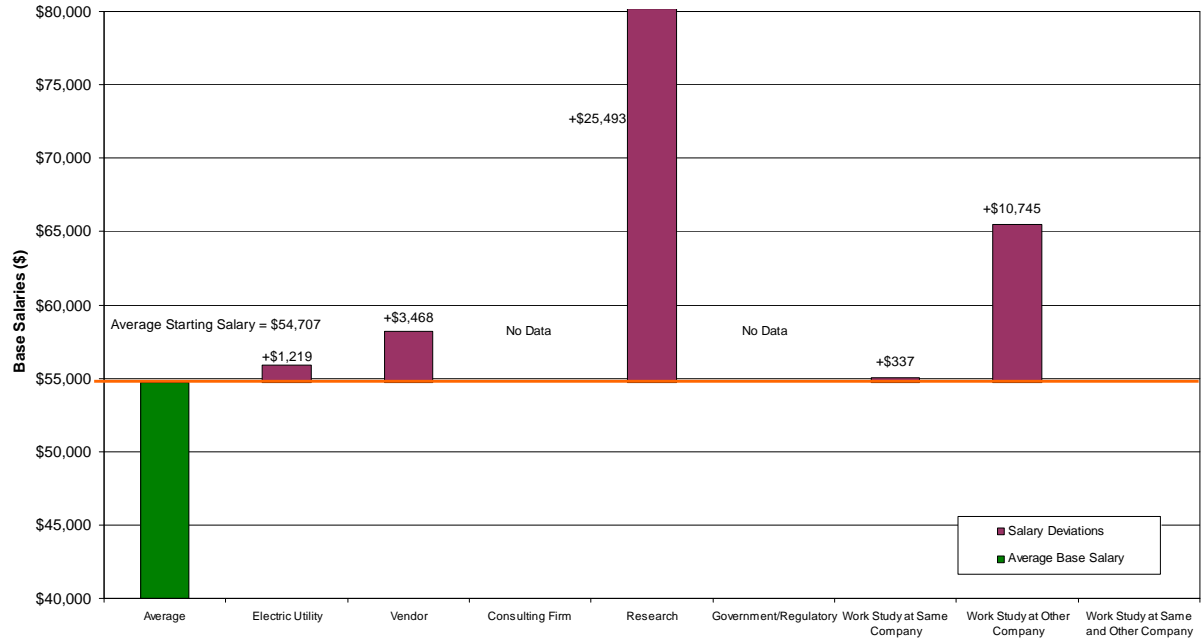
Nuclear Engineering

Figure 3: Nuclear Engineering Average Starting Salary Differences



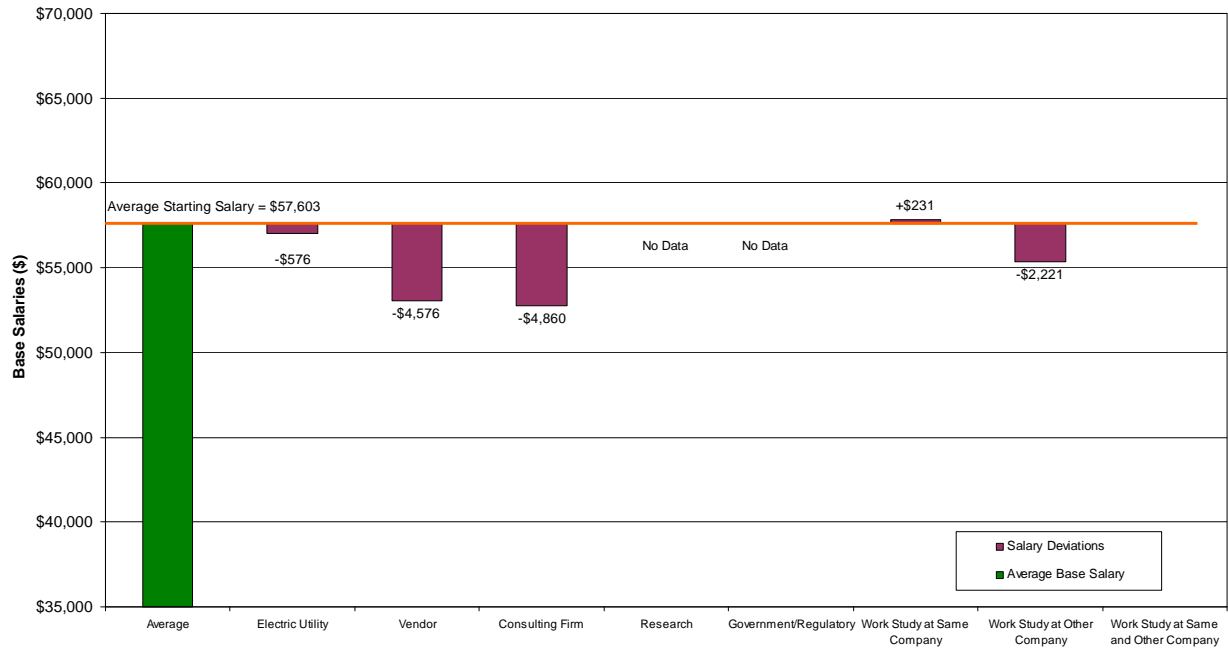
Mechanical Engineering

Figure 4: Mechanical Engineering Average Starting Salary Differences



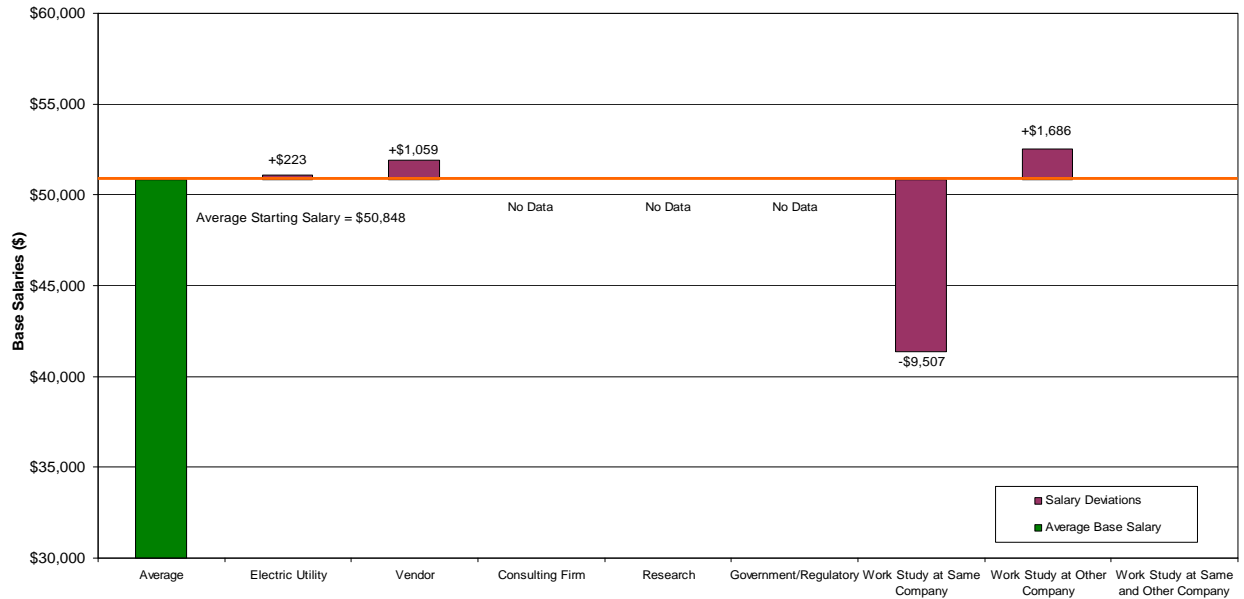
Electrical Engineering

Figure 5: Electrical Engineering Average Starting Salary Differences



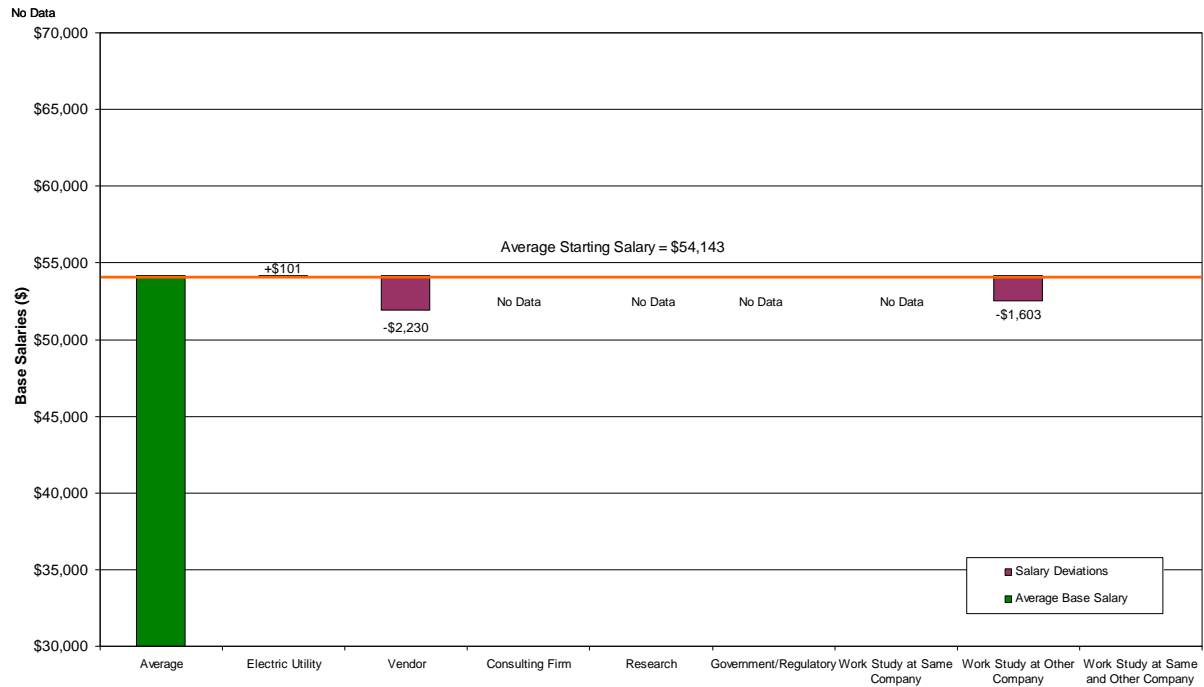
Other Engineering

Figure 6: Other Engineering Average Starting Salary Differences



Trades and Technical

Figure 7: Trades and Technical Average Starting Salary Differences



Non-Technical

Figure 8: Non-Technical Average Starting Salary Differences

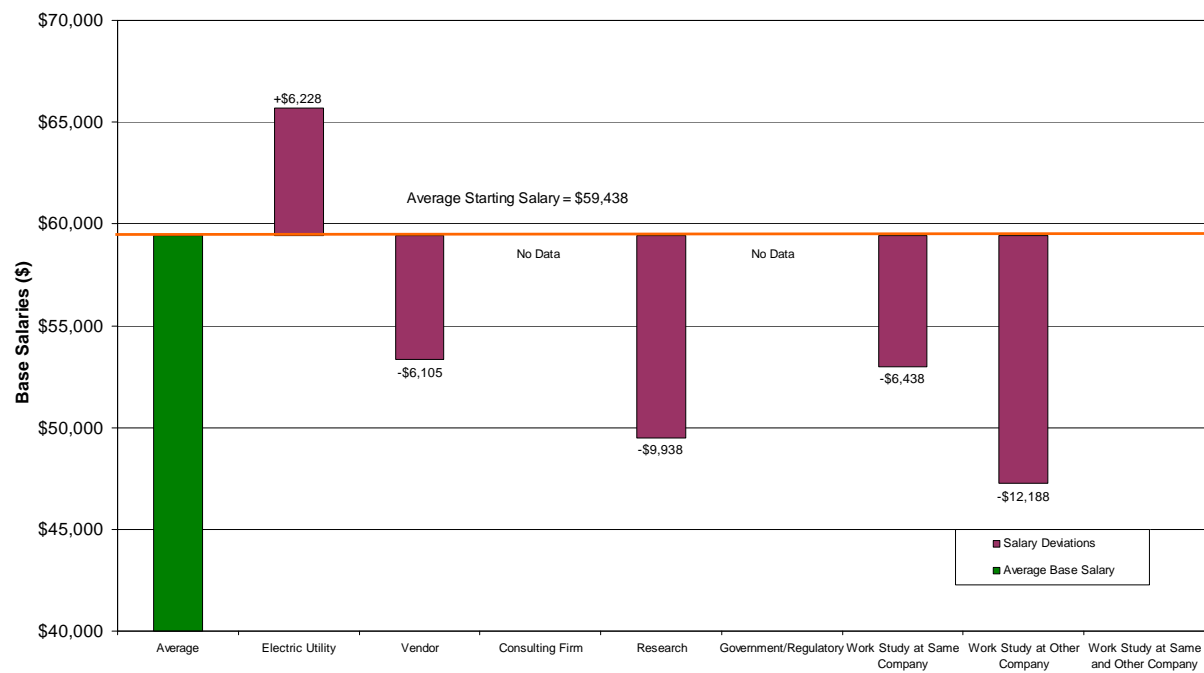


Table 1: Results by Job Function

	All Respondents	Nuclear Engineering	Mechanical Engineering	Electrical Engineering	Other Engineering	Trades and Technical	Non-Technical
Number of Respondents	181	35	59	30	23	21	13
Overall Average Starting Salary	56,079	60,434	54,707	57,603	50,854	54,143	59,438
<i>Standard Deviation</i>	12,365	13,253	9,005	6,175	7,265	15,440	26,003
AVERAGE STARTING SALARIES BY EDUCATION LEVEL							
2-Year Degree	48,000	-	-	-	N/A	45,800	-
<i>Standard Deviation</i>	11,944	-	-	-	N/A	12,518	-
B.S. Degree	53,906	54,013	53,664	57,519	53,147	49,750	50,620
<i>Standard Deviation</i>	8,513	2,865	8,730	6,667	2,794	13,675	15,771
Graduate Degree	64,528	67,686	60,547	59,275	52,500	72,000	N/A
<i>Standard Deviation</i>	13,628	16,781	8,629	1,473	707	15,556	N/A
AVERAGE STARTING SALARIES BY COMPANY TYPE							
Utility	55,574	56,613	55,926	57,026	51,077	54,042	65,667
<i>Standard Deviation</i>	9,851	5,414	12,376	4,419	8,433	13,735	13,650
Vendor	54,053	58,175	53,026	52,800	51,913	53,333	54,713
<i>Standard Deviation</i>	13,393	6,356	4,242	2,078	2,790	9,292	32,140
Consulting Firm	55,019	53,667	52,743	58,367	-	-	-
<i>Standard Deviation</i>	9,086	2,082	4,546	2,511	-	-	-
Research	75,814	80,200	-	-	-	N/A	-
<i>Standard Deviation</i>	22,816	21,520	-	-	-	N/A	-
Government or Regulatory	47,280	52,800	-	N/A	-	-	-
<i>Standard Deviation</i>	11,774	4,355	-	N/A	-	-	-
AVERAGE STARTING SALARIES BY COMPANY SIZE							
Less than 50 Employees	48,250	54,000	N/A	-	-	-	-
<i>Standard Deviation</i>	7,136	2,828	N/A	-	-	-	-
50-100 Employees	-	-	-	-	-	-	-
<i>Standard Deviation</i>	-	-	-	-	-	-	-
100-1000 Employees	56,536	58,500	53,833	60,124	57,250	53,000	-
<i>Standard Deviation</i>	5,397	2,121	3,371	5,801	354	11,314	-
1000-5000 Employees	57,982	60,064	52,651	58,629	52,013	58,500	69,643
<i>Standard Deviation</i>	15,985	11,129	15,518	9,874	4,287	15,237	29,159
5000-10,0000 Employees	55,327	68,338	54,878	56,414	42,333	38,333	47,000
<i>Standard Deviation</i>	13,534	23,141	5,400	4,371	16,743	15,503	12,728
Greater than 10,000 Employees	56,079	60,434	54,707	57,603	50,854	54,143	59,438
<i>Standard Deviation</i>	7,575	5,882	5,937	4,838	2,881	13,678	24,576

Results include only those individuals who began their careers in the past three years

-- No results are available

N/A Results are not statistically significant

Table 1: Results by Job Function

	All Respondents	Nuclear Engineering	Mechanical Engineering	Electrical Engineering	Other Engineering	Trades and Technical	Non-Technical
BENEFITS							
Percentage of respondents who receive:							
Medical Insurance	98%	97%	100%	100%	96%	95%	100%
Dental Insurance	97%	97%	95%	100%	96%	100%	100%
Life Insurance	90%	89%	85%	90%	96%	95%	92%
401(k) or Retirement Savings Plan	97%	94%	100%	97%	96%	90%	100%
Signing Bonus	38%	40%	46%	50%	26%	14%	23%
Relocation Expenses	67%	89%	68%	57%	57%	62%	54%
Annual Bonus	51%	46%	49%	57%	70%	33%	54%
Performance-Based Incentive Pay	0%	0%	0%	0%	0%	0%	0%
Others	8%	11%	3%	7%	13%	5%	23%
PROMOTIONS							
Percentage of respondents who received their first promotion after:							
Less than 1 Year	3.9%	2.9%	0.0%	0.0%	4.3%	14.3%	15.4%
<i>This Length of Time is Too Short</i>	14.3%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>This Length of Time is Just Right</i>	71.4%	0.0%	0.0%	0.0%	100.0%	66.7%	100.0%
<i>This Length of Time is Too Long</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
1-2 Years	16.6%	25.7%	8.5%	10.0%	26.1%	19.0%	23.1%
<i>This Length of Time is Too Short</i>	3.3%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%
<i>This Length of Time is Just Right</i>	86.7%	100.0%	80.0%	100.0%	66.7%	75.0%	100.0%
<i>This Length of Time is Too Long</i>	6.7%	0.0%	20.0%	0.0%	16.7%	0.0%	0.0%
2-3 Years	11.6%	14.3%	15.3%	13.3%	13.0%	0.0%	0.0%
<i>This Length of Time is Too Short</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>This Length of Time is Just Right</i>	61.9%	80.0%	55.6%	75.0%	33.3%	0.0%	0.0%
<i>This Length of Time is Too Long</i>	38.1%	20.0%	44.4%	25.0%	66.7%	0.0%	0.0%
Greater Than 3 Years	1.7%	0.0%	3.4%	3.3%	0.0%	0.0%	0.0%
<i>This Length of Time is Too Short</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>This Length of Time is Just Right</i>	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%
<i>This Length of Time is Too Long</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Have Not Yet Been Promoted	66.3%	57.1%	72.9%	73.3%	56.5%	66.7%	61.5%

Results include only those individuals who began their careers in the past three years

-- No results are available

N/A Results are not statistically significant

Table 1: Results by Job Function

	All Respondents	Nuclear Engineering	Mechanical Engineering	Electrical Engineering	Other Engineering	Trades and Technical	Non-Technical
RAISES							
Percentage of respondents who received their first raise after:							
Less than 1 Year	41.4%	40.0%	40.7%	40.0%	47.8%	47.6%	30.8%
<i>This Length of Time is Too Short</i>	1.3%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%
<i>This Length of Time is Just Right</i>	94.7%	100.0%	100.0%	91.7%	90.9%	80.0%	100.0%
<i>This Length of Time is Too Long</i>	2.7%	0.0%	0.0%	8.3%	0.0%	10.0%	0.0%
1-2 Years	29.3%	37.1%	27.1%	26.7%	13.0%	42.9%	30.8%
<i>This Length of Time is Too Short</i>	1.9%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%
<i>This Length of Time is Just Right</i>	77.4%	92.3%	81.3%	87.5%	33.3%	66.7%	50.0%
<i>This Length of Time is Too Long</i>	15.1%	7.7%	18.8%	0.0%	0.0%	22.2%	50.0%
2-3 Years	0.6%	2.9%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>This Length of Time is Too Short</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>This Length of Time is Just Right</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>This Length of Time is Too Long</i>	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Greater Than 3 Years	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>This Length of Time is Too Short</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>This Length of Time is Just Right</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>This Length of Time is Too Long</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Have not yet received a raise	28.7%	20.0%	32.2%	33.3%	39.1%	9.5%	38.5%
TURNOVER							
Percentage of Respondents Who Previously Held a Permanent Job in the Nuclear Industry	8%	14%	5%	13%	0%	10%	8%
Average Years of Experience of Individuals Entering a New Job in the Nuclear Industry	2.0	1.5	1.7	2.8	-	2.5	1.5
WORK-STUDY PROGRAMS							
Percentage of Respondents Who Participated in Work-Study Programs	41%	60%	42%	37%	39%	24%	23%
<i>Percent Who Participated in Work-Study at their Current Company</i>	14%	20%	14%	10%	13%	14%	15%
<i>Percent Who Participated in Work-Study at a Company Other than their Current Company</i>	25%	37%	27%	27%	22%	10%	8%
<i>Percent Who Participated in Work-Study at their Current Company and Another Company</i>	2%	3%	2%	0%	4%	0%	0%

Results include only those individuals who began their careers in the past three years

-- No results are available

N/A Results are not statistically significant

Table 1: Results by Job Function

	All Respondents	Nuclear Engineering	Mechanical Engineering	Electrical Engineering	Other Engineering	Trades and Technical	Non-Technical
Average Starting Salary with Work-Study at the Current Company	53,265	62,286	55,044	57,833	41,347	35,000	53,000
<i>Standard Deviation</i>	11,969	11,481	2,041	4,658	16,087	7,000	4,243
Average Starting Salary with Work-Study at a Company Other than the Current Company	57,369	65,452	55,381	56,177	52,540	47,250	N/A
<i>Standard Deviation</i>	11,851	18,232	4,340	6,124	1,964	3,182	N/A
Average Starting Salary with Work-Study at the Current Company and Another Company	55,817	N/A	N/A	-	-	-	-
<i>Standard Deviation</i>	3,840	N/A	N/A	-	-	-	-
EFFECTIVENESS OF RETENTION PROGRAMS							
Lead small or non-technical projects/teams							
<i>Effective</i>	29.3%	37.1%	40.7%	16.7%	8.7%	23.8%	30.8%
<i>Moderate/Neutral</i>	32.0%	37.1%	27.1%	30.0%	43.5%	28.6%	30.8%
<i>Not Effective</i>	8.8%	5.7%	8.5%	10.0%	8.7%	14.3%	7.7%
<i>N/A</i>	29.8%	20.0%	23.7%	43.3%	39.1%	33.3%	30.8%
Lead major or technical projects/teams							
<i>Effective</i>	30.4%	28.6%	39.0%	30.0%	21.7%	23.8%	23.1%
<i>Moderate/Neutral</i>	21.0%	22.9%	18.6%	16.7%	21.7%	28.6%	23.1%
<i>Not Effective</i>	9.4%	5.7%	10.2%	6.7%	8.7%	19.0%	7.7%
<i>N/A</i>	39.2%	42.9%	32.2%	46.7%	47.8%	28.6%	46.2%
Funding for young professional groups such as NA-YGN							
<i>Effective</i>	32.0%	17.1%	37.3%	43.3%	39.1%	23.8%	23.1%
<i>Moderate/Neutral</i>	38.1%	31.4%	37.3%	43.3%	43.5%	38.1%	38.5%
<i>Not Effective</i>	12.7%	17.1%	18.6%	3.3%	13.0%	4.8%	7.7%
<i>N/A</i>	17.1%	34.3%	6.8%	10.0%	4.3%	33.3%	30.8%
Non-financial support for young professional groups such as NA-YGN							
<i>Effective</i>	24.9%	20.0%	28.8%	26.7%	30.4%	19.0%	15.4%
<i>Moderate/Neutral</i>	36.5%	37.1%	39.0%	43.3%	30.4%	33.3%	23.1%
<i>Not Effective</i>	14.4%	14.3%	13.6%	13.3%	17.4%	14.3%	15.4%
<i>N/A</i>	24.3%	28.6%	18.6%	16.7%	21.7%	33.3%	46.2%
Mentoring programs							
<i>Effective</i>	36.5%	25.7%	45.8%	56.7%	26.1%	19.0%	23.1%
<i>Moderate/Neutral</i>	35.9%	45.7%	35.6%	20.0%	47.8%	38.1%	23.1%
<i>Not Effective</i>	14.9%	17.1%	11.9%	13.3%	17.4%	14.3%	23.1%
<i>N/A</i>	12.7%	11.4%	6.8%	10.0%	8.7%	28.6%	30.8%

Results include only those individuals who began their careers in the past three years

-- No results are available

N/A Results are not statistically significant

Table 1: Results by Job Function

	All Respondents	Nuclear Engineering	Mechanical Engineering	Electrical Engineering	Other Engineering	Trades and Technical	Non-Technical
Open forums to listen to young professionals' feedback - upper management does not appear to follow up or take action to remedy your concerns							
<i>Effective</i>	10.5%	5.7%	13.6%	10.0%	8.7%	19.0%	0.0%
<i>Moderate/Neutral</i>	18.8%	11.4%	16.9%	26.7%	13.0%	33.3%	15.4%
<i>Not Effective</i>	19.9%	25.7%	23.7%	10.0%	26.1%	4.8%	23.1%
<i>N/A</i>	50.8%	57.1%	45.8%	53.3%	52.2%	42.9%	61.5%
Open forums to listen to young professionals' feedback - upper management follows up and takes action to remedy your concerns							
<i>Effective</i>	32.6%	28.6%	39.0%	43.3%	30.4%	14.3%	23.1%
<i>Moderate/Neutral</i>	25.4%	28.6%	22.0%	20.0%	21.7%	47.6%	15.4%
<i>Not Effective</i>	6.1%	5.7%	10.2%	3.3%	4.3%	4.8%	0.0%
<i>N/A</i>	35.9%	37.1%	28.8%	33.3%	43.5%	33.3%	61.5%
Young professionals are selected for leadership or visibility opportunities in a fair and open manner; everyone gets a chance							
<i>Effective</i>	32.0%	40.0%	32.2%	30.0%	43.5%	14.3%	23.1%
<i>Moderate/Neutral</i>	24.9%	20.0%	28.8%	16.7%	17.4%	38.1%	30.8%
<i>Not Effective</i>	6.1%	2.9%	5.1%	10.0%	4.3%	14.3%	0.0%
<i>N/A</i>	37.0%	37.1%	33.9%	43.3%	34.8%	33.3%	46.2%
Young professionals are selected for leadership or visibility opportunities in a manner that appears unfair, secret, and/or predetermined							
<i>Effective</i>	8.8%	0.0%	10.2%	10.0%	8.7%	14.3%	15.4%
<i>Moderate/Neutral</i>	15.5%	17.1%	16.9%	10.0%	13.0%	14.3%	23.1%
<i>Not Effective</i>	23.8%	28.6%	23.7%	30.0%	21.7%	19.0%	7.7%
<i>N/A</i>	51.9%	54.3%	49.2%	50.0%	56.5%	52.4%	53.8%
Rotational Program							
<i>Effective</i>	21.0%	20.0%	22.0%	23.3%	17.4%	14.3%	30.8%
<i>Moderate/Neutral</i>	22.1%	34.3%	18.6%	13.3%	21.7%	23.8%	23.1%
<i>Not Effective</i>	12.7%	8.6%	13.6%	13.3%	4.3%	23.8%	15.4%
<i>N/A</i>	44.2%	37.1%	45.8%	50.0%	56.5%	38.1%	30.8%

Results include only those individuals who began their careers in the past three years

-- No results are available

N/A Results are not statistically significant

Table 1: Results by Job Function

	All Respondents	Nuclear Engineering	Mechanical Engineering	Electrical Engineering	Other Engineering	Trades and Technical	Non-Technical
Technical Training							
<i>Effective</i>	49.2%	51.4%	57.6%	60.0%	30.4%	38.1%	30.8%
<i>Moderate/Neutral</i>	23.8%	34.3%	22.0%	6.7%	26.1%	28.6%	30.8%
<i>Not Effective</i>	13.3%	11.4%	8.5%	16.7%	26.1%	14.3%	7.7%
<i>N/A</i>	13.8%	2.9%	11.9%	16.7%	17.4%	19.0%	30.8%
Non-Technical Training							
<i>Effective</i>	33.7%	25.7%	39.0%	46.7%	34.8%	19.0%	23.1%
<i>Moderate/Neutral</i>	31.5%	45.7%	30.5%	16.7%	26.1%	38.1%	30.8%
<i>Not Effective</i>	14.9%	20.0%	8.5%	13.3%	26.1%	19.0%	7.7%
<i>N/A</i>	19.9%	8.6%	22.0%	23.3%	13.0%	23.8%	38.5%
Educational Reimbursement							
<i>Effective</i>	45.9%	37.1%	50.8%	50.0%	56.5%	33.3%	38.5%
<i>Moderate/Neutral</i>	31.5%	42.9%	23.7%	33.3%	26.1%	38.1%	30.8%
<i>Not Effective</i>	12.7%	11.4%	16.9%	6.7%	13.0%	14.3%	7.7%
<i>N/A</i>	9.9%	8.6%	8.5%	10.0%	4.3%	14.3%	23.1%
Competitive Pay							
<i>Effective</i>	63.0%	60.0%	64.4%	63.3%	60.9%	61.9%	69.2%
<i>Moderate/Neutral</i>	14.4%	22.9%	15.3%	3.3%	8.7%	28.6%	0.0%
<i>Not Effective</i>	9.9%	2.9%	10.2%	13.3%	17.4%	9.5%	7.7%
<i>N/A</i>	12.7%	14.3%	10.2%	20.0%	13.0%	0.0%	23.1%
Work Hours							
<i>Effective</i>	54.7%	48.6%	59.3%	70.0%	56.5%	38.1%	38.5%
<i>Moderate/Neutral</i>	19.3%	20.0%	20.3%	10.0%	17.4%	33.3%	15.4%
<i>Not Effective</i>	9.4%	8.6%	6.8%	6.7%	13.0%	14.3%	15.4%
<i>N/A</i>	16.6%	22.9%	13.6%	13.3%	13.0%	14.3%	30.8%
EFFECTIVENESS OF DEVELOPMENT PROGRAMS							
Lead small or non-technical projects/teams							
<i>Effective</i>	47.5%	57.1%	62.7%	26.7%	21.7%	42.9%	53.8%
<i>Moderate/Neutral</i>	18.8%	20.0%	10.2%	33.3%	21.7%	28.6%	0.0%
<i>Not Effective</i>	8.3%	2.9%	5.1%	10.0%	17.4%	9.5%	15.4%
<i>N/A</i>	25.4%	20.0%	22.0%	30.0%	39.1%	19.0%	30.8%

Results include only those individuals who began their careers in the past three years

-- No results are available

N/A Results are not statistically significant

Table 1: Results by Job Function

	All Respondents	Nuclear Engineering	Mechanical Engineering	Electrical Engineering	Other Engineering	Trades and Technical	Non-Technical
Lead major or technical projects/teams							
<i>Effective</i>	38.1%	40.0%	49.2%	36.7%	17.4%	33.3%	30.8%
<i>Moderate/Neutral</i>	18.8%	17.1%	15.3%	16.7%	21.7%	33.3%	15.4%
<i>Not Effective</i>	7.2%	0.0%	3.4%	10.0%	13.0%	14.3%	15.4%
<i>N/A</i>	35.9%	42.9%	32.2%	36.7%	47.8%	19.0%	38.5%
Funding for young professional groups such as NA-YGN							
<i>Effective</i>	32.0%	20.0%	39.0%	33.3%	39.1%	28.6%	23.1%
<i>Moderate/Neutral</i>	35.9%	25.7%	39.0%	46.7%	34.8%	38.1%	23.1%
<i>Not Effective</i>	14.4%	14.3%	13.6%	10.0%	21.7%	9.5%	23.1%
<i>N/A</i>	17.7%	40.0%	8.5%	10.0%	4.3%	23.8%	30.8%
Non-financial support for young professional groups such as NA-YGN							
<i>Effective</i>	26.0%	17.1%	30.5%	30.0%	34.8%	19.0%	15.4%
<i>Moderate/Neutral</i>	37.6%	28.6%	45.8%	36.7%	30.4%	42.9%	30.8%
<i>Not Effective</i>	13.3%	20.0%	8.5%	16.7%	13.0%	14.3%	7.7%
<i>N/A</i>	23.2%	34.3%	15.3%	16.7%	21.7%	23.8%	46.2%
Mentoring programs							
<i>Effective</i>	46.4%	37.1%	61.0%	56.7%	39.1%	28.6%	23.1%
<i>Moderate/Neutral</i>	25.4%	37.1%	23.7%	10.0%	26.1%	42.9%	7.7%
<i>Not Effective</i>	12.7%	14.3%	5.1%	16.7%	21.7%	4.8%	30.8%
<i>N/A</i>	15.5%	11.4%	10.2%	16.7%	13.0%	23.8%	38.5%
Open forums to listen to young professionals' feedback - upper management does not appear to follow up or take action to remedy your concerns							
<i>Effective</i>	10.5%	5.7%	11.9%	6.7%	17.4%	19.0%	0.0%
<i>Moderate/Neutral</i>	18.8%	8.6%	22.0%	23.3%	13.0%	33.3%	7.7%
<i>Not Effective</i>	20.4%	28.6%	16.9%	16.7%	26.1%	9.5%	30.8%
<i>N/A</i>	50.3%	57.1%	49.2%	53.3%	43.5%	38.1%	61.5%
Open forums to listen to young professionals' feedback - upper management follows up and takes action to remedy your concerns							
<i>Effective</i>	22.1%	11.4%	25.4%	30.0%	21.7%	28.6%	7.7%
<i>Moderate/Neutral</i>	28.2%	25.7%	28.8%	33.3%	17.4%	33.3%	30.8%
<i>Not Effective</i>	8.8%	11.4%	10.2%	3.3%	8.7%	14.3%	0.0%
<i>N/A</i>	40.9%	51.4%	35.6%	33.3%	52.2%	23.8%	61.5%

Results include only those individuals who began their careers in the past three years

-- No results are available

N/A Results are not statistically significant

Table 1: Results by Job Function

	All Respondents	Nuclear Engineering	Mechanical Engineering	Electrical Engineering	Other Engineering	Trades and Technical	Non-Technical
Young professionals are selected for leadership or visibility opportunities in a fair and open manner; everyone gets a chance							
<i>Effective</i>	31.5%	28.6%	33.9%	30.0%	39.1%	38.1%	7.7%
<i>Moderate/Neutral</i>	21.5%	22.9%	20.3%	23.3%	17.4%	19.0%	30.8%
<i>Not Effective</i>	8.8%	5.7%	8.5%	10.0%	8.7%	14.3%	7.7%
<i>N/A</i>	38.1%	42.9%	37.3%	36.7%	34.8%	28.6%	53.8%
Young professionals are selected for leadership or visibility opportunities in a manner that appears unfair, secret, and/or predetermined							
<i>Effective</i>	8.8%	2.9%	8.5%	10.0%	8.7%	23.8%	0.0%
<i>Moderate/Neutral</i>	14.4%	5.7%	13.6%	20.0%	17.4%	19.0%	15.4%
<i>Not Effective</i>	23.8%	31.4%	25.4%	23.3%	17.4%	19.0%	15.4%
<i>N/A</i>	53.0%	60.0%	52.5%	46.7%	56.5%	38.1%	69.2%
Rotational Program							
<i>Effective</i>	27.1%	22.9%	33.9%	30.0%	21.7%	23.8%	15.4%
<i>Moderate/Neutral</i>	18.8%	28.6%	15.3%	13.3%	13.0%	28.6%	15.4%
<i>Not Effective</i>	8.3%	5.7%	6.8%	16.7%	0.0%	9.5%	15.4%
<i>N/A</i>	45.9%	42.9%	44.1%	40.0%	65.2%	38.1%	53.8%
Technical Training							
<i>Effective</i>	60.8%	68.6%	69.5%	60.0%	47.8%	52.4%	38.5%
<i>Moderate/Neutral</i>	18.2%	25.7%	15.3%	10.0%	13.0%	28.6%	23.1%
<i>Not Effective</i>	7.7%	2.9%	3.4%	13.3%	17.4%	9.5%	7.7%
<i>N/A</i>	13.3%	2.9%	11.9%	16.7%	21.7%	9.5%	30.8%
Non-Technical Training							
<i>Effective</i>	43.1%	37.1%	47.5%	46.7%	47.8%	38.1%	30.8%
<i>Moderate/Neutral</i>	27.1%	34.3%	28.8%	20.0%	13.0%	33.3%	30.8%
<i>Not Effective</i>	10.5%	14.3%	3.4%	10.0%	26.1%	9.5%	7.7%
<i>N/A</i>	19.3%	14.3%	20.3%	23.3%	13.0%	19.0%	30.8%
Educational Reimbursement							
<i>Effective</i>	49.7%	48.6%	55.9%	50.0%	56.5%	33.3%	38.5%
<i>Moderate/Neutral</i>	26.5%	37.1%	16.9%	20.0%	26.1%	42.9%	30.8%
<i>Not Effective</i>	13.8%	2.9%	20.3%	20.0%	13.0%	9.5%	7.7%
<i>N/A</i>	9.9%	11.4%	6.8%	10.0%	4.3%	14.3%	23.1%

Results include only those individuals who began their careers in the past three years

-- No results are available

N/A Results are not statistically significant

Table 1: Results by Job Function

	All Respondents	Nuclear Engineering	Mechanical Engineering	Electrical Engineering	Other Engineering	Trades and Technical	Non-Technical
Work Hours							
<i>Effective</i>	1.1%	0.0%	1.7%	0.0%	0.0%	4.8%	0.0%
<i>Moderate/Neutral</i>	5.5%	8.6%	3.4%	3.3%	8.7%	4.8%	7.7%
<i>Not Effective</i>	0.6%	0.0%	0.0%	0.0%	0.0%	4.8%	0.0%
<i>N/A</i>	92.8%	91.4%	94.9%	96.7%	91.3%	85.7%	92.3%
MOTIVATION FOR ACCEPTING FIRST JOB OFFER (6: Most Important, 1: Least Important)							
Salary	3.17	3.14	3.17	3.28	2.61	3.00	3.77
Job Description / Type of work	3.11	3.56	3.00	3.04	2.61	2.90	3.85
Company Reputation / Stability	3.04	2.91	3.03	3.00	3.17	3.00	3.31
Location	2.95	3.03	2.88	3.41	2.74	2.38	3.31
Professional Opportunity / Advancement	2.93	2.88	2.76	3.00	3.13	2.81	3.54
Benefits	2.93	2.82	2.79	3.15	2.83	3.25	3.08
Atmosphere / People	2.87	3.06	2.86	2.96	2.87	2.52	2.77
Work Schedule / Flexibility	2.85	2.48	3.07	3.08	2.87	2.57	2.83
Wanted to Work in the Nuclear Industry	2.65	3.41	2.60	2.67	1.91	2.52	2.60
Previous Internship Experience	2.62	3.39	2.76	2.57	2.25	1.29	2.00
Proximity to Family	2.61	2.44	2.68	3.07	2.61	1.81	3.00
Cost of Living	2.54	2.85	2.36	2.80	2.13	2.50	2.77
Training Program	2.53	2.52	2.56	2.84	2.74	2.21	1.80
Travel Opportunities	2.35	2.55	2.07	2.79	2.57	2.13	2.00
Educational Reimbursement	2.29	2.21	2.15	2.59	2.91	2.18	1.50
Mentoring Program	2.26	1.48	2.72	3.09	2.00	1.73	1.70
Wanted to Leave Previous Job	2.14	1.27	2.22	2.79	2.08	1.87	2.13
Rotational Program	2.13	2.15	2.09	2.79	1.85	2.00	1.64
MOTIVATION FOR ACCEPTING FUTURE JOB OFFER (6: Most Important, 1: Least Important)							
Salary	3.37	3.71	3.05	3.67	3.09	3.43	3.62
Job Description / Type of work	3.37	3.76	2.98	3.52	3.22	3.71	3.38
Location	3.31	3.54	3.07	3.60	2.96	3.33	3.69
Professional Opportunity / Advancement	3.26	3.56	2.88	3.54	3.22	3.19	3.77
Benefits	3.15	3.32	3.09	3.29	2.96	3.00	3.23
Work Schedule / Flexibility	3.09	3.27	2.87	3.46	3.09	2.95	3.00

Results include only those individuals who began their careers in the past three years

-- No results are available

N/A Results are not statistically significant

Table 1: Results by Job Function

	All Respondents	Nuclear Engineering	Mechanical Engineering	Electrical Engineering	Other Engineering	Trades and Technical	Non-Technical
Company Reputation / Stability	3.06	2.85	3.09	3.07	3.13	3.29	3.00
Atmosphere / People	3.01	3.00	2.84	3.33	3.00	3.10	2.92
Proximity to Family	2.98	2.61	3.04	3.10	3.17	2.95	3.15
Cost of Living	2.94	3.12	2.77	3.38	2.52	2.85	3.08
Training Program	2.76	2.34	2.75	3.33	2.96	2.32	3.00
Travel Opportunities	2.69	2.61	2.30	3.52	3.09	2.67	2.18
Wanted to Work in the Nuclear Industry	2.53	2.93	2.61	2.73	2.05	2.22	2.00
Educational Reimbursement	2.51	2.30	2.19	3.08	3.05	2.50	2.27
Rotational Program	2.32	1.90	2.13	3.04	3.11	1.69	2.20
Mentoring Program	2.25	1.68	2.54	2.81	2.20	1.67	2.10
Wanted to Leave Previous Job	2.11	1.78	2.16	2.50	2.12	2.35	1.33
Previous Internship Experience	1.85	2.15	1.86	2.31	1.42	1.89	0.40
PROFESSIONAL SOCIETY MEMBERSHIP							
American Nuclear Society (ANS)	19%	77%	7%	3%	4%	0%	8%
Health Physics Society (HPS)	1%	3%	0%	0%	0%	0%	0%
Women In Nuclear (WIN)	16%	23%	14%	3%	17%	24%	23%
Society of Women Engineers (SWE)	9%	11%	14%	3%	13%	5%	0%
American Society of Mechanical Engineers (ASME)	17%	6%	44%	3%	4%	0%	0%
IEEE	9%	0%	0%	53%	4%	0%	0%
Professional Reactor Operators Society (PROS)	0%	0%	0%	0%	0%	0%	0%
Other	13%	6%	14%	3%	17%	24%	23%

Results include only those individuals who began their careers in the past three years

-- No results are available

N/A Results are not statistically significant

Table 2: Results by Employer Type

	Electric Utility	Vendor	Consulting Firm	Other
Number of Respondents	93	47	16	25
Overall Average Starting Salary	55,574	54,053	55,019	62,445
<i>Standard Deviation</i>	9,851	13,393	9,086	18,093
STARTING SALARIES BY EDUCATION LEVEL				
Average Starting Salary with a 2-Year Degree	48,833	43,000	-	-
<i>Standard Deviation</i>	12,859	N/A	-	-
Average Starting Salary with B.S. Degree	54,677	51,179	53,291	58,694
<i>Standard Deviation</i>	8,474	6,632	3,775	13,423
Average Starting Salary with Graduate Degree	61,050	62,000	67,367	70,678
<i>Standard Deviation</i>	7,792	3,578	13,616	22,253
STARTING SALARIES BY COMPANY SIZE				
Average Starting Salary at a Company with Less than 50 Employees	-	-	48,250	-
<i>Standard Deviation</i>	-	-	7,136	-
Average Starting Salary at a Company with 50-100 Employees	-	-	-	-
<i>Standard Deviation</i>	-	-	-	-
Average Starting Salary at a Company with 100-1,000 Employees	55,514	58,875	54,333	58,006
<i>Standard Deviation</i>	6,527	1,931	3,215	8,010
Average Starting Salary at a Company with 1,000-5,000 Employees	55,551	57,279	69,000	63,791
<i>Standard Deviation</i>	13,778	21,200	19,799	12,792
Average Starting Salary at a Company with 5,000-10,000 Employees	54,819	52,285	58,500	66,100
<i>Standard Deviation</i>	9,359	4,133	3,536	33,767
Average Starting Salary at a Company with Greater than 10,000 Employees	55,574	54,053	55,019	62,445
<i>Standard Deviation</i>	6,188	13,688	3,888	7,604
BENEFITS				
Percentage of respondents who receive:				
Medical Insurance	98%	100%	94%	100%
Dental Insurance	98%	98%	88%	100%
Life Insurance	95%	87%	81%	80%
401(k) or Retirement Savings Plan	98%	100%	81%	96%
Signing Bonus	29%	68%	19%	24%
Relocation Expenses	65%	70%	63%	72%
Annual Bonus	62%	38%	38%	40%
Performance-Based Incentive Pay	0%	0%	0%	0%
Others	8%	9%	0%	16%

Results include only those individuals who began their careers in the past three years

-- No results are available

N/A Results are not statistically significant

Table 2: Results by Employer Type

	Electric Utility	Vendor	Consulting Firm	Other
PROMOTIONS				
Percentage of respondents who received their first promotion after:				
Less than 1 Year	2.2%	6.4%	12.5%	0.0%
<i>This Length of Time is Too Short</i>	0.0%	0.0%	50.0%	0.0%
<i>This Length of Time is Just Right</i>	50.0%	0.0%	50.0%	0.0%
<i>This Length of Time is Too Long</i>	0.0%	0.0%	0.0%	0.0%
1-2 Years	20.4%	8.5%	0.0%	28.0%
<i>This Length of Time is Too Short</i>	5.3%	0.0%	0.0%	0.0%
<i>This Length of Time is Just Right</i>	78.9%	0.0%	0.0%	100.0%
<i>This Length of Time is Too Long</i>	10.5%	0.0%	0.0%	0.0%
2-3 Years	18.3%	2.1%	6.3%	8.0%
<i>This Length of Time is Too Short</i>	0.0%	0.0%	0.0%	0.0%
<i>This Length of Time is Just Right</i>	52.9%	0.0%	100.0%	100.0%
<i>This Length of Time is Too Long</i>	47.1%	0.0%	0.0%	0.0%
Greater Than 3 Years	1.1%	4.3%	0.0%	0.0%
<i>This Length of Time is Too Short</i>	0.0%	0.0%	0.0%	0.0%
<i>This Length of Time is Just Right</i>	100.0%	0.0%	0.0%	0.0%
<i>This Length of Time is Too Long</i>	0.0%	0.0%	0.0%	0.0%
Have Not Yet Been Promoted	58.1%	78.7%	81.3%	64.0%
RAISES				
Percentage of respondents who received their first raise after:				
Less than 1 Year	57.0%	27.7%	12.5%	28.0%
<i>This Length of Time is Too Short</i>	1.9%	0.0%	0.0%	0.0%
<i>This Length of Time is Just Right</i>	92.5%	100.0%	100.0%	100.0%
<i>This Length of Time is Too Long</i>	3.8%	0.0%	0.0%	0.0%
1-2 Years	20.4%	40.4%	37.5%	36.0%
<i>This Length of Time is Too Short</i>	5.3%	0.0%	0.0%	0.0%
<i>This Length of Time is Just Right</i>	63.2%	100.0%	66.7%	77.8%
<i>This Length of Time is Too Long</i>	26.3%	0.0%	0.0%	22.2%
2-3 Years	0.0%	0.0%	0.0%	4.0%
<i>This Length of Time is Too Short</i>	0.0%	0.0%	0.0%	0.0%
<i>This Length of Time is Just Right</i>	0.0%	0.0%	0.0%	0.0%
<i>This Length of Time is Too Long</i>	0.0%	0.0%	0.0%	100.0%
Greater Than 3 Years	0.0%	0.0%	0.0%	0.0%
<i>This Length of Time is Too Short</i>	0.0%	0.0%	0.0%	0.0%
<i>This Length of Time is Just Right</i>	0.0%	0.0%	0.0%	0.0%
<i>This Length of Time is Too Long</i>	0.0%	0.0%	0.0%	0.0%
Have not yet received a raise	22.6%	31.9%	50.0%	32.0%
TURNOVER				
Percentage of Respondents Who Previously Held a Permanent Job in the Nuclear Industry	3%	4%	6%	36%
Average Years of Experience of Individuals Entering a New Job in the Nuclear Industry	1.7	1.5	1.5	2.4

Results include only those individuals who began their careers in the past three years

-- No results are available

N/A Results are not statistically significant

Table 2: Results by Employer Type

	Electric Utility	Vendor	Consulting Firm	Other
WORK-STUDY PROGRAMS				
Percentage of Respondents Who Participated in Work-Study Programs	43%	47%	6%	44%
<i>Percent Who Participated in Work-Study at their Current Company</i>	18%	13%	0%	12%
<i>Percent Who Participated in Work-Study at a Company Other than their Current Company</i>	23%	32%	6%	32%
<i>Percent Who Participated in Work-Study at their Current Company and Another Company</i>	2%	2%	0%	0%
Average Starting Salary with Work-Study at the Current Company	51,535	55,467	-	58,667
<i>Standard Deviation</i>	10,327	7,062	-	27,006
Average Starting Salary with Work-Study at a Company Other than the Current Company	54,856	54,107	N/A	70,002
<i>Standard Deviation</i>	4,265	7,284	N/A	22,372
Average Starting Salary with Work-Study at the Current Company and Another Company	53,726	N/A	-	-
<i>Standard Deviation</i>	1,802	N/A	-	-
EFFECTIVENESS OF RETENTION PROGRAMS (1: Effective, 2: Moderate/Neutral, 3: Not Effective)				
Lead small or non-technical projects/teams				
<i>Effective</i>	20.4%	36.2%	37.5%	44.0%
<i>Moderate/Neutral</i>	40.9%	27.7%	25.0%	12.0%
<i>Not Effective</i>	8.6%	14.9%	6.3%	0.0%
<i>N/A</i>	30.1%	21.3%	31.3%	44.0%
Lead major or technical projects/teams				
<i>Effective</i>	26.9%	34.0%	31.3%	36.0%
<i>Moderate/Neutral</i>	24.7%	19.1%	25.0%	8.0%
<i>Not Effective</i>	11.8%	10.6%	6.3%	0.0%
<i>N/A</i>	36.6%	36.2%	37.5%	56.0%
Funding for young professional groups such as NA-YGN				
<i>Effective</i>	35.5%	40.4%	25.0%	8.0%
<i>Moderate/Neutral</i>	41.9%	36.2%	31.3%	32.0%
<i>Not Effective</i>	14.0%	10.6%	6.3%	16.0%
<i>N/A</i>	8.6%	12.8%	37.5%	44.0%
Non-financial support for young professional groups such as NA-YGN				
<i>Effective</i>	29.0%	23.4%	18.8%	16.0%
<i>Moderate/Neutral</i>	34.4%	38.3%	50.0%	32.0%
<i>Not Effective</i>	15.1%	17.0%	6.3%	12.0%
<i>N/A</i>	21.5%	21.3%	25.0%	40.0%
Mentoring programs				
<i>Effective</i>	40.9%	36.2%	25.0%	28.0%
<i>Moderate/Neutral</i>	33.3%	38.3%	43.8%	36.0%
<i>Not Effective</i>	15.1%	19.1%	12.5%	8.0%
<i>N/A</i>	10.8%	6.4%	18.8%	28.0%

Results include only those individuals who began their careers in the past three years

-- No results are available

N/A Results are not statistically significant

Table 2: Results by Employer Type

	Electric Utility	Vendor	Consulting Firm	Other
Open forums to listen to young professionals' feedback - upper management does not appear to follow up or take action to remedy your concerns				
<i>Effective</i>	12.9%	6.4%	12.5%	8.0%
<i>Moderate/Neutral</i>	18.3%	14.9%	31.3%	20.0%
<i>Not Effective</i>	22.6%	17.0%	18.8%	16.0%
<i>N/A</i>	46.2%	61.7%	37.5%	56.0%
Open forums to listen to young professionals' feedback - upper management follows up and takes action to remedy your concerns				
<i>Effective</i>	30.1%	29.8%	50.0%	36.0%
<i>Moderate/Neutral</i>	32.3%	14.9%	18.8%	24.0%
<i>Not Effective</i>	5.4%	10.6%	6.3%	0.0%
<i>N/A</i>	32.3%	44.7%	25.0%	40.0%
Young professionals are selected for leadership or visibility opportunities in a fair and open manner; everyone gets a chance				
<i>Effective</i>	33.3%	27.7%	25.0%	40.0%
<i>Moderate/Neutral</i>	23.7%	23.4%	43.8%	20.0%
<i>Not Effective</i>	8.6%	6.4%	0.0%	0.0%
<i>N/A</i>	34.4%	42.6%	31.3%	40.0%
Young professionals are selected for leadership or visibility opportunities in a manner that appears unfair, secret, and/or predetermined				
<i>Effective</i>	9.7%	8.5%	6.3%	8.0%
<i>Moderate/Neutral</i>	14.0%	14.9%	31.3%	12.0%
<i>Not Effective</i>	29.0%	19.1%	12.5%	20.0%
<i>N/A</i>	47.3%	57.4%	50.0%	60.0%
Rotational Program				
<i>Effective</i>	19.4%	23.4%	6.3%	32.0%
<i>Moderate/Neutral</i>	20.4%	21.3%	43.8%	16.0%
<i>Not Effective</i>	12.9%	12.8%	12.5%	12.0%
<i>N/A</i>	47.3%	42.6%	37.5%	40.0%
Technical Training				
<i>Effective</i>	44.1%	55.3%	62.5%	48.0%
<i>Moderate/Neutral</i>	23.7%	19.1%	25.0%	32.0%
<i>Not Effective</i>	16.1%	17.0%	6.3%	0.0%
<i>N/A</i>	16.1%	8.5%	6.3%	20.0%
Non-Technical Training				
<i>Effective</i>	34.4%	36.2%	37.5%	24.0%
<i>Moderate/Neutral</i>	26.9%	31.9%	37.5%	44.0%
<i>Not Effective</i>	16.1%	17.0%	12.5%	8.0%
<i>N/A</i>	22.6%	14.9%	12.5%	24.0%

Results include only those individuals who began their careers in the past three years

-- No results are available

N/A Results are not statistically significant

Table 2: Results by Employer Type

	Electric Utility	Vendor	Consulting Firm	Other
Educational Reimbursement				
<i>Effective</i>	41.9%	53.2%	56.3%	40.0%
<i>Moderate/Neutral</i>	32.3%	29.8%	31.3%	32.0%
<i>Not Effective</i>	18.3%	10.6%	0.0%	4.0%
<i>N/A</i>	7.5%	6.4%	12.5%	24.0%
Competitive Pay				
<i>Effective</i>	57.0%	74.5%	62.5%	64.0%
<i>Moderate/Neutral</i>	17.2%	4.3%	31.3%	12.0%
<i>Not Effective</i>	12.9%	10.6%	0.0%	4.0%
<i>N/A</i>	12.9%	10.6%	6.3%	20.0%
Work Hours				
<i>Effective</i>	55.9%	48.9%	56.3%	60.0%
<i>Moderate/Neutral</i>	18.3%	21.3%	31.3%	12.0%
<i>Not Effective</i>	9.7%	10.6%	0.0%	12.0%
<i>N/A</i>	16.1%	19.1%	12.5%	16.0%
EFFECTIVENESS OF DEVELOPMENT PROGRAMS				
Lead small or non-technical projects/teams				
<i>Effective</i>	41.9%	57.4%	43.8%	52.0%
<i>Moderate/Neutral</i>	18.3%	19.1%	31.3%	12.0%
<i>Not Effective</i>	14.0%	4.3%	0.0%	0.0%
<i>N/A</i>	25.8%	19.1%	25.0%	36.0%
Lead major or technical projects/teams				
<i>Effective</i>	35.5%	44.7%	31.3%	40.0%
<i>Moderate/Neutral</i>	19.4%	17.0%	31.3%	12.0%
<i>Not Effective</i>	11.8%	4.3%	0.0%	0.0%
<i>N/A</i>	33.3%	34.0%	37.5%	48.0%
Funding for young professional groups such as NA-YGN				
<i>Effective</i>	35.5%	38.3%	18.8%	16.0%
<i>Moderate/Neutral</i>	39.8%	29.8%	37.5%	32.0%
<i>Not Effective</i>	16.1%	17.0%	6.3%	8.0%
<i>N/A</i>	8.6%	14.9%	37.5%	44.0%
Non-financial support for young professional groups such as NA-YGN				
<i>Effective</i>	29.0%	25.5%	25.0%	16.0%
<i>Moderate/Neutral</i>	34.4%	44.7%	37.5%	36.0%
<i>Not Effective</i>	18.3%	8.5%	12.5%	4.0%
<i>N/A</i>	18.3%	21.3%	25.0%	44.0%
Mentoring programs				
<i>Effective</i>	47.3%	53.2%	31.3%	40.0%
<i>Moderate/Neutral</i>	24.7%	27.7%	25.0%	24.0%
<i>Not Effective</i>	15.1%	8.5%	12.5%	12.0%
<i>N/A</i>	12.9%	10.6%	31.3%	24.0%

Results include only those individuals who began their careers in the past three years

-- No results are available

N/A Results are not statistically significant

Table 2: Results by Employer Type

	Electric Utility	Vendor	Consulting Firm	Other
Open forums to listen to young professionals' feedback - upper management does not appear to follow up or take action to remedy your concerns				
<i>Effective</i>	14.0%	4.3%	12.5%	8.0%
<i>Moderate/Neutral</i>	18.3%	17.0%	25.0%	20.0%
<i>Not Effective</i>	22.6%	17.0%	18.8%	20.0%
<i>N/A</i>	45.2%	61.7%	43.8%	52.0%
Open forums to listen to young professionals' feedback - upper management follows up and takes action to remedy your concerns				
<i>Effective</i>	26.9%	10.6%	31.3%	20.0%
<i>Moderate/Neutral</i>	26.9%	25.5%	25.0%	40.0%
<i>Not Effective</i>	8.6%	12.8%	12.5%	0.0%
<i>N/A</i>	37.6%	51.1%	31.3%	40.0%
Young professionals are selected for leadership or visibility opportunities in a fair and open manner; everyone gets a chance				
<i>Effective</i>	32.3%	25.5%	31.3%	40.0%
<i>Moderate/Neutral</i>	20.4%	21.3%	31.3%	20.0%
<i>Not Effective</i>	11.8%	8.5%	6.3%	0.0%
<i>N/A</i>	35.5%	44.7%	31.3%	40.0%
Young professionals are selected for leadership or visibility opportunities in a manner that appears unfair, secret, and/or predetermined				
<i>Effective</i>	10.8%	8.5%	6.3%	4.0%
<i>Moderate/Neutral</i>	12.9%	10.6%	25.0%	20.0%
<i>Not Effective</i>	28.0%	19.1%	18.8%	20.0%
<i>N/A</i>	48.4%	61.7%	50.0%	56.0%
Rotational Program				
<i>Effective</i>	29.0%	25.5%	12.5%	32.0%
<i>Moderate/Neutral</i>	12.9%	25.5%	31.3%	20.0%
<i>Not Effective</i>	10.8%	6.4%	6.3%	4.0%
<i>N/A</i>	47.3%	42.6%	50.0%	44.0%
Technical Training				
<i>Effective</i>	54.8%	72.3%	62.5%	60.0%
<i>Moderate/Neutral</i>	15.1%	17.0%	31.3%	24.0%
<i>Not Effective</i>	12.9%	4.3%	0.0%	0.0%
<i>N/A</i>	17.2%	6.4%	6.3%	16.0%
Non-Technical Training				
<i>Effective</i>	38.7%	51.1%	43.8%	44.0%
<i>Moderate/Neutral</i>	24.7%	29.8%	31.3%	28.0%
<i>Not Effective</i>	14.0%	8.5%	6.3%	4.0%
<i>N/A</i>	22.6%	10.6%	18.8%	24.0%

Results include only those individuals who began their careers in the past three years

-- No results are available

N/A Results are not statistically significant

Table 2: Results by Employer Type

	Electric Utility	Vendor	Consulting Firm	Other
Educational Reimbursement				
<i>Effective</i>	45.2%	59.6%	50.0%	48.0%
<i>Moderate/Neutral</i>	26.9%	25.5%	37.5%	20.0%
<i>Not Effective</i>	19.4%	10.6%	6.3%	4.0%
<i>N/A</i>	8.6%	4.3%	6.3%	28.0%
Work Hours				
<i>Effective</i>	1.1%	0.0%	6.3%	0.0%
<i>Moderate/Neutral</i>	5.4%	6.4%	12.5%	0.0%
<i>Not Effective</i>	0.0%	2.1%	0.0%	0.0%
<i>N/A</i>	93.5%	91.5%	81.3%	100.0%
MOTIVATION FOR ACCEPTING FIRST JOB OFFER (6: Most Important, 1: Least Important)				
Salary	3.18	3.11	3.88	2.48
Location	3.04	2.81	3.44	2.52
Benefits	3.09	2.85	2.81	2.55
Cost of Living	2.69	2.35	2.93	2.05
Proximity to Family	2.62	2.59	2.50	2.68
Job Description / Type of work	3.12	3.13	2.94	3.17
Company Reputation / Stability	3.01	3.17	2.88	3.00
Professional Opportunity / Advancement	2.80	3.17	3.13	2.83
Atmosphere / People	2.83	2.98	2.88	2.78
Previous Internship Experience	2.51	2.47	2.89	3.36
Educational Reimbursement	2.19	2.43	2.69	2.07
Work Schedule / Flexibility	2.75	2.93	3.13	2.90
Training Program	2.59	2.23	2.80	2.78
Rotational Program	1.95	2.18	2.08	2.92
Travel Opportunities	2.13	2.60	3.00	2.13
Wanted to Leave Previous Job	2.16	1.82	2.00	2.50
Wanted to Work in the Nuclear Industry	2.60	2.55	2.21	3.33
Mentoring Program	2.33	2.00	2.23	2.67
MOTIVATION FOR ACCEPTING FUTURE JOB OFFER (6: Most Important, 1: Least Important)				
Salary	3.41	3.30	3.88	3.04
Location	3.35	3.30	3.81	2.88
Benefits	3.26	3.02	3.75	2.58
Cost of Living	3.01	2.89	3.19	2.58
Proximity to Family	2.92	2.96	3.19	3.13
Job Description / Type of work	3.44	3.13	3.44	3.48
Company Reputation / Stability	3.13	2.91	3.44	2.84
Professional Opportunity / Advancement	3.23	3.34	3.63	3.00
Atmosphere / People	3.15	2.85	3.31	2.60
Previous Internship Experience	1.76	1.48	1.89	2.92
Educational Reimbursement	2.43	2.68	3.14	2.00
Work Schedule / Flexibility	3.21	2.96	3.31	2.77
Training Program	2.88	2.70	2.56	2.52

Results include only those individuals who began their careers in the past three years

-- No results are available

N/A Results are not statistically significant

Table 2: Results by Employer Type

	Electric Utility	Vendor	Consulting Firm	Other
Rotational Program	2.37	2.44	2.27	1.82
Travel Opportunities	2.68	2.80	3.00	2.17
Wanted to Leave Previous Job	2.36	1.94	1.54	1.81
Wanted to Work in the Nuclear Industry	2.61	2.37	2.53	2.56
Mentoring Program	2.23	2.14	2.08	2.78
PROFESSIONAL SOCIETY MEMBERSHIP				
American Nuclear Society (ANS)	15%	17%	25%	32%
Health Physics Society (HPS)	1%	0%	0%	0%
Women In Nuclear (WIN)	18%	17%	13%	8%
Society of Women Engineers (SWE)	9%	15%	13%	0%
American Society of Mechanical Engineers (ASME)	12%	34%	13%	4%
IEEE	15%	2%	6%	4%
Professional Reactor Operators Society (PROS)	0%	0%	0%	0%
Other	8%	13%	31%	20%

Results include only those individuals who began their careers in the past three years

-- No results are available

N/A Results are not statistically significant

Written Comments

The benchmarking survey contained three short-answer questions in addition to the quantitative results presented in the preceding tables and figures. Some of the written responses are shown below. These responses were selected for inclusion in this report because they encompass the most common responses to the short-answer questions. Some responses have been edited for brevity and so as not to identify any individual or company.

QUESTION ONE

Is there anything else (unique, or that was not covered in the questions above) your organization does to recruit, retain, and/or develop you and other young professionals?

"My organization provides a program for new graduated college students called 'Legacy Program'. This program allows the new engineer to rotate through six different areas in the plant. Each rotation is accompanied with a salary increase."

"For the colleges that my company recruits from there tend to be strong alumni groups within the company that host a variety of events like alumni dinners, happy hours to watch the games at a local sports bar, or arrange trips to sporting events if the school is not far from the office. This helps create a sense of community making it more than just a job but a home..."

"[The] company creates a job development map. A team, including HR, [the] individual, [the] current manager, and senior management plot out a course for the individual. This map gives gates and hurdles to moving up in the company."

"Lunch and Learn sessions in which a mentor presents a lecture to the young professionals during lunch. This provides additional knowledge to young professionals that will be needed throughout their career."

"There is inadequate time for training. You have to learn while performing the job, which does have its benefits, but not the way we do it here. The workloads are too high to devote the proper amount of time to training."

"Our intern program is highly successful for recruitment. This is both good and bad, though. The good is that the high rate of conversion from intern to new hire provides our organization with a good foundation, so we don't need to build 'from the ground up' with every new hire. The bad, however, is that the interns are spoiled with incredibly high wages; free housing, utilities, cable, and parking; more vacation days than new hires; and very low expectations for productivity/results over the summer."

"The company tries to appear like they care by giving money to our NA-YGN chapter and holding special lunches for young professionals to tell management about the positive and negative aspects of their careers. The positive is always well received, but the negative is swept under the rug with excuses or unfulfilled promises. Management handles these lunches with earplugs and a we-can't-do-anything-wrong attitude, which makes me feel unimportant and useless. Fulfilled actions and observable results are the best way to show young professionals that the company cares about recruiting and retaining them."

QUESTION TWO

What motivated you to work in the nuclear industry and what do you like most about your current career?

"I like the people I work with and the flexibility of my work schedule. My job is interesting and I rarely do the same thing twice."

"I think that a bright future is ahead in for the Nuclear Industry and especially for the young generation that will be taking the reigns in the near future."

"I liked the job security and emphasis on quality work and good work-life balance that I saw at one of another company's plants while employed there as an intern during my college years."

"I was motivated to work in the nuclear industry because I feel it is an important contributor to reducing carbon emission due to electric power generation."

"There is great job potential in this industry over the next 10 years."

"I chose the nuclear industry because it intrigued me..."

"I was motivated to work in the nuclear industry because I believe this is a necessary and important step in diversifying the energy supplies in the United States over the next few years."

QUESTION THREE

What one thing do you wish you could change about your career in the nuclear industry?

"One thing I would change is my salary. We are currently being paid the same as an engineer who works at our downtown facility or other generation offices. As nuclear employees we have to make decisions that can impact the health and safety of the public and therefore have a large consequence if the correct decision is not made."

"With the large age gap between the experienced people and the next generation, it is often heard that 'there is a lot of opportunity out there.' Although this is potentially true, there is a strong reluctance of the older generation to pass along any serious responsibility to the next generation in a timely manner. It takes too long to give anyone real, management type responsibility. I wish I could change this in convincing the older generation to trust our generation to successfully carry the industry forward."

"I'm changing it right now. I'm part of the new generation of nuclear workers/professionals who have on their shoulders a great responsibility to maintain the nuclear industry at a standard unimaginable by most people. We are here to upgrade the industry where it is aging/lacking and incorporate process improvements to help us manage our aging plants. I am happy to be a part of such an influential group of people."

"The only option it seems to be promoted into management opportunities is to obtain an SRO license. I wish there were more opportunities without having to sacrifice 19 months of your life to class to obtain the license and then sit on shift for long amounts of time."

"I wish I didn't have to put up with overly complicated processes and confusing procedures."

"The industry does not effectively reward effort, job effectiveness, etc. In order for one to advance one must receive a license (SRO). There appears to be no definite path for advancement into a management or even a corporate leadership role for engineers who wish to follow the project management, business management, or purely engineering technical fields."

"Better mentoring and coaching. The experienced staff seem to be too busy to spend time training, mentoring, and passing on valuable knowledge and experience to the new staff."

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