

Millstone Power Station



Business Outcomes

- Developed pool of educated and highly capable employees
- Successful entry-level recruitment strategy
- Lower recruitment costs
- Higher retention rates
- 100% of graduates, who participate, complete the NRC Reactor Operator License training

Student/Employee Impact

- Paid internship
- Tuition assistance for associate degree
- Flexible class schedules
- On-the-job work experience

Nuclear Engineering Technology Program

- Nuclear internship program
- Partnership with Three Rivers Community College
- Receive an associate degree with work experience
- 222 graduates received full-time job offers

Community College Partnership Generates Skilled Nuclear Workforce

Millstone Power Station

Nuclear power station's investment in its future workforce delivers increased retention rates and a solid return on investment for future on-the-job training and licensure.

Millstone Power Station (Millstone), located in southeast Connecticut generates, 2,097 megawatts from its two operational units, enough electricity to power 500,000 homes. Acquired by Dominion Power in 2001, the nuclear power station currently employs 1,100 workers. In 1983, in response to Three Mile Island, the Nuclear Regulatory Commission (NRC) required that employees in the control rooms of nuclear power plants possess engineering expertise, credentials and federal licensure. As a result, Millstone partnered with Three Rivers Community College and provided their incumbent employees with a Nuclear Engineering Technology Program required to meet these new standards. Over the years, Millstone expanded the program and continued its investment, meeting its business needs and realizing: higher retention rates among graduates of the program; a pool of ready, skilled and educated workers who are committed to lifelong careers in the nuclear field; and a quantifiable return on investment in future, on-the-job training and licensure.

Investing in Future Talent

Building on the strength of the business and community college partnership, in 1985, Millstone expanded the original program that was initially intended to aide shift managers in meeting the new NRC requirements. The expanded program was developed to produce a broader pool of skilled nuclear workers. Millstone began to recruit high school seniors and, eventually, those interested in a mid-career change, who wanted to work at a nuclear plant and pursue an Associate Degree in Nuclear Engineering Technology. On an annual basis, approximately 10 working learners, including at least two minority students, receive scholarships and are welcome

into the two-year TAC ABET (Technology Accreditation Commission of the Accreditation Board of Engineering and Technology) accredited program.

The Millstone scholarship covers in full the cost of tuition for the associate degree and books at Three Rivers Community College, (TRCC) and offers a small stipend to cover incidental expenses. Additionally, Millstone provides the participants a 12-week paid internship between the first and second years

PERSONAL STORY

At 35, Sandra Goddard was employed by a local cable company when she heard about the Nuclear Engineering Technology Program. A native to the New England area, she was immediately attracted to it because it provided her the opportunity to prove herself, and to potentially receive a future job in a stable industry near her hometown. She understood that the program "was not just about a grade but that it equated to a future and career opportunities." She cites the internship experience at Millstone Power as extremely beneficial because it helped her translate the classroom learning in the workplace. In 2008, she graduated with honors from the program, and was hired immediately by Millstone Power, and in March 2011, she earned a Bachelor's Degree of Science Nuclear Engineering Technology, for which Millstone Power paid in full. Sandra said it best, "This is a male dominated business and here I am a female and an older student. Yet, I was given the opportunity to prove myself. I am lucky that Millstone took a chance on me - that I can and wanted to learn."

About Corporate Voices

Corporate Voices is the leading national business membership organization shaping conversations and collaborations on public and corporate policy issues involving working families. A nonprofit, nonpartisan organization, we are a unique voice, and provide leading and best-practice employers a forum to improve the lives of working families, while strengthening our nation's economy and enhancing the vitality of our communities.

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Find Out More

Corporate Voices is committed to identifying and spotlighting businesses supporting postsecondary completion while making significant contributions to internal company goals. "Best practice" talent development models that increase access to career opportunities through education and training are being examined for characteristics that are transferable and replicable to other employers. This research is being conducted with the guidance of the Corporate Voices Learn and Earn Business Leadership Team consisting of business executives leading promising models and those interested in peer-to-peer learning. If you are interested in joining, contact Peggy Walton at pwalton@corporatevoices.org. Team members include:

- Verizon Wireless
- UPS
- Convergys
- Expeditors
- CVS Caremark
- AOL

of classes, and pays the interns an hourly wage of approximately \$17 per hour. The internship presents Millstone the opportunity to evaluate program participants for future hire and provides the students with on-the-job training and work experience at a nuclear facility.

During the length of the program, Millstone calls on promising students to fill part-time positions during refueling outages, which are particular busy times of the year; TRCC allows working learners the flexibility to complete classroom work during this time. At the end of the program, dependent on job demands, participants may be asked to enter the nuclear plant's job force immediately earning salaries with a range from \$30,000 to \$48,000, while other students move onto further postsecondary education at one of the 22 nuclear programs across the country. Both are measured as success by Millstone and TRCC.

Utilizing the Strengths of the Education Partner

Through the partnership, Millstone relies on TRCC to recruit qualified participants, expand curriculum based on business need, and run the program. TRCC conducts recruiting for the program from established connections with high school counselors, in newspapers, and through job and science fairs. TRCC evaluates applications in order to make scholarship recommendations taking into consideration: high school grade point average; class rank; SAT scores; demonstrated skills, aptitudes and experience; extracurricular activities; written essays; and personal interviews. In order to build the curriculum and run the program, TRCC created an Advisory Board consisting of business, industry and education partners to ensure business demands are met.

Return on Investment for Model Program

Due to the high caliber education received through TRCC, graduates of the nuclear internship program are immediately targeted for the NRC Reactor Operator License job track, which

is an 18 month program of classroom and simulator training for one of the toughest jobs at the nuclear plant. On average, the license job track costs the company approximately \$350,000 for each worker to receive the license. Throughout the nuclear industry, as well as at Millstone, the dropout rate for this training is 20 percent for regular hires. However, 100% of the TRCC graduates with the Associate Degree in Nuclear Engineering Technology complete the training and receive the operator license. Millstone considers their investment in these TRCC graduates a hedge against the 20% dropout rate that has proven a solid investment for the company to date.

"As a graduate of the nuclear internship program, it is clear to me and Millstone that its investment provides high-caliber, educated and eager workers who excel through difficult on-the-job training requirements and in their careers in the nuclear field."

- Trad Horner
Supervisor in Training
Millstone Power Station

Since the beginning, 222 graduates of the nuclear technology program have worked at Millstone and more than 110 graduates currently work at the plant as shift managers, unit supervisors, reactor operators, plant equipment operators, health physics technicians, chemistry technicians and electricians. Millstone also realizes higher retention rate amongst these graduates compared to "off the street" hires due to their commitment to live in the local area and their interest in the nuclear field as a career. The partnership with TRCC evolved over time and adeptly responded to evolving demands, including the new security requirements after September 11, 2001 events. The partnership and program have been held up as a best practice model for the industry and, looking forward, Millstone is considering allowing other Dominion-owned power plants to access the graduates.

For more information about Millstone Power Station, please visit www.dom.com.

HISTORY: Since 1970

EMPLOYEES: approximately 1,100

LOCATION: Connecticut

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