



Savannah River  
Remediation

*We do the right thing.*

# Been There - Done That but Not Done Yet

## Executive Thoughts on Preparing to Enter Today's Job Market



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- BS Chemical Engineering
  - Engineer-in-Training certification in South Carolina
  - MBA - Management
  - Institute of Nuclear Power Operators (INPO) Senior Plant Manager's Course graduate
  - URS Corporate Leaders Forum graduate
  - Certified Project Management Professional via Project Management Institute
  - Corporate Employee Development Award Winner and Executive of the year in 2007
  - Engineer by title for 5 years
  - Practicing engineer for 29+ years
  - Practitioner in Operations, Human Performance, Start-up, Leadership Development
  - >24 "jobs" in 29+ years
  - Yellow Belt and Champion in Six Sigma
  - Doctoral Candidate in Business/Project Management
1. *Co-lead a 2400-person company*
  2. *Hired >75 professionals in last 5 years*
  3. *Mentor >20 professionals*
  4. *Hiring manager for >15 senior professionals*
  5. *Decision authority on staffing >1000 salaried professional*

## ■ So why you?

You possess the attributes

- Motivation to be a Professional
- Aptitude to be a Professional
- Ability to be a Professional
- Education to be a Professional
- Drive to be a successful Professional

“Your Attitude will determine how well you do.” - Lou Holtz

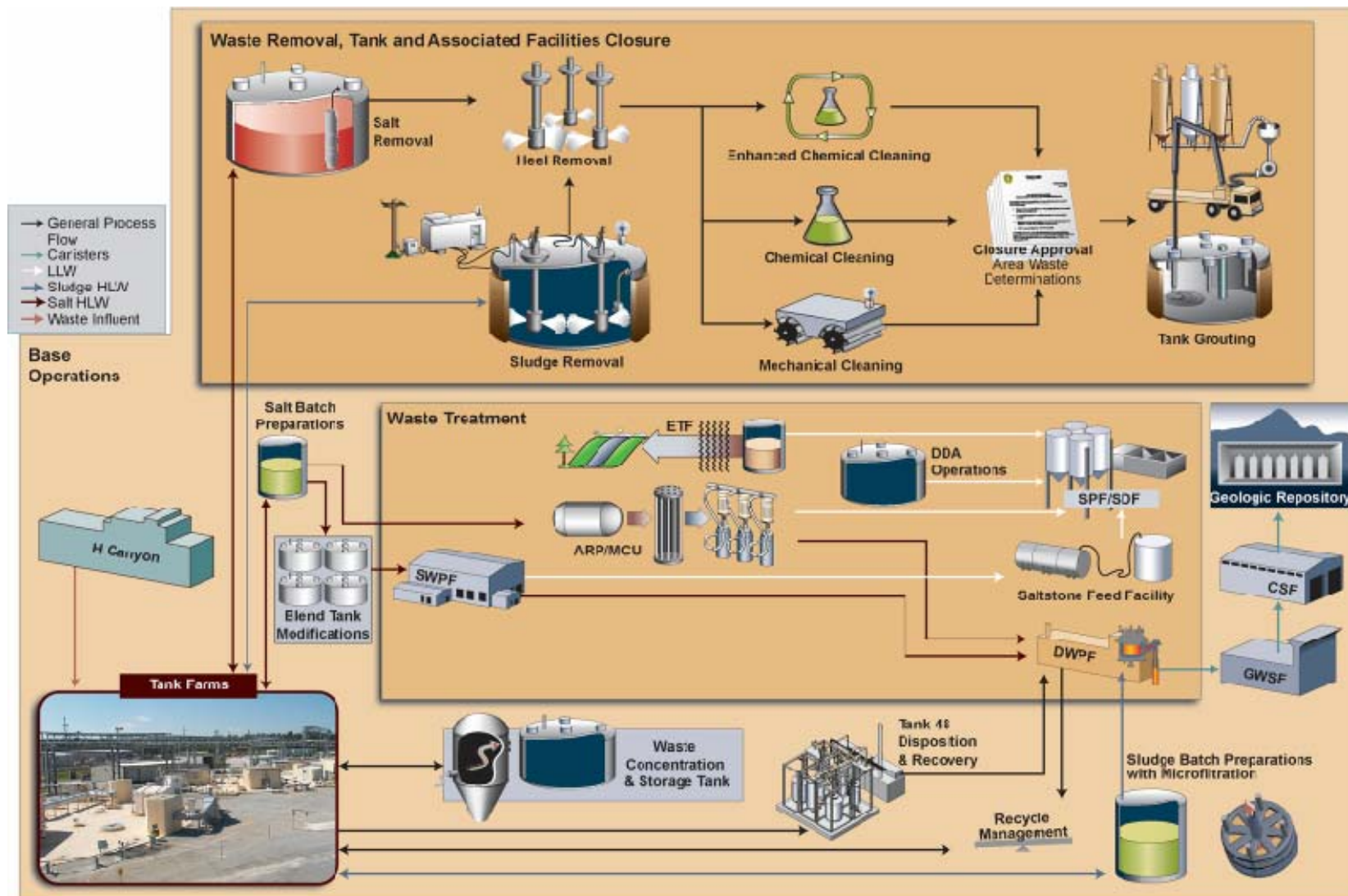
>300 resumes for 42 internships

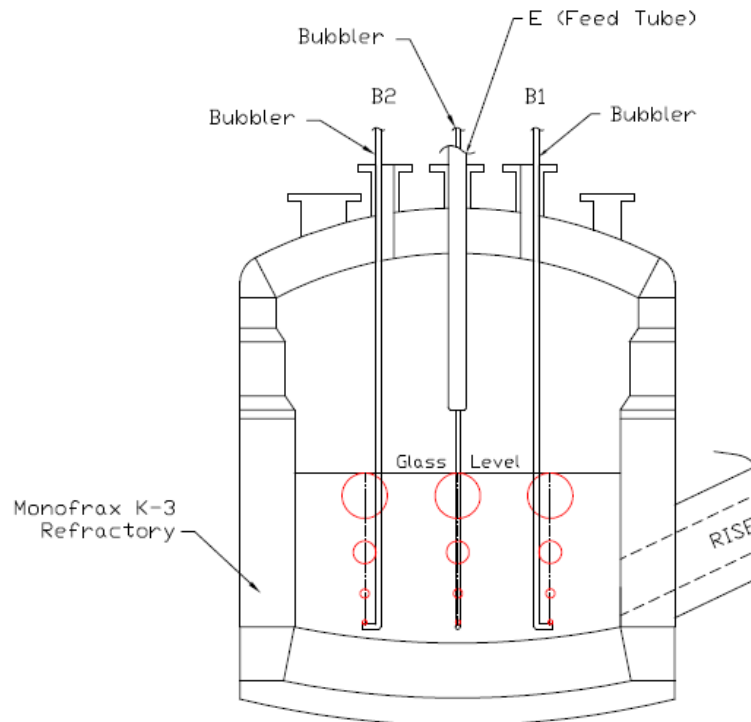
## ■ So why now?

The challenges are worthy

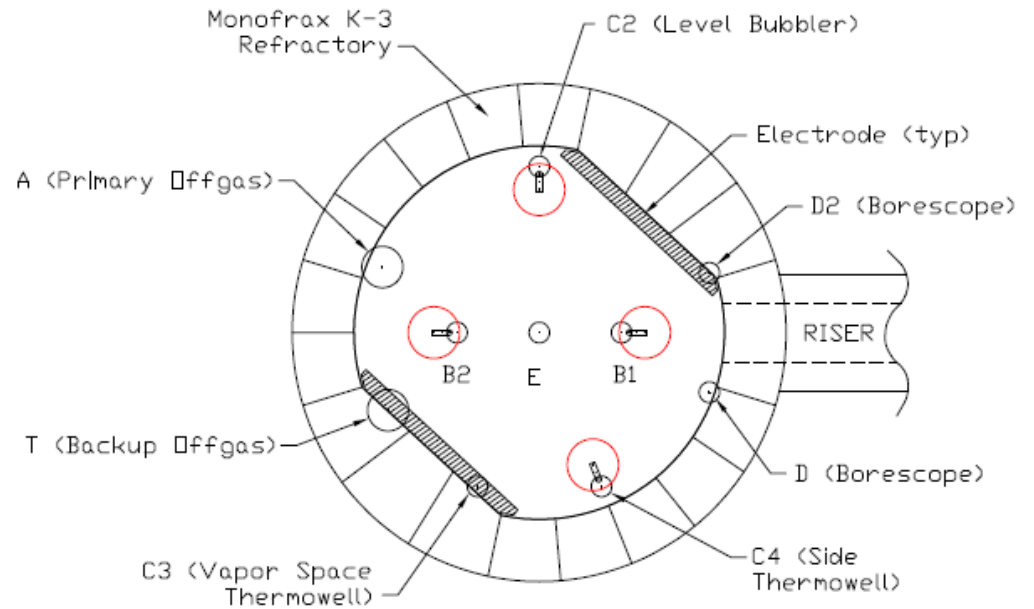
- We must keep existing plants and systems operating at full capability
- We must develop and integrate new technologies and business systems to affect efficiency today and capability tomorrow
- We must focus on “young professionals” as our key resource and asset- the foundation of our workforce and our economy

*We do the right thing.*



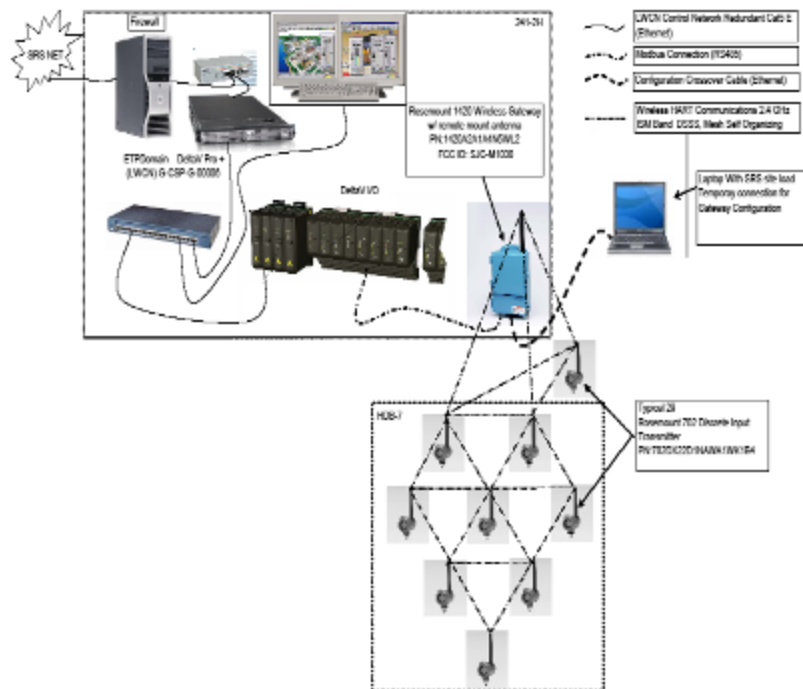


Section Through Center of Melter (N-S)



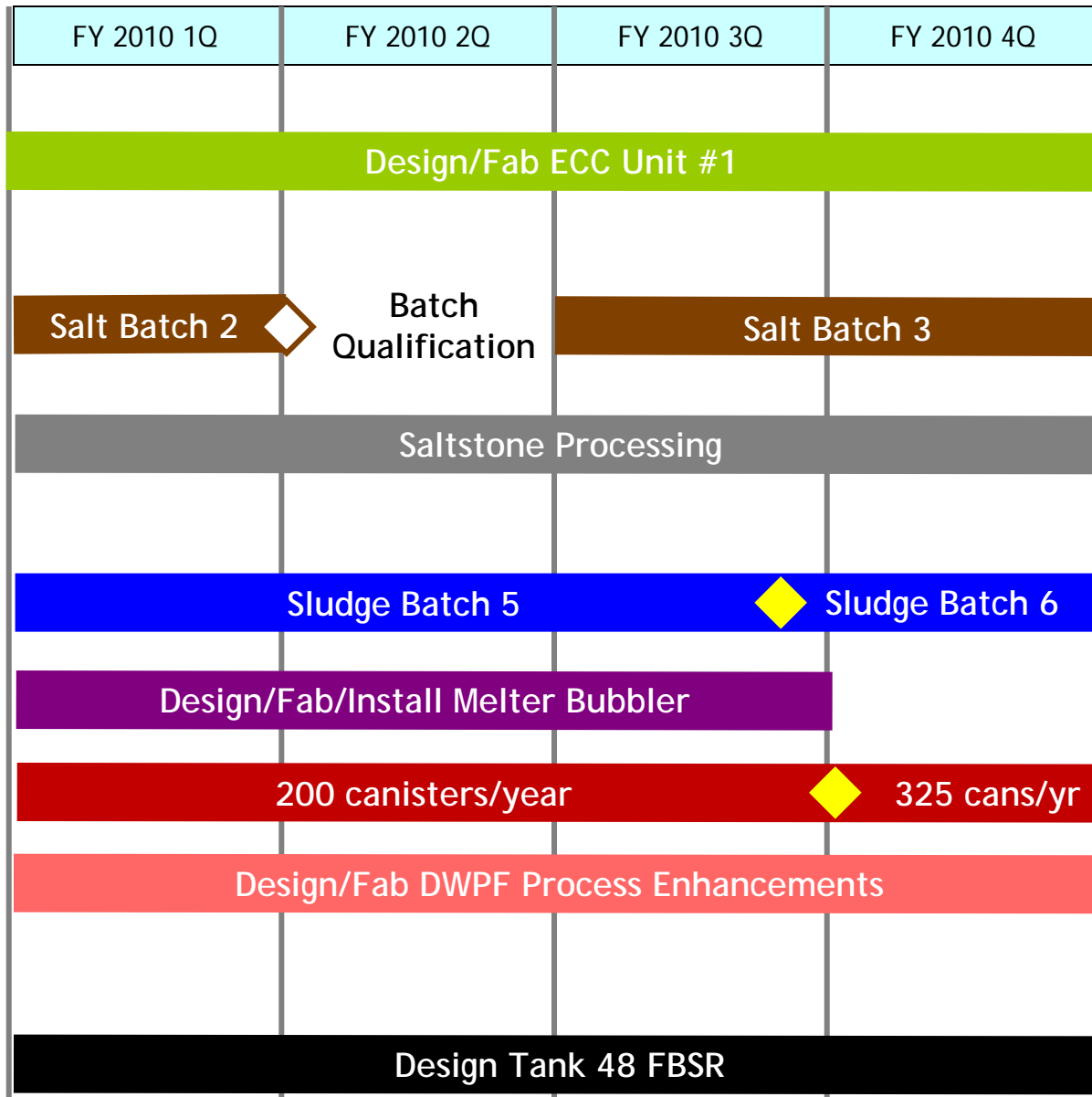
## Elevation and Plan Views

# The Drawing will become Equipment and Systems in the Plant



## Robotics and Control Systems

# Your Business is all about Organization, Integration and Optimization



1. Lock-in your personalized value set
2. Maximize your college experience
3. Get your foot in the door with your resume
4. Differentiate yourself in the interview

Sell yourself as a Professional at what you can do

### Dave Olson's Non-Negotiable List:

- My life priorities are in the sequence of faith, family, all others and then my self, but with balance
- I hold to consistent 4-part criteria set for decision-making
- I recognize that every person is important and worthy of respect
- I communicate on the premise that every person has a need to know, except where precluded by security, legal or confidentiality reasons
- I manage by an all-encompassing and integrated plan, not by crisis
- I am zealous for all things related to safety
- I am aggressive in learning and improving from the success and misfortunes of others
- I will volunteer for and influence change initiatives

## Maximize Your Academic Experience

- Strive to maintain a GPA with >3.50 as a minimum
- Commit to accepting no “C” in any core course within your major
- Take a basic economics course as an elective
- Take a speech communications course as an elective
- Take a technical writing course as an elective
- Consider a minor in business, communications or other complimentary field
- Pursue self-study in a specialized skill areas such as Six Sigma
- Pursue specialized computer skills such as Primavera, Microsoft Project, or AutoCAD
- Take and pass the certification exam as soon as practical
- Read periodicals associated with your technical area of study

- ❑ Become a member of several technical organizations related to your major
- ❑ Participate in athletics as a player, coach, referee, statistician, or organizer
- ❑ Attain a leadership role in an on-campus organization
- ❑ Serve in community organizations in various capacities

- Obtain a summer internship within or outside of your major
  - Government agency internships provide numerous contacts
- Obtain co-op positions with multiple companies
- Hold a paid or unpaid job while school is in session
- “Job shadow” if a paid position is not available
- Consider resident assistant, research lab technician, academic tutor or other on-campus position helping or leading other

- Attend all career and job fairs
- Contact family and friends in industry, business and academics
- Establish relationships with alumni from your university
- Establish relationships with faculty from your university

- ❑ Limit to 2-pages only
- ❑ Include relevant information in academics, work experience, and extra-curricular
- ❑ Use 2 references, one from the university, and one professionally or from industry
- ❑ Use a format and font that are easy to read and follow
- ❑ Be factual and succinct, and do not exaggerate
- ❑ Grammar and spelling need to be perfect, without slang
- ❑ No fancy colors or design

## Prepare Yourself for the Interview

- ❑ Rest, Relax, and Right diet the night before and morning of the interview
- ❑ Pant-suit or dress for women, and sport jacket or dress pants/dress shirt/tie for men is proper attire
- ❑ Clean shaven for men unless trimmed mustache and beard is a routine look with conservative hair color
- ❑ Prepare a *list of questions to ask* at the end of the interview
- ❑ Prepare your top 3 “proud” moments
- ❑ Answer every question and treat it as important, even if you believe it is irrelevant

## Show up Expecting to Succeed

- ❑ Write out and practice answers to *most likely questions to be asked*, but do not memorize answers
- ❑ Bring a notepad and pen to take notes during the interview
- ❑ Leave cell phone, Blackberry, I-pad, MP3 at home
- ❑ Bring a list of key accomplishments to the interview that you want to discuss and highlight them for the interviewer during questioning or at the end
- ❑ Consider removing pierced jewelry other than ears for women
- ❑ Learn important facts about the company you are interviewing with

## The first 15 minutes matter the most

- ❑ Give a firm handshake with the interviewer when opening and ending the interview
- ❑ Sit straight with both feet on the floor
- ❑ Answer questions in a manner that demonstrates confidence, but not to the point of arrogance
- ❑ Speak clearly and audibly; do not mumble, stutter or yell
- ❑ Do not give compliments to or about the interviewer
- ❑ Answer with, “I don’t know” rather than guess

## Stay strong until the end

- ❑ Answer questions that demonstrate proficiency in technical areas
- ❑ Listen attentively to the interviewer but also take notes during the interview
- ❑ Do not tell jokes or use light humor during the interview
- ❑ No vulgarity or slang terms
- ❑ Be serious but friendly; smile and maintain appropriate eye contact
- ❑ Thank the interviewer for the opportunity and consideration of you as a candidate
- ❑ Ask the interviewer to provide the next steps in the hiring process and the timing of these actions – confirm whether you have any expected follow-up actions

1. What do you know about our company and why do you want to work for us?
2. What skills and experiences do you have that makes you unique as a \_\_\_\_\_ Professional?
3. How well do you work under pressure?
4. What plans do you have for post-graduate studies; in what areas and why and when?
5. What did you like most and least about other jobs you have had?
6. Why did you decide to be a \_\_\_\_\_ Professional?
7. What hobbies and other non-academic interests do you have?
8. What do you consider your most important strengths or good points?
9. What do you consider your most significant weakness and what are you doing to improve in that area?
10. What new skills would you like to acquire in the next 5 years and what do you expect to be doing 5 years from now ?
11. How would you describe yourself and how would others describe you?
12. Why should we hire you instead of other candidates for the same job?

## 5 Questions You Should Ask the Interviewer

1. In which organization or group within your company will I be working?
2. In what types of projects will I be involved?
3. Will I be working primarily as an individual or as a member of a project team?
4. Will I initially have an assigned mentor that helps me learn and contribute to the maximum extent practical?
5. What attributes is your company looking for in your new hire professionals?

- ❑ Right Appearance
  - Be conservatively groomed and professional
- ❑ Right Behaviors
  - Be polite, respectful, candid and thoughtful
- ❑ Right Answers
  - Be honest, correct, complete, confident, specific to the question, and differentiate yourself

- Stage 1 - The yearning years
- Stage 2 - The learning years
- Stage 3 - The earning years
- Stage 4 - The returning years

## My career progression - Why not your path too?

- Operations Shift Supervisor
- Design Authority Project Engineer
- Lead Operations Specialist
- Facility Operations Support Manager
- Facility Operations Manager
- Facility Engineering Manager
- Division Work Control Manager
- Division Configuration Management Manager
- Facility Restart Manager
- Deputy Facility Manager
- Program Manager for nuclear materials disposition
- Division Maintenance Manager
- Deputy Facility Manager
- Facility Manager
- Facility Manager
- Area Projects Manager
- Area Projects Manager
- Business Unit Operations Manager
- Executive Vice President

Daily  
Lessons  
in Life



## Stage 2 - The "Learning" Years Trading John Deere Tractors for Whiting Cranes





Brand yourself  
with Safety

“Watch what you step in ...”



See every  
experience as a  
Lesson Learned  
for the future

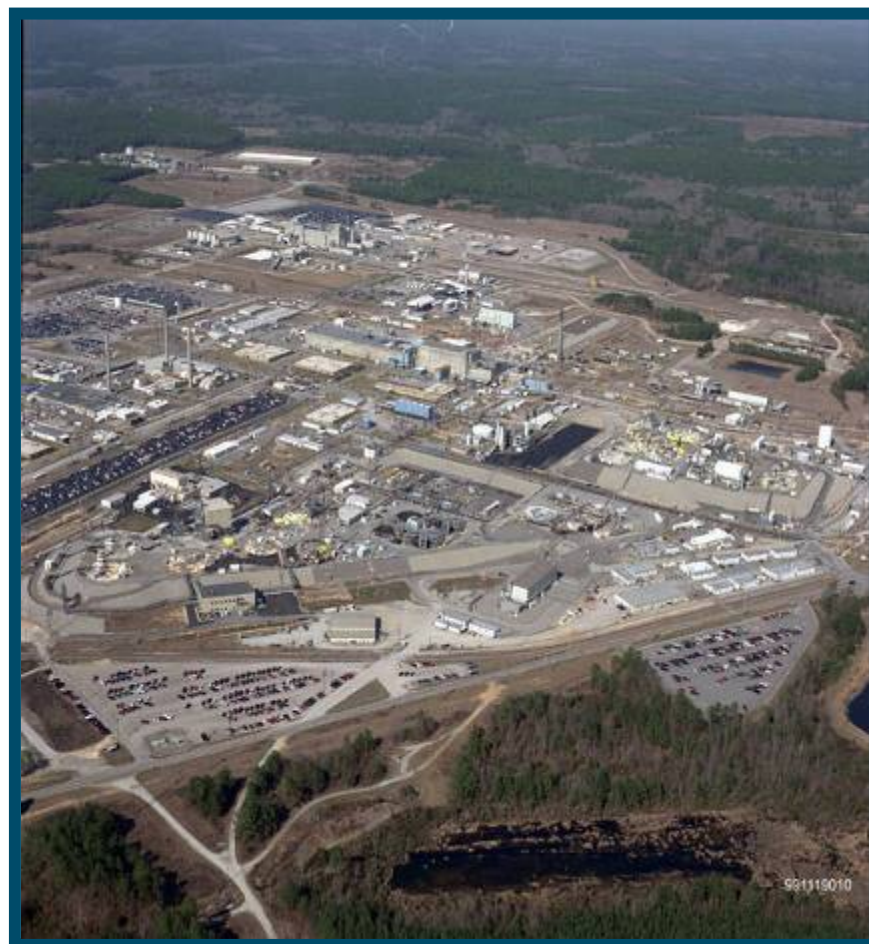
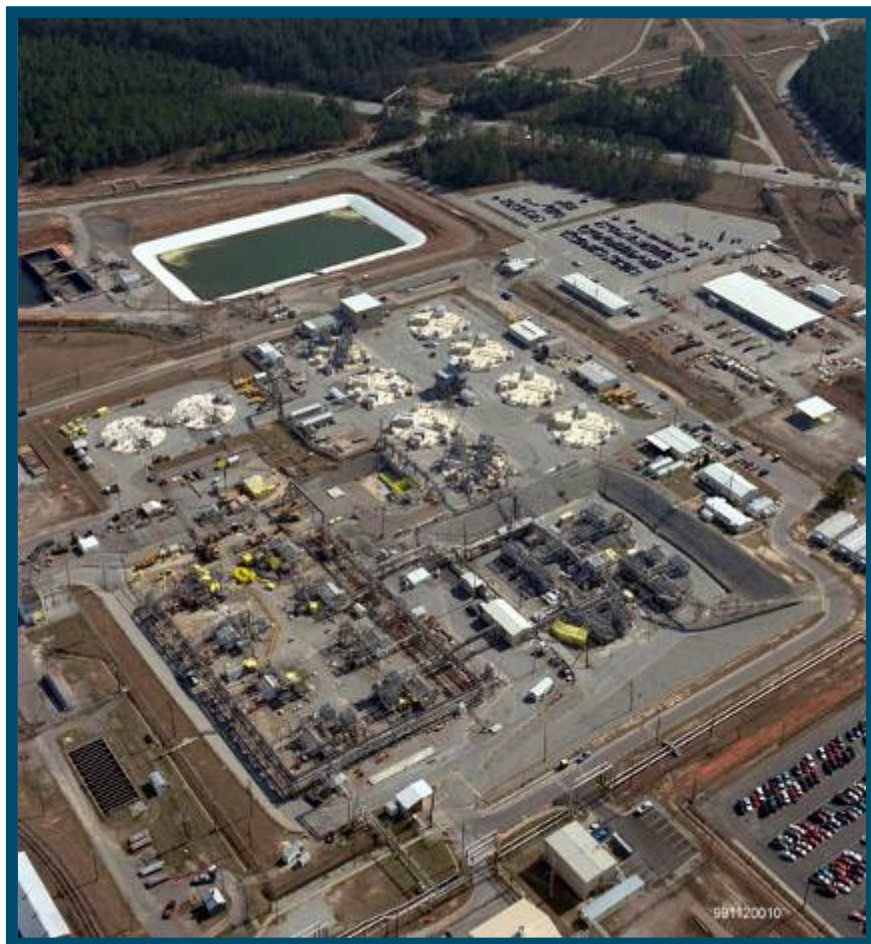
“ How will I explain it this  
time?”



Realize that  
everything you  
produce is  
“under warranty”

“Maytag Repairman - where  
are you?”

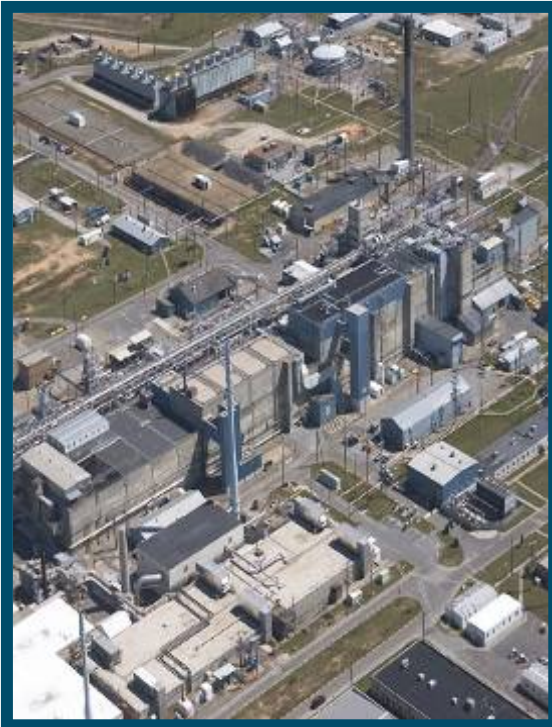
## Stage 3 - The "Earning" Years From the Canyons to the Tank Farms





Quality comes from a healthy skepticism, backed up by a willingness to “test it”

“Are you sure it works?  
It’s been 5 years since ...”



You will need to help the customer determine what they really want

“Survivor meets Amazing Race”



Communicate  
early, often,  
accurately,  
completely, and  
with integrity

“There are too many hands in the  
cookie jar for it to be done that fast”



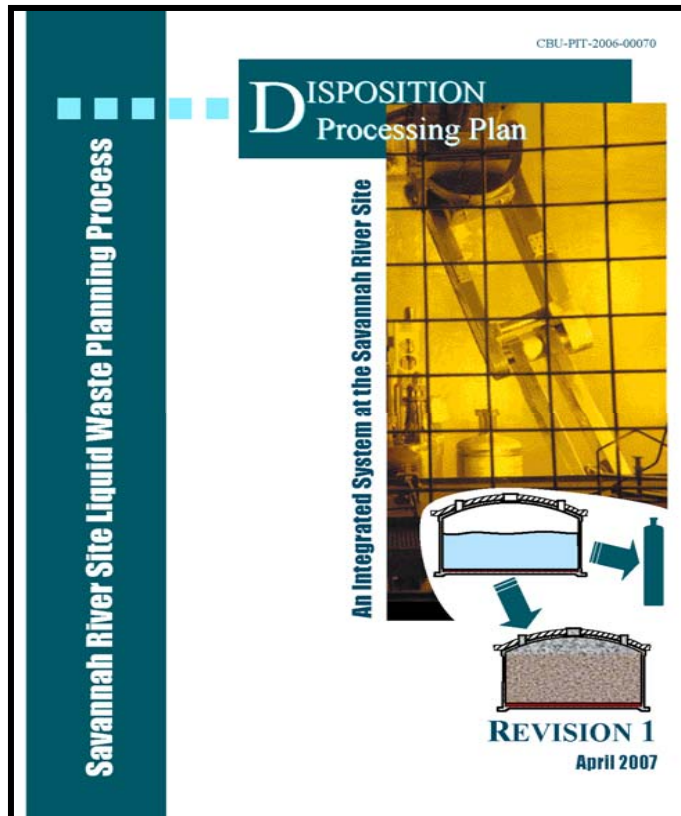
Constantly ask,  
“Am I willing to take  
that risk?”

“But it worked in the parking  
lot”



Expect everyone to consider themselves your stakeholder or customer

“Court TV”



Assume nothing and document everything - from concept through completion

"Make up your mind already"

## Stage 4 - The "Returning" Years Making development a lifelong pursuit

- Train others in your Professional discipline
- Certify and active membership in Professional organizations
- Participate in project/contract proposals
- Subscribe to periodicals
- Volunteer for a community leadership position
- Shadow various managers
- Benchmark others in industry
- Network, network, network

# Being a Professional is first and foremost about people

- Customers are always right
- Team members are to be developed
- Oversight is always helpful
- Home is the most important project

## Stage 4 - The "Returning" Years It's your turn to take the wheel



## Dave Olson's Top 10 Career Lessons

1. Define your uncompromising personal imperatives
2. Foster relationships with mentors and coaches
3. Seek a broad range of varied assignments
4. Volunteer beyond skill level, position and salary
5. Excel as a written and oral communicator
6. Develop people skills, complimentary to technical skills
7. Become a subject matter expert in areas of interest
8. Expand your internal and external network
9. Become a life-long observer and learner
10. Gain certifications to acknowledge competencies