



AIS Department of Energy Staff Augmentation Services Overview

Helping our National Nuclear Security
Administration Align its Workforce to
Changing Mission Requirements

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Company History

Akima Infrastructure Services (AIS) was formed in 2005 and is a wholly-owned subsidiary of Akima, LLC (Akima), an Alaska Native Corporation (ANC). AIS provides staff augmentation solutions to DOE operations and NNSA site Management and Operating (M&O) contractors successfully delivering the right individuals for positions requiring some of the world's most demanding and specialized skills, knowledge, and abilities (SKAs). In 2010, AIS began providing staff augmentation support to Lawrence Livermore National Laboratory (LLNL) and in 2015, based on that performance, we assumed the same role at Sandia National Laboratory (SNL). As of August 2020 AIS has approximately 700 staff augmentation personnel with over 370 cleared personnel supporting LLNL and SNL with a wide array of both exempt and non-exempt job groupings. We offer financial and managerial stability, large company back office support, small company responsiveness, and direct access to company leadership. Some specific areas of reach-back support widely valued by our clients are: environmental safety and health, security, quality assurance, human resources, finance, recruiting, project controls, legal/contracts, procurement, information technology, risk management, and competitive employee benefits. Figure A presents an overview of the labor segments we support for DOE/NNSA site M&O Contractors.

AIS DOE Workforce Breakdown

Technical & Engineering	41%
Facilities & Infrastructure	20%
Science & Research	15%
Administrative & Clerical	10%
Information Technology	7%
Business & Professional	7%

Figure A. - AIS delivers solutions across the entire DOE/ NNSA labor portfolio

Client Benefits

AIS provides our clients with approaches specifically developed to support DOE technical and professional staff augmentation services including standardized processes, procedures, management and performance/ status updates. Some of the associated benefits and advantages are detailed below:

- Transparently negotiated procurement ensuring all client concerns are met
- Flexibility in staffing
- Reduced acquisition costs and time/speed of award
- Proven performer at multiple National Laboratories
- Proven standard operating procedures tailored for each customer and scope of work
- Outstanding Safety Record and Corporate Culture for Safety Excellence
- Minority Owned Small Disadvantaged Business (SDB) credit*
- Mature business systems and corporate reach back to mitigate any small business risks

*FAR 52.219-9 Eligibility requirements for participating in the program

(1) In accordance with 43 U.S.C. 1626, the following procedures apply:

(i) Subcontracts awarded to an ANC or Indian tribe shall be counted towards the subcontracting goals for small business and small disadvantaged business (SDB) concerns, regardless of the size or Small Business Administration certification status of the ANC or Indian tribe.

Experience Overview

Lawrence Livermore National Laboratory (LLNL)

AIS provides Supplemental Labor Personnel services to Lawrence Livermore National Security (LLNS) in Livermore, CA., staffing physicists, scientists, chemists, engineers, technicians, facility operations personnel, administrative, and business professionals with 145 different job titles and roughly half of those personnel holding active L or Q clearances. We provide a fully functional on-site Project Management Office (PMO) to oversee this firm-fixed-price hourly bill rate time and material contract and have filled numerous one-of-a-kind positions for our customer. Employees work in a fast paced and exciting community side by side with LLNS employees as well as other contract personnel. The average time to fill a position from receipt of requisition until the employee starts work is 20 days. During our first seven years, the AIS staff Augmentation workforce fluctuated by as many as 250 employees due to budget cuts and various strategic moves by our LLNS customer. At one point the AIS PMO transitioned approximately 200 people over a 6 month period as LLNS insourced employees then outsourced almost the same number of their part-time employees. These outsourced part-time employees included a number of world-class scientists, including numerous former Lab senior management personnel, all of whom required extra care and attention to retain. Figure B reflects a representative overview of our LLNL staff augmentation workforce job groupings.

AIS LLNL Workforce Breakdown

Technical & Engineering	4%
Facilities & Infrastructure	24%
Science & Research	17%
Administrative & Clerical	7%
Information Technology	7%
Business & Professional	3%

Figure B. - Proven ability to provide qualified personnel with the desired SKA's in a high demand geographical region

AIS has provided over 700 Staff Augmentation personnel supporting DOE missions with more than 350 personnel holding active L or Q Clearances

AIS SNL Workforce Breakdown

Technical & Engineering	40%
Facilities & Infrastructure	34%
Science & Research	9%
Administrative & Clerical	9%
Information Technology	6%
Business & Professional	2%

Figure C. - Proven ability to successfully recruit, retain, and transition a highly technical staff augmentation workforce

Sandia National Laboratory (SNL)

AIS provides staff augmentation services to National Technology & Engineering Solutions of Sandia (NTESS) at the Sandia National Laboratory (SNL) in Albuquerque, NM, supporting seven sites on this contract. The primary SNL locations include Albuquerque, NM; Livermore, CA; and Carlsbad, NM. SNL leased or DOE/NNSA facilities space includes the Yucca Mountain Project, Las Vegas, NV; Kansas City Plant, Kansas City, MO; Pantex Plant, Amarillo, TX; and Sandia Program Office in Washington, DC. We currently have > 160 scientists, chemists, engineers, technicians, administrative, and business professionals with over 70 different labor titles and appropriate clearance levels. We provide a fully functional off-site PMO to oversee this firm-fixed-price hourly bill rate time and material contract. AIS recruits both nationwide and globally. Our response rates are a five-day turnaround on Pre-Select Requisitions and a 10-day turnaround on Non Pre-Select Requisitions and we are meeting our requisition response target rate 99% of the time. During an expedited 25-day transition period, all 175 incumbent personnel were transferred from three incumbent companies resulting in 100% of workforce available for duty on Day 1. Figure C reflects a representative overview of our SNL staff augmentation workforce job groupings.

Global Recruitment Reach

When approaching an especially hard to fill role such as an exempt professional level scientific, business, and/or engineering discipline, the first step is to perform a critical review of the job description to identify the essential requirements of the role. We next meet with the customer’s technical points of contact to better understand the role in depth, and ask questions about the description and requirements for the candidate. This may include tours of the work area or an introductory overview of current projects. Once our recruiter has a strong understanding of the role and the desired knowledge and abilities, we modify the job description to ensure it captures key criteria and will appeal to candidates that are working in the topic space or industry. We have developed DOE specific standard operating procedures (SOPs) for recruiting, interviewing, hiring, and processing security needs. We perform extensive recruiting based on our experience recruiting for these types of positions for DOE, we have identified specialty tools, organizations, and events that may draw the type of candidates being sought and engage in those areas to seek out and attract the talent needed by the customer (see Table 1). For example, recruiters attend specialty regional job fairs and participate in networking events to meet individuals in these market spaces. We also have an employee referral program in place.

External Recruiting Tools and Resources



Table 1: The AIS team utilizes a large cadre of external tools and resources to ensure we meet, and exceed, staffing goals

We also post to specialty groups and job boards on social media to target passive candidates, people who are not actively seeking employment because they currently have a job. Our recruiters make it a point to understand the technical requirements and language for a position, and have a subject matter expert (SME) participate in the screening process whenever possible. SME participation enables us to speak in a way that candidates understand and appreciate. In addition, we target companies that have employed these candidates in the past and we reach out to existing employees that may have a network to find potential candidates as well. AIS offers our employees competitive referral bonuses as incentive to engage current personnel in referring qualified candidates.

Recruiting Capability

AIS has the proven ability and capacity to rapidly find, qualify, and hire personnel on large-scale DOE/NNSA sites requiring incumbent transition and new-hire personnel in a short time frame. Our active recruiting databases give us immediate access to over 6,000 qualified candidates working in the nuclear industries.

Proven DOE/NNSA Augmentation Processes

Over the last 10 years, AIS has developed and deployed well defined, repeatable processes and procedures for every aspect of our DOE Staff Augmentation program. As part of our transition process, and on contract, we utilize a continuous feedback improvement process to ensure that we are always able to deliver the most efficient and effective technical, clerical, and administrative staffing services possible to our customers. The following are examples of just some of the benefits this approach has delivered to our government partners:

- Outstanding Safety Record and Corporate Culture for Safety Excellence with low Experience Modification Rate (EMR)
- Proven DOE/ NNSA staff augmentation experience at LLNL and SNL for over nine combined years
- Proven DOE/NNSA SOPs for staff augmentation
- Capability to provide the right people, in the right skill mix, at the right time to meet current and future staffing requirements
- Personnel have specialized training, licenses, certifications, and Q/L clearances
- Qualified resources available to meet any task needs with over 6,000 security professional, technical engineering, Information Technology (IT), and nuclear worker resumes in our database
- Demonstrated capability providing responsive service and successful coordination of multiple stakeholders
- Experienced Facility Security Officers located in every U.S. time zone
- Six Recruiters with specialized experience dedicated full-time to DOE/NNSA recruiting searches
- In-place technology platform and shared web-portal providing daily transparent visibility of contract activity

Occupational Health & Safety Highlights

Safety is our first priority. The results of this focus are that we completed over 1,000,000 man-hours of work at LLNL without a lost-time injury; twice! This stellar safety effort was achieved in 2017 and again in 2019. AIS achieved exceptional performance applying a comprehensive safety program which meets and has rather several programs that exceeds the 10 CFR 851 Worker Safety and Health requirements. We promote a Safety Conscious Work Environment in which employees feel free to raise concerns without fear of retaliation regardless of whether it is to their own line management or to external regulators. The intense focus on corporate-wide continuous improvement is demonstrated by the reduction in safety incidents. Our experience modification rate (EMR) of .59 for 2020 reflects the continuous trend of improving and maintaining safety statistics as shown in Figure E.

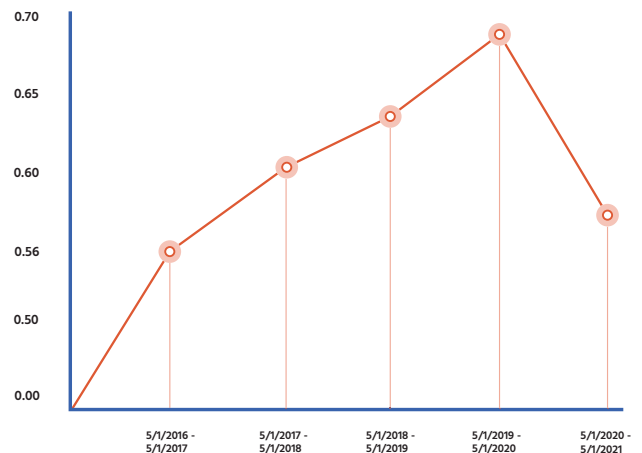


Figure E. - Proven ability to provide qualified personnel with the desired SKA's in a high demand geographical region

AIS became a National Safety Council Campbell Institute member in 2009 applying industry leading safety principals and programs. Coupled with our EMR, our company wide OSHA injury rate data has likewise followed the trend of decreasing metrics. In Fiscal Year 2020 our organization experienced a 42% decline in OSHA recordable injuries since the previous year performance. In 2019 the Bureau of Labor Statistics average industry incident rate for our primary NAICS code 561200 (Facilities Support Management Services) was 3.5; as displayed, AIS has consistently performed well below industry average.

Quality Management and Standard Operating Procedures

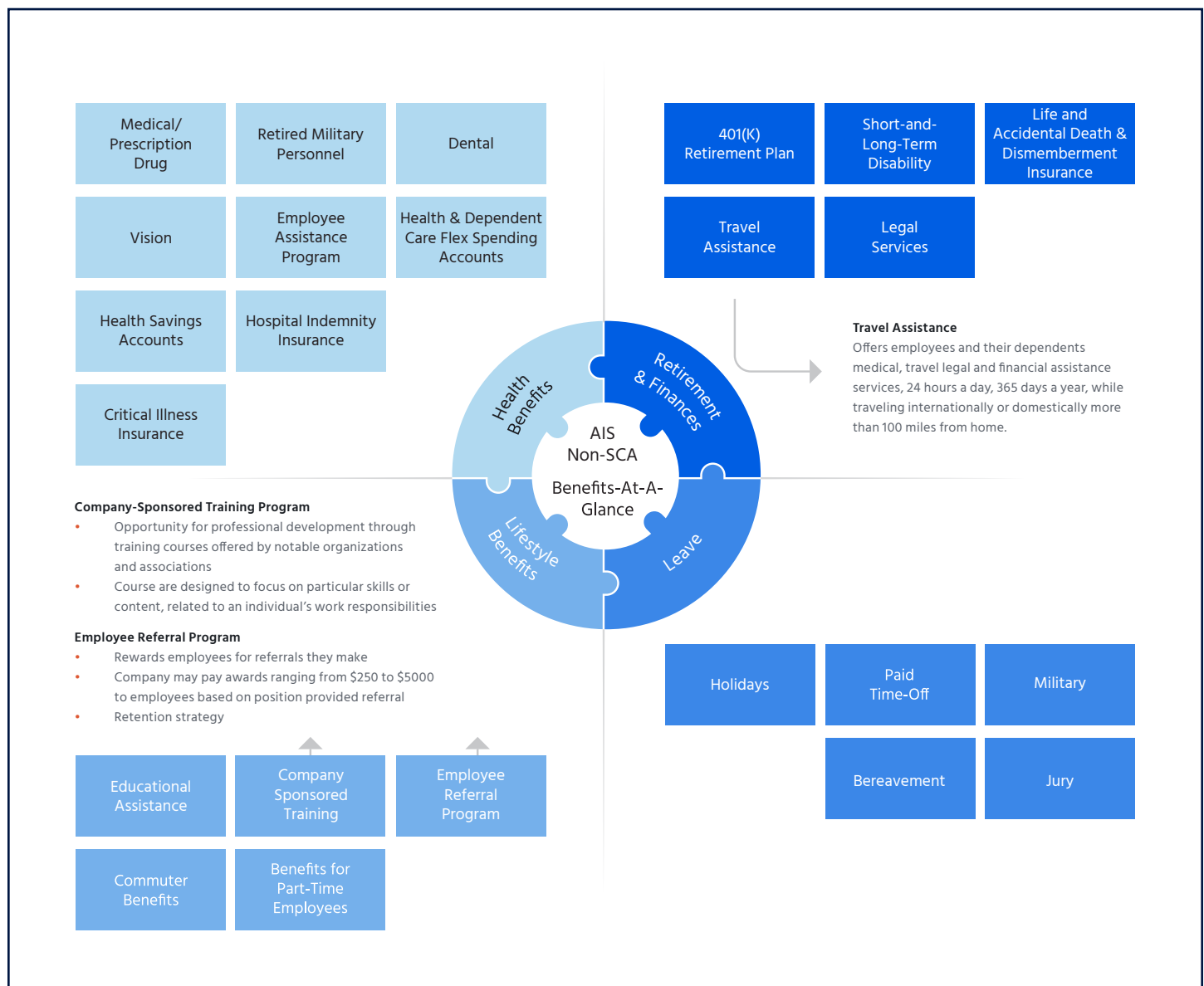
Transitioning of personnel from the existing contract holders is critical to meeting mission requirements. AIS has a history of successfully transitioning large programs on time without disruption to the client operations and incumbent contractors. Our transition approach incorporates lessons learned and is designed to reach out early to all incumbent staff to alleviate their anxiety about the transition and AIS senior leaders personally address most concerns of the more highly specialized technical positions. This approach was successfully used at LLNL and SNL as well as their satellite locations while transitioning over 775 incumbent employees. We continually fine-tune our Transition Playbook by applying lessons learned to improve future transition opportunities.

AIS significantly lowers risk through the use of standard operating procedures and we have developed 50 SOPs utilized at LLNL and SNL for transitioning, recruiting, staffing, and retaining qualified personnel. Although every project is different, these proven core processes, procedures, and flowcharts are modified to meet specific client needs and help ensure repeated successes. The SOPs are based on individual site requirements, and through our continuous improvement program, we share our lessons learned to further enhance our effectiveness and efficiency in the performance of providing qualified staff augmentation services.

Demonstrated History of Successful DOE/NNSA Site Transitions – 100% of available staff (>775) transitioned at LLNL and SNL in less than 60-days

Employee Benefits

AIS offers a highly competitive compensation and benefit package to all of our employees. Accordingly, our employee satisfaction level is extremely high. This correlates into AIS providing our clients continuity of operations, resulting in high quality service and great value.



Employee Hiring and Retention

Competition is steadily increasing as current buyers are insourcing our highly qualified staff augmentation employees or industry rivals are looking to hire them away. AIS understands that attracting and retaining high quality personnel is a key to successful performance. As a services company, employees are our greatest asset and we treat them with respect, dignity and convey an understanding to them that they are what enables our mutual success. We offer highly competitive wages, paid leave, excellent medical and dental benefits, annual employee evaluations, and we have standard bonus plans currently used across AIS DOE/NSA site M&O contract platforms for exceptional employees. These bonus plans are based on performance and include client feedback. The below represents our typical hiring life-cycle process from receipt of the customer requisition through end of assignment out-processing.

In addition to the AIS on-site PMO, the project has reach-back to a team of 23 back office recruiting professionals, many of which hold current recruiting certifications which enables us to react quickly to any staffing needs. We use various social and professional groups and networks to recruit and source candidates. AIS has access to specialized and conventional job boards like Indeed, ClearanceJobs, ClearedJobs.net, Monster, Careerbuilder and LinkedIn Recruiter. We advertise all of our open positions on various diversity sites, as well as Army PaYS, Soldier for Life, Hire a Hero and State Employment agencies.

Our recruiting process is based on proactive, continuous recruiting, rather than waiting for specific openings, so we always have a pool of qualified candidates available to select for new recruiting needs. Our dedicated recruiters, supported by corporate HR/recruiting resources, continuously identify, screen, and interview prospective candidates. Our HR/recruiting teams go far beyond just identifying a pool of candidates. We put selected candidates through our background check process so pre-checked candidates are immediately available for selection and submittal for higher level clearances, if required. In the last year the recruiting team participated in or hosted over 34 open house events, on site job fairs and virtual job fairs in 2019 to support hiring efforts. The recruiting team members are available for hiring managers and candidates around the clock, sourcing and supporting programs globally and in real time. The recruiting team strategically leveraged and rapidly deployed staff to deliver compelling results, measurably exceeding industry standards. Results driven, measured by targets, rewarded at the team level– the right attitude, perseverance, collaboration and grit is what differentiates our approach.

