



# Workforce Challenges and Planning Initiatives

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# Dominion's Businesses

Assets: \$49.3 billion

Operating Revenue: \$16.5 billion

Employees: 17,500



## E & P

- Oil and natural gas development



## Energy

- Natural gas pipeline
- Natural gas storage
- LNG
- Electric transmission



## Generation

- Coal
- Natural gas
- Nuclear
- Oil
- Hydro



## Delivery

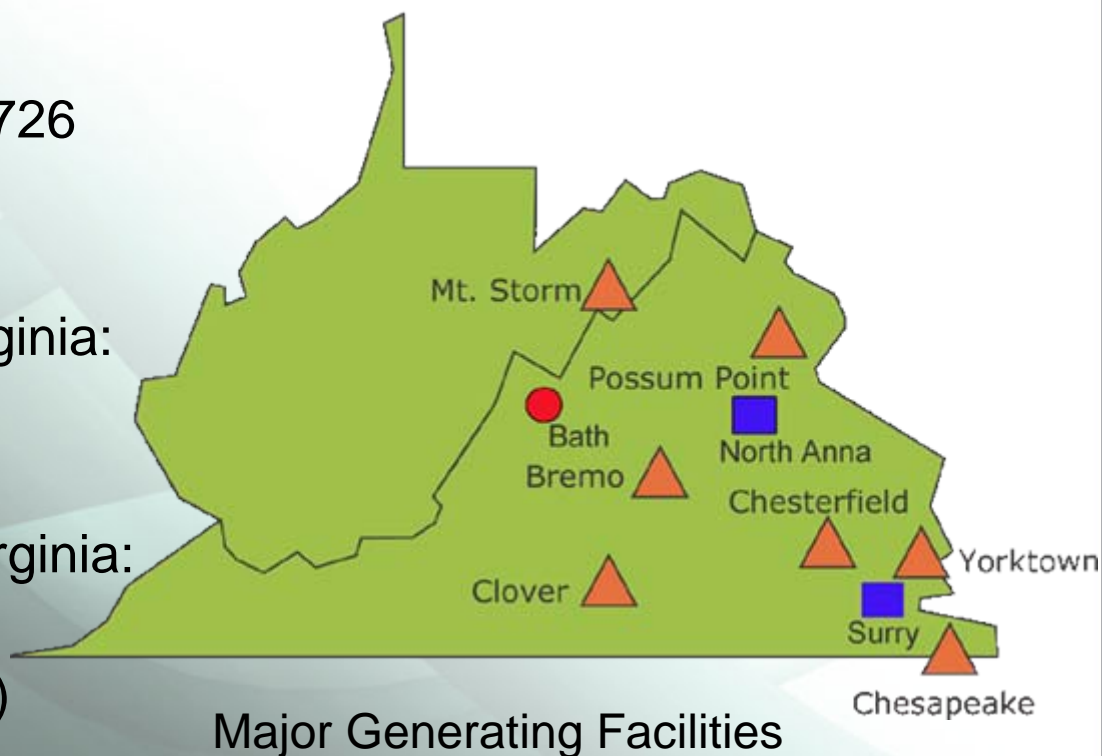
- 5.5 million regulated and unregulated retail customers in 11 states



# Our Roots are in Virginia

## *Headquarters: Richmond*

- Virginia employees: 9,000 plus
- Annual Virginia payroll: \$726 million
- 2005 tax payments to Virginia: \$136 million
- Generating capacity in Virginia: 14,000 MW  
(about half of system total)





# Richmond's Top Private Employers

(2007 FTEs)\*

1.	HCA Inc.	7,719
2.	Capital One	7,389
3.	VCU Health System	6,990
4.	Philip Morris USA	6,100
5.	Wal-Mart Stores	5,862
6.	Wachovia Corp.	5,349
7.	Dominion	5,114
8.	Bon Secours	5,021
9.	SunTrust Banks	3,674
10.	Ukrop's	3,563

\*Richmond Times-Dispatch, 4/22/07



# Looming “Brain Drain”

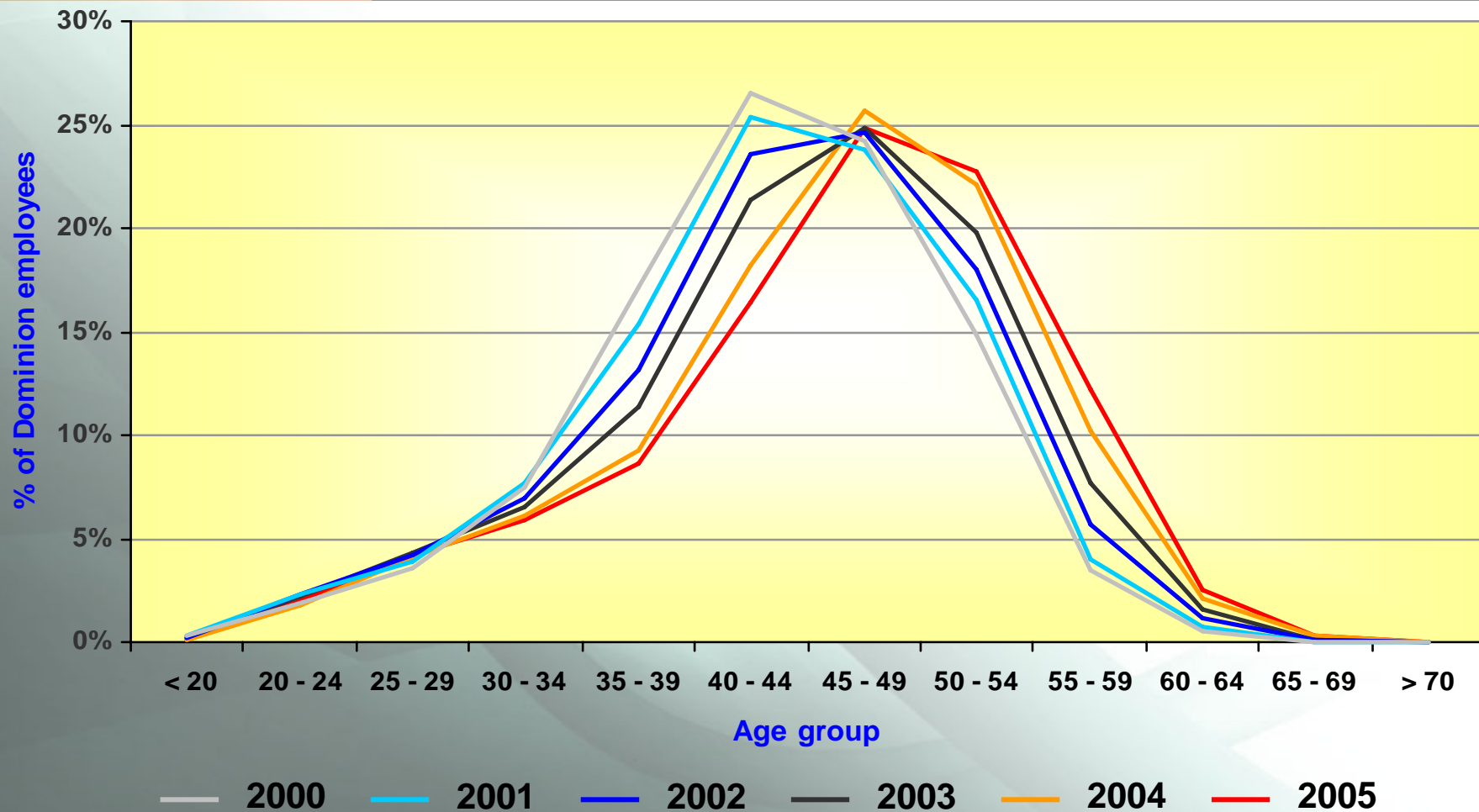
- Baby Boomer retirements growing
- 50% of national labor market
- 70% of Dominion’s workforce
- Long-term impact of skills shortage







# The Dominion Wave



\* Data as of December 31 of each represented year



# The “Perfect Storm” Challenge

*How do we hold onto  
our best and brightest...*



*AND*

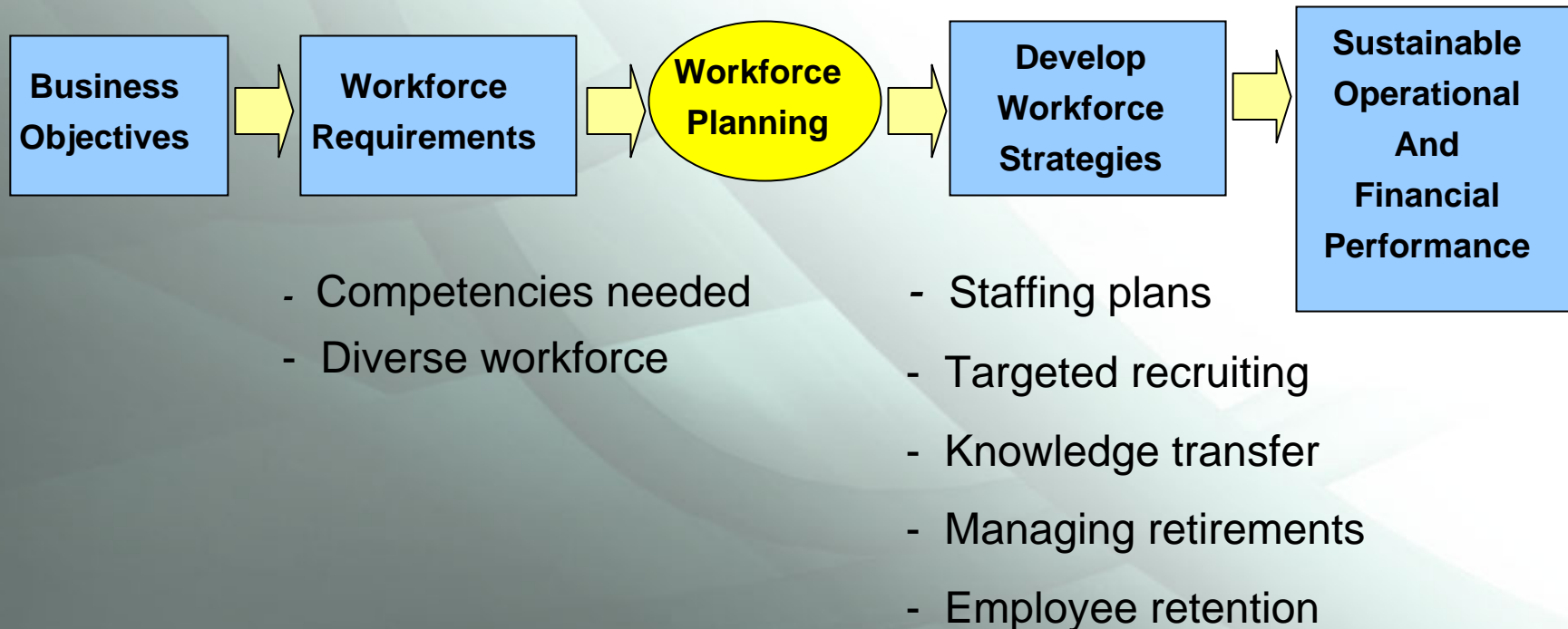


*Keep the pipeline  
filled with new talent?*



# HR Leads Workforce Planning

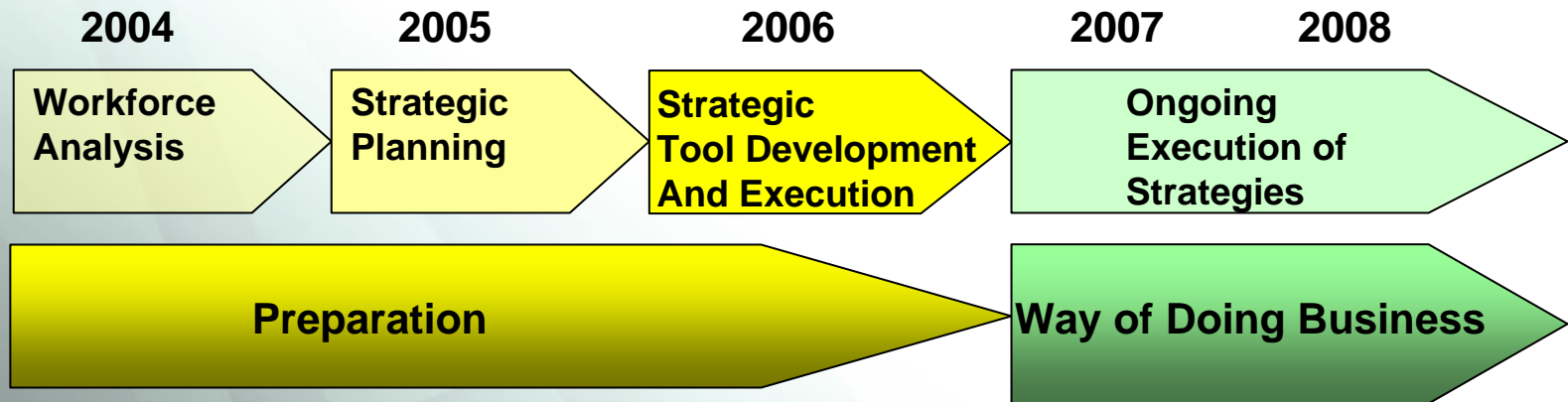
*Dominion launched workforce planning process in 2004*







# Workforce Planning and Execution



- Initiatives to hire, train and retain employees
- Promote diversity
- Manage performance
- Implement career development plans



# Strategic Focus Areas

- **Know the workforce**
- **Manage the loss of retiring workers**
- **Improve recruiting efforts**
- **Enhance retention policies**
- **Strengthen the leadership pipeline**



# Selected Critical Jobs at Dominion

## **Generation**

- Technical Positions
- Control Room Operators
- Electricians and Mechanics
- Engineers
- Radiological Protection
- First Line Supervisors

## **Services Company**

- Tax accountants
- HR specialists (benefits, labor)
- Environmental technicians

## **Delivery**

- All positions in No. Virginia
- Lineman/Serviceman
- Network and Substation
- Metermen
- Rural supervisors
- Engineering/Technicians
- First Line Supervisors



# Workforce Toolkit

- Signing and retention bonuses
- Wage supplements for craft workers
- Relocation packages
- Succession planning/leadership development programs
- Job rotations



# Workforce Planning Goal

Right person...  
right skills...  
right place...  
right time...  
right cost.







**Dominion<sup>®</sup>**  
It all starts here.<sup>®</sup>