

January 14, 1998

MEMORANDUM TO: L. Joseph Callan
Executive Director for Operations

FROM: John C. Hoyle, Secretary /s/

SUBJECT: STAFF REQUIREMENTS - SECY-97-225 - ENHANCING NRC EFFECTIVENESS AND EFFICIENCY

This is to advise you that the Commission has not objected to the proposed development of detailed plans to implement the strategies included in the FY 1998 NRC Excellence Plan and the activities planned to support ongoing efforts to enhance NRC effectiveness and efficiency subject to the comments below. The detailed Excellence Plan should be submitted for Commission review.

(EDO)

(SECY Suspense: 2/27/98)

The staff should:

- a) clearly identify the role and value added by the Regulatory Effectiveness Organization in building on existing initiatives. Any new responsibilities and roles for RES, AEOD, OI, and OE which are specifically focused on enhancing NRC effectiveness and efficiency should be identified.
- b) defer action on strategy 13, assessing the NRC culture, in view of the IG's initiative in this area. If, at the end of a year, the results of the IG initiative do not dovetail with the staff's objectives, the staff may propose to the Commission to proceed with its own study.
- c) mount a more inclusive effort for the materials program. Specifically, the need for an improved program to assure licensee control and accountability of radioactive devices and sealed sources should be included as a candidate in strategy 5.
- d) consider incorporating efficiency improvements in the agency-wide events assessment and review of operational data function, and other outstanding candidate efficiency improvements discussed in SECY-95-154, in the Regulatory Excellence Plan.
- e) discuss how and when it will integrate the initiatives outlined in SECY-97-225 into the routine agency planning process, and when the Commission can expect to "sunset" this effort as a separate management activity.

The staff effort in this program should be closely monitored to ensure the projected efforts contained in SECY-97-225 are not exceeded.

cc: Chairman Jackson
Commissioner Dicus
Commissioner Diaz
Commissioner McGaffigan
OGC
CIO
CFO
OCA
OIG
Office Directors, Regions, ACRS, ACNW, ASLBP (via E-Mail)
PDR
DCS

SECY NOTE: THIS SRM AND SECY-97-225 WILL BE MADE PUBLICLY AVAILABLE 5 WORKING DAYS FROM THE DATE OF THIS SRM.