

December 11, 2003

MEMORANDUM TO: Office Directors and Regional Administrators  
(See Attached List)

FROM: Paul E. Bird, Director /RA/  
Office of Human Resources

SUBJECT: ANNUAL ASSESSMENT OF WORKFORCE SKILLS AND  
TRAINING NEEDS

SECY-01-0012, "Action Plan for Maintaining Core Competence," provided for an ongoing process to address the core scientific, engineering, and technical skills and competencies needed to perform NRC's technically-based functions. Each year in conjunction with the development of budgetary planning assumptions, Office Directors and Regional Administrators are asked to review and document their most critical workforce skills and training needs. Based on these identified needs, my staff will work with you to develop specific strategies to meet these needs. This is also an opportunity to identify and address any current or projected skills surpluses or training that may no longer be needed.

Your response to this memo will provide a basis for directly addressing your most critical workforce issues through early identification and the development of effective gap closure strategies (e.g., recruitment, retention, re-deployment, training, knowledge transfer, acquisition, etc.) This includes developing and implementing both near- and longer-term strategies required to assure that we maintain a high quality diverse workforce with vital skills and competencies needed to meet the agency's mission requirements.

### **Process for Responding to This Request**

We are providing the following documents to your Office/Region Strategic Workforce Planning point of contact electronically:

- Workforce Planning Questionnaire (included for information as Attachment 1 to this memo)
- Office/Region specific skills and resource information
- Knowledge Management Survey (included for information as Attachment 2 to this memo)
- Information on how to access web-based tools for projecting needs for technical, non-technical, and IT training by using the training needs assessment tables provided for that purpose. We have partnered with OCIO this year to include IT training as an integral part of your needs assessment.

## **Alignment of Critical Skills Needs**

Last year, several analyses by the SWP workgroup showed that critical skills identified in the office/region response to the information call did not align well with the critical skills indicated by managers and supervisors in the organizational needs assessment portion of the SWP survey. Please foster good communications regarding critical skill needs between supervisory levels within the office/region. It is very important that office/region managers and supervisors share a common understanding of critical skill needs and training priorities. The response to the information call and the description of your office/region's needs in the current organizational needs assessment portion of the SWP survey should be in alignment.

## **Follow Up Activities**

Attachment 2 is a call for Knowledge Management information. HR anticipates establishing a Knowledge Management web-site. It is envisioned that this web-site would become the agency repository for knowledge management information such as reports and papers, knowledge databases, best practices, office and regions knowledge transfer activities, information about communities of practice, etc. Your input will help us plan and build a useful web-site.

Last year many Offices and Regions engaged in follow-up activities with HR senior staff representatives to implement specific strategies needed to address critical needs. This year, as in the last 2 years, we plan to provide a written assessment of the survey results to all offices and regions. Follow-up activities will include office and regional briefings provided by my staff, and other assistance as requested.

Workforce planning is an evolving process and requires constant evaluation and change. During the second quarter of FY 04 an email will be sent to all managers and supervisors requesting they fill out an on-line SWP evaluation. Their feedback will be evaluated and analyzed, and it will become part of the annual workforce planning report that will be provided to offices and regions.

Please provide your response to the Workforce Planning Questionnaire and Knowledge Management Survey to Len Reidinger via email (LJR) or in hard copy (headquarters mail stop T-3 D2) by January 31, 2004. Be assured that we will work closely with you and your staff to make this annual assessment of your critical workforce needs as efficient and effective as possible. Should you have any questions regarding this request, Mr. Reidinger may be reached at 423-855-6523.

Attachments: As stated

## Attachment 1 - Workforce Planning Information Call

5. Near Term Strategies (< 2 years)
  - a. List the most important external/internal influence(s) which will directly affect your near term need to acquire specific critical skills. [Think in terms of external and internal impacts (including those identified in your Budget Planning Assumptions,) that will affect your organization's business requirements such as new legislation, policy changes, adjudicatory decisions, changes in licensing or inspection activities, changes in procedures and work processes, pending personnel losses/retirements, etc.]
  - b. List the top priority critical skills (1 to 5) that you believe are now, or in the next two years will be, insufficient for you to effectively carry out your mission.
  - c. List the skills gap closure strategies that you believe would be most effective in addressing the near term critical skill needs identified above. (Human Capital Strategies can be found in the "SWP Managers Toolbox" on the SWP web-site.) If skill training not presently provided by the agency is necessary to address a skill gap, identify the new training needed in Part 1 of the on-line training information call.
  - d. List any currently available near term skills that you believe your organization no longer needs or may not be fully utilized.
  
6. Long Term Strategies (2-5 years)
  - a. List the most important external/internal influences which will directly affect your longer term need to acquire specific critical skills. [Think in terms of external and internal impacts (including those identified in your Budget Planning Assumptions) that will affect your organization's business requirements such as new legislation, policy changes, adjudicatory decisions, changes in licensing or inspection activities, changes in procedures and work processes, pending personnel losses/retirements, etc.]
  - b. List the top priority longer-term critical skills (1 to 5) that you believe are now or in the next two to five years will be insufficient for you to effectively carry out your mission.
  - c. List the skills gap closure strategies that you believe would be most effective in addressing the longer term critical skill needs identified above. (Human Capital Strategies can be found in the "SWP Managers Toolbox" on the SWP web-site.) If skill training not presently provided by the agency is necessary to address a skill gap, identify the desired new training in Part 1 of the on-line training needs application.
  - d. List any currently available long-term skills that you believe your organization no longer needs or may not be fully utilized.

## **Attachment 2 - Knowledge Management Survey**

HR anticipates establishing a Knowledge Management web-site. It is envisioned that this web-site would become the agency repository for knowledge management information such as reports and papers, knowledge databases, best practices, office and regions knowledge transfer activities, information about communities of practice, etc. The purpose of the web-site is to have one place where all staff could access tools and information related to managing key agency knowledge. We are also called upon at various times to report on agency knowledge management activities. The information you provide in this information call will also help us keep abreast of agency knowledge management activities so that we can fully and accurately answer these questions. We will assist you in formatting the information, as necessary, so it can be included in the web-site.

Please provide any information related to knowledge management activities ongoing in your office or region that could be useful to other agency organizations.

Please provide information on any anticipated knowledge management activities planned in your office or region.

Please provide contact information (name, phone, e-mail) for the SES manager and lead staff person responsible for knowledge management activities in your office or region.

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### Distribution:

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DATE	12/11/03	12/11/03	12/ /03	12/ /03	12/11/03

**OFFICIAL RECORD COPY**

MEMORANDUM TO THOSE ON THE ATTACHED LIST DATED: December 11, 2003

SUBJECT: ANNUAL ASSESSMENT OF WORKFORCE SKILLS AND NEEDS

	<u>Mail Stop</u>	
	B. John	
Garrick, Chairman, Advisory Committee on Nuclear Waste	T-2	E26
Mario V. Bonaca, Chairman, Advisory Committee on Reactor Safeguards	T-2	E26
John T. Larkins, Executive Director, Advisory Committee on Reactor Safeguards/Advisory Committee on Nuclear Waste	T-2	E26
G. Paul Bollwerk, III, Chief Administrative Judge, Atomic Safety and Licensing Board Panel	T-3	F23
Karen D. Cyr, General Counsel	O-15	D21
John F. Cordes, Jr., Director, Office of Commission Appellate Adjudication	O-16	C1
Jesse L. Funches, Chief Financial Officer	O-17	F3
Hubert T. Bell, Inspector General	T-5	D28
Janice Dunn Lee, Director, Office of International Programs	O-4	E21
Dennis K. Rathbun, Director, Office of Congressional Affairs	O-16	C1
William M. Beecher, Director, Office of Public Affairs	O-2	A13
Annette Vietti-Cook, Secretary of the Commission	O-16	C1
William D. Travers, Executive Director for Operations	O-16	E15
Patricia G. Norry, Deputy Executive Director for Management Services, OEDO	O-16	E15
William F. Kane, Deputy Executive Director for Homeland Protection and Preparedness, OEDO	O-16	E15
Carl J. Paperiello, Deputy Executive Director for Materials, Research and State Programs, OEDO	O-16	E15
Samuel J. Collins, Deputy Executive Director for Reactor Programs, OEDO	O-16	E15
William M. Dean, Assistant for Operations, OEDO	O-16	E15
Ellis W. Merschoff, Chief Information Officer	T-6	F15
Michael L. Springer, Director, Office of Administration	T-7	D57
Frank J. Congel, Director, Office of Enforcement	O-14	E1
Guy P. Caputo, Director, Office of Investigations	O-3	F1
Paul E. Bird, Director, Office of Human Resources	T-3	A2
Corenthis B. Kelley, Director, Office of Small Business and Civil Rights	T-2	F18
Martin J. Virgilio, Director, Office of Nuclear Material Safety and Safeguards	T-8	A23
Jim Dyer, Director, Office of Nuclear Reactor Regulation	O-5	E7
Ashok C. Thadani, Director, Office of Nuclear Regulatory Research	T-10	F12
Paul H. Lohaus, Director, Office of State and Tribal Programs	O-3	C10
Roy P. Zimmerman, Director, Office of Nuclear Security and Incident Response	T-4	D22a
Hubert J. Miller, Regional Administrator, Region I	RGN-I	
Luis A. Reyes, Regional Administrator, Region II	RGN-II	
James L. Caldwell, Regional Administrator, Region III	RGN-III	
Bruce S. Mallett, Regional Administrator, Region IV	RGN-IV	