

June 29, 2007

MEMORANDUM TO: Luis A. Reyes
Executive Director for Operations

FROM: Stephen D. Dingbaum **/RA/**
Assistant Inspector General for Audits

SUBJECT: STATUS OF RECOMMENDATIONS: AUDIT OF NRC'S
OFFICE OF NUCLEAR SECURITY AND INCIDENT
RESPONSE (OIG-06-A-09)

REFERENCE: DIRECTOR, OFFICE OF NUCLEAR SECURITY AND
INCIDENT RESPONSE, MEMORANDUM DATED
MAY 31, 2007

Attached is the Office of the Inspector General's analysis and status of recommendations 1 through 6, as discussed in the agency's response dated May 31, 2007. Based on this status update, recommendations 1, 2, 5 and 6 continue to be resolved while recommendations 3 and 4 are closed. Please provide an update on all the recommendations by November 28, 2007.

If you have any questions or concerns, please call me at 415-5915.

Attachment: As stated

cc: V. Ordaz, OEDO
M. Malloy, OEDO
P. Tressler, OEDO
R. Zimmerman, NSIR

Audit Report
Audit of NRC's Office of Nuclear Security and Incident Response
OIG-06-A-09

Status of Recommendations

Recommendation 1: Establish a means of assessing the current workload and prioritizing assignments, including but not limited to emergent work, as they are received, so they can be incorporated into the workload without overextending NSIR's resources.

Response Dated
May 31, 2007:

NSIR has continued to make progress in this area since the OIG audit of 2004. Specifically, NSIR: (1) implemented a reorganization in 2006 which established an improved span of control and management of the Office's workload; (2) developed improved procedures and processes for tracking controlled correspondence (COM-201: Controlled Correspondence); (3) continually monitors its performance and effectiveness through the Operating Plan and individual performance plans of its managers and staff; and (4) has effectively utilized the Performance Budgeting and Performance Management Process to manage planned and unplanned work.

As indicated in our October 2006 status update, the Work Planning and Management Initiative Group (WPMIG) has focused on completing a revision to NSIR procedure COM 201, "Controlled Correspondence." The revision to COM-201 is expected to be issued in July 2007. The WPMIG is developing a comprehensive business process framework that will identify relevant existing NSIR procedures and processes as well as any new procedures that may need to be developed. The comprehensive business process framework is expected to be completed in July 2007.

OIG Analysis: The proposed corrective actions address the intent of OIG's recommendation. OIG will close this recommendation upon the completion of the planned actions and OIG's review of the comprehensive Business Process and other enhancements.

Status: Resolved.

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Status of Recommendations

Recommendation 2: Review the Emergent Work Process to ensure emergent work is accurately documented to assist with workforce and budget decisions.

Response Dated
May 31, 2007:

NSIR is focusing efforts on integrating EDATS into its overall work planning management system and expects to fully implement this integrated solution after it is accredited and certified, which is in process by the OEDO and OIS. The funding for this activity was impacted by the extensive continuing resolution earlier this fiscal year. NSIR expects to begin using EDATS in October 2007.

OIG Analysis:

The proposed corrective actions address the intent of OIG's recommendation. The recommendation will be closed upon OIG's review of the EDATS integration into the work planning management system.

Status:

Resolved.

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Status of Recommendations

Recommendation 3: Develop an emergent work log that is user-friendly and records the required information on the impact of emergent work on NSIR planned/budgeted assignments.

Response Dated
May 31, 2007:

In the October 2006 status update, utilization of EDATS was discussed as a tool to be utilized to document all work, emergent or not. However, as also discussed, NSIR had discontinued the emergent work log-keeping system as it was no longer necessary. This recommendation is no longer pertinent due to the far less dynamic environment that exists compared to when the recommendation was made. I recommend this recommendation be closed.

OIG Analysis: As this recommendation is no longer necessary, this recommendation is closed.

Status: **Closed.**

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Status of Recommendations

Recommendation 4: Establish and implement policies and procedures for communications between NSIR and internal and external stakeholders.

Response Dated
May 31, 2007:

The Communications Initiatives Group (CIG) was tasked to identify areas for enhanced communications and develop useful tools that staff could use to bring about positive change within the organization.

As a result of various self-assessments and outside audits of NSIR's communication practices, a need for improved communications throughout the organization was revealed. The NSIR Management Team held a series of brown bag lunches, encouraged staff to provide feedback through their management team and created a number of initiative groups to address areas for improvement within the office. One of the groups was the CIG which was tasked to identify areas for enhanced communications and develop useful tools that staff could use to effect positive change within the organization. One of the enhancements was the development of this NSIR Communications Policy to instruct and encourage management and staff to engage in clear, concise and productive communications. The Communications Policy was published March 9, 2007, and is posted on NSIR's Intranet for easy staff access.

A communications toolbox can be found at NSIR's web page and contains various items, including meeting protocols, a communications handbook, and other useful reference documents for use by the staff. The toolbox will likely change over time with staff feedback and experience; however, it is expected that many of the items (such as meeting protocols) will become standard business practices within NSIR.

Also of note is the new tool, called "Inquiring Minds," which is designed as a public bulletin board for NSIR staff to improve Office communication and encourage the public sharing of ideas and concerns. NSIR staff are encouraged to post any question

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Status of Recommendations

they would like help answering or any information that may be of interest to other staff members. Members of the CIG attempt to provide timely and accurate answers to the posted questions.

The NSIR management team will continue to solicit staff feedback regarding internal and external communications. Additionally, to ensure continuing improvements, NSIR management will maintain the CIG as a vehicle to further enhance communications and as an ongoing mechanism for feedback from the staff regarding communication efforts.

As a result of the accomplishments made by the CIG specifically, and the office in general, I consider this recommendation closed.

OIG Analysis: The proposed corrective actions address the intent of OIG's recommendation. This recommendation is closed

Status: Closed.

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Status of Recommendations

Recommendation 5: Establish and implement a method to measure the level of effective communications.

Response Dated
May 31, 2007:

NSIR will evaluate the utility of the Division of Preparedness and Response metrics that were developed to measure the level of effective communications and determine whether or not they should be expanded to the security divisions in FY 2008. Expected completion date: November 2007.

OIG Analysis:

The proposed corrective actions address the intent of OIG's recommendation. OIG will close this recommendation after receiving the evaluation to ensure the metrics provide for an effective measure of communications.

Status:

Resolved.

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Status of Recommendations

Recommendation 6: Assess the recommendations from 2003 office assessment to determine their applicability and implement those that would benefit NSIR today.

Response Dated
May 31, 2007:

Two initiative groups were mainly responsible for activities related to this recommendation:

Roles and Responsibilities Initiative

The new Elements and Standards for Branch chiefs were completed and issued to all supervisors for FY 2007. The roles and responsibilities team determined that the automated NSIR Functional Directory (available on the NSIR intranet), recently deployed within NSIR, provides the necessary information to employees concerning roles and responsibilities for employees in the office.

While not originally part of the roles and responsibilities team mandate, this group reviewed the job responsibilities of the Technical Assistants and Management Analysts within NSIR to determine how to best align these positions and associated responsibilities in the organization. This review included comparison of current duties versus position descriptions and comparisons across divisions and with other offices. The recommendations from this review will be discussed at an NSIR management retreat mid-June.

NSIR, in coordination with the Office of Human Resources (HR) has made significant progress in providing employees with copies of their official (classified) position descriptions. Of the 233 positions identified within NSIR, 151 of those positions, or 65 percent, have been classified and copies provided to the employee and manager. NSIR will continue to work with HR and expects to have all (100 percent) positions classified by the end of 4th Quarter FY 2007.

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Staffing and Budget Development Initiative

The NSIR training procedure was issued in May 2007 and is available on the NSIR intranet.

The new NSIR staffing plan and vacancy report was deployed in March 2007. Once NSIR moves to the third floor in September, remaining IT infrastructure needs will be addressed.

OIG Analysis: The proposed corrective actions address the intent of OIG's recommendation. OIG will review and assess the actions implemented as a result of the identified initiatives. The recommendation will be closed upon the completion of the assessed actions.

Status: Resolved.