

April 18, 2008

MEMORANDUM TO: Luis A. Reyes
Executive Director for Operations

FROM: Peter J. Rabideau, Director */RA/*
Strategic Organizational Planning

SUBJECT: ASSESSMENT OF THE NRC'S INFRASTRUCTURE

Enclosed is the Infrastructure Planning Team's Report on the Nuclear Regulatory Commission's Infrastructure.

The Infrastructure Planning Team was chartered to assess whether the NRC's support infrastructure is sufficiently flexible and adaptable to meet the agency's future program requirements and to recommend improvements to you. The Team's assessment covered five infrastructure areas: (1) information technology infrastructure, (2) information technology applications and information management, (3) office space, (4) human capital and (5) administrative, contract, and financial services. In conducting the assessment, the Infrastructure Planning Team sought the views of the program offices, commission offices, support offices, and regions.

The agency's strengths in terms of infrastructure are significant. However, so are the challenges the agency faces in providing the enhanced support systems necessary to recruit and retain highly qualified staff, addressing the needs of an increasingly mobile work force and assuring that its vital mission is met. At the same time, the agency will also be faced with a more dispersed infrastructure with more diverse requirements. The Team believes that the recommendations in the enclosed report are critical in addressing those challenges.

On March 26, 2008, the Infrastructure Planning Team briefed you, the Deputy Executive Directors for Operation, and the Acting CFO on its assessment. All members of the Infrastructure Planning Team have concurred in the report.

Please contact us if you have any further questions concerning the report.

Enclosures: As stated

cc: Those on Attached List

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MEMORANDUM TO THOSE ON THE ATTACHED LIST DATED APRIL 18, 2008

SUBJECT: ASSESSMENT OF THE NRC'S INFRASTRUCTURE

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Karen D. Cyr, General Counsel	O-15	D21
John F. Cordes, Jr., Director, Office of Commission Appellate Adjudication	O-15	D21
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Thomas M. Boyce, Director, Office of Information Services	O-6	E10
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Roy P. Zimmerman, Director, Office of Nuclear Security and Incident Response	T-4	D22a
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Victor M. McCree, Acting Regional Administrator, Region II	RII	
James L. Caldwell, Regional Administrator, Region III	RIII	
Elmo E. Collins, Jr., Regional Administrator, Region IV	RIV	

REPORT ON THE NUCLEAR REGULATORY COMMISSION'S INFRASTRUCTURE

**An Assessment of the Infrastructure's flexibility and
adaptability to meet future program requirements**

**By the Infrastructure Planning Team
April 2008**

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I. EXECUTIVE SUMMARY

The Infrastructure Planning Team was chartered to assess whether the NRC's support infrastructure is sufficiently flexible and adaptable to meet the agency's future program requirements and to recommend improvements to the Executive Director for Operations. This report represents the results of that assessment.

The assessment covered the agency's five infrastructure areas: (1) information technology infrastructure, (2) information technology applications and information management, (3) office space, (4) human capital and (5) administrative, contract, and financial services. In conducting the assessment, the Infrastructure Planning Team sought the views of the program offices, commission offices, support offices, and regions.

The report provides the Team's findings concerning the principal strengths and challenges for each infrastructure area, identifies the performance outcomes that need to be achieved, and identifies the gaps or recommended actions to overcome the challenges and achieve the performance outcomes. Funding for the FY 2008 and FY 2009 recommended actions is included in the agency's budgets except for those actions indicated by an asterisk in the tables shown in Sections III thru VII of the report. Resource estimates for the FY 2010 recommended actions are included in Section VIII of the report.

The Infrastructure Planning Team's **principle conclusions and recommendations** are as follows:

1. The **Information Technology Infrastructure** needs to support a more mobile and technologically sophisticated workforce no matter where they are located (headquarters, regions resident locations, Technical Training Center, Las Vegas site, home, travel). This will require that the NRC:

- Expand the availability of existing communications tools including videoconferencing, BlackBerrys, text messaging, and web streaming, and adopt new communication tools including collaboration software and virtual meeting software.
- Equip major conference rooms with integrated video, audio, display and communication capability including videoconferencing capability.
- Modernize voice communication capabilities.
- Expand access to and capacity of its information technology network.
- Increase communication bandwidth to its remote offices.¹
- Support a range of standard workstations (e.g., desktop, encrypted laptop) to support diverse business needs.
- Secure a way to utilize more wireless technologies.

¹ Remote offices include the Technical Training Center, Las Vegas center, and resident inspector locations.

- Secure a way to electronically share classified, safeguards, and SUNSI information.

2. The **Information Technology Infrastructure** needs strengthened disaster recovery and emergency communication capabilities. This will require that the NRC:

- Establish an adequate disaster recovery site to support essential business functions.
- Expand the alternate site network infrastructure to improve capabilities supporting continuity of operations and improve backup communications through the use of mobile devices.
- Acquire additional space for the alternate site to support its continuity of operations responsibilities including secure telecommunications.
- Meet the requirements of National Communication System Directive 3-10 at headquarters and the alternate site.

3. For **Information Technology Applications and Information Management Infrastructure**, the agency needs to strengthen data management, increase the efficiency of agency business transactions, and improve access to information, taking into account the needs of a more mobile workforce. This will require that the NRC:

- Establish clear data ownership and stewardship responsibilities and standards.
- Implement digital signature capability and automate forms to permit electronic workflow.
- Establish standards and begin to implement workflow capabilities for major agency transactions.
- Implement the next generation ADAMS together with a robust federated search engine.

4. The headquarters **office space** needs to be restored to accommodate operational needs and sustain a quality work environment. Consolidation at the White Flint Complex needs to be expedited. Regional office space needs to be sufficient for projected growth. Long-term plans to optimize space should be based on best practices. This will require that the NRC:

- Relocate the selected staff to the Church Street and Twinbrook buildings by fall 2008.
- Move staff from the White Flint Complex conference rooms and restore those facilities to the original purpose by 2009.
- Develop a comprehensive plan for refurbishing the existing White Flint Complex.
- Relocate Region II staff, acquire new space for Region IV, and evaluate Region I space requirements, in 2009.

5. The **Human Capital Infrastructure** needs to continue its aggressive efforts to recruit and retain diverse people with the right skills, and structure its training for a workforce that is more mobile and has less regulatory experience. This will require that the NRC:

- Substantially and quickly reduce the time it takes to bring new people on-board.
- Use authorized incentives, staffing flexibilities, and other best practices to achieve hiring goals and maintain needed staff.
- Be responsive to changing needs such as a less experienced workforce or new skill requirements to provide timely, targeted training (e.g., new secretaries, new reactor technologies, and administrative staff).
- Substantially expand the use of alternative methods for delivering formal training including web cast and virtual simulation.

6. The **Administrative, Contract, and Financial Services Infrastructure** needs to support a more mobile workforce no matter where they are located. This will require that the NRC:

- Change its processes, where appropriate, for acquiring and delivering goods and services at remote sites including computer and office equipment and services, office supplies, financial services, and management control systems.
- Streamline the contracting process. Acquire contemporary acquisition software integrated with the agency's financial and property systems with electronic workflow, approvals, and appropriate internal controls.
- Upgrade or replace financial systems (e.g., financial, e-Travel, time and labor) to improve timeliness, availability, mobility, and workflow.

The agency's strengths in terms of infrastructure are significant. However, so are the challenges the agency faces in providing the enhanced support systems necessary to recruit and retain highly qualified staff, addressing the needs of an increasingly mobile work force, and assuring that its vital mission, to protect the public health and safety and the environment and promote the common defense and security, is met. At the same time, the agency will also be faced with a more dispersed infrastructure with more diverse requirements. The Infrastructure Planning Team believes that the recommendations in this report are critical in addressing those challenges.

In assessing the agency's infrastructure and considering the views of the offices and regions, the Infrastructure Planning Team believes that Recommendations 1, 4, and 5 are the most important contributors to ensuring that the agency's infrastructure is sufficiently flexible and adaptable to meet the agency's future program requirements. The staff estimates that it will cost approximately \$12 million above the FY 2009 base budget to implement Recommendations 1, 4, and 5 in FY 2010.

The Infrastructure Planning Team also believes that Recommendation 2 is an important contributor to the infrastructure's flexibility and adaptability under certain emergency and disaster conditions, and that it is necessary for the agency's infrastructure to be adequately

prepared to respond and operate under such conditions. The staff estimates that it will cost approximately \$4 million above the FY 2009 base budget to implement Recommendation 2 in FY 2010.

II. INTRODUCTION

The November 2007, Senior Leadership Meeting included discussions on: (1) Chairman Klein's top ten issues to focus on in 2008 which included a number of infrastructure related issues (e.g., hiring, office space, information technology), and (2) strategic organizational planning which focused on the importance of a more versatile infrastructure to support program requirements. One action resulting from the Senior Leadership Meeting was: "Ensure that the NRC's infrastructure is sufficiently flexible and adaptable to meet the agency's future program challenges" (See November 23, 2007, memorandum from V. Ordaz).

In response to this action, the Office of the Executive Director for Operations established the Infrastructure Planning Team to assess the NRC's future infrastructure requirements and make recommendations for improvements to the Executive Director for Operations. The members of the Infrastructure Planning Team include the Director, Strategic Organizational Planning, Deputy Directors of the Offices of Administration, Human Resources, Information Services, and Small Business and Civil Rights; a deputy regional administrator (Region II); two deputy program office directors (NSIR and FSME); and a representative from the Office of the Chief Financial Officer. The Charter for the Infrastructure Planning Team is provided at Appendix A.

Scope of the assessment

The Infrastructure Planning Team assessed whether the NRC's infrastructure is sufficiently flexible and adaptable to meet the agency's future program requirements. The Infrastructure Planning Team evaluated five infrastructure areas: (1) information technology infrastructure, (2) information technology applications and information management, (3) office space, (4) human capital and (5) administrative, contract, and financial services.

In conducting its evaluation, the Infrastructure Planning Team met with the program offices, commission offices, and regions to obtain their views on three topics. Specifically, the Infrastructure Planning Team wanted to understand the organizations' future business (mission) needs, and (1) how these needs may affect the agency's infrastructure requirements, and (2) how the current infrastructure might limit their ability to accomplish their future mission. The Infrastructure Planning Team also met with the agency's support offices to understand the actions each support office had planned in FY 2008 and FY 2009 to improve the agency's infrastructure. The Infrastructure Planning Team shared a preliminary draft of its assessment with all offices and regions seeking their review and comments.

For each of the five infrastructure areas, the Infrastructure Planning Team evaluated the area's principal strengths and challenges, and identified the performance outcomes that it believes need to be achieved. The Infrastructure Planning Team's report recommends actions to overcome the identified challenges and achieve the desired outcomes.

Organization of the report

The report is organized in nine sections. Section I, is the Summary which provides the Infrastructure Planning Team's principal conclusions and recommendations. Section II, Introduction, describes the Infrastructure Planning Team's assignment, scope of the assessment, and organization of the report. Sections III – VII identify the Infrastructure Planning Team's findings on the principal strengths and challenges, recommended performance outcomes, and gaps or recommended actions needed to overcome the challenges and achieve the the desired outcomes, for each of the five infrastructure areas. Section VIII, Resources, provides the FY 2008 and FY 2009 resource estimates for each of the five infrastructure areas and discusses the FY 2010 resource requirements. Section IX is the Appendix.

III. INFORMATION TECHNOLOGY INFRASTRUCTURE

The Information Technology Infrastructure includes all of the NRC's primary and disaster recovery networks, fixed and mobile workstations, and fixed and mobile telecommunications equipment. Overall, the Information Technology Infrastructure needs to be better prepared to support a more mobile and technologically sophisticated workforce no matter where they are located, and to strengthen disaster recovery and emergency communication capabilities.

Strengths and challenges

In evaluating the agency's Information Technology Infrastructure, the Infrastructure Planning Team identified the area's principal strengths and challenges. The Information Technology Infrastructure's principal **strengths** include:

- Baseline connectivity for the NRC network is in place for headquarters, regional offices, Technical Training Center, and resident sites.
- Standard desktop environment for all employees facilitates infrastructure support and maintenance.
- NRC network availability and reliability is excellent.
- Agency information is adequately protected to ensure integrity, confidentiality, and availability.
- CITRIX enables effective access to the NRC network from remote locations with broadband.
- Demonstrated improved communication and email access through the use BlackBerrys.
- Secure LAN and Electronic Safe pilot project is improving access to safeguards information as well as enhancing collaboration on safeguards products.
- SharePoint Portal is enabling more effective collaboration.

The Information Technology Infrastructure's principal **challenges** include:

- Investment in the agency's information technology infrastructure needs to keep pace with changing business needs and current technology including the technology most entry level employees are accustomed to using.
- Policies and supporting technology including the use of wireless technology, need updating to more effectively support the needs of mobile workers and teleworkers.
- Information technology infrastructure capabilities need updating to more effectively support teamwork and collaboration among staff at dispersed locations.
- The agency's mobile communications capabilities need to support effective communications during emergencies when the NRC network is down.
- The agency's existing disaster recovery capabilities at the alternate site need to be expanded to ensure effective continuity of operations during some types of emergencies.
- The agency lacks some disaster recovery capabilities needed to support its essential business functions.
- The headquarters telephone system needs updating to enable more efficient conduct of agency business.
- Current information technology Infrastructure was not designed to allow secure access to safeguards and classified information.
- High performance computing infrastructure is duplicated in several offices and needs to be designed for efficient use from dispersed locations.

Performance outcomes

In reviewing the agency's Information Technology Infrastructure, the Infrastructure Planning Team identified **six performance outcomes** that need to be achieved to improve this area's flexibility and adaptability in being able to meet the agency's future program requirements. The recommended actions to overcome the identified challenges and achieve each of the performance outcomes are described in the tables below. Funding for the recommended actions is included in the FY 2008 and FY 2009 budgets except as indicated by an asterisk in the tables below.

1. The information technology infrastructure and applications support the increasing need for mobile and remote work environments.

FY 2008	FY 2009	FY 2010	BEYOND FY 2010
<p>1. Participate with telework group to ensure information technology needs of teleworkers are addressed.</p> <p>2. Work with the offices and regions to assess mobile and remote computing requirements for the Infrastructure Systems Support Contract (ISSC) replacement.</p> <p>3. Provide internet access on BlackBerrys as Outlook is deployed.</p> <p>4. Upgrade the NRC network and increase the bandwidth to resident sites, Technical Training Center, and Las Vegas.</p>	<p>1. Expand BlackBerry distribution by 150.*</p> <p>2. As a first step towards a more robust laptop program, expand support, such as software updates and antivirus software.*</p> <p>3. Issue new portable computing device standards and purchase policy (e.g., standards for tablet PCs, Treos, devices for field data collection).</p> <p>4. Expand broadband remote access capability to include access to additional NRC business applications (e.g., Enterprise Project Management for licensing, DDMS).</p>	<p>1. Expand BlackBerry distribution by another 150.</p> <p>2. Award the new ISSC contract with a range of standard workstations, laptops, and smaller portable computing devices to meet the diverse needs of agency staff and provide an effective security program.</p> <p>3. Provide secure wireless access to broadband Citrix on agency standard laptops.</p> <p>4. Explore expansion of wireless access to smaller portable computing devices.</p> <p>5. Expand Broadband remote access capacity as needed.</p> <p>6. Test applications for compatibility with the Microsoft Vista operating system.</p>	<p>1. Replace most remaining cell phones with mobile devices such as BlackBerrys.</p> <p>2. Expand Broadband remote access capacity as needed.</p> <p>3. Explore wireless technology for use as the information technology infrastructure in the third building at the White Flint Complex.</p> <p>4. Upgrade the agency operating system to Microsoft Vista.</p>

2. The information technology infrastructure and applications support the increasing need for collaborative work environments.

FY 2008	FY 2009	FY 2010	BEYOND FY 2010
<p>1. Put SharePoint portal into full production.*</p> <p>2. Upgrade all existing videoconferencing technology and expand simultaneous session capacity at headquarters and in the regions.</p> <p>3. Integrate video, audio, display (e.g., Smartboard) and communication capabilities into videoconferencing conference rooms in the Twinbrook and Church Street facilities.*</p> <p>4. Install Closed Circuit TV/Broadband Cable TV in the Executive Boulevard, Gateway, Twinbrook, and Church Street facilities.*</p>	<p>1. Implement Tomoye to make communities of practice available throughout the agency.*</p> <p>2. Integrate video, audio, display and communication capabilities into videoconferencing conference rooms in the new Region II and IV space.</p> <p>3. Install Closed Circuit TV/Broadband Cable TV in the new Region II and IV space.</p>	<p>1. Provide virtual meeting capability on agency workstations allowing screen sharing and application sharing.</p> <p>2. Begin to integrate video, audio, display, and communication capabilities into existing conference rooms in headquarters and regions.</p> <p>3. Establish the security infrastructure and begin providing access to the internet in conference rooms at headquarters and in the regions.</p> <p>4. Provide media streaming to the desktop, mobile, and remote devices to allow broadcast of training and Commission meetings.</p>	<p>1. Provide virtual meeting capabilities on new portable computing devices and BlackBerrys.</p> <p>2. Pilot desktop videoconferencing.</p> <p>3. Complete integration of data, video, audio, display, and communication capabilities in existing conference rooms at headquarters and in the regions.</p>

3. The information technology infrastructure has sufficient redundant and dispersed capabilities to accommodate agency business needs during emergencies that affect NRC or its licensees.

FY 2008	FY 2009	FY 2010	BEYOND FY 2010
<p>1. Work with headquarters and regions to assess emergency response requirements for the ISSC replacement, including the need for BlackBerrys or other mobile devices.</p> <p>2. Coordinate infrastructure needs and begin to implement the NRC Operations Center Modernization project, including procurement of hardware, software, integrator services and technical support services.</p> <p>3. Expand the alternate site's network infrastructure to include broadband CITRIX to support its continuity of operations responsibilities.</p>	<p>1. Distribute some of the 150 additional BlackBerrys to response team members based on the results of an assessment on how they would be used in the event of an emergency.</p> <p>2. Implement text messaging between BlackBerrys and automated distribution of an emergency contact list to enable direct communications when the agency network is down.</p>	<p>1. Award the new ISSC contract, including workstations and devices needed to support emergency response functions.</p> <p>2. Implement an alternate site to house NRC information technology applications and data that support essential business functions.</p> <p>3. Implement additional initiatives for the Operations Center Modernization project, including new telecommunications, high performance computing and information management systems.</p>	<p>1. Implement headquarters and regional phone systems capable of rerouting and sharing resources.</p>

4. The staff can easily screen, send, and receive messages, regardless of medium.

FY 2008	FY 2009	FY2010	BEYOND FY 2010
1. Conduct study for voice services modernization to provide caller identification, visible message waiting indicators, and expanded conference capabilities for desktop telephones and unified messaging.	1. Provide caller identification, visible message waiting indicators, and expanded conference capabilities for desktop telephones.	1. Provide instant messaging capability.	1. Provide unified messaging capability (retrieve and send voice mail, e-mail, fax) from a single interface (wire line phone, wireless phone, or PC).

5. Effective tools are available for accessing and handling classified and safeguards information including tools to accommodate a more mobile workforce, to the extent practical.

FY 2008	FY2009	FY 2010	BEYOND FY 2010
<p>1. Begin to expand the Secure LAN/Electronic Safe (SLES) system to provide authorized headquarters users access to the safeguards document repository.</p> <p>2. Deploy Homeland Security Data Network to three regions to enhance access to classified messaging.</p> <p>3. Pilot the Secure Mobile Environment-Personal Electronic Device (SME-PED), a BlackBerry-like product that allows the user to access classified and unclassified voice and data on the same device.</p>	<p>1. Continue to expand the SLES system to additional authorized headquarters users and authorized regional users</p> <p>2. Deploy Homeland Security Data Network to headquarters and the fourth region.</p> <p>3. Complete and evaluate the results of the SME-PED pilot.</p>	<p>1. Continue to expand the SLES system to additional authorized headquarters and regional users.</p>	<p>1. OIS assumes operation of the SLES when the system is in full production.</p> <p>2. Implement the SME-PED devices on a wider scale if supported by the evaluation.</p>

6. High performance computing capabilities are available to support scientific/engineering applications and modeling needed for research and licensing.

FY 2008	FY 2009	FY 2010	BEYOND FY 2010
1. Create a separate network zone for high-performance computing so that RES and other offices can meet their scientific computing needs in an environment tailored to their security requirements.	1. Expand the high performance computing zone by adding NMSS and NRR. 2. Complete additional applications and infrastructure work to more fully address high performance computing security requirements.	1. Expand the high performance computing zone by adding NRO.	1. Move from the temporary solution to a consolidated High Performance Computing Center that can be used by all affected offices.

IV. INFORMATION TECHNOLOGY APPLICATIONS AND INFORMATION MANAGEMENT

The Information Technology Applications and Information Management Infrastructure includes agency wide planning, policy, and oversight for the NRC’s information technology systems, its supporting functions such as business process improvement and data management, document and records management functions, and web sites. Overall for Information Applications and Information Management Technology Infrastructure, the agency needs to strengthen data management, increase the efficiency of agency business transactions, and improve access to information, taking into account the needs of a more mobile workforce.

Strengths and challenges

In evaluating the agency’s Information Technology Applications and Information Management Infrastructure, the Infrastructure Planning Team identified the area’s principal strengths and challenges. The Information Technology Applications and Information Management Infrastructure’s principal **strengths** include:

- The Information Technology Business Council and the Information Technology Senior Advisory Council are actively engaged in the management of the agency’s IT applications portfolio, including priorities for new applications modernization.
- There is a program in place to improve information technology project management.
- Data Management Working Group formed.
- ADAMS provides a single point of access and effectively supports agency wide records management functions for most documents.

- NRC web sites employ many best practices and are governed by standards.
- The agency provides many helpful resources to assist staff and external stakeholders to obtain needed information.

The Information Technology Applications and Information Management Infrastructure's principal **challenges** include:

- Stovepipe databases and a lack of accountability for data quality and timeliness hinder access to accurate and current data.
- Stovepipe tracking systems make it difficult for staff and managers to monitor work, especially where tasks involve multiple offices.
- Cumbersome, forms-driven processes slow down transactions and hinder status and performance tracking.
- Staff at remote sites encounters difficulty accessing information from agency IT systems.
- Staff does not have effective tools to manage and readily search the agency's numerous electronic information sources, nor to access multimedia information.
- NRC's existing document management system is not capable of meeting new business needs such as those that require storage and access to multimedia, interfacing with web-based applications, or association of office workflows with ADAMS content.

Performance outcomes

In reviewing the agency's Information Technology Applications and Information Management Infrastructure, the Infrastructure Planning Team identified **four performance outcomes** that need to be achieved to improve this area's flexibility and adaptability in being able to meet the agency's future program requirements. The recommended actions to overcome the identified challenges and achieve each of the performance outcomes are described in the tables below. Funding for the recommended actions is included in the FY 2008 and FY 2009 budgets except as indicated by an asterisk in the tables below.

1. The agency manages its data through comprehensive ownership authorities and stewardship responsibilities to ensure that its data are accurate, reliable, and readily available to those who need to use it.

FY 2008	FY 2009	FY 2010	BEYOND FY 2010
<p>1. Establish clear data ownership and stewardship responsibilities for three high priority data categories.</p>	<p>1. Establish clear data ownership and stewardship responsibilities for an additional four high priority data categories.</p> <p>2. Establish a schedule for determining the owners for major data entities across all NRC business areas.</p> <p>3. Establish policies and measures to ensure that identified data stewards are accountable for maintaining data in accordance with agreed upon standards and published schedules.</p>	<p>1. Establish a plan and schedule for owners to make their data accessible for sharing agency wide.</p> <p>2. Implement software that facilitates data sharing as the first step towards creating a single data repository accessible to all agency applications.</p>	

2. The agency's business processes use electronic workflow, digital signature, and electronic forms to conduct transactions more efficiently.

FY 2008	FY 2009	FY 2010	BEYOND FY 2010
<p>1. Make all agency forms available in fillable portable document format (PDF).</p> <p>2. Complete implementation of EDATS for all major offices and regions to allow office tracking of EDO tickets.</p>	<p>1. Replace INFORMS with an easier-to use, pdf-based forms management product.</p> <p>2. Develop an approach and strategy to implement workflow capabilities for the agency's major transactions and all its forms.</p> <p>3. Establish a schedule for systems to adopt electronic workflows for major agency transactions and all forms.</p> <p>4. Begin expanding the EDATS workflow tracking system for internal office tracking.</p>	<p>1. Complete full implementation of new forms management software and explore using electronic concurrence option.</p> <p>2. Complete expansion of EDATS for internal office ticket tracking.</p> <p>3. Provide electronic signature capability for all agency staff for use in NRC applications and forms.</p>	

3. The staff has easy, convenient, and secure access to the information technology systems they need to do their work.

FY 2008	FY2009	FY2010	BEYOND FY 2010
	<p>1. Establish a schedule for modifying agency applications to transition to centralized role-based access controls and single sign-on in lieu of application-specific access controls.</p> <p>2. Establish one authoritative and up-to-date employee directory by consolidating the current phone and e-mail directories.</p> <p>3. Establish standards for developing and testing new information technology applications to ensure effective access from NRC remote sites and mobile/portable devices.</p>	<p>1. Implement identity management, including role-based access privileges and single sign-on to facilitate access to NRC applications.</p> <p>2. Start applying the new standards to build effective portable device access into new applications.</p>	<p>1. Establish a process to ensure that the user interface for all new agency systems is designed to support all users and is tested on appropriate device classes with a representative sample of prospective users, including remote users.</p>

4. It is easy for the staff to produce, manage, search, access, and collaboratively share the information needed to do their work.

FY 2008	FY 2009	FY2010	BEYOND FY 2010
<p>1. Complete the business case for the Next Generation ADAMS (ngADAMS), consolidating agency wide requirements to create a unified vision for enterprise content management.</p>	<p>1. Acquire and implement ngADAMS and begin migrating data from the current system.*</p>	<p>1. Enhance the way ngADAMS works with interfacing systems such as EHD, EIE, DDMS, and LSN.</p> <p>2. Implement a federated search engine capable of searching across many disconnected information sources simultaneously, returning a consolidated list of items.</p> <p>3. Conduct a usability analysis of the desktop interface, including access to major information and data sources (e.g., ADAMS, SharePoint, public and internal Web sites, key applications/databases), and recommend improvements.</p>	<p>1. Refine ngADAMS, complete migration, and retire the former system. Full functionality should include web-based and collaborative interfaces, simplified searching, support for a broader range of file types, and ability to associate office workflows to content.</p>

V. OFFICE SPACE

The Office Space Infrastructure includes all NRC headquarters and regional office space. Overall, the Office Space Infrastructure for headquarters needs to be restored to accommodate operational needs and sustain a quality work environment, headquarters consolidation at the White Flint Complex needs to be expedited, regional space needs to be sufficient for projected growth, and long-term plans to optimize space should be based on best practices.

Strengths and challenges

In evaluating the agency’s Office Space Infrastructure, the Infrastructure Planning Team identified the area’s strengths and challenges. The Office Space Infrastructure’s principal **strengths** include:

- NRC’s main headquarters campus, the White Flint Complex, is well maintained and provides excellent amenities for the staff (e.g., fitness center, cafeterias, child care).

- All NRC occupied buildings are safe, secure and accessible.
- Work space condition is regularly monitored via physical walkthroughs and the Fixit System; unsafe or unacceptable conditions are corrected.
- Sufficient interim space has been acquired to accommodate agency growth through 2012.
- Long term plans are being implemented to reconsolidate headquarters in close proximity to the White Flint Complex.
- Acquiring sufficient space for Region II staff growth.

The Office Space Infrastructure’s principal **challenges** include:

- By late calendar year 2008, four buildings housing approximately 700 headquarters staff will be located remotely from the White Flint Complex.
- Headquarters staff work space consolidation does not occur until FY 2012.
- The White Flint Complex conference rooms have been converted to staff workstations. As a result, sufficient conference rooms are not available to support agency meetings and special purpose space has been reduced.
- A comprehensive plan for refurbishing the existing White Flint complex does not exist.
- There is insufficient space to fully support continuity of operations responsibilities at the alternate site (e.g., secure telecommunications).

Performance outcomes

In reviewing the agency’s Office Space Infrastructure, the Infrastructure Planning Team identified **two performance outcomes** that need to be achieved to improve this area’s flexibility and adaptability in being able to meet the agency’s future program requirements. The recommended actions to overcome the identified challenges and achieve each of the performance outcomes are described in the tables below. Funding for the recommended actions is included in the FY 2008 and FY 2009 budgets except as indicated by an asterisk in the tables below.

1. Headquarters will be reconsolidated in close proximity to the White Flint Complex.

FY 2008	FY 2009	FY 2010	BEYOND FY 2010
1. NRC will continue to work with GSA to acquire a third building for the White Flint Complex.	1. GSA will enter into a lease for the third building for the White Flint Complex.	1. Construction will commence for the third building.	1. NRC will move into Three White Flint North.

2. Sufficient work space is provided for all staff and necessary contractors, and adequate special purpose is available.

FY 2008	FY 2009	FY 2010	BEYOND FY 2010
<p>1. Build out the recently acquired Church Street and Twinbrook locations.*</p> <p>2. Realign NRO and NRR work space to provide more contiguous space in the White Flint Complex.</p> <p>3. Move approximately 110 staff to Twinbrook to create more available space in the White Flint Complex.</p> <p>4. Begin process to acquire new expanded Region IV space (completion depends on need to build or if an existing building is available.)</p>	<p>1. Move approximately 300 staff to Church Street to create more available space in the White Flint Complex.</p> <p>2. Move Region II staff to new space.</p> <p>3. Move headquarters staff from conference rooms to normal office space.</p> <p>4. Restore all White Flint Complex conference rooms.</p> <p>5. Develop a plan to refurbish the One and Two White Flint buildings.</p> <p>6. Provide “touch down” space to support staff in headquarters’ locations.</p> <p>7. Evaluate Region I’s space requirements and make recommendation on how to proceed.</p>	<p>1. Acquire additional headquarters space as necessary to meet agency needs.</p> <p>2. Move Region IV staff to new space.</p> <p>3. Implement recommendation for Region I space.</p> <p>4. Begin to implement the plan to refurbish the One and Two White Flint buildings.</p>	<p>1. Consolidate headquarters staff in a third building for the White Flint Complex and decompress the other two White Flint Complex buildings.</p> <p>2. Continue implementing the plan to refurbish the One and Two White Flint buildings.</p>

VI. HUMAN CAPITAL

The Human Capital Infrastructure includes all NRC recruitment, retention, training and development, and leadership activities. Overall, the Human Capital Infrastructure needs to continue its aggressive efforts to recruit and retain diverse people with the right skills, and structure its training for a workforce that is more mobile and has less regulatory experience.

Strengths and challenges

In evaluating the agency's Human Capital Infrastructure, the Infrastructure Planning Team identified the area's principal strengths and challenges. The Human Capital Infrastructure's principal **strengths** include:

- Human Resources staff is highly skilled and knowledgeable and can handle a significant workload.
- Recruitment program for engineers/scientists is very effective.
- Strong leadership development and succession planning program at the executive level.
- Several available human capital flexibilities are used to provide the agency a competitive recruitment and retention advantage.
- The agency has high quality training facilities and expert training staff, and is dedicated to maintaining a robust training and development program.
- Knowledge management plays an active role in the strategic management of human capital.
- The agency is committed to the goals and objectives of the Comprehensive Diversity Management Plan.
- Employees use their diverse talents in achieving the agency's mission.
- Feedback from employee satisfaction surveys indicates a positive perception regarding the agency's organizational culture and work environment.
- The number of formal EEO complaints is low.

The Human Capital Infrastructure's principal **challenges** include:

- Agency faces continued challenges recruiting and/or retaining certain skills and experience levels (e.g., secretaries, digital instrumentation and control, and information technology security).
- The hiring process takes too long.² QuickHire (Hiring Management) is not fully utilized.
- Current statutory authority constrains some aspects of the human capital program (e.g., ability to direct hire).
- Some available human capital flexibilities are not fully utilized (e.g., compensation, hiring, work schedules, awards, telework).

² The upcoming implementation of pre-employment drug testing may affect timeliness in hiring new staff.

- Some staffing flexibilities limited to non-bargaining unit positions.
- Agency lacks a searchable, consolidated, up-to-date source of its Human Resource policies and procedures.
- Emerging mission demands and the increased availability of new technologies in the regulated industry challenge the agency to provide training that meets individual and organizational needs.
- Limited use of non-classroom methods for delivering formal training.
- Reactor simulation capability for training NRC staff will need to keep pace with industry's use of new reactor technology.

Performance outcomes

In reviewing the agency's Human Capital Infrastructure, the Infrastructure Planning Team identified **three performance outcomes** that need to be achieved to improve this area's flexibility and adaptability in being able to meet the agency's future program requirements. The recommended actions to overcome the identified challenges and achieve each of the performance outcomes are described in the tables below. Funding for the recommended actions is included in the FY 2008 and FY 2009 budgets.

1. Identify, hire and retain diverse candidates with the skills and qualifications needed to achieve the agency's mission. Hiring process, including security clearances, takes less time and effort than is currently required and is flexible in an environment of change.

FY 2008	FY 2009	FY 2010	BEYOND FY 2010
1. Further utilize the automated rating and ranking features of Hiring Management to make the hiring process more efficient. 2. Provide recommendations to management on expanding the use of available human capital flexibilities. 3. Implement Secretarial Training Program. 4. Explore alternative	1. Fully implement automated rating and ranking features of Hiring Management for key high volume positions. 2. Based on the results of the Lean Six Sigma review, implement recommendations to streamline hiring process: (1) from the time a position is determined to be vacant until the time the vacancy announcement is posted; and (2) from	1. Implement automated rating and ranking features of Hiring Management for additional high volume positions.	

<p>recruitment sources for hiring entry level secretaries.</p> <p>5. Analyze the 2007 Employee Survey to provide insight, at the office level, into employee perceptions about working at NRC.</p> <p>6. Continue to explore options, needs, and approaches to expand legislative authorities related to human capital and provide recommendations to management.</p> <p>7. Enhance Human Resource website to provide easier and timely access to Human Resource services and procedures (multi-year effort).</p> <p>8. Conduct an expanded Lean Six Sigma review of the hiring process.</p>	<p>the date the offer is accepted to the entry on duty date.</p> <p>3. Develop policy guidance and implement the approved recommendations for expanding the use of available human capital flexibilities.</p>		
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2. Training and development opportunities enhance individual and organizational performance and support continuous learning at all levels.

FY 2008	FY 2009	FY 2010	BEYOND FY 2010
<p>1. Implement the Learning Management System.</p> <p>2. Establish an Alternative Learning Media Strategic Planning Group to evaluate on-line and distance learning strategies and make recommendations.</p> <p>3. Investigate options for providing new reactor</p>	<p>1. Implement recommendations for on-line and distance learning capability and opportunities for training staff.</p> <p>2. Implement policies for development and use of e-learning and knowledge sharing tools and methodologies.</p> <p>3. Investigate the capabilities and benefits</p>	<p>1. Increase on-line and distance learning capability and opportunities for training staff.</p> <p>2. Pilot new reactor simulation capability for training.</p>	<p>1. Implement wikipedia-style technology for NRC.</p>

<p>simulation capability for training.</p> <p>4. Each year, continue to improve operations through knowledge capture, sharing and reuse to enable a more effective learning organization.</p>	<p>of social media tools for learning, knowledge-sharing, professional development, and for the continuing cultural development of the open, collaborative working environment at NRC.</p> <p>4. Continue to investigate options for providing new reactor simulation capability for training.</p> <p>5. Explore using information on experts and expertise extracted from the agency's communities of practice software, SWP database, and employee locator to serve as an on-line knowledge locator system.</p>		
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3. Positive work environment is inclusive, free of discrimination, and provides fair and equitable opportunities for all employees to utilize their diverse talents.

FY 2008	FY 2009	FY 2010	BEYOND FY 2010
<p>1. Annually, provide appropriate diversity management, EEO, and No Fear Act training.</p> <p>2. Each year, provide a presentation on the Comprehensive Diversity Management Plan to each new employee orientation session.</p> <p>3. Provide on-line tools and information to managers and employees that help improve skills related to communication,</p>	<p>1. Evaluate whether or not to expand diversity management training to all employees through the use of on-line and distance learning capabilities and opportunities.</p>	<p>1. Implement diversity management training to all employees if supported by the evaluation.</p>	

feedback and listening, mentoring, and understanding and managing differences.			
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VII. ADMINISTRATIVE, CONTRACT, AND FINANCIAL SERVICES

The Administrative, Contract, and Financial Services Infrastructure includes all NRC’s technical editing; graphic design, printing, and duplicating; mail services and document distribution; rulemaking, directives, and announcements; headquarters property and supplies; headquarters transportation and parking; negotiation and administration of contracts, grants, cooperative agreements, and interagency actions; resource management; and travel and payroll services. Overall the Administrative, Contract, and Financial Services Infrastructure need to support a more mobile workforce no matter where they are located.

Strengths and challenges

In evaluating the agency’s Administrative, Contract, and Financial Services Infrastructure, the Infrastructure Planning Team identified the area’s strengths and challenges. The Administrative, Contract, and Financial Infrastructure’s principal **strengths** include:

- Dedicated staff, whose knowledge, skills, attitude, and cross training successfully provide a myriad of employee services on a daily basis in a timely manner.
- Centralized services such as editing, rulemaking, printing, graphics, mail processing, contracting, payroll, and travel, facilitate work flow and expedite customer services.
- Certification program for acquisition professionals, training certification program for contract project officers, and warranted contracting officers.
- Special statutory authority for use of Department of Energy laboratories.
- Travel, payroll, and financial services are usually excellent.
- Financial and payroll systems are dependable and reliable.

The Administrative, Contract, and Financial Services Infrastructure’s principal **challenges** include:

- The retirement eligibility of numerous skilled staff in the next 2-3 years will require an aggressive knowledge transfer program to train inexperienced staff and will require recruitment of new journeyman level staff to address identified knowledge and skill gaps.
- Disbursed headquarters locations spread out customer base and therefore, increase the time required for service delivery such as mail, printing, graphics, and editing.

- Some internal processes and controls are too restrictive and do not adequately consider cost and risk, particularly in providing support to remote locations.
- No means to electronically file applications for services such as parking, transit subsidy, travel authorization, travel vouchers, and leave requests.
- Too many manual contracting processes. The agency lacks an integrated financial, acquisition, and property system with electronic workflow, approvals, and appropriate internal controls. Agency lacks dynamic procurement planning tool.
- Contracting process takes too long. Approval process for acquisitions over \$1 million is too cumbersome, and the volume of affected acquisitions is too high in comparison to the impact of the approval process.
- Difficulty recruiting/retaining experienced acquisition professionals due to shortage of such skills government wide.
- Financial and payroll systems are not user friendly and require major effort to produce information for timely decision making.
- Time and labor system does not allow for electronic or digital signature.
- Schedule for completing end of pay period time and labor approval presents challenges in completing time and labor accurately and on time.

Performance outcomes

In reviewing the agency's Administrative, Contract, and Financial Services Infrastructure, the Infrastructure Planning Team identified **four performance outcomes** that need to be achieved to improve this area's flexibility and adaptability in being able to meet the agency's future program requirements. The recommended actions to overcome the identified challenges and achieve each of the performance outcomes are described in the tables below. Funding for the recommended actions is included in the FY 2008 and FY 2009 budgets.

1. Provide comprehensive administrative services (rulemaking, directives, announcements, editing, parking, printing, graphics, mail, etc.) to all staff which support organizational needs and help to improve the overall quality of work life experience.

FY 2008	FY 2009	FY 2010	BEYOND FY 2010
<p>1. Leverage information technology to enhance service delivery to all locations.</p> <p>2. With the availability of agency forms in PDF, process parking and transit subsidy requests via email.</p> <p>3. Finalize agency wide plan to update the Management Directive Catalog by the end of FY 2013.</p> <p>4. Begin to implement recommendations contained in the rulemaking process improvement plan.</p> <p>5. Implement the Federal Docket Management System.</p> <p>7. Expand transportation services to accommodate employees at all headquarters locations.</p> <p>6. Connect NRC public address system to all headquarters locations.</p>	<p>1. Implement the agency plan to update the Management Directive Catalog.</p> <p>2. Conduct market research on industry software standards for content management, workflow, and electronic publication. Prepare a business case to purchase software for rulemaking and directives programs.</p> <p>3. Decentralize additional services to all headquarters locations.</p> <p>4. Assess and streamline processes and controls to improve the efficiency and effectiveness of service delivery to remote locations.</p>	<p>1. Explore the full capabilities of improvements to the Federal Docket Management System.</p> <p>2. Procure the Rulemaking and Electronic Guidance Information System (REGIS) to implement modern information management and workflow capability.</p> <p>3. Implement the headquarters on-line supply ordering and desk top delivery service.</p>	

2. The contracting life cycle (i.e., planning through closeouts) takes less time and effort than is currently required and the agency process provides tools for better forecasting of procurement needs. The acquisition and delivery of supplies, equipment and services at a reasonable price is timely and meets agency program and business needs.

FY 2008	FY 2009	FY 2010	BEYOND FY 2010
<p>1. Implement use of collaborative software including enhanced use of milestone and tracking capabilities, to track agency agreements with DOE labs and capture past performance data and to enter/update Advanced Procurement Plans.</p> <p>2. Update Project Officer training program to comply with new requirements.</p>	<p>1. Propose an increase to the EDO's delegated contract authority.</p> <p>2. Implement data warehousing and reporting tools to enhance data capture and standard and ad hoc reporting capabilities.</p> <p>3. Evaluate contracting life cycle to streamline and improve process and make recommendations.</p> <p>4. Initiate planning to acquire new acquisition software and associated interfaces to financial and property systems.</p>	<p>1. Initiate efforts to establish agency electronic signature protocol for funds certification, contract awards, receiving and payments.</p> <p>2. Implement recommendations to streamline the contracting process.</p> <p>3. Acquire, test, and pilot new acquisition software including interface with financial and property systems.</p>	<p>1. Implement the new acquisition system interfaced with the financial and property systems.</p>

3. Integrated financial systems reduce data entry, improve internal controls, and provide more reliable and timely information for decision making. Such information is easy to access and available to an expanding and mobile workforce.

FY 2008	FY 2009	FY 2010	BEYOND FY 2010
<p>1. Expand the use of the Budget Formulation System and SharePoint for the FY 2010 budget cycle.</p> <p>2. Establish a Budget Structure Task Group to develop a single coding system for use in all financial and budget related systems.</p> <p>3. Select a new core financial system which includes cost accounting, acquisition, reporting asset management, data exchange and workflow, and security modules.</p>	<p>1. Develop, configure, and test a new core financial system.</p> <p>2. Upgrade the Budget Formulation System to improve timeliness and availability of budget information.</p> <p>3. Transform budget formulation and budget execution processes to better monitor financial performance and better utilize agency funds, on an ongoing basis.</p> <p>4. Begin the phased implementation of a single coding system for budget formulation, budget execution, financial reporting, and cost accounting.</p>	<p>1. Continue testing, training, and conversion of data in the new core financial system.</p> <p>2. Evaluate real-time budget formulation systems that allow real-time scenario planning and integration with the new core financial system.</p>	<p>1. Implement the new core financial system which will improve the timeliness, availability, and reliability of financial information and utilize its electronic workflow management tools.</p>

4. Travel and payroll services accommodate an expanding and mobile workforce.

FY 2008	FY 2009	FY 2010	BEYOND FY 2010
<p>1. Process travel authorizations via email once agency forms are available in PDF format.</p> <p>2. Conduct and evaluate results of the e-Travel pilot.</p>	<p>1. Deploy e-Travel agency wide to improve timeliness, mobility, and workflow.</p> <p>2. Implement a web enabled upgrade to the time and labor system that will allow: (1) for electronic entry, approval, and signature of time and attendance; (2) electronic workflow of documents such as leave requests; and (3) improved security and protection of personally identifiable information.</p> <p>4. Reevaluate time requirements for approving end of pay period time and labor.</p>	<p>1. Provide access to e-Travel via use of agency standard wireless devices.</p> <p>2. Integrate time and labor system into new core financial system.</p>	<p>1. Provide access to time and labor system via use of agency standard wireless devices.</p>

VIII. RESOURCES

The FY 2008 and FY 2009 budget for each of the five infrastructure areas is shown in the table below. These estimates reflect the resources included in the FY 2009 President's Budget (i.e., Green Book) and the additional resources approved by the Commission for FY 2008. The estimates also include both headquarters and regional resources. Funding for the FY 2008 and FY 2009 actions recommended in the report is included in the agency's budgets except as indicated by an asterisk in Sections III – VII.

Infrastructure Area	FY 2008		FY 2009	
	CS \$M	FTE	CS \$M	FTE
Information Technology Infrastructure	\$53.0	76	\$67.9	81
Information Technology Applications and Information Management	18.5	120	17.4	132
Office Space	49.0	24	63.3 ³	26
Human Capital	39.6 ⁴	118	24.5	122
Administrative, Contract, and Financial Services	29.0	143	38.1	152
Total	\$189.1	481	\$211.2	513

The support offices were not able to develop specific resource estimates for the FY 2010 recommended actions in the time available. Their approximation of the additional costs above the FY 2009 base budget to implement the FY 2010 recommendations is shown below.

1. For the Information Technology Infrastructure, an additional \$11 million would be needed in FY 2010 to implement the recommended actions that would support a more mobile and technologically sophisticated workforce no matter where they are located. This includes approximately \$6.1 million primarily to make laptops available as workstations (in addition to desktops), expand the use of BlackBerrys, provide secure wireless access and prepare to upgrade the agency's operating system; \$2.9 million to provide virtual meeting capability and media streaming to the desktop; and \$1.8 million to modernize voice communications and provide instant messaging capability.
2. For the Information Technology Infrastructure, an additional \$4.2 million would be needed in FY 2010 to implement the recommended actions that would strengthen the agency's disaster recovery and emergency communication capabilities. This includes approximately \$3 million for the first year of a two year effort to implement an alternate site to house NRC information technology applications and data that support essential business functions and \$1.2 million for Phase 3 of the Operations Center modernization project.
3. For the Information Technology Applications and Information Management Infrastructure, an additional \$6 million would be needed in FY 2010 to implement the recommended actions that would strengthen the agency's data management, increase the efficiency of agency business transactions, and improve access to information,

³ This funding level includes \$7.2 million for Region II's new office space and \$5.2 million for Region IV's new office space.

⁴ This funding level includes \$15 million for the Nuclear Education Program.

taking into account the needs of a more mobile workforce. Approximately \$2.9 million to proceed with the implementation of ngADAMS, \$2.4 million to improve the agency's data management and data sharing, and \$0.8 million to expand EDATS.

4. For the Office Space Infrastructure, less than \$1 million in added funding would be needed in FY 2010 to implement the recommended actions that would begin to restore headquarters space to accommodate operational needs and sustain a quality work environment, and continue consolidation of headquarters at the White Flint Complex. Note: An additional \$5 million would be needed to implement a recommendation to acquire new office space for Region I. Absent acquiring new space for Region I in FY 2010, the lease for Region I's existing space would have to be extended at an additional cost of approximately \$0.4 million in FY 2010.
5. For the Human Capital Infrastructure, less than \$1 million in added funding would be needed in FY 2010 to implement the recommended actions that would continue aggressive efforts to recruit and retain diverse people with the right skills, and structure the agency's training for a workforce that is more mobile and has less regulatory experience. Note: An additional \$10 to \$20 million would be needed to implement the recommendation to acquire and pilot new reactor simulation software for training NRC technical staff. This capability is needed to keep pace with industry's use of new reactor technology. There are significant uncertainties related to when the capability will be needed, how best to obtain the capability, and the cost estimate.
6. For the Administrative, Contract, and Financial Services Infrastructure, an additional \$4.5 million would be needed in FY 2010 to implement the recommended actions that would support a more mobile workforce no matter where they are located. Approximately \$3.1 million would be to improve the overall contracting process and \$1.3 million to be primarily used to help streamline rulemaking and supply ordering.

In assessing the agency's infrastructure and considering the views of the offices and regions, the Team believes that Recommendations 1, 4, and 5 are the most important contributors to ensuring that the agency's infrastructure is sufficiently flexible and adaptable to meet the agency's future program requirements. The staff estimates that it will cost approximately \$12 million above the FY 2009 base budget to implement Recommendations 1, 4, and 5 in FY 2010.

The Team also believes that Recommendation 2 is an important contributor to the infrastructure's flexibility and adaptability under certain emergency and disaster conditions, and that it is necessary for the agency's infrastructure to be adequately prepared to respond and operate under such conditions. The staff estimates that it will cost approximately \$4 million above the FY 2009 base budget to implement Recommendation 2 in FY 2010.

IX. APPENDIX

CHARTER FOR THE INFRASTRUCTURE PLANNING TEAM DECEMBER 20, 2007

PURPOSE

The Infrastructure Planning Team (IPT) is established to conduct an assessment of the NRC's current and future infrastructure requirements and make recommendations for improvements to the Executive Director for Operations. This effort is to **ensure that the NRC's infrastructure is sufficiently flexible and adaptable to meet the agency's future program requirements.**

BACKGROUND

The November 2007, Senior Leadership Meeting included discussions on: (1) Chairman Klein's top ten issues to focus on in 2008 which included a number of infrastructure related issues (e.g., hiring, office space, information technology), and (2) strategic organizational planning which focused on the importance of a more versatile infrastructure to support program requirements. The action resulting from the Senior Leadership Meeting is: "Ensure that the NRC's infrastructure is sufficiently flexible and adaptable to meet the agency's future program challenges" (See November 23, 2007, memorandum from V. Ordaz). The Office of the Executive Director for Operations established the Infrastructure Planning Team to assess and recommend what needs to be accomplished in fulfillment of this action. The Infrastructure Planning Team will engage the regions, program offices, support offices, and others to understand the agency's current infrastructure, its limitations, and future needs.

MEMBERSHIP

The members of the Infrastructure Planning Team include the Deputy Directors of the Offices of Administration, Human Resources, Information Services, and Small Business and Civil Rights; a deputy regional administrator (Region II); a deputy program office director (NSIR and FSME); and a representative from the Office of the Chief Financial Officer.

MILESTONES AND SCHEDULE

The Infrastructure Planning Team has adopted the milestones and schedule shown in Appendix A for this project.

MEETINGS

Meetings will be held as needed to achieve the milestones and schedule shown in Appendix A. The meeting agenda will be provided at least three days in advance of the meeting.

RECOMMENDATIONS

The Infrastructure Planning Team will develop recommendations that will enable offices to ensure that the NRC's infrastructure is sufficiently flexible and adaptable to meet the agency's future program requirements. The Infrastructure Planning Team will issue a final report. Final recommendations will be briefed to the Executive Director for Operations. Every effort will be made to reach consensus on the recommendations. Absent consensus, team members each have an equal vote.