

# Action Planning Agenda

Office of Nuclear Reactor Regulation

NRR

9

## Forward Focus: Moving from Results to Action

### Objectives:

- Discuss the current environment in NRR
- Identify both what is working well and actions to improve NRR
  - Working Relationships
  - Organizational Change and Quality Focus
  - Open Collaborative Work Environment

9:30a

### Welcome & Introductions

- Facilitator & Participant Introductions
- Action Planning Group Overview & Agenda
- What will happen with today's input?

9:40

### Temperature Check (two teams)

- Discuss and document the current environment in NRR:
  - How would you characterize the work environment?
  - Describe current working relationships. Peer-to-peer; staff-to-managers, across generations, etc.
  - What is your level of comfort raising issues and seeking resolution?
  - Describe how changes in NRR are initiated?
  - Is NRR doing the right things? Headed in the right direction?
  - Add questions from Ilyne if needed after review of Fed Viewpoint Survey
- Discuss your contribution and level of engagement:
  - Do you feel your work contributes to NRR's mission?
  - Do you feel you are producing high quality products?
  - Do you feel that NRR is producing high quality products?
  - Do you have the tools and training to do your job?

10:35

### Create a Plan of Action (two teams)

- Listen to the OEDO's LPP OCWE Speech
- Determine a) areas of strength and for improvement and b) actions to address NRR needs:
  - How is OCWE demonstrated in NRR?
  - Brainstorm actions to help NRR fully realize OCWE.
  - What can NRR do to improve organizational change? Quality focus? Working relationships? Training and Development?
- Use wall charts to summarize actions

11:00

### Discuss of Proposed Action Plans

- Large group discussion of proposed actions

11:30

### Close

A 157<sup>1</sup>

## THE OFFICE OF NUCLEAR REACTOR REGULATION (NRR): FOCUS GROUP SUMMARY

Two NRR focus groups were conducted: one group with Administrative Professionals was conducted on November 5<sup>th</sup> and a second group with Technical Professionals on November 8<sup>th</sup>. The purpose of the focus groups was to:

- Discuss the current environment in NRR
- Identify both what is working well and actions to improve NRR

A total of 19 employees from across NRR participated in the focus groups.

### Summary of Administrative Professionals Focus Group Comments:

Nine administrative professionals participated in the first focus group, representative of various divisions. Attendees varied in years of service, general grade, ethnicity, gender, and age. The average tenure of attendees was 2.9 years with NRR.

The focus group agenda is provided below:

*Forward Focus: Moving from Results to Action*

#### Objectives:

- *Discuss the current environment in NRR*
- *Identify both what is working well and actions to improve NRR*
  - Organizational Change
  - Employee Engagement
  - Open Collaborative Work Environment

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- |              |   |
|--------------|---|
| <b>8:30a</b> | <b>Welcome &amp; Introductions</b> <ul style="list-style-type: none"> <li>○ <i>Facilitator &amp; Participant Introductions</i></li> <li>○ <i>Action Planning Group Overview &amp; Agenda</i></li> <li>○ <i>What will happen with today's input?</i></li> </ul>  |
| <b>8:40</b>  | <b>Temperature Check</b> (two teams) <ul style="list-style-type: none"> <li>○ <i>Discuss and document the current environment in NRR:</i> <ul style="list-style-type: none"> <li>- How would you characterize the work environment?</li> <li>- How are you treated?</li> <li>- How are Administrative and Corporate Support professionals viewed by others in NRR? Outside NRR?</li> <li>- What is your level of comfort raising issues and seeking resolution?</li> <li>- Describe how changes in NRR are initiated?</li> <li>- How are communications within NRR handled?</li> </ul> </li> <li>○ <i>Discuss your contribution and level of engagement:</i> <ul style="list-style-type: none"> <li>- Do NRR managers generate high levels of motivation among staff?</li> <li>- Do NRR managers generate high levels of commitment among staff?</li> <li>- Do you have the tools you need to do your job?</li> </ul> </li> </ul> |
| <b>9:25</b>  | <b>Create a Plan of Action</b> (two teams) <ul style="list-style-type: none"> <li>○ <i>Listen to Bill Borchardt's LLP speech (OCWE)</i></li> <li>○ <i>Determine: a) areas of strength and for improvement and b) actions to address NRR needs:</i> <ul style="list-style-type: none"> <li>- What can NRR do to improve?</li> <li>- How is OCWE demonstrated in NRR for AAs?</li> <li>- Brainstorm actions to help NRR create an ideal work environment, one that is open and collaborative.</li> </ul> </li> <li>○ <i>Use wall charts to summarize actions</i></li> </ul>   |
| <b>10:05</b> | <b>Discuss of Proposed Action Plans</b> <ul style="list-style-type: none"> <li>○ <i>Large group discussion of proposed actions</i></li> </ul>   |
| <b>10:30</b> | <b>Close</b>  |

**Q1. How would you characterize the work environment?**

Experiences vary based on which Division Administrative Assistants (AAs) work within. The overall work environment is good and workload varies by Division. For example, AAs in DORL perform more functions than AAs in other divisions.

**Q2. How are you treated? How would you describe current working relationships?**

There are limited job opportunities and no established career paths for AAs, which participants believe is unfair treatment and demonstrates a culture that puts more focus on its technical staff. This situation is discouraging and reduces motivation among AAs. When opportunities for advancement are available, the hiring process appears wired. Participants believe that they need a sponsor to obtain open positions – and they look to their branch chief to be their advocate. However, they feel that branch chiefs are too busy to support them in this way. Some divisions already know who they want in the position before the job is posted. As a result AAs don't want to interview and get their hopes up. Participants believe that job enrichment for AAs is needed in light of limited career opportunities.

Participants indicated that training and development are encouraged by the Office Director, but this enthusiasm is not shared at the Division Director level. AAs participate in the management analyst certification program and believe that it will support career advancement. The certification helps AAs move to lateral positions at GS 7; but largely they do not see a significant benefit from the program.

There is competition among AAs and tension between contractor and permanent government employees. Within some divisions there is competition between AAs and this behavior is viewed as 'catty'. The culture at the NRC drives competition, where AAs have to do high profile projects to get ahead.

Some strong AAs, in some Divisions, have an established means of teamwork. There are backup procedures for phone transfers and emails. However, teamwork varies by tenure and/or generation.

**Q3. How are Administrative and Corporate Support professionals viewed by others in NRR? Outside NRR?**

The front office knows the value of AAs, however this viewpoint is not trickled down (e.g., NRO communicates AA value better than NRR). Inconsistent messages regarding contractor conversion to full-time government employment is circulating; there is little accountability for performance, and poor performers are not well managed.

Participants noted that few awards are provided to AAs which creates a poor perception of AAs and a feeling among AAs that they are being passed over and/or under appreciated. Many participants noted that several AAs have gone above and beyond without ever being given an award.

The overall feeling is that NRR is not a place to move ahead.

Image is very important. New hires are told who to avoid to prevent obtaining a tarnished reputation. It is said, "You don't want to be seen with them" –or "be careful what you say in hallways and in elevators".

Finally, participants noted that they are often asked too many questions by technical staff and/or branch chiefs. The questioning gives the impression that AAs don't know what they're doing.

**Q4. What is your level of comfort raising issues and seeking resolution?**

Raising issues can be easy or difficult depending on the issue, one's past experience raising issues and whom you raise them to. Raising issues is harder if you don't have a working relationship with the individual. Issues have to be escalated within the chain of command. However, some Project Managers circumvent the established process and are pacified by managers. Participants believe that managers should coach their employees because more tenured technical staff do not want AAs telling them how to do their jobs.

Participants indicated that branch chiefs do not manage poor performance. As a result, AAs try to work with their peers to resolve issues, however managers choose not to get involved in technical staff-to-AA conflicts and issues linger.

Peer-to-peer issue resolution is good and AAs can resolve issues among themselves. There are some AA cliques who are not positive and reduces teamwork (i.e., in DLR).

**Q5. Describe how changes in NRR are initiated? Q6. How are communications within NRR handled?**

The AAs will start quarterly meetings, but attendance is an issue. There are 60 total AAs, only 20 attend – which makes AAs wonder if their peers take meetings seriously. The topics at the meetings are relevant to AA work; however more focus is needed on interpersonal relationships. There is an AA newsletter which is good for refreshing staff on procedures and an Administrative section on the website. PMDA is also trying to help improve communications.

**Q8. What is working well with regard to supervision and working relationships?**

The front office communications have gotten better due to leadership changes. Changes are communicated via email and/or announcements. Most times, AAs don't know that changes are made until after the fact (there is a delay). Directors are available and follow the open door policy. Overall, office Directors are very friendly, but some Branch Chiefs are less approachable.

**Q. 7-9. Do NRR managers generate high levels of motivation among staff? Do NRR managers generate high levels of commitment among staff? Do you have the tools you need to do your job?**

Participants requested more training to support their career advancement. They also indicated that work procedures should be turnkey. There are many procedural inconsistencies across NRR Divisions. The format of concurrence and the processes should be the same across the office. Desk audits are needed to better describe work and create consistent procedures.

## Summary of Technical Professionals Focus Group Comments:

Eleven professionals (budget, technical reviewers and project managers) participated in the second NRR focus group. Focus group participants represented various Divisions. Attendees varied in years of service at the NRC, general grade, ethnicity, gender, and age. The average tenure of the attendees was 2.4 years with NRR.

The focus group agenda is provided below:

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  - Open Collaborative Work Environment

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<b>9:35</b>	<b>Create a Plan of Action</b> (two teams) <ul style="list-style-type: none"> <li>○ Listen to the OEDO's LPP OCWE Speech</li> <li>○ Determine: a) areas of strength and for improvement and b) actions to address NRR needs:           <ul style="list-style-type: none"> <li>- How is OCWE demonstrated in NRR?</li> <li>- Brainstorm actions to help NRR fully realize OCWE.</li> <li>- What can NRR do to improve organizational change? Working relationships?</li> </ul> </li> <li>- Use wall charts to summarize actions</li> </ul>
<b>10:05</b>	<b>Discuss of Proposed Action Plans</b> <ul style="list-style-type: none"> <li>- Large group discussion of proposed actions</li> </ul>
<b>10:30</b>	<b>Close</b>

### Q1. How would you characterize the work environment? Describe current working relationships.

The overall work environment was described as very good, but varied based on one's immediate supervisor and/or Division. There is flexibility and several benefits associated with working in NRR. The office is technical and task oriented. The schedule is most important, which can pose challenges and reduce focus on quality and people.

Participants noted that Branch Chief turnover is high, resulting in low technical oversight of staff and unclear guidance (i.e., "bring me a rock drills"). Turnover is a result of demands placed on Branch Chiefs

and shifting priorities. For example, DORL has had three to four new Branch Chiefs in the last six months. Staff (at times), feel that they are given tasks without someone to assist and/or mentor them. In some situations, staff feel as though they are training the Branch Chiefs. In the past, managers understood what it took to get things accomplished. There are many new managers from different offices and they don't understand the work. Due to the number of new managers, there is over-reliance on staff, new expectations, lower morale and impacts on performance reviews.

The metrics used in the office seem unyielding. Project managers' metrics are in conflict with technical requirements. However, management is receptive to the conflicts posed by metrics, but are unsure of what can be done.

**Q2. Peer-to-peer; staff-to-managers, across generations, etc.**

Staff are welcoming and very helpful towards new hires.

There are generational differences within the office between younger Project Managers and more tenured Project Managers, resulting in generational clash. There is a focus on more technical work, resulting in low focus on people.

There is low interaction among staff and limited face-to-face communication which decreases collaboration. The office is very Division-focused and interaction stops at the Division Director level. There is limited visibility at the office-wide level. The office is hierarchical and there is a protocol for obtaining resources to perform work. Branch Chiefs are protective of their FTE; they don't want staff working on issues that they themselves may not want to support. As a result, getting work done can be difficult.

There is low focus on mentoring, except among the NSPDP. The mentoring/selection process is very welcoming. Mentors for NSPDP volunteer and are interested in mentoring. Office-wide, mentoring can be problematic due to work schedules and lack of interested volunteers to mentor others. Overall, mentors are not very willing to spend the time it takes to effectively mentor others. However, in some cases, individuals in the office hold knowledge and it is difficult to learn because few procedures are documented, which reduces knowledge transfer to new hires.

**Q3. What is your level of comfort raising issues and seeking resolution?**

Participants raised varying opinions on raising technical issues. Some expressed difficulty raising safety issues. Because many managers have not had hands-on experience, staff feel that it is difficult to look at issues globally. When safety issues are raised, staff must have credibility to be taken seriously. For example, participants noted that the DPO process can be career limiting. The staff will have one priority/view, but management has a different priority/view. As a result, staff have to be selective about when and which safety issues they raise to management. Good managers shield employees from higher politics.

**Q4. Describe how changes in NRR are initiated?**

Division management initiates changes and interactions with NRR.

**Q5. Is NRR doing the right things? Headed in the right direction?**

NRR is too focused on technical aspects of the work and has limited focus on people.

There is a lack of alignment between Project Manager priorities and technical branch priorities. In some cases, project staff may have differing priorities than technical staff. They serve different masters and need better collaboration and accountability from managers once priorities are established. DORL metrics (12 month schedule) conflicts with technical metrics (12 month for SE/RAI). NRR needs alignment between these metrics to increase efficiency. There is a fear of repercussion for not meeting metrics (i.e., bonuses are tied to metrics). Routine issues and complex issues have the same metric.

Participants felt that NRR is not headed in the right direction related to resource management because staff are currently not interchangeable. More focus on cross training and integration across activities is needed. Staff are not given all of the tools that they need to do their jobs. Processes are not adequately documented and there are few procedures for tasks. For example, the EPM solution must be wed with processes that match the maturity of the organization. The right processes must be developed first, then develop the right tools that meet most people's needs. Unfortunately, technical staff see EPM as a weapon used by management to attack staff if they aren't maintaining the schedule.

**Q6-8. Do NRR managers generate high levels of motivation among staff? Do NRR managers generate high levels of commitment among staff? Do you feel your work contributes to NRR's mission?**

Motivation of staff is based on tasks. Commitment is generated by engaging Branch Chiefs, Deputy Division Directors and above – there is not much staff interaction with the front office. Branch Chief turnover harms motivation and commitment among staff. This is due to highly experienced staff and new managers.

NRR

10

Message

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 Create Rule
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 Categorize
 Follow Up
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You forwarded this message on 08/16/2010 1:26 PM.

From: Eager, Bruce  
 To: rchan, Brian; Gutter, Joseph; McInty, Tim; Brown, Frederick; Riland, William; Cunningham, Mark; Evans, Michele; Riland, Patrick; Givines, Mary  
 Cc: Leeds, Eric; Grobe, Jack; Pedersen, Cynthia; Gerke, Laura  
 Subject: Implementing Division Safety Culture Action Plans

Sent: Tue 08/17/2010 9:39 AM

As the close to FY10 approaches, I encourage you to review implementation of your division's safety culture action plan. Reflect on what is already working and what could be done even better as you continue with implementation in FY11. In November, I'll be scheduling meetings with you—one for Directors in DRSP, one for DECS--so we can consider progress and exchange good ideas. In the spirit of cooperation, I recently met with a group of staffers who had provided comments on the NRR Safety Culture Action Plan so that we could jointly brainstorm how to address concerns; we're considering those ideas for implementation. Please remind your Branch Chiefs to attend NRR's seminar on September 8 where Eric will be discussing performance management, a key concern from survey results. In addition, all supervisors and managers are encouraged to attend the recently announced OHR/OE Safety Speaking Workshop later this month which provides tools on promoting an open, collaborative work environment.

Both I, as Safety Culture Champion, and Laura Gerke, as the Program Manager, welcome the opportunity to collaborate with you in promoting a healthy safety culture and climate in NRR. Thanks. Bruce

A 258

NRR

11



You forwarded this message on 09/23/2010 9:48 AM.  
 This message was sent with High Importance.

From: Ross, Robin on behalf of Boger, Bruce  
 To:  NRR Distribution  
 Cc:  
 Subject: Fw: NRR/OCWE Seminar on September 29, 2010

Sent: Thu 09/23/2010 9:41 AM

As NRR's Safety Culture Champion, I'm writing to encourage you to attend the agency's Open, Collaborative Work Environment (OCWE) event on Wednesday, September 29 from 10-11:30 a.m. in the TWFN Auditorium.

The purpose of the event is to help define what OCWE means, and how the efforts of every employee help us accomplish our public health and safety mission. An outstanding keynote speaker will discuss the issue of *Trust*. Why is this important to NRR staff?

We've heard from focus groups and surveys that administrative staff don't always feel valued, and from technical staff that supervisors sometimes don't adequately explain how decisions were made or differing views were resolved. In the vision of an OCWE, relationships based on trust would be fostered so that all staff feel valued and encouraged to raise issues that can help us achieve our mission.

That said, not only is this a great learning opportunity, but also a fun event with gifts and food: just the type of event NRR staff enjoys!

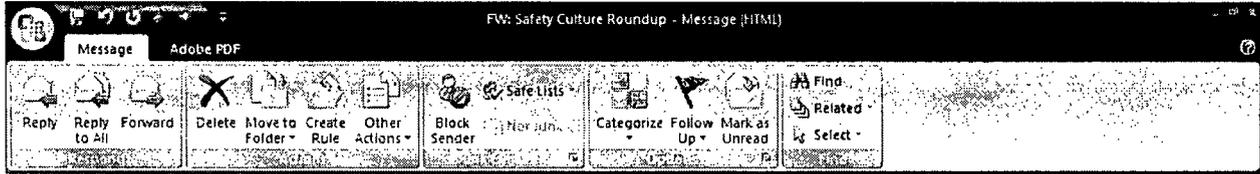
I hope to see you there,

Bruce

A-259

NRR

12



You forwarded this message on 01/06/2011 9:37 AM.

From: Boger, Bruce Sent: Thu 01/06/2011 8:01 AM  
 To: Cheok, Michael; Brown, Frederick; McGinty, Tim; Blount, Tom; Quay, Theodore; Jolicoeur, John; Gitter, Joseph; Nelson, Robert; Howe, Allen; Holian, Brian; Galloway, Melanie; Lund, Louise; Evans, Michele; Lubinski, John; Hland, Patrick; Skeen, David; Ruland, William; Behadur, Sher; Cunningham, Mark; Lee, Samson  
 Cc: Leeds, Eric; Grobe, Jack; Givvines, Mary; Gerke, Laura  
 Subject: FW: Safety Culture Roundup

Thanks for meeting with me on what's working well and what we can do even better in the area of safety culture. I'm sending this summary so that we can all benefit from insights from the two separate meetings.

Insights

1. Communication overload: providing information is not the same as communicating. Integrate or link Sharepoint sites, communities of practice, newsletters, various sources of information; otherwise, staff can't wade their way through all the offerings.
2. Promote face-to-face communication: encourage such direct communication from BCs; Eric schedules walk-around time; Pat periodically attends branch meetings; Bill and Mary schedule one-on-ones with each of their staff to get to know them
3. Confusion about what other branches do within a division seems to be a common theme; have BCs discuss their activities at division meetings; revisit/promote branch functional statements.
4. DSS used a contractor to coach BCs on providing feedback; awaiting input for whether improvements were noted during appraisals.
5. Branch training: DLR taps staff to do some of the qualification training; DORL offers Qualification Jeopardy on Fridays. DIRS and DLR have tapped Marsha Gamberoni for half-day branch training on Strengths Deployment Inventory, focusing on how we act under stress. More to come if other divisions want to support such training.
6. "Enthusiasm is as infectious as discontent." Look for ways to spread the goodwill and enthusiasm (food is a theme!): morning doughnuts, picnics, cookouts, run/walks, CFC activities. Such efforts build community which facilitates problem solving.
7. Communicate what operating in a flat budget might mean: Christine and Laura have worked with Tim to develop a message which could be customized for use by divisions/branches.

Upcoming Actions

- Please send your updated action plans to Laura for posting on our Safety Culture website <http://nrr10.nrc.gov/nrr-office/safety-culture/index.cfm>. Haven't heard yet from everyone.
- OE plans to offer a workshop in the new year on keeping action plans relevant and responsive. You're invited to send a representative; we'll get you the details when scheduled.
- I plan to meet with you every six months to continue the discussion on safety culture; your action plans should be updated at least on that same schedule. Look for our next meeting to be in May.

# Start | Inbox - Microsoft Outlook | FW: Safety Culture Roundup | Microsoft Word | msnbc.com - Breaking News | Desktop | 10:12 AM

A 260

NRA

13

ET/LT January 13, 2011

NRR Expectations for Supervisory Training

**Concern:** safety culture concerns exist about supervisory churn and skillset. Leaders' Academy training could address, but NRR hasn't stated expectation for completing training, nor does it track training status.

**Agency's Leaders' Academy:** Newly-selected branch chiefs are to complete the 14 courses within 2 years; newly-selected team leaders complete the listed 8 courses within one year. Current supervisors should complete them as soon as possible. Expectation stated in January 2010 Yellow Anncmnt.

**Tracking:** difficult to do, LAcademy courses not in individual iLearn.

**Hopeful Solution:** 1) OHR piloting putting LAcademy courses into NRR supervisors' iLearn now. 2) Eric sends email to BC/TL with expectations. 3) Karmen Baretich, OHR LAcademy PM, presenting 1/24 to NRR supervisors; Eric to provide intro and expectations. 4) Karmen available for individual meetings with supervisors. 5) By end of Feb, iLearn will ease tracking.

**Proposed expectation:** BC/TL develop training plan by mid-years (including refresher training for more experienced supervisors), DD discuss training progress with BC/TL at appraisal time. Be aware of training timeframe, but not constrained by that with BC workload.

Azel

ACTION: New Year's Resolution and Supervisory Training - Message (HTML)

Message Adobe PDF

Reply Reply Forward  
 to All

Delete Move to Create Other  
 Folder Rule Actions

Block Sender

Categorize Follow Mark as  
 Up Unread

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You forwarded this message on 01/20/2011 11:31 AM.

From: Schwarz, Sherry on behalf of Leeds, Eric Sent: Thu 01/20/2011 11:17 AM

To: Frumkin, Daniel; James, Lois; Mathew, Roy; Wood, Kent; Le, Hong; Narick, Marianne; Brown, Rohn; Champion, Bryan; Gorham, Tajuan; Ulises, Anthony; Mendola, Anthony; Casto, Greg; Bailey, Stewart; Derrig, Robert; Taylor, Robert; Lupold, Timothy; Mitchell, Matthew; McMurray, Anthony; Khanna, Meena; Kemper, William; Murphy, Martin; Mathew, Roy; Tate, Travis; Harrison, Donnie; Rodriguez, Veronica; Klein, Alex; Pham, Bo; Wrona, David; Dozer, Jerry; Aufuck, Rajender; Peltan, David; Rivera, Alison; Robinson, Jay; Salgado, Nancy; Chernoff, Harold; Kulesa, Gloria; Broadus, Doug; Pascarelli, Robert; Carlson, Robert; Markley, Michael; Campbell, Stephen; Simms, Sophonia; Kobetz, Timothy; Franovich, Rani; Michale, John; Thorp, John;

Cc: Boger, Bruce; Grobe, Jack; Gvvines, Mary; Ferrell, Kimberly; Ruland, William; Bahadur, Sher; Evans, Michele; Lubinski, John; Hiland, Patrick; Wilson, George; Cunningham, Mark; Lee, Samson; Weerakkody, Sunil; Holian, Brian; Galloway, Melanie; Gitter, Joseph; Nelson, Robert; Howe, Allen; Brown, Frederick; Cheok, Michael; McGinty, Tim; Blount, Tom; Quay, Theodore; Hudson, Jody; Tracy, Glenn; Geike, Laura; Miller, Ilyne; Nguyen, Quynh; Wertz, Trent

Subject: ACTION: New Year's Resolution and Supervisory Training

Happy New Year and welcome to a renewed NRR resolution on supervisory training! Yellow Announcement No. 004, dated 01/07/2010, "Leadership Training and Development (<http://www.internal.nrc.gov/announcements/yellow/2010/2010-004.html>)," stated the Agency's expectations for branch chiefs and team leaders to complete training in OHR's Leaders' Academy. With the large number of new supervisors in NRR, I want you to tap this training which can be beneficial to your future success.

The Academy has 14 courses for newly-selected branch chiefs, 9 for team leaders. Experienced supervisors should review offerings for refresher training: some courses are new or significantly revised. Your responsibility is to review the Leaders' Academy and develop a plan for discussion with your supervisor. Your supervisor will review your plan to have a dialogue about which courses are appropriate for your professional development. The goal is to have your training plan in place at mid-year and then discuss your progress during appraisals. The Academy has a timeframe for completion; however, due to our heavy workload and competing demands, NRR's focus is on making progress. As you're aware, I've always asked you to put development of your people as one of your top three priorities. Your professional development is just as important, and I've asked your management to work with you so you get the training that will help you continue to be successful in the Agency.

To jumpstart this process, I invite you to join Karmen Baretich, OHR's Leaders' Academy Program Manager, and me for an *overview session for NRR supervisors on January 24*; an appointment has been sent to you. Additionally, OHR is adding the Academy courses – taking into consideration earlier courses for which you would be credited – into your iLearn plan; you'll receive notification when that occurs. Karmen is also willing to meet with you individually to discuss the Academy; contact her to schedule an appointment.

Why are we doing this? Threefold: 1) align NRR with agency training expectations; 2) address Safety Culture concerns about challenges posed by supervisory churn and communication; and 3) promote continuous learning. The Executive and Leadership Teams are adopting this same training resolution: all NRR SES are developing Executive Development Plans this winter.

I continue to enjoy working with you all and doing all we can to make NRR a great place to work. Best wishes for an enlightening year!

REMINDER: Discuss Leader's Academy at Mid-Years - Message (HTML)

Message Adobe PDF

Reply Reply Forward Delete Move to Create Other Block Safe Lists Categorize Follow Mark as Up Unread Find Related Select

You forwarded this message on 04/05/2011 7:48 AM.  
 This message was sent with High importance.

From: Ross, Robin on behalf of Boger, Bruce Sent: Mon 04/04/2011 3:22 PM  
 To: Auluck, Rajender; Bailey, Stewart; Broaddus, Doug; Brown, Rohin; Campbell, Stephen; Carlson, Robert; Casto, Greg; Champion, Bryan; Chernoff, Harold; Dennig, Robert; Dias, Antonio; Eads, Johnny; Elliott, Robert; Franovich, Rani; Gorham, Tajuan; Harrison, Donnie; Helton, Shana; Imboden, Andy; Jolicoeur, John; Khanna, Meena; Klein, Alex; Kobetz, Timothy; Kulesa, Glona; Le, Hong; Lupold, Timothy; Markley, Michael; Mathew, Roy; McHale, John; McMurtry, Anthony; Mendiola, Anthony; Mitchell, Matthew; Murphy, Martin; Nank, Marianne; Pascarella, Robert; Pelton, David; Pham, Bo; Quichocho, Jessie; Regan, Christopher; Rodriguez, Veronica; Rosenberg, Stacey; Ross-Lee, MaryJane; Salgado, Nancy; Shoop, Undine;  
 Cc: Boger, Bruce; Givvines, Mary; Grobe, Jack; Leeds, Eric; Bahadur, Sher; Blount, Tom; Brown, Frederick; Cheok, Michael; Ferrell, Kimberly; Galloway, Melanie; Gitter, Joseph; Hiland, Patrick; Hollan, Brian; Howe, Allen; Lee, Samson; Lubinski, John; McGinty, Tim; Nelson, Robert; Rutland, William; Skeen, David; Thomas, Brian; Cheok, Michael; Westreich, Barry  
 Subject: REMINDER: Discuss Leader's Academy at Mid-Years

Good Afternoon NRR Branch Chiefs,

I speak on behalf of my fellow ET in noting that you, as a first-line supervisor, have the most difficult job in the agency! And, although this spring has been particularly distracting, taking time for training is key to freshening skills to meet job demands.

As Eric discussed in his email to you of January 20<sup>th</sup>, NRR has a renewed focus on supervisory training this year, with Branch Chiefs expected to have a plan for progressing through the 14-course curriculum in OHR's Leader's Academy. At mid-years, your supervisor will review your plan with you. If you've already completed the Academy, consider new or revised courses for refresher training. OHR recently placed the curriculum into your iLearn, which eases the ability to review what courses remain during your mid-year's discussion.

NRR has this focus to: 1) align the office with agency training expectations, 2) address Safety Culture concerns about challenges posed by supervisory churn and communication; and, 3) promote continuous learning. We appreciate the work you do; making this training investment reaps effectiveness dividends for both you personally and the office.

Thanks for your commitment and cooperation.

Sincerely,

Bruce A Boger



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Meeting of NRR Division Safety Culture Representatives  
March 16, 2011  
9-9:45 O11B6

**Purpose:** share best practices of what is working/what could be done even better in our safety culture action plans.

**Outcome:** 1) awareness of other divisions' activities; 2) ideas for how to keep plans alive and relevant; and, 3) direction to prepare for May division director meetings with Bruce Boger.

**Process:** 1) Laura provides background; 2) go around the table with each representative briefly describing the highs and lows of plan implementation; and 3) Bruce provides guidance for his May meetings.

**Beforehand:** you might want to check out <http://nrr10.nrc.gov/nrr-office/safety-culture/index.cfm> sidebar of Division Action Plans for a quick look at other divisions' approach.

**Representatives:**

NRR	Laura Gerke
PMDA	Laura Gerke
DSS	Brett Titus
DCI	Andrew Johnson
DE	Meena Khanna
DRA	Margaret Stambaugh
DLR	Jeremy Susco
DORL	Sean Meighan
DIRS	Leslie Fields
DPR	Erin Deeds

*Talking Points:*

- Your work is appreciated and valued: a continued focus on safety culture is needed to strive towards our vision of an open, collaborative work environment, not just a once-every-three-years item when the OIG Survey is conducted. Thank you for helping the office and your divisions keep that ongoing focus.
- When I met with Division Directors in November, I was impressed with the ideas shared (hand out attached email summary you sent to DDs) of what your divisions are doing.
- I next meet with DDs in May on their safety culture action plans. Expectation: plans will be updated shortly before that to reflect actions since November. I'm particularly interested in what is working well/or could be done even better since we last met.
- Is there something I or Laura can do to help you in your safety culture and OCWE efforts?



## Bruce's 1/6/11 email to DD's about November meetings

Thanks for meeting with me on what's working well and what we can do even better in the area of safety culture. I'm sending this summary so that we can all benefit from insights from the two separate meetings.

### Insights

1. Communication overload: providing information is not the same as communicating. Integrate or link Sharepoint sites, communities of practice, newsletters, various sources of information; otherwise, staff can't wade their way through all the offerings.
2. Promote face-to-face communication: encourage such direct communication from BCs; Eric schedules walk-around time; Pat periodically attends branch meetings; Bill and Mary schedule one-on-ones with each of their staff to get to know them
3. Confusion about what other branches do within a division seems to be a common theme; have BCs discuss their activities at division meetings; revisit/promote branch functional statements.
4. DSS used a contractor to coach BCs on providing feedback; awaiting input for whether improvements were noted during appraisals.
5. Branch training: DLR taps staff to do some of the qualification training; DORL offers Qualification Jeopardy on Fridays. DIRS and DLR have tapped Marsha Gamberoni for half-day branch training on Strengths Deployment Inventory, focusing on how we act under stress. More to come if other divisions want to support such training.
6. "Enthusiasm is as infectious as discontent." Look for ways to spread the goodwill and enthusiasm (food is a theme!): morning doughnuts, picnics, cookouts, run/walks, CFC activities. Such efforts build community which facilitates problem solving.
7. Communicate what operating in a flat budget might mean: Christine and Laura have worked with Tim to develop a message which could be customized for use by divisions/branches.

I plan to meet with you every six months to continue the discussion on safety culture; your action plans should be updated at least on that same schedule. Look for our next meeting to be in May.

Thank you for your continued focus on safety culture and promotion of an open, collaborative, work environment.

NRA

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## May 2011: Division Safety Culture Action Plans

### **What is already working?**

- a. DORL reduced frequency of division meetings from monthly to bimonthly. In the interim, division management goes to branch mtgs more often; attendance and visibility are appreciated.
- b. DLR conducted FISH training with Steve Reynolds from Reg III.
- c. PMDA periodically holds Value Cafes with staff broken into small groups at different tables to discuss application of ISOCER to division issues.
- d. DORL started a blog: <http://portal.nrc.gov/edo/nrr/dorl/blog/default.aspx>
- e. DRA found staff wanted more feedback on performance, so division management recommended quarterly reviews, not mandated but encouraged. Mike and Sam have open door times on their schedules; if no one shows up, they will schedule appointments.
- f. To lighten atmosphere and build camaraderie, DLR set out calendar of 365 days of jokes.
- g. DE provides pizza and soda at their division meetings
- h. PMDA is working with EDO on a series of *Managing Change* sessions for employees
- i. Suggestion boxes started by DIRS, DRA, DCI, and DE.
- j. DCI: great ownership by staff of safety culture, who then present at division meetings.
- k. DSS: plans to consider expanding office-wide their coaching contract for branch chiefs on conducting performance appraisals.
- l. Keeping plans alive: DIRS, DCI, PMDA conducted *short* surveys to get insight on effectiveness of plans and employee concerns before updating plans.

### **What can be done even better?**

1. Increase staff interaction with ET:
  - a. Agreed that as the upcoming LT Chair, John Lubinski will propose to the LT implementing a new practice to include a different staff member in each Monday and Thursday expanded ET meeting. The purpose would be for the staff to discuss any "important but not urgent" issues in order to provide them with opportunities for both visibility with the ET and understanding of ET and LT interactions.
    - i. ET Significant Topics: divisions have high performing branches, but they don't have hot topics which gets them before ET/LT briefings. With ET meetings often being cancelled, the above practice could fill the schedule and rededicate ET to that time. *Decision:* ET will instead look for ways to interact more with staff such as attending division and branch mtgs.
  - b. Look for opportunities to bring staff along when briefing an ET member
  - c. Invite ET to division meetings: Bruce welcomes attending to discuss safety culture!

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- d. Walk the halls: Bruce's approach is to have meetings in division director's office, then walk around.
  - e. Invite ET member to a division Brown bag lunch: RSP divisions invite ECS deputy and vice versa.
  - f. Lunch 'N Learns *Next steps: Ilyne Miller*
    - i. Diversify/increase attendance by sending specific invites to random staff, or encourage past attendees to bring someone with them.
    - ii. Supplement NRR-wide Lunch "n Learns with separate "chat and chew" for smaller group of invited staff (certain grade or job category).
2. Difficult Conversations Class:
- a. Follow-Up Day for Classes 1 and 2 is October 4. Initial session for the 3rd Class will be Oct 5& 6; follow-up class probably in November.
  - b. DPR feedback suggested balancing the "emotional intelligence" courses (Forward Focus, Diff Conv, DISC) with group technical training; although some BCs noted EI training had been helpful in understanding their bosses. *Suggestions for such technical training are welcomed!*
  - c. Book Recommendation from Mike Cheek: "12: The Elements of Great Managing," focuses on 12 key questions to ask regarding engagement in the workplace, based not on theory but on polling data, statistics. *Laura is ordering a copy for lending/consideration of future use*
  - d. DLR integrated training with FISH and Marsha Gamberoni's Strengths Deployment Inventory (SDI) course.
  - e. *Next steps:* divisions should re-engage and institutionalize the course teachings.
3. Schedule tension of metrics vs. safety:
- a. DORL found that staff inferred from discussion of metrics at division meetings that safety was not as important as meeting the schedule. Acknowledge nexus between metrics and safety and that schedules put a focus on making a safety decision.
  - b. Review DCI's plan which focused on what's going well in this area.
  - c. DRA emphasizes project manager accountability and ownership, with a plan with intermediate milestones and defined handoffs. When challenge emerges, need progress, not standstill. Sometimes, individuals internalize delays instead of considering how to bridge between licensee and agency positions. Need to produce a regulatory decision: could be conservative, condition the product, and place before licensee for response.
  - d. DPR suggests periodic BC to BC meetings on schedules or using LT for early communication on products needing shared input.
  - e. Consider having ET host brown bag lunches for mixture of project and technical staff to increase interaction both with ET and between divisions on this topic
  - f. *Next step:* Laura and Christine will use the above bullets to develop communication strategy on topic with HIGNFY, All Supervisors, etc. There will be opportunity to communicate that message this year since we will miss metrics

due to Japan. Acknowledge don't have forever to make decisions, but rarely do we have to make a quick decision.

4. Communication between project managers and staff:
  - a. Personal touch needed with communication about schedules: many divisions foster cross-divisional and cross-office relationships to encourage such communication.
  - b. Hold PMs accountable for being proactive regarding schedules and deliverables and understanding technical staff's workload/priorities.
  - c. Hold technical staff accountable for informing projects staff if they're being pulled to a higher priority project. Could be tech staff has many projects staff pressuring them, and they're uncertain of priorities.
  
5. Leader's Academy: although Japan interrupted training, progress is being made and understand that training expectation was set to make them better supervisors.
  - a. Looked at training "smartly," what is needed/not needed based on weaknesses/strengths.
  - b. During performance appraisals, DCI will document this training discussion.
  
6. Holding poor performers accountable:
  - a. Staff has shorter timeframe for action than can usually be accomplished with problem employee and don't realize that due to privacy, often can't discuss actions.
  - b. *Next step:* Laura is exploring with OHR on organizing a seminar/Open House for staff on performance management.



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May 2011

Talking Points for Meetings with Division Directors

May 16: RSP; May 25: ECS and PMDA

**1. Introduction**

- a. Kudos to the division safety culture reps who have worked on the plans. You'll meet with them before your next division meetings.
- b. Encourage staff to take the Federal Employee Viewpoint Survey thru 5/31

**2. Insight from the office level.**

*What's going well:*

- a. AA retreat in May;
- b. initiated meet and greets with new BCs;
- c. set expectations for BCs' progress through Leaders' Academy;
- d. provided summary of/actions to AA and technical staff focus groups;
- e. offered "Difficult Conversations" course for NRR management/supervisors.

*What we could do even better:*

- Increase ET interaction with staff. Willing to attend division meetings to discuss safety culture or other topics of interest. *Any other ideas?*
  - Technical focus group feedback: sometimes technical staff has different priorities than project staff, affecting schedules. Encourage early and often communication between branches/divisions about products needing shared input. Staff should initiate such conversations, and ET/LT will also emphasize that message. *Strategies?*
3. Supervisor Churn concerns: remind them to share the BC Checklist as new or rotating BCs come on board. ET's next "meet and greet" with new BCs *and team leaders* is on June 15. *Who do you want invited?* Kent Wood, Heather Astwood, Pat Smith, Patti Silva, Gerard Purciarello, Undine Shoop

**4. Insight from the division level.**

- a. Mid-years discussions with BCs on the Leader's Academy: Are BCs making progress? Did they have a training plan?
- b. Difficult Conversations course: any feedback or follow up within their divisions?
- c. What is working well with your division safety culture action plans?
- d. What can be done even better?

**5. How can we help you?**



NRR

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**Suntiva Update**  
**October 24, 2011**

1. October 17 Meeting on OHR/Suntiva contract for addressing NRR safety culture
  - a. Laura, DLR (Jeremy, Robert, Bryce), OHR (Patricia Adelstein) and Sara Rohling
  - b. OE is giving each office that submitted proposals \$20k total
    - i. Sara believes NRR's proposals will come in within that
    - ii. Money has to be spent by March 31, 2012
  
2. Status of Proposals
  - a. Who are we now (post-TABS) as a PMDA?
    - i. TABS decisions and implementation won't be finished in contract time (3/31/12) for this proposal; will defer issue to agency action
  - b. Facilitated meeting between PMs and technical staff to discuss scheduling tensions
    - i. Targeting January 2012 for half-day "interest-based" discussion
    - ii. Create planning committee of some PMs and technical staff to develop questions
    - iii. Following half-day, will brief results/staff commitments to ET/LT
  - c. Freshening NRR Safety Culture Action Plan with insight from Fedl Employees Viewpoint Survey
    - i. Suntiva will conduct workshop for NRR SC division representatives for improved awareness of how to develop, update, and assess safety culture action plans, and how to translate FEVS NRR results into actions.
    - ii. Timeframe: December
  - d. DLR Focus Groups
    - i. Suntiva will conduct two focus groups for DLR in February to assess effectiveness of division's SCAP and inform development of an updated plan.

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## Actions Responsive to Feedback from NRR Technical Staff

In November, a planning session was conducted with eleven NRR technical staff to get further insight into responses from the OIG Safety Culture and Climate survey; a summary of the discussion and resulting actions follows. Some of the actions note commitments on NRR's part; others reflect areas where staff is encouraged to take the initiative for improvement.

### **1. How would you characterize the work environment? Describe current working relationships.**

*Focus Group views:* The overall work environment was described as very good, with flexibility and a technical and task focus. The schedule is most important, however, which can pose challenges and reduce focus on quality and people.

Participants noted that Branch Chief turnover (churn), is high, resulting in low technical oversight of staff and unclear guidance (i.e., "bring me a rock drills"). Sometimes, staff feels that they are given tasks without someone to assist and/or mentor them. In some situations, staff feels as though they are training the Branch Chiefs. In the past, managers understood what it took to get things accomplished, but there are many new managers from different offices and they don't understand the work. Due to the number of new managers, there is over-reliance on staff, new expectations, lower morale and impacts on performance reviews.

#### *Actions:*

- The effects of supervisor churn are recognized. To ease the transition phase, a BC Checklist was recently developed, introductory meetings between new BCs and the Executive Team are now held, and there is a renewed emphasis placed on BCs completing supervisory training in the Leaders' Academy.
- NRR BCs are developing a one-day orientation course for their new peers to get them off to a good start as NRR supervisors.
- Staff is expected to help with this tension for first line supervisors between meeting the twin demands of supervision/technical competence. Senior staff members are considered to be subject matter experts who will mentor less experienced staff as part of their Organizational Effectiveness element. As branch chiefs balance their supervisory/technical skill sets, they necessarily need to rely on staff members in technical areas.

### **2. Peer-to-peer; staff-to-managers; across generations working relationships**

*Focus Group views:* Staff is welcoming and very helpful towards new hires, but there can be generational differences within the office between younger and more tenured Project Managers, resulting in generational clash. There is a focus on more technical work, resulting in low focus on people.

There is low interaction among staff and limited face-to-face communication which decreases collaboration and motivation. The office is very Division-focused: interaction stops at the Division Director level with limited visibility at the office-wide level. The office is hierarchical and

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there is a protocol for obtaining resources to perform work. Branch Chiefs are protective of their FTE, so they don't want staff working on issues that they themselves may not want to support. As a result, getting work done can be difficult.

There is low focus on mentoring, except among the NSPDP. Office-wide, mentoring can be problematic due to work schedules, lack of interested volunteers, and unwillingness to spend the time it takes to effectively mentor others. This lack of mentors is complicated by the fact that few procedures are documented and individuals in the office hold knowledge, which reduces knowledge transfer to new hires.

*Actions:*

- ET is exploring ways to expand opportunities for interactions with staff in NRR's large office. Ideas being considered are periodically attending NRR division meetings, tapping existing forums (working groups, division contacts) to meet and gain feedback; interacting with staff getting awards or who are mentioned in HIGNFY; and, generally remembering to periodically get out of their office to walk the floors and meet/converse with staff. Other ideas are welcomed!
- NRR management asked the Branch Chief Council to review recommendations for a training program for non-supervisory GG15's, including fostering the mentoring process...more to come on this action, which also would be responsive to supervisory churn concerns, where experienced staff can provide stability and guidance during times of supervisory change.
- Expand best practice of some branches devoting part of their meeting time to knowledge sharing activities.
- Expand best practice of some branches having desk guides documenting their processes and procedures.
- Attend ET's periodic Lunch 'N Learns to foster staff interaction with the Front Office; invite a co-worker to go with you.
- The formal agency mentoring program is a good resource (learn more at: <http://www.internal.nrc.gov/SBCR/mentor/BR0174/index.html>); however, informal mentoring can also work: ask your BC to be matched informally with a branch mentor.
- Suggest ideas for interaction to improve communication across and between roles, branches, and divisions either to your supervisor or Laura Gerke; we're open to them!

**3. What is your level of comfort raising issues and seeking resolution?**

*Focus Group views:* Participants had varying opinions regarding the ease and career repercussions of raising technical issues. Because many managers have not had hands-on experience, staff feels that it is difficult for them to look at issues globally. The staff will have one priority/view, but management has another. As a result, staff have to be selective about when and which safety issues they raise to management. Good managers shield employees from higher politics.

*Actions:*

- NRR will offer a seminar for staff by the Office of Enforcement later this year on the various processes for raising differing views and tapping an Open, Collaborative Working Environment (OCWE).
- ET gives the *OCWE Handbook for Supervisors* to new supervisors.
- Raise issues early! Back-ending issue identification/resolution is not efficient.

#### **4. Is NRR doing the right things? Headed in the right direction?**

*Focus Group views:* NRR is too focused on technical aspects of the work and has limited focus on people. Change is initiated by division management. There is a lack of alignment between Project Managers' priorities and technical branch priorities. In some cases, project staff may have differing priorities than technical staff. They serve different masters and need better collaboration and accountability from managers once priorities are established. DORL metrics (12 month schedule) conflicts with technical metrics (12 month for SE/RAI); alignment is needed between these metrics to increase efficiency. Routine issues and complex issues have the same metric. There is a fear of repercussion for not meeting metrics (i.e., bonuses are tied to metrics). Management is receptive to the conflicts posed by metrics, but is unsure of what can be done.

Participants felt that NRR is not headed in the right direction related to resource management because staff is currently not interchangeable. More focus on cross training and integration across activities is needed. Processes are not adequately documented and there are few procedures for tasks. For example, the EPM solution must be wed with processes that match the maturity of the organization. The right processes must be developed first, then develop the right tools that meet most people's needs. Unfortunately, technical staff sees EPM as a weapon used by management to attack staff if they aren't maintaining the schedule.

#### *Actions:*

- Despite the flat/reduced budget, staff development will continue to be a priority for NRR, with internal training emphasized over external. A positive: these FTE challenges will give staff the opportunity to cross-train in other NRR technical and programmatic areas which interest them.
- Much of NRR's work is interconnected, needing input from different areas of the office. A theme for schedule improvement is encouraging early and often communication between branches/divisions about products needing shared input. Staff should initiate such conversations, and ET/LT will also emphasize that message.
- Progress is being made. LIC-101 on procedures for License Amendment Reviews was recently revised and Blue/Green Sheet process improvements have been made by CPA. There is a steady continuum for improvement, but we need your insight and suggestions for enhancements; share them!
- EPM: The staff of the Center for Planning Analysis is very open to hearing your ideas for improvement; contact them at: <http://portal.nrc.gov/edo/nrr/dorl/cpa/default.aspx>.

**Contact:** Laura Gerke, NRR Safety Culture Program Manager, 415-4099

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## Actions Responsive to Feedback from NRR Administrative Assistants

In November, a focus group was conducted with nine NRR administrative assistants (AAs) to get further insight into issues affecting them and identify possible actions. A summary of the discussion and responsive actions follows. Some of the actions note commitments on NRR's part; others reflect areas where AAs are encouraged to take the initiative for improvement.

### **1. How would you characterize the work environment?**

*Focus Group views:* Experiences vary based on which division AAs work in; however, the overall work environment is good.

#### *Actions:*

- Hold yourself and NRR management accountable for maintaining this positive work environment.
  - At the AA quarterly meeting on March 24, Office Director Eric Leeds will ask for your feedback and whether these actions are working
  - Demonstrate in your office a collaborative approach to work and take advantage of training to perform even better

### **2. How are you treated? How would you describe current working relationships?**

*Focus Group views:* AAs say they have limited job and career opportunities. Sometimes they feel it's not worth it to interview because someone else will get the job anyway. Training and development are encouraged by the Office Director, but there is uncertainty about support from Division Directors. Teamwork among NRR AAs varies: some strong AAs, in some divisions, have an established means of teamwork, with backup procedures for phone transfers and emails.

#### *Actions:*

- The AA Retreat planned for May 18, 2011 will focus on teamwork.
- PMDA's Infrastructure Service Branch (ISB) will follow up with division AAs, who should work with fellow AAs to develop a division procedure for phone coverage and emails.
- To learn more about career path opportunities, access the following links:
  - Administrative Assistant Qualification Program (AAQP):  
[http://papaya.nrc.gov/Training/Staff\\_Development/sec/index.cfm](http://papaya.nrc.gov/Training/Staff_Development/sec/index.cfm); Contact: Tamara Thompson, 301-492-2204.
  - ADM-505: <http://nrr10.nrc.gov/pmda/phcb/rht/initiatives/adminstafftrainplan.html> . Use the Office Instruction to identify training to help you perform more effectively in your current job. Additionally, the OI lists all the administrative jobs (i.e., Program Analyst, Licensing Assistant, Management Analyst, IT) in NRR, which can help you plan for career development. Contact: Alice Katoski, 301-415-7409
- To strengthen teamwork, review the AAQP's two courses on team-building: a) Being an Effective Team Member, and b) The Path to Peace and Harmony (Team Building). Consider having AAs in your division taking a course together.

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- After reviewing the above, develop an Individual Development Plan (IDP) setting out what your goals are for your current job and future career. Read the IDP Brochure at: <http://papaya.nrc.gov/IDP.pdf>
- Discuss with your supervisor, particularly at mid-years or appraisal time, your job/career goals. While external funding in the current budget environment is quite limited, there are many internal courses to consider.
- Always interview! Even if you don't get that job, the process gets your name out there, improves your interviewing skills, and demonstrates initiative for future consideration.

### **3. How are Administrative Assistants viewed by others in NRR?**

*Focus Group views:* The Front Office knows the value of AAs; however, this view might not trickle down to lower management levels. Perception is that few awards are provided to AAs, and that too many questions are asked of them, as if they don't know what they're doing.

*Actions:*

- NRR Leadership will provide a reminder at the March 30 All Supervisors Meeting to acknowledge how AAs contribute to mission accomplishments. Kudos to Kevin Harper for being November's NRR employee of the month!
- If you feel you're being asked a lot of questions, consider if more training would help you more confidently explain duty performance and ease your ability to advocate for yourself. Two required courses in the AAQP are: a) The Art of Global Communication, and b) Interpersonal Skills on the Fast Track.

### **4. What is your level of comfort raising issues and seeking resolution?**

*Focus Group views:* Raising issues can be easy or difficult depending on the issue, one's past experience raising issues, and to whom you raise them. Directors are available and follow the open door policy, but some Branch Chiefs are less approachable. AAs believe that managers should coach their employees because more tenured technical staff does not want AAs telling them how to do administrative processes. AAs indicated that branch chiefs do not manage poor performance, either of AAs or other staff. AAs try to work with their peers to resolve issues, but managers choose not to get involved in technical staff-to-AA conflicts and issues linger.

*Actions:*

- NRR Leadership will provide a reminder message at the next All Supervisors meeting about the importance of working with AAs on T&L and processing of documents.
- Acknowledging that supervisory skill sets can be strengthened, NRR is placing a renewed emphasis on first line supervisor training.
  - OHR's *Leader's Academy* has a group of courses for supervisors. In January, Eric Leeds told Branch Chiefs that they are expected to develop their Leader's Academy training plan in order to a) discuss with their supervisors at mid-years, and b) demonstrate progress at appraisals.

- All NRR managers received training in Feb/March on *Difficult Conversations*, which should assist them in discussing issues and having effective performance discussions.
- Good news: peer to peer issue resolution is going well. AAs are actively resolving issues amongst themselves. Keep up the good work!

**5. Describe how communications within NRR are handled.**

*Focus Group views:* Poor attendance is an issue at AA meetings, which makes AAs wonder if their peers take the meetings seriously. The topics at the meetings are relevant to AA work; however, more focus is needed on interpersonal relationships. PMDA is also trying to help improve communications. Front Office communications have improved due to leadership changes. Changes are communicated via email and/or announcements. Most times, AAs don't know that changes are made until after the fact (there is a delay).

*Actions:*

- For AA quarterly meetings, ISB will include a 10-15 minute activity for AAs to become better acquainted.
- Leader's Academy training for Branch Chiefs includes *Interpersonal Communications*.
- Attend the quarterly AA meetings.

**6. Do you have the tools needed to do your job?**

*Focus Group views:* Both the Administrative section on the NRR website and the AA newsletter help refresh staff on procedures. Work procedures should be turnkey; there are procedural inconsistencies across NRR Divisions. The format of concurrence and the processes should be the same across the office. Desk audits are needed to better describe work and create consistent procedures.

*Actions:*

- ISB will include "*Helpful Tools*" as a topic for a future AA quarterly meeting to brainstorm on other improvements.
- If you haven't already, check out NRR's Administrative webpage at: <http://nrr10.nrc.gov/nrr-office/pmda/sec-handbook/index.cfm> . You'll find the NRR Monthly Administrative Newsletter (NMAN) there as well.
- Take the recently revised PDC classroom courses: a) Correspondence Management, and b) Correspondence Management: SECY Papers.

**Contact:** Sandra Walker (x1401) and Laura Gerke (x4099)



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Periodic Safety Culture Meetings with Division Directors

2011

Wednesday, Nov 30, 2-3: PMDA, DE, DLR, DIRS, and DPR division directors  
Tuesday, December 20, 1:30-2: DSS and DORL division directors

*Highlights from Bruce about the NRR Safety Culture Action Plan*

1. *What's working well:*
  - a. **Dedicated division safety culture representatives:** met with reps in August, highlighted that their work is valued and important; continue supporting them! Action: Safety Culture Action Plan Workshop Dec 13---positive feedback from reps on useful items to improve their plans. Follow up meeting for reps with Eric and Bruce is being planned for January.
  - b. **Satisfaction with 1<sup>st</sup> line supervisors:** favorable response rate 83%, plus good responses on supervisory communication (satisfaction with how involved in decisions, information received, overall satisfaction with job, talked to about performance). Action: will continue to provide communication tools to BCs (i.e., flat budget, Federal Employee Viewpoint Survey {FEVS} results).
  - c. **Satisfaction with job being done by manager above supervisor:** favorable response increased from 69.5 to 74.1%. Cause? Hear that division directors getting out and about meeting with staff more, Bruce attending division meetings, welcomes more invites. Action: keep searching for visibility/interaction efforts.
  - d. **My supervisor adequately explains the resolution of differing views** that were raised (47% vs 50% NRC). Don't have recent data, but responsive Actions include: supervisors completed *Difficult Conversations* training; Eric/Bruce are hosting with Renee Pedersen on January 19 an OCWE seminar for NRR.
2. *What could be done even better:*
  - a. **Physical working conditions:** FEVS results NRR was 77.4% favorable vs NRC 83.4% (but improvement from NRR 2010 73.4%). Action: Laura discussed with ADM whether this issue is building-specific to OWFN. ADM is analyzing data for that purpose, will get back to NRR when completed. Budget dependent, there is a renovation plan for OWFN to begin in 2014. There are interim actions, such as providing new chairs.
  - b. **Dealing with poor performers, pay raises, ability to get better job within organization:** bottom 5 for NRR. Action: OHR is developing an agency-wide response; NRR will tap that. There will also be an agency-wide focus on how to reward and support creativity in a regulatory environment.

**Meeting Discussion:**

Bruce noted that first line supervisors have a tough job; help them by using the BC Checklist. Some divisions noted the ongoing concern about and reality of supervisory churn; see Eric's Special Edition HIGNFY of December 15. With DE/DCI combined, their safety culture representatives are preparing a limited survey to prioritize among the two previous divisions' different action items. The survey tool they are using assists with framing non-biased questions. DCI was farther ahead in the use of Sharepoint, so that former staff is sharing the information within DE. DLR's items have focused on enhancing camaraderie. They also will be conducting focus groups to assess effectiveness and next steps since they have a mature plan. DIRS has emphasized increased opportunities for staff interaction with division leadership.



Bruce noted that the variety of training that has been offered--Difficult Conversations, Strengths Deployment Inventory (SDI), Forward Focus—all emphasize that individuals are different and success can be achieved by recognizing those differences. DPR did FISH training; people had fun and enjoyed the interaction. DLR, DIRS, and PMDA have had Marsha Gamberoni conduct the SDI training, which they felt contributed to improved working relationships and awareness of how everyone acts normally and when under stress; Laura has some extra SDI training supplies if other divisions decide to offer it. The feedback from some BCs is that they are satisfied with the amount of training; more is not needed.

Raising differing views: want to develop comfort level first, which training such as FISH encourages. DPR also had EAP come and brief on their services, providing a focus on the process before staff had a specific issue. On January 19 NRR is having an OCWE seminar for staff; the timing is appropriate, considering staff concerns about whether, following the Commission's congressional hearings, the agency walks the OCWE talk. An announcement will come out soon about the seminar.

Schedule tension: NRR was exploring having Suntiva conduct a workshop this winter between project managers and technical staff. However, in light of the recent supervisory changes—many of which are between the two sides of the NRR house which could increase understanding of the various scheduling pressures--the workshop idea will be revisited in the spring. DORL is exploring getting alignment on at what point scheduling delays should be raised. DSS noted a similar concern, with unaccounted for reactive work at times taking over planned work. Additionally, creation of work planning tools is insufficient if supervisors and staff don't use them. Important to establish a schedule and efficiently work towards it, but some staff then say all you care about is metrics. DE is reactive to operating plants, so it can be hard to meet goals. For example, with North Anna and Davis-Besse as priorities, a licensing action review on other plants will get done when there is available time. Also, they do better on short-term rather than two year goals, which aren't a priority until about two months out; otherwise, dealing with forest fires. DLR suggested it's easier to fix schedules within a division. There are interface meetings depicted project by individual project. Now that the calendar is depicted by month, project staff better understands the workload of technical staff; the project staff doesn't just focus on their own project, but the totality of what is on technical staff's plate.

Improving appraisal discussions: Nelson encouraged staff to document their accomplishments (Challenge Action Results).

CFC: Hearing CFC stories can offer some perspective that while federal employees have concerns about no pay raises, despite tough times, federal employment is still attractive. Involvement with CFC dovetails with why we're here as public servants.

**NRR Safety Culture Action Plan: November 2011**

FOCUS AREA	SUPPORTING ACTIVITIES	TARGET DATES	ACTIONS
<p><b>1. Organizational Change</b> Q14c. I am frequently concerned about frequent changes of my immediate supervisor</p> <p><i>11% less favorable response than HQ's</i></p>	<p>Increase Management awareness of sensitivity to staff concerns as supervisory turnover occurs; management communicate with affected staff early and frequently as changes take place</p> <p>Engage NRR Branch Chief (BC) Council to develop guidance for new or temporary supervisors</p> <p>Obtain results from OE-led agency focus groups. Use data to develop further actions</p>	<p>Ongoing as part of: coaching process, internal communications, and all-supervisors meetings</p> <p>Summer 2010</p> <p>Winter 2010</p>	<p><b>Variety of tools used: HIGNFY, detailed announcements, BC discussion at branch meetings. Office Director expects BC/TLs to take training in OHR's Leaders' Academy. Message to be repeated in 2012.</b></p> <p><b>BC checklist issued 2/11 to ease supervisory transition; remind about availability in 2012.</b></p> <p><b>Conducted NRR Admin Ass't and technical staff focus groups. Feedback summarized and actions developed; shared with staff Spring 2011. Give feedback to new BCs for awareness of staff concerns.</b></p>

**Accountability:** **1)** Safety Culture Program Manager (SCPM) meets frequently with Safety Culture Champion (SCC) to discuss progress, assess effectiveness, and consider next steps; **2)** Spring 2010 opportunity for NRR staff to comment on action plan and follow-up meeting with SCC in July; and, **3)** SCC a) meets with Division Directors twice yearly to discuss divisions' safety culture actions; b) met with division safety culture reps August 2011; and, c) speaks with staff about safety culture at division meetings.

FOCUS AREA	SUPPORTING ACTIVITIES	TARGET DATES	ACTION
<p><b>2. Workload and Support</b></p> <p>Physical Working Conditions Q75. Overall the physical working conditions at my location are satisfactory (e.g., space, ventilation, temperature)</p> <p><i>NRR 9% less favorable response than Headquarters'</i></p>	<p>Remind staff of programs available through the Employee Assistance and Wellness Services, including the ergonomic assessments programs</p> <p>Management provide updates on office refurbishments (carpeting, office remodeling, restacking)</p>	<p>On-going consideration for all hands meetings and "Have I Got News For You"</p> <p>On-going as part of "In The Loop" announcement</p>	<p><b>Periodically referenced via variety of office communication tools.</b></p> <p><b><i>See Agency Announcement of 8/25/10 regarding Safety and Occupational Health Inspections Will review results from GSA's White Flint Complex Building Survey conducted in July 2011.</i></b></p> <p><b>Physical working conditions also concern in 2011 Federal Employee Viewpoint Survey; will have renewed focus in 2012.</b></p>

FOCUS AREA	SUPPORTING ACTIVITIES	TARGET DATES	ACTION
<p><b>3. Management Leadership</b></p> <p>Prompt decision-making Q80c. In your judgment, with all things considered, how good a job is office management doing in making decisions promptly</p> <p><i>NRR 7% less favorable response than High Performance Companies'</i></p>	<p>LT assignment of lead SESer to facilitate decision-making on issues that need attention, NRR Office Instruction LIC-502, Revision 2 (Procedure for Development, Implementation, and Management of Action Plans)</p> <p>Enhance communications through contractor facilitated discussions around book "Difficult Conversations" with branch chiefs and above</p> <p>Implement revision to NRR Office Instruction LIC-504 (Integrated Risk-Informed Decision-Making Process for Emergent Issues) to facilitate decision-making documentation</p>	<p>Ongoing</p> <p>Summer/Fall 2010</p> <p>Mid 2010</p>	<p><b>LT discussion on 8/24/10; process being used as well as LIC-504 and Regulatory Issues Resolution Program. Division directors discussed May 2011 ways to ease tension between schedule metrics and safety and facilitate communication betw technical and PM staff. Suntiva will conduct interest-based discussion Winter 2011 on schedules</b></p> <p><b>Difficult Conversations course offered Spring 2011 with follow up Fall 2011.</b></p> <p><b>Revision issued 4/12/10; <a href="http://nrr10.nrc.gov/nrr-office/webapps/OI/docs/ML100541776.pdf">http://nrr10.nrc.gov/nrr-office/webapps/OI/docs/ML100541776.pdf</a></b></p> <p><b>Will tap Suntiva contract in 2012 to explore reducing scheduling tensions between technical and project managers.</b></p>

**CS-SBCR-04**

**Diversity and Inclusion Followup Actions**

FOCUS AREA	SUPPORTING ACTIVITIES	TARGET DATES	ACTION
<p><b>4. Supervision</b>            Q66. My supervisor adequately explains the resolution of differing views that were raised</p> <p><i>NRR 47% favorable vs. NRC 50% favorable (-3% delta)</i></p>	<p>Obtain results from OE-led agency focus groups. Use data to develop further actions</p> <p>Open, Collaborative Work Environment to be specific topic of mid- and end-of-year discussions</p> <p>Invite OE and SBCR to meet with NRR staff and management to provide information on the agency DPV process</p> <p>Consider establishment of electronic Employee Suggestion Box, in cooperation with the LMPC, on office home page</p>	<p>Summer 2010</p> <p>Fall 2010, then ongoing</p> <p>Spring 2011</p> <p>July 2011</p>	<p><b>Actions responsive to feedback from NRR Focus groups include: increasing ET interaction with staff; ET discusses/gives OCWE Handbook to new supervisors; Office OCWE Champion attends new employees meet and greets; BC Seminar Fall '11 included OCWE; staff encouraged to attend agency OCWE events.</b></p> <p><b>NRR/OE OCWE Seminar scheduled for 1/19/12</b></p> <p><b>NRR rep served on OE's Task Force reviewing report on agency's existing suggestion programs; OHR's program in revision; NRR action pending revision completion, expected Winter 2011.</b></p>

**CS-SBCR-04**

**Diversity and Inclusion Followup Actions**

FOCUS AREA	SUPPORTING ACTIVITIES	TARGET DATES	ACTION
<p><b>5. Performance Management *</b>            Q9. In my experience with the NRC, high-quality performance is usually recognized.  <i>NRR 76% favorable vs. NRC 78% favorable (-2% delta)</i></p> <p>Q79a. How do you rate your last performance review in terms of helping you to identify your strengths and weaknesses?  <i>NRR 66% favorable vs. NRC 68% favorable (-2% delta)</i></p> <p>Q79d. How do you rate your last performance review in terms of helping you to create your individual performance plan?  <i>NRR 49% favorable vs. NRC 52% favorable (-3% delta)</i></p>	<p>Disseminate information to staff on services HR and SBCR offer, i.e., Employee Development, Mentoring, IDPs, Career Counseling. SBCR conducted NRR Diversity Assessment Summer 2010.</p> <p>NRR Sr. Management to provide expectations on performance reviews; supervisors conduct individual performance reviews with each staff member</p> <p>Develop link on NRR webpage to OHR's expanded <a href="#">Performance Management</a> website to facilitate staff access to relevant information</p> <p>Develop reminder list for supervisors to use during performance reviews for coverage of performance, career goals, training plans, OCWE</p> <p>Provide training to managerial staff on effective coaching practices and techniques to improve the quality of performance review feedback</p>	<p>Ongoing, through communications such as "Have I Got News For You"</p> <p>Ongoing, Bi-annually</p> <p>April 2010</p> <p>September 2010</p> <p>Tap OHR Contract, then review utility of contract in 9/10 for expansion office-wide</p>	<p><b>Periodically referenced via variety of office communication tools.</b></p> <p><b>Expectations: tapping existing methods (PMDA reminder calendar); offered annual BC seminars with OD on expectations; provided reminder list; established link 4/10 as resource; encouraged attendance at NRC Fall Workshops on Perf Mgmt. Admin Assistants' Fall 2010 Retreat included "Managing Your Performance Conversations"</b></p> <p><b>DSS and PMDA branch chiefs tapped OHR's coaching contract on performance discussions.</b></p>

\*NRR's Performance Management for 2009 vs 2005 was a strength; this measure is addressed both as a weakness and strength.

*NR*

22

Feedback from Division Safety Culture Reps Meeting, 1/9/12

*Concerns, how ET can help*

1. Even if staff has confidence in first line supervisors, there is a lack of confidence that senior managers will deal with issues, so they don't raise concerns. *Highlight concern with ET/LT, encourage continued efforts to be visible with staff (attend branch meetings, visit staff in their cubicles, open door)*
2. Don't change terminology, emphasize what we have (ISOCER, OCWE) *Eric/Bruce emphasizing both at OCWE seminar*
3. Discuss safety first: if concerned about safety that should be first thing out of your mouth in describing decisions. At meetings, link how actions support ISOCER values. *At All Hands, already have focus on safety. Consider at other venues as well, i.e. Admin Professionals Support month. Remind LT of this message and feedback that safety, rather than metrics, should be first item at their meetings*
4. Support staff using workload planning tools *Sophonia Simms will follow up with meeting with Dan/ET*
5. Communication in general: Maintain consistency of safety culture communication messages, particularly important with supervisory changes...ET can be voice of consistency amid change.  
*At All Hands and in HIGNFY, have a safety message  
Encourage staff to give positive and negative feedback (not just negative)  
Keep staff informed of what's going on; focus on what is going well  
Consider faster action communication than HIGNFY, or, more frequent, less lengthy HIGNFYs? Short emails from ET providing updates?*
6. Advocate for getting staff co-located post reorg (DIRS and DRA branches) *Mary getting space status this week from PMDA*
7. Attend division meetings. *Remind LT of ET's interest in attending. Encourage them to have an ET member at a division meeting at least once a year?*
8. Highlight staff who have raised differing views, without adverse effect on their career. Be mindful, however, that message isn't that we need more DPOs, rather, that we want engagement  
*Crafting message for OCWE seminar, focus on want well-informed decisions, but as a responsible regulator, do need to reach decisions.*

*A 270*

NRR

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NRR Open, Collaborative Work Environment Seminar

Thursday, January 19, 2012

9:00-10:00 TWFN Auditorium

Agenda

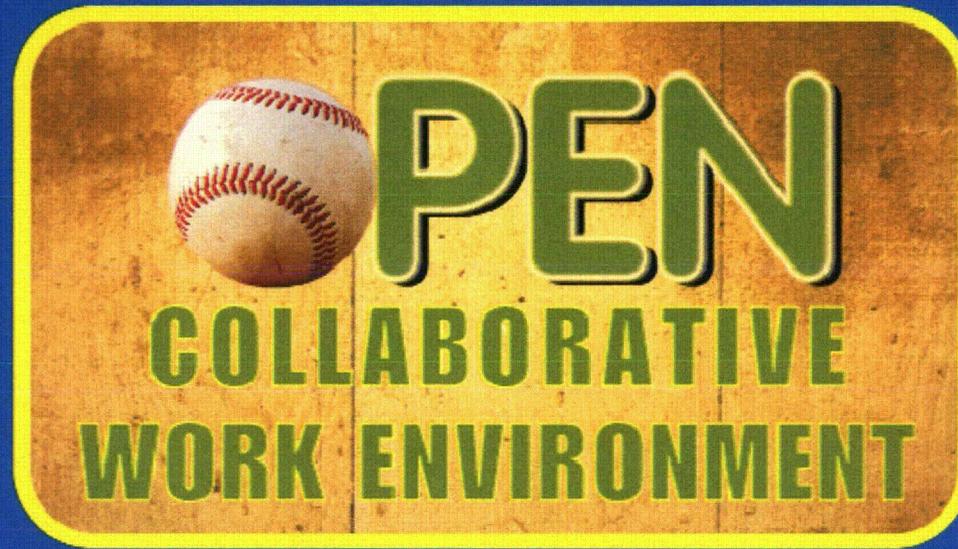
Welcome	Eric Leeds (2 min) <i>Director, NRR</i>
Are you Ready to put the WE in OCWE?	Musical Slide Show (5 min) Customized with NRR photos
NRR and OCWE <i>Eric's expectations for behavior</i>	Eric Leeds (15 min)
Ways to Raise Concerns & Differing Views	Renee Pedersen, Senior Program Manager, OE (10-15 min)
Play Ball! -- Lessons in Good Communication	Cast (5 min)
Where do we go from here?	Bruce Boger (5 min) <i>Deputy Director</i>

**Planning Tips**

1. Invite: appointment came from Bruce Boger, our office Safety Culture Champion.
2. Involve Office of Enforcement: a great resource!!
3. Sign-in table so attendees get 1 hour training in iLearn
4. Customize:
  - a. Based presentation on slides provided by Renee at Office OCWE Champion training last summer, but tailored talking points to NRR
  - b. Kick off with OE's OCWE slide show (powerpoint, not video) integrated with photos from your office working and having fun
  - c. Developed skit around NRR-specific concern
5. Office Director provided his expectations that staff *and* managers are to conduct themselves in accordance with ISOCER in order to promote an OCWE; and, to focus in your job on what is within your control
6. Continue the theme: divisions are expected to discuss OCWE at their division meetings this year, where there is more opportunity for discussion, asked to invite OD or Deputy ODs
7. Raffle tickets under seat for handouts afterwards of books, baseball pens, OCWE jerseys, caps, baseballs
8. Video posted on <http://nrr10.nrc.gov> for staff who missed the seminar; they can get training credit by watching it.

Contact: Laura Gerke, 301-415-4099

A 2/11



&

# Ways to Raise Concerns and Differing Views

NRR Seminar  
January 19, 2012

# Objectives

- What OCWE is & why it's important
- How to put the "WE" in OCWE
- Ways to raise concerns & differing views
- Where to go for more information
- Why NRR needs all of us to promote an Open, Collaborative Work Environment

# OCWE—What is it?

*“A work environment that encourages all employees and contractors to promptly raise concerns without fear of reprisal.”*

# OCWE—What Does it Look Like?

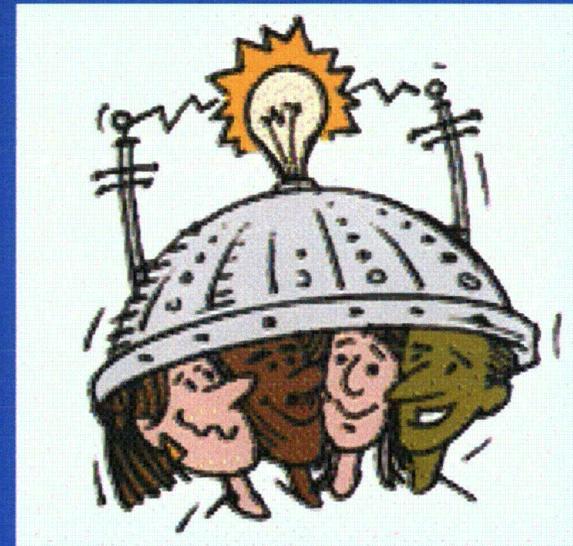
- Includes all employees in all organizations
- Encourages creative problem solving and decision making
- Values diverse views, alternative approaches, unbiased evaluations, and honest feedback
- Fosters trust, respect, and open communication—employees are comfortable speaking up

**YOU!**

# OCWE—Why is it Important?

- Improves regulatory decision-making
- Engages, empowers, and maximizes potential of all individuals
- Helps keep us a high performing organization

# SAFETY!



# Differing Views & Decision-making

- Value of Diverse Viewpoints
- Informed process  $\neq$  Gridlock
- Disagreement  $\neq$  Disloyalty
- Career Impact?

# Performance Expectations

## Support an Open, Collaborative Work Environment



### Be an NRC Team Player!

#### Raising Concerns Is an Employee Responsibility

**Speak Out:** Be willing to promptly speak out to your co-workers about mission-related issues. Question assumptions and challenge current practices. Don't be preoccupied with "looking bad," or assume that someone else will handle your issues or concerns.

**Speak Up:** Be willing to promptly speak up to your supervisors and managers and those outside of your organization when warranted. Rigorously informed judgement is critical for our safety conscious decisionmaking. Management can't consider a position it has never heard.

**Speak Often:** Be willing to speak often about your concerns. Be persistent in ensuring that your concerns are heard and understood during the decisionmaking process. Engage in productive dialog, while maintaining personal professionalism and respect for all other NRC employees.

#### Considering Concerns Is Management's Responsibility

**Listen Openly:** Be approachable to employees and actively listen to their views and concerns. Encourage employees to ask questions, suggest new approaches and offer solutions, rather than making them feel that expressing differing views is risky. Don't (intentionally or unintentionally) shut down communication and "chill" the working environment.

**Judge Fairly:** Objectively consider different views and alternative approaches. Actively engage in an honest evaluation of all sides of an issue and provide feedback for decisions. Make conclusions that are open, unbiased, and consistent with the agency's safety mission.

**Act Accordingly:** Take prompt and committed actions. Be willing to "go to bat" for employees and their different views. Words must be followed up with actions, and those actions must be consistent with the agency's safety mission.

#### Respect is Key to Being an NRC Team Player!

**Respect:** for each other as diverse individuals, for each other as professionals, for different views and alternative approaches, for individual privacy, and for the importance of the agency's safety mission.

Learn more, go to [NRC@Work](mailto:NRC@Work) > OCWE, call (301) 415-OCWE  
or email [DifferingViews.Resource@nrc.gov](mailto:DifferingViews.Resource@nrc.gov).

An employee will:

- ✓ *Speak Out*
- ✓ *Speak Up*
- ✓ *Speak Often*

A manager will:

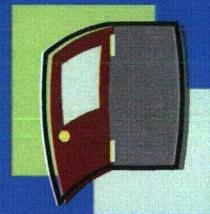
- ✓ *Listen Openly*
- ✓ *Judge Fairly*
- ✓ *Act Accordingly*

# Ways to Raise Differing Views

- Informal Discussion



- Open Door Policy



- Non-Concurrence Process



- Differing Professional Opinions Program



# Play Ball!



- The characters and events depicted in this exercise are purely fictional. Any resemblance to real persons or events is purely coincidental.
- No employees were harmed in the making of this exercise.

# Play Ball!

- Build it...and they will come
- Get prepared to talk...practice your pitch
- Get agreement to talk...schedule the game
- Be clear...throw the ball straight
- Be a good listener...catch the ball
- Reflect back concerns...active listening
- Keep talking until you have a common understanding...don't forfeit the game
- Provide feedback, explain the disposition...throw the ball back!
- Show appreciation...thanks for participating
- See you at a future game!



# Beyond Informal Discussions

- When issues and views have been fully vetted
- When it is clear that views are fully understood
- When no new information is exchanged
- When participants can agree to disagree
- When agreement has not been reached, or the individual's concern has not been otherwise resolved
- When it is unlikely that additional discussion will result in an agreeable outcome

# OCWE Resources-Internal Web

The screenshot shows a Microsoft Internet Explorer browser window displaying the internal NRC website. The address bar shows <http://www.internal.nrc.gov/>. The browser's menu bar includes File, Edit, View, Favorites, Tools, and Help. The website header features navigation links: Glossary, Site Index, Contact Us, Public Site, and a search bar labeled 'Entire Site'. The main header displays the U.S. NRC logo with the tagline 'Protecting People and the Environment' and the text 'U.S. NRC @WORK'. Below the header is a horizontal navigation menu with links: Home, Organization, Emp Resources, Services, News, Info Resources, Policy, Security, Training, Travel, and SharePoint. A red arrow points to the 'Services' link in this menu.

The main content area is divided into three columns:

- QUICKLINKS:** A list of links including ADAMS, SharePoint, NRC Forms Library, NRC Web Applications, Logon to FAIMIS, Logon to HRMS, iLearn, eTravel, Shuttle Schedule, Occupant Emergency Plans, Cafeteria Menu, and Three White Flint North.
- EMPLOYEE NEWS:** A section with a baseball graphic and the text 'Support an Open, Collaborative Work Environment. Be an NRC Team Player! Nominate an Employee for an NRC Team Player Award!'. It lists: EDO Updates, Retirements & Farewells, NRC Reporter, Commission Meetings, EVRA News & Events, and Office Newsletters.
- ANNOUNCEMENTS:** A section with the date 'JANUARY 6' and the text 'Solicitations of Interest: Region II/DRP, Reactor Projects Branch 4 - Acting Senior Resident Inspector - Brunswick, GG-14'. Below it is the date 'JANUARY 5'.

On the right side, there is a 'STAY CONNECTED' section with social media icons for Twitter, YouTube, RSS, and NRC Blog. Below these are icons for 'Chairman's NRC Goals and Objectives', 'OCWE', and 'NRC Knowledge Center'. A red arrow points to the 'OCWE' icon. At the bottom right, there is a 'JOBS' section with links for 'Current NRC Vacancies' and 'Rotational Opportunities'.

# OCWE Resources-Internal Web

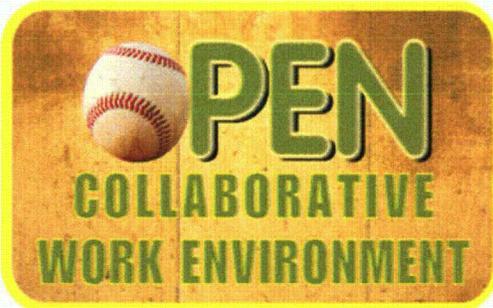
of Enforcement - Microsoft Internet Explorer provided by USNRC

http://www.internal.nrc.gov/OE/ocwe/index.html

Home Organization Employee Resources Services News Information Resources Policy Security Training Travel SharePoint

Jan 6, 2012 OE Home > OCWE Home >

- OE Home
- OCWE Home
- Contacts
- Informal Discussions
- Non-Concurrence Process
- Differing Professional Opinions Program
- Seminars
- Supervisor's Handbook
- Safety Culture & Climate Survey
- In the News
- NRC Team Player Awards
- Related Links



## What is OCWE?

OCWE (pronounced äs-we) is a work environment that encourages all employees and contractors to promptly raise concerns and differing views without fear of reprisal.

On this page:

- How can I raise a mission-related concern?
- What does OCWE look like?
- How does OCWE fit in?
- Why is OCWE important?
- How do we put the "we" in OCWE?
- What does it mean to be an NRC Team Player?
- How does OCWE relate to SCWE?



SharePoint Site

Trusted sites

# NRC Team Player Award

- Celebrates OCWE
- Behaviors—not outcomes
- Anyone can nominate anyone
- Presented by EDO
- Success stories in *NRC Reporter*
- Annual Awards ceremony
- OCWE website



# OCWE Resources-Contacts

Glossary | Site Index | Contact Us | Public Site | Intranet Search | Everything | Go

**U.S. NRC**  
UNITED STATES NUCLEAR REGULATORY COMMISSION  
Protecting People and the Environment

## Open Collaborative Work Environment

Home | Organization | Employee Resources | Services | News | Information Resources | Policy | Security | Training | Travel | SharePoint

April 8, 2011 | OE Home > OCWE Home > Contacts

### Contacts

**Senior Program Manager: Renée Pedersen**



Phone: 301-415-2742  
Location: O-4H23  
Email: [Renée.Pedersen@nrc.gov](mailto:Renée.Pedersen@nrc.gov)

As an agency level resource, I develop and support OCWE initiatives, such as the Team Player Awards. I can also advise you on positive practices for engaging in support an OCWE and strive to reach the best outcome for the agency.

As the Program Manager for the Differing Professional Opinions (DPO) Program Concurrence Process (NCP), I provide oversight and guidance to support effective these processes. I can also help navigate you through the existing resources that may be best for you to express your mission-related concern.

See the services listed under Employee Concerns on the Employee Resources web page if you have mission-related.

See the Safety Culture at the NRC web page for more information about internal safety culture activities. Senior Safety Culture Program Manager, (301) 415-5192.

Each office has an OCWE Champion to support OCWE initiatives and offer guidance and advice about

- OE Home
- OCWE Home
- Contacts
- Informal Discussions
- Non-Concurrence Process
- Differing Professional Opinions Program
- Seminars
- Supervisor's Handbook
- Safety Culture & Climate Survey
- In the News
- NRC Team Player Success Stories
- Dear Abby
- Related Links

We're here to help!

### Office of New Reactors

**Joseph Williams**

Phone: 301-415-1470

Location: T6E78

Email: [Joseph.Williams@nrc.gov](mailto:Joseph.Williams@nrc.gov)



### Nuclear Reactors Regulation

**Laura Gerke**

Phone: 301-415-4099

Location: O13H2

Email: [Laura.Gerke@nrc.gov](mailto:Laura.Gerke@nrc.gov)



**Trent Wertz**

Phone: 301-415-1588

Location: O13D9



# Questions?

When in doubt...

(301) 415-OCWE

NRC@Work>OCWE

[DifferingViews.Resource@nrc.gov](mailto:DifferingViews.Resource@nrc.gov)



# How Can We Put the “WE” in OCWE?

- Understand our roles
- Understand the barriers
- Believe in the benefits
- Support continuous improvement
- Commitment to “live it” by everyone

# Going Forward: It Takes a Team!



Support Safety



Put the “WE” in OCWE



Be an NRC Team Player!

Gerke, Laura

*NRR*  
*OE*

24

**From:** Zimmerman, Roy  
**Sent:** Thursday, January 19, 2012 3:12 PM  
**To:** Leeds, Eric  
**Cc:** Gerke, Laura; Pedersen, Renee; Weber, Michael; Boger, Bruce; Hilton, Nick; Campbell, Andy  
**Subject:** RE: OCWE Seminar

Sounds great, thx for the feedback. Glad it was a good discussion with your staff. Appreciate the feedback on Renee, this is in her "wheelhouse" if you'll allow the baseball metaphor.....at least keeping with the baseball theme.

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**From:** Leeds, Eric *NRR*  
**Sent:** Thursday, January 19, 2012 3:05 PM  
**To:** Zimmerman, Roy  
**Cc:** Gerke, Laura; Pedersen, Renee; Weber, Michael; Boger, Bruce  
**Subject:** FYI: OCWE Seminar

Roy -

We're receiving lots of positive feedback on the OCWE Seminar we held today. Big kudos to Renee for her leadership and efforts on OCWE! I was very pleased with the presentation and engagement with the NRR staff. I'm going to recommend to the other program office ODs. Thanks to OE!

Eric J. Leeds, Director  
Office of Nuclear Reactor Regulation  
U.S. Nuclear Regulatory Commission  
301-415-1270

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**From:** Gerke, Laura *NRR*  
**Sent:** Thursday, January 19, 2012 12:20 PM  
**To:** Boger, Bruce; Dorman, Dan; Leeds, Eric  
**Cc:** Givvines, Mary  
**Subject:** OCWE Seminar

Great attendance: my count is 174 signed in plus more on the bridge line.

For followup, I'll be getting the slides posted on the website, and I'll enlist Bruce in sending something out to division directors next week reminding them to keep the conversation going on OCWE. We have lots of handouts of the *Play Ball!* slide referencing good informal communication techniques which divisions can use, and of course, looking for their invites of ET members to attend. Additionally, there will be a video available of today's event which we'll offer up to employees who missed it.

Separately, the Office of Enforcement wants to share the video with other offices as a best practice if they want to hold their own event.

Laura

*A 174*

Gerke, Laura

*NRK*  
*NRK*

*25*

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**From:** Miller, Ilyne  
**Sent:** Thursday, January 19, 2012 2:00 PM  
**To:** Boger, Bruce; Gerke, Laura; Wertz, Trent  
**Subject:** Great Performances

Hi, Bruce, Laura and Trent. Just thought I'd drop a line to let you know I thought you did a great job today as the employees at No Real Company! What a hoot!

One thing you might want to consider when doing another OCWE promotion....you might want to include administrative staff. We know the majority of staff are on the engineering/scientific side, but there is another group of "technical" staff...administrative. As it should be, the focus of the presentations was on safety, nonconcurrency, open door policy, etc. It doesn't seem to be a well known fact among admin staff that they can also participate in the nonconcurrency, open door policy, etc. Just some food for thought.

Thanks,

*Ilyne*

*A-ARTS*

NLR  
NLR

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Gerke, Laura

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**From:** Givvines, Mary  
**Sent:** Thursday, January 19, 2012 12:37 PM  
**To:** Gerke, Laura; Boger, Bruce; Dorman, Dan; Leeds, Eric  
**Subject:** RE: OCWE Seminar

Great event – thanks for coordinating!

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**From:** Gerke, Laura  
**Sent:** Thursday, January 19, 2012 12:20 PM  
**To:** Boger, Bruce; Dorman, Dan; Leeds, Eric  
**Cc:** Givvines, Mary  
**Subject:** OCWE Seminar

Great attendance: my count is 174 signed in plus more on the bridge line.

For followup, I'll be getting the slides posted on the website, and I'll enlist Bruce in sending something out to division directors next week reminding them to keep the conversation going on OCWE. We have lots of handouts of the *Play Ball!* slide referencing good informal communication techniques which divisions can use, and of course, looking for their invites of ET members to attend. Additionally, there will be a video available of today's event which we'll offer up to employees who missed it.

Separately, the Office of Enforcement wants to share the video with other offices as a best practice if they want to hold their own event.

Laura

A-279



Gerke, Laura

**From:** Johnson, Andrew  
**Sent:** Tuesday, January 24, 2012 2:30 PM  
**To:** Gerke, Laura  
**Subject:** RE: Possible followup Workshop meeting

Laura,

I say yes to a meeting before Feb 29.

regards,

Andrew Johnson  
Materials Engineer  
NRR/DE/ESGB  
U.S. Nuclear Regulatory Commission  
301-415-1475

---

**From:** Gerke, Laura  
**Sent:** Tuesday, January 24, 2012 2:08 PM  
**To:** Hopkins, Ogbonna; Brown, Eva; Simms, Sophonia; Burkhalter, Cornelia; Sun, Robert; Lehman, Bryce; Chung, Donald; Johnson, Andrew; Roquecruz, Carla; Armstrong, Aaron; Inverso, Tara  
**Subject:** Possible followup Workshop meeting

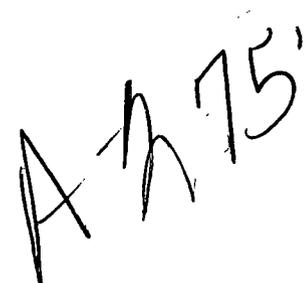
Hello Division Safety Culture Reps,  
Ely Harwood, who conducted the Safety Culture Action Plan Workshop for us on December 13, has said she could return for a 90 minute follow up. We could discuss how we're applying what we learned in developing actionable and measurable goals; I could also share new data I've received on the Federal Employee Viewpoint Survey for possible incorporation. We'd do this before Feb 29 when the contract's work has to be completed.

I see the value, particularly because it could be the kick I need to refine the PMDA and NRR plans' goals. I ran this by Bruce Boger, however, and he wanted to check in with you all as to whether your plate is getting too loaded. He's mindful that being a rep is an extra duty for you, and wonders if a follow up meeting would be better scheduled later in the spring (funding allowing).

So, please respond to me by noon on Thursday, Jan 26 on two items:

1. Yay or nay for a followup meeting
2. If yay, before or after Feb 29?

Thank you,  
Laura



Gerke, Laura

*NLL*

28

**From:** Ely Harwood [eharwood@suntiva.com]  
**Sent:** Tuesday, January 24, 2012 10:42 AM  
**To:** Gerke, Laura  
**Subject:** RE: Follow up on potential safety culture rep meeting

Thanks Laura, I look forward to hearing from you. Take care, Ely

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**From:** Gerke, Laura [mailto:Laura.Gerke@nrc.gov]  
**Sent:** Tuesday, January 24, 2012 8:52 AM  
**To:** Ely Harwood  
**Subject:** RE: Follow up on potential safety culture rep meeting

Hi Ely,  
I discussed the possibility of a follow up meeting with our deputy office director, Bruce Boger. He likes the idea; however, he wondered if we were putting too much on the reps right now. Usually, we engage about once every 6 months. In this case, we had the workshop, then due to the concerns I heard there, I organized a meeting for them with Bruce and Eric Leeds, and then we had the office-wide OCWE meeting last week. He suggested that I poll them on the timing of a followup.

I'll do that and get back to you,  
Laura

---

**From:** Ely Harwood [mailto:eharwood@suntiva.com]  
**Sent:** Monday, January 23, 2012 3:39 PM  
**To:** Gerke, Laura  
**Subject:** Follow up on potential safety culture rep meeting

Hi Laura, I hope your week is off to a good start. It was nice seeing you at the Radical Collaboration course, I found the content interesting and useful.

I wanted to follow-up on our brief conversation about a meeting with the safety culture representatives before Feb 29, 2012. The goal of the first meeting was to review their roles, discuss action planning tools, and develop a common goal across departments.

It may be timely and useful to bring the group together again to review updates to their plans, their SMART goals, and examine the NRR common goal. Also, I can provide additional learning on action planning as well review concepts from the first meeting. A meeting may inspire them to look at their plans if they haven't and share experiences and learning.

What are your thoughts? Thanks, Ely

Ely Harwood  
**SUNTIVA**  
7600 Leesburg Pike Ste 440E | Falls Church, VA 22043  
(703) 462-8470 Main  
[www.suntiva.com](http://www.suntiva.com)

Great Minds. Great Hearts

*A 276*

Gerke, Laura

*MLL*

29

EDO

**From:** Weber, Michael  
**Sent:** Wednesday, January 25, 2012 6:45 AM  
**To:** Gerke, Laura  
**Subject:** FYI - WE'RE COUNTING ON YOU!

Good morning, Laura. I recall our conversation a couple years ago about your exclusion from the Federal Employees Viewpoint Survey. Based on the article from Government Executive this morning (below), looks like you will be surveyed this year. Now we have to make sure that the OIG Safety Culture and Climate Survey includes you, too.

Regards

## **OPM to expand employee survey to all workers**

By Tom Snoop January 24, 2012

The Office of Personnel Management is expanding its annual Employee Viewpoint Survey to cover virtually the entire federal workforce this year.

In a memo to agency heads, OPM Director John Berry said this will mark the first time since the survey was launched in 2002 that it will go out to all permanent employees, both full- and part-time.

The agency plans to poll 1.8 million workers, triple the number who were surveyed in 2011.

"While a governmentwide census will not be conducted every year," Berry said, "having large numbers of respondents will allow agencies the opportunity to analyze results and develop action plans at lower levels in the organization this year."

The memo said that staffers from OPM's Office of Planning and Policy Analysis would work closely with agency representatives to "to ensure a seamless implementation" of the survey.

OPM will begin the process of sending out the survey in April.

*Mike*

Michael Weber  
Deputy Executive Director for Materials, Waste, Research,  
State, Tribal, and Compliance Programs  
U.S. Nuclear Regulatory Commission

301-415-1705  
Mail Stop O16E15

*A 2/7/12*

Gerke, Laura

NH  
OE

30

**From:** Cai, June  
**Sent:** Friday, January 27, 2012 7:25 AM  
**To:** Gerke, Laura  
**Cc:** Adelstein, Patricia  
**Subject:** ACAG meeting - discuss OCWE seminar?

Laura,

The next ACAG meeting in Feb 1 in the afternoon (you should have the scheduler). Would you be interested in being on the agenda for five minutes to give an overview of the NRR OCWE seminar and let everyone know how well it went? It would be good for the other offices to be aware, in case they want to consider doing something similar.

Thanks

June

A 2.78.

Gerke, Laura

*NRR*  
*UKR*

31

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**From:** Givvines, Mary  
**Sent:** Tuesday, January 31, 2012 9:41 PM  
**To:** Gerke, Laura; Le, Hong; Boger, Bruce; Giitter, Joseph  
**Subject:** RE: FYI: ACAG Briefing

Great news! thanks for the update.

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**From:** Gerke, Laura *MLR*  
**Sent:** Tuesday, January 31, 2012 12:43 PM  
**To:** Givvines, Mary; Le, Hong; Boger, Bruce; Giitter, Joseph  
**Subject:** FYI: ACAG Briefing

The Office of Enforcement asked me to brief the Agency's Culture Advisory Group's (new group composed of SES from each office, focus on OCWE and safety culture) meeting tomorrow about NRR's recent OCWE seminar. OE considers it a "best practice" which other offices might want to emulate; I'll let you know if there's any feedback of note.

Laura

A-2.79

*NRH*

32

**Gerke, Laura**

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**From:** Ruland, William  
**Sent:** Wednesday, February 15, 2012 10:47 AM  
**To:** Gerke, Laura  
**Subject:** Just for the record...

During the meeting yesterday, I think you were suggesting that I meet with one employee personally once a week to help foster an OCWE. Actually, I have been doing these meetings long before OCWE came into vogue. It's just that I'm taking credit for something I was already doing.

Thanks again for your presentation. It was very helpful.

Bill

*A-280-*

Gerke, Laura

*ML*  
*inrc*

33

**From:** Johnson, Andrew  
**Sent:** Wednesday, February 15, 2012 2:57 PM  
**To:** Gerke, Laura  
**Cc:** Cheok, Michael; Hiland, Patrick  
**Subject:** RE: Update  
**Attachments:** Survey Qs.docx

Laura,

Questions attached.

regards,

Andrew Johnson  
Materials Engineer  
NRR/DE/ESGB  
U.S. Nuclear Regulatory Commission  
301-415-1475

**From:** Cheok, Michael *inrc*  
**Sent:** Wednesday, February 15, 2012 2:31 PM  
**To:** Gerke, Laura  
**Cc:** Hiland, Patrick; Johnson, Andrew  
**Subject:** RE: Update

Thanks Laura. I think you covered the issues well.

Andrew Johnson will be able to provide you with the DE survey questions.

**From:** Gerke, Laura *inrc*  
**Sent:** Wednesday, February 15, 2012 12:08 PM  
**To:** Cheok, Michael  
**Subject:** Update

I spoke with Patricia Adelstein in OHR, drawing a nexus between DE's issues and a responsive approach which could be used for the agency. Issue: wanting to get off to a good start w supervisory churn w 5 out of 7 new BCs, a consolidated division headed by the director of one of the former divisions, all the while emphasizing ways to promote an OCWE. I noted that DE recently did a survey, and that acting on the survey results could be a possibility with which a facilitator could help.....maybe a mtg with DE management and supervisors and some select staff to discuss next steps with the survey results, and describe how DE will foster an OCWE. As for individual issues about OCWE, that really is the responsibility of DE leadership-- setting expectations, promoting the fine training at PDC, checking in periodically with relevant people to see if there is improvement—and not for OHR to come in and “fix” problems. That ownership by DE would carry more weight and be more likely to get results.

Patricia will speak with Suntiva, hopefully this week, and get back to me. With the nexus to organizational change that could have relevance for the rest of the agency, she believes there will be adequate funding to cover such a facilitated meeting. Once I hear from her if this is something Suntiva can do, I'll then turn it over to you/DE to work with the contractor on developing the meeting or if there is a different way you'd want to use them.

*A 2/8/12*

- Q1. How helpful was your supervisor's feedback during this last performance appraisal?
- Q2. Was your supervisor's assessment of your work/performance accurate?
- Q3. Did you provide feedback to your supervisor on how he/she can improve?
- Q4. Overall, how satisfied are you with the performance appraisal process?
- Q5. Throughout the year, how often did your supervisor give you feedback about your work?
- Q6. How easy is it for you to disagree with work-related decisions made by your supervisor?
- Q7. Is the environment in DE comfortable enough for you to raise a safety culture issue with your management?
- Q8. Do you feel that communication between supervisors and staff was effective and timely during the DE/DCI Merger?
- Q9. Do you feel that the merger of DCI and DE is complete?
- Q10. If you answered no to Q9, are there specific issues that remain to be addressed?

NRR

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Gerke, Laura

**From:** Adelstein, Patricia OCTCO  
**Sent:** Thursday, February 16, 2012 9:26 AM  
**To:** Cai, June; Zimmerman, Roy; Hudson, Jody; Wert, Leonard; Webber, Robert; Dudes, Laura; Thaggard, Mark; Landau, Mindy; McAndrew, Sara; Corbett, James; Rough, Richard; Barnes, Anthony; Howard, Patrick; Case, Michael; Giitter, Joseph; Widmayer, Derek; Tracy, Glenn; Ross-Lee, MaryJane; Mohseni, Aby  
**Cc:** Pedersen, Renee; Chernoff, Margaret; Allen, Alma; Rakovan, Lance; Gerke, Laura; Flack, Jennifer; Hopkins, Rhonda; Johnson, Debby; Warner, MaryAnn; Solorio, Ilka; McLaughlin, Terri; Dehn, Jeff; Talley, Sandra; Walker, Tracy; Heck, Jared; Longmire, Pamela; Ward, Steven; Delligatti, Mark; Williams, Joseph; Jefferson, Steven; Moorin, Laurette; Barkley, Richard; Lantz, Ryan; Johnson, Joanne; Doolittle, Elizabeth; Wertz, Trent; Powell, Amy; Afshar-Tous, Mugeh; Smith(OIS), Thomas; Harrington, Holly; Laufer, Richard; Brown, Carrie; Farrar, Karl; Fuller, Karla; Stapleton, Bernard; Krause, Emily; Wittick, Brian; Delgado, Jessie; Thompson, Catherine; Daniel, Richard; Sieracki, Diane; Weaver, Doug; Benner, Eric; Waters, Michael; Barnes, Robin; Araguas, Christian; Holahan, Patricia  
**Subject:** Attached copy of NRR OCWE Seminar Agenda



OCWESeminarplann  
ingtips.docx

Attached is a copy of the agenda that Laura Gerke prepared for NRR's Open, Collaborative Work Environment Seminar held January 19<sup>th</sup>. Laura provided an overview of the seminar along with lessons learned at the last ACAG meeting on February 1st. For further information about the NRR seminar contact Laura Gerke at 301-415-4099.

A-282

NRR Open, Collaborative Work Environment Seminar  
Thursday, January 19, 2012  
9:00-10:00 TWFN Auditorium  
Agenda (distributed at 2/1/12 ACAG Meeting)

Welcome	Eric Leeds (2 min) <i>Director, NRR</i>
Are you Ready to put the WE in OCWE?	Musical Slide Show (5 min) Customized with NRR photos
NRR and OCWE <i>Eric's expectations for behavior</i>	Eric Leeds (15 min)
Ways to Raise Concerns & Differing Views	Renee Pedersen, Senior Program Manager, OE (10-15 min)
Play Ball! -- Lessons in Good Communication	Cast (5 min)
Where do we go from here?	Bruce Boger (5 min) <i>Deputy Director</i>

**Planning Tips**

1. Invite: appointment came from Bruce Boger, our office Safety Culture Champion.
2. Involve Office of Enforcement: a great resource!!
3. Sign-in table so attendees get 1 hour training in iLearn
4. Customize:
  - a. Based presentation on slides provided by Renee at Office OCWE Champion training last summer, but tailored talking points to NRR
  - b. Kick off with OE's OCWE slide show (powerpoint, not video) integrated with photos from your office working and having fun
  - c. Developed skit around NRR-specific concern
5. Office Director provided his expectations that staff *and* managers are to conduct themselves in accordance with ISOCER in order to promote an OCWE; and, to focus in your job on what is within your control
6. Continue the theme: divisions are expected to discuss OCWE at their division meetings this year, where there is more opportunity for discussion, asked to invite OD or Deputy ODs
7. Raffle tickets under seat for handouts afterwards of books, baseball pens, OCWE jerseys, caps, baseballs
8. Video posted on <http://nrr10.nrc.gov> for staff who missed the seminar; they can get training credit by watching it.

Contact: Laura Gerke, 301-415-4099

Gerke, Laura

NRL

35

**From:** Cai, June  
**Sent:** Tuesday, February 28, 2012 3:36 PM  
**To:** Nelson, Robert; McGinty, Tim  
**Cc:** Gerke, Laura; Pedersen, Renee  
**Subject:** RE: Ways of raising your thoughts, ideas and concerns to management - because we need them. OE

Tim & Nelson,

Great message!

If it's ok with you, I'd like to share this with others in the agency, to provide as an example of a high quality communications in this area. I'd like to forward to the safety culture and OCWE staff level contacts in the offices as well as the Agency Culture Advisory Group (an interagency group made up of managers and senior staff). I think it's a great example for other groups in the agency to be aware of and consider sending out something similar. I would take out some of the specific references to DPR specific changes.

Let me know what you think.

Thanks

June

---

**From:** Nelson, Robert  
**Sent:** Tuesday, February 28, 2012 3:31 PM  
**To:** Gerke, Laura; Linnerooth, Sarah; Cai, June; Pedersen, Renee; Reynolds, Steven  
**Cc:** McGinty, Tim  
**Subject:** FYI: Ways of raising your thoughts, ideas and concerns to management - because we need them.

Thanks for your help in crafting this message.

NELSON

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**From:** McGinty, Tim  
**Sent:** Tuesday, February 28, 2012 3:12 PM  
**To:** NRR\_DPR Distribution  
**Cc:** Gerke, Laura; Pedersen, Renee  
**Subject:** Ways of raising your thoughts, ideas and concerns to management - because we need them.

Hi DPR folks. I'd like to take a moment of your collective time to request that you reflect on the importance of providing your thoughts, ideas and concerns in how we go about accomplishing our mission.

In DPR, we have a variety of avenues for you to provide input (suggestions, concerns, comments) to us. The recently created division suggestion box, located outside O-12H18, provides an anonymous way to raise issues. Additionally, you can discuss concerns with your branch chief; comment at a division meeting; send an e-mail to Tim, Sher or Nelson; or just drop-in with any of us making use of our open door policy. These are just some of the ways to engage with us, there are of course a number of additional processes listed under "Employee Concerns" at <http://www.internal.nrc.gov/employee-resources.html>.

We want to hear and address your concerns; in FISH terminology, we want to "Be There." When we don't receive a lot of feedback and comments, it could mean either that there is general satisfaction or, perhaps there are issues of which we are unaware and therefore which we aren't addressing.

A 283

So I wanted to re-confirm for you that we always want and need to have your ideas and concerns raised to our attention. Why am I sending this out to all of you now? Primarily because of organizational change that we have, and will be, experiencing. We re-organized last fall. Some of our DPR colleagues have retired, gone on rotation, or have come to us from other organizations. Sher Bahadur has recently joined us a Deputy Director. Nelson will soon be retiring and I am working with the front Office on a process to backfill for him. Johnny will soon be going to a staff position in PROB, and so we have will have two new Branch Chiefs in the Division by this summer.

To further this discussion, we'll be attending a meeting of each branch this spring to further explore if there are items we should be addressing, or if there are additional ways we can offer to bring concerns forward. Help us make the division a better place to work.

Thanks for all you do!

Tim

Gerke, Laura

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**From:** Lund, Louise  
**Sent:** Tuesday, February 28, 2012 3:04 PM  
**To:** Gerke, Laura  
**Cc:** Howe, Allen; Evans, Michele  
**Subject:** RE: Eric speaking at DORL Div mtg

Laura,

We're going to be talking about the DORL Safety Culture Action Plan that our working group has helped develop, with input from the division focus groups.

It has three themes:

1. Increase Trust
2. Reinforce Leadership Values
3. Improve Conflict Management

In a nutshell, the part that fits in well with the OCWE is our focus on increased (and improved) communications with the technical staff at the PM, BC, and Deputy Division Director levels to more actively manage the workload. Based on increased focus at the deputy division director level between DORL and the technical divisions, and the reports that CPAB is providing to support those discussions, DORL and the technical divisions can have frank discussions regarding the projects presenting areas of challenge. The hope is that this will also encourage earlier escalation of problematic reviews for earlier dialogue on what direction should be taken before metrics are missed.

Of course, one of the reasons that people put off these types of discussion is that many folks are conflict adverse, and see the potential for these discussions to lead to conflict. Eric could touch on the need to focus on the agency values in dealing with areas of potential conflict, while not letting certain projects get behind because of the difficulties in working through our differences. A lot of these projects could benefit from our willingness to actively engage early, and to escalate to appropriate management levels for attention before it becomes a crisis. As we include more work onto our plate from the Fukushima orders and 50.54(f) letters, we need to get better at this type of engagement.

Hope this helps,

Louise

---

**From:** Gerke, Laura  
**Sent:** Tuesday, February 28, 2012 9:56 AM  
**To:** Lund, Louise  
**Subject:** Eric speaking at DORL Div mtg

Louise,

If Bruce had been the speaker, he was going to speak about OCWE, as a followup to the Jan 19 OCWE seminar. I haven't discussed with Eric yet, but I think he'll want to at least touch on that...is there a theme to the div mtg or certain messages you'd like him to touch on?

Laura

NRL

37

The screenshot shows a Microsoft Outlook window titled "Sent Items - Microsoft Outlook". The active window is a message titled "Fed Employee Viewpoint Survey Handout for branch meetings - Message (HTML)". The message header shows it was forwarded on 02/29/2012 3:25 PM from Laura Gerke to a large group of recipients. The subject is "Fed Employee Viewpoint Survey Handout for branch meetings". Two attachments are listed: "FEVSDiscussionDocfor BranchMtg.docx (548 kB)" and "Division Safety Culture Contacts.docx (15 kB)".

The main body of the email contains the following text:

As Eric discussed at the All Supervisors meeting yesterday, attached is a handout on the Federal Employees Viewpoint Survey for you to use at an upcoming branch meeting.

Suggestions for use:

- Email to staff beforehand so they can come ready to discuss
- Solicit their feedback---one of NRR's strengths is engaged employees, so tap that to get their good ideas on how to maintain strengths/improve in other areas
- Ask: Does the survey summary ring true with them? Do they have any suggestions for responsive actions? Encourage them to hold you and themselves accountable for acting in ways to maintain or improve on survey issues
- Consider inviting your division's safety culture representative to attend (list of reps attached) to describe division actions responsive to the OIG safety culture and climate survey
- Consider inviting one of your division managers to attend so they can hear any feedback firsthand

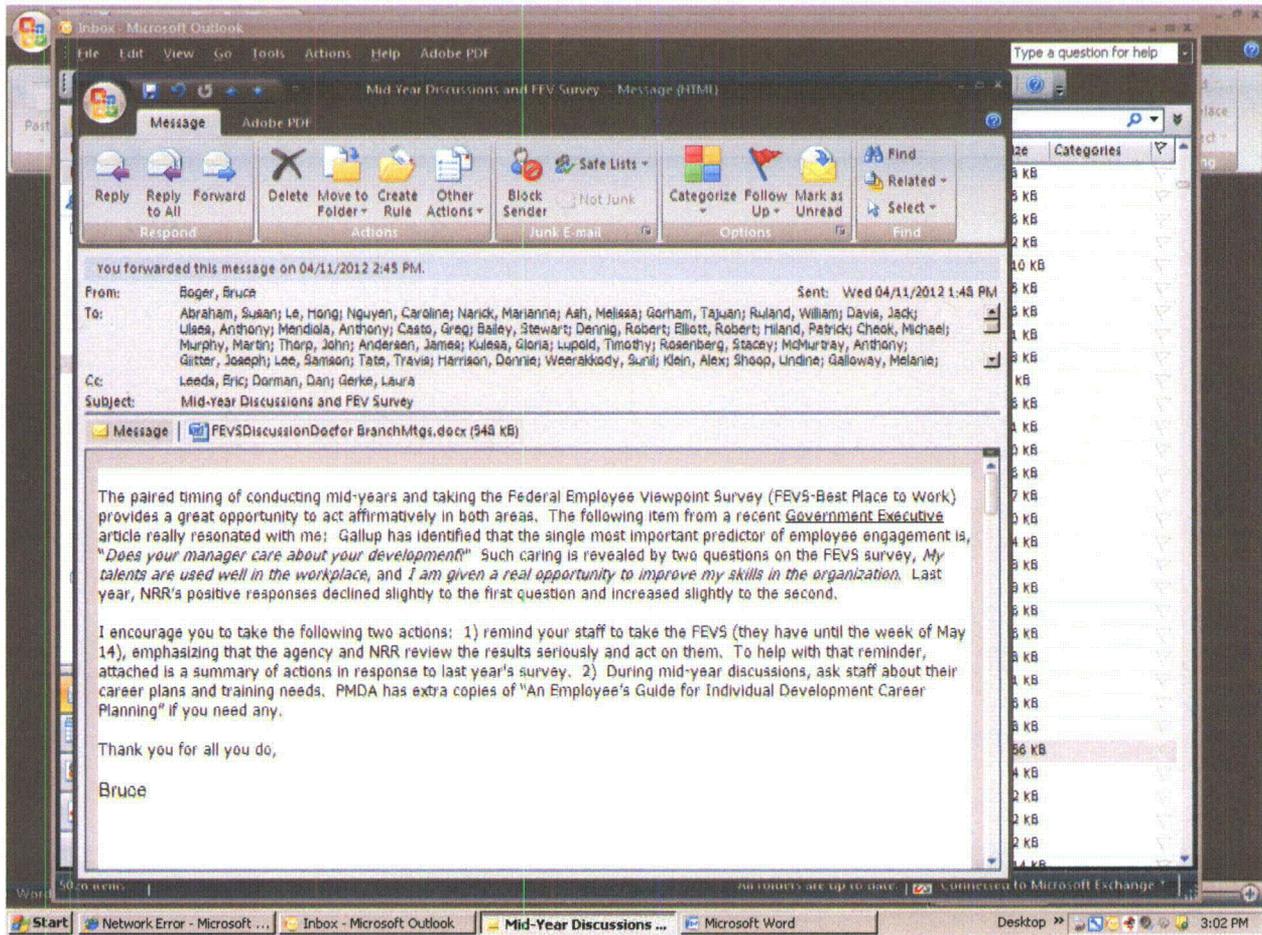
Please let me know if any you have any questions/comments.

Laura

The right side of the Outlook window shows a list of other messages with their sizes (e.g., 23 kB, 95 kB, 23 kB, 13 kB, 7 kB, 10 kB, 7 kB, 14 kB, 11 kB, 7 kB, 2 kB, 4 kB, 1.2 kB, 1.2 kB, 1.8 kB, 1.1 kB, 1.1 kB, 2.0 kB, 3 kB).

The taskbar at the bottom shows the Start button, several open applications including "NRR : Office of Nuclear R...", "Sent Items - Microsoft Ou...", "Fed Employee Viewpoi...", and "Microsoft Word", and the system tray with the time "3:09 PM".

A 285



**NRR's Federal Employee Viewpoint Survey (FEVS)**  
**Results/Actions Summary**

**Background:** OPM's FEVS (Best Place to Work) survey conducted every year; recent results from May 2011. NRC ranked #1 in all four OPM indices (results oriented performance culture; talent management; job satisfaction; leadership and knowledge management), but came out as #2 behind FDIC....perhaps greater weight given to agencies which improve, and NRC as top performer has less room to improve? NRR did  $\geq$  NRC in the indices.

**Results:**

- *What's working well in NRR?*
  - Supervisor issues—provided recent performance feedback, treated me with respect, supports work/life balance
  - Staff issues---my work is important, know how it relates to agency goals, agency successful at mission, looking for ways to do better, willing to put in extra effort
- *Response*
  - NRR emphasized supervisory training (Difficult Conversations, Leader's Academy), created BC Checklist for and have ET meetings with new supervisors); will continue such efforts to maintain this strength.
  - Staff issues indicate engaged employees: agency and office used variety of communication tools to link work and mission; welcome ideas on ways to do better
- *What can be done even better?*
  - Negative responses to: pay raises are based on performance, satisfaction with internal job opportunities, ability to recruit right people; satisfaction with recognition for good job; poor performers are dealt with.
  - Some issues outside NRC's control due to congressional actions
- *Response*
  - Continue to keep staff informed of actions affecting pay/benefits;
  - Encouraged supervisors to provide *individual* feedback more frequently;
  - Provided NRR tumblers as *collective* appreciation for 2011 accomplishments;
  - Welcome staff ideas to enhance recognition methods.
- *Poor performers*
  - Recurring concern in surveys, although response improving in NRR.
  - Leadership Potential Program addressing as a class project; more to come
  - Two- pronged approach
    - 1) educating employees that with privacy protections, may not be aware when actions taken
    - 2) improving training for supervisors on issue
- *Physical work conditions: biggest negative differential between NRR and NRC.*
  - Reflective of OWFN versus other buildings? NRC 83.4% favorable; NRR 77.4%

- *Response*
  - Moved all permanent NRR employees out of conference rooms since May
  - Provided new desk and visitor chairs
  - Co-locating displaced employees as space becomes available
    - Have < 15 displaced employees currently.
  - ADM focused on finishing 3WFN. Depending upon the budget, OWFN renovations planned for FY14.

**Oh no! Upcoming surveys:**

- FEVS Spring 2012---OPM requires agencies to offer this survey each year
- OIG Safety Culture and Climate Survey Fall 2012--offered triennially, last 2009
  - Difference: OIG provides data down to the division level; FEVS only to office-level
- *Please take the time to complete the surveys: NRR and NRC management review surveys closely and act on them*

# NRR Top 10 Results

Questions	Survey Section	% Positive	
		2011	2010
(7) Willing to put in extra effort	My Work Experience	96.8%	97.3%
(50) Last 6 months, supervisor discussed performance*	My Supervisor/Team Leader	95.7%	86.7%
(35) Employees protected from hazards	My Agency	93.7%	91.1%
(12) Know how my work relates to agency goals	My Work Experience	92.9%	94.5%
(39) Agency successful at mission	My Agency	92.4%	93.1%
(13) My work is important	My Work Experience	91.8%	92.7%
(42) Supervisor supports work life balance	My Supervisor/Team Leader	91.2%	92.3%
(49) Supervisor treats me with respect	My Supervisor/Team Leader	91.1%	91.4%
(16) Held accountable for results	My Work Experience	90.3%	89.7%
(8) Constantly looking for ways to do better	My Work Experience	90.2%	92.3%

- Top 10 results for 2011 did not vary significantly (either positive or negative) from 2010 (+/- 2.6% or less) other than Question 50 where significant improvement was noted in supervisors discussing performance with their NRR staff.
- (\*) Question 50 is the only question that was not in the NRR Top 10 in 2010.
- Half of the Top 10 Results are in the My Work Experience area. One third are in the My Supervisor/Team Leader area.

## NRR Bottom 10 Results

Questions	Survey Section	% Negative	
		2011	2010
(33) Pay based on performance	My Agency	31.5%	32.9%
(23) Poor performers dealt with	My Work Unit	24.7%	27.1%
(67) Satisfied with internal NRC job opportunity	My Satisfaction	19.9%	19.2%
(21) Able to recruit right people/skills	My Work Unit	18.1%	15.4%
(11) Talents used well *	My Work Experience	16.9%	14.8%
(22) Promotions based on merit	My Work Unit	16.5%	20.3%
(25) Awards based on performance	My Work Unit	16.2%	16.4%
(24) Performance recognized	My Work Unit	14.8%	19.1%
(65) Satisfied with recognition for good job? *	My Satisfaction	13.9%	12.6%
(53) Leaders generate motivation and commitment	Leadership	13.6%	15.1%

- The NRR Bottom 10 (most negative) 2011 results varied more by comparison to the 2010 scores (+/- 4.3% or less) than did the Top 10 shown by the previous slide.
- The biggest positive change is a decrease in % negative responses for Questions 24 (4.3%) and 22 (3.8%) – less respondents are reporting negative responses related to merit-based promotions and recognition of performance.
- (\*) Questions 11 and 65 were not in the NRR Bottom 10 in 2010.
- Half of the Bottom 10 Results are in the My Work Unit area related to performance, promotions and employee skills.

38

NRR

*NRR*  
**From:** Boger, Bruce  
**Sent:** Thursday, March 01, 2012 4:17 PM  
**To:** Nelson, Robert  
**Cc:** McGinty, Tim; Gerke, Laura  
**Subject:** RE: Chairman's speech on safety culture & good comm from NRR/DPR

I hadn't seen it. Thanks for sharing. And way to go Team DPR—keeping the door open for the staff is so important.

*NRR*  
**From:** Nelson, Robert  
**Sent:** Thursday, March 01, 2012 3:55 PM  
**To:** Boger, Bruce  
**Cc:** McGinty, Tim  
**Subject:** FYI: Chairman's speech on safety culture & good comm from NRR/DPR

Not sure if you saw this

NELSON

**From:** Cai, June  
**Sent:** Thursday, March 01, 2012 7:46 AM  
**To:** Zimmerman, Roy; Hudson, Jody; Wert, Leonard; Webber, Robert; Dudes, Laura; Thaggard, Mark; Landau, Mindy; McAndrew, Sara; Rough, Richard; Barnes, Anthony; Howard, Patrick; Case, Michael; Gitter, Joseph; Widmayer, Derek; Tracy, Glenn; Ross-Lee, MaryJane; Mohseni, Aby; Ficks, Ben; Tracy, Glenn  
**Cc:** Pedersen, Renee; Chernoff, Margaret; Adelstein, Patricia; Allen, Alma; Rakovan, Lance; Flack, Jennifer; Hopkins, Rhonda; Johnson, Debby; Warner, MaryAnn; Solorio, Ilka; McLaughlin, Terri; Dehn, Jeff; Talley, Sandra; Walker, Tracy; Heck, Jared; Longmire, Pamela; Ward, Steven; Delligatti, Mark; Williams, Joseph; Jefferson, Steven; Moorin, Laurette; Barkley, Richard; Lantz, Ryan; Johnson, Joanne; Doolittle, Elizabeth; Wertz, Trent; Powell, Amy; Afshar-Tous, Mugeh; Laufer, Richard; Brown, Carrie; Farrar, Karl; Fuller, Karla; Stapleton, Bernard; Krause, Emily; Wittick, Brian; Delgado, Jessie; Thompson, Catherine; Daniel, Richard; Sieracki, Diane; Barnes, Robin; Holahan, Patricia; Couret, Ivonne; Hilton, Nick  
**Subject:** Chairman's speech on safety culture & good comm from NRR/DPR

Good morning,

A couple of items I wanted to share with you.

First, the Chairman gave a speech on safety culture yesterday at the National Association of Employee Concerns Professionals. It focused on the safety culture within the agency and also touched on external (licensee) safety culture activities.

Here is the link: <http://www.nrc.gov/reading-rm/doc-collections/commission/speeches/2012/s-12-004.pdf> I encourage you to take a look if you have a chance. I think you will find it interesting, and it contains references to many of the activities you all have been directly involved with.

Second, I wanted to forward the email below that was sent out from NRR – Division of Policy & Rulemaking (DPR) re-emphasizing the importance of raising concerns, views, and suggestions to management. This is a great message reinforcing this important area. Thanks to Bob

A 2016

Nelson & Tim McGinty for letting me to sharing this with you. (Note I took out some references to specific DPR organizational and personnel changes from the original email).

Hi DPR folks. I'd like to take a moment of your collective time to request that you reflect on the importance of providing your thoughts, ideas and concerns in how we go about accomplishing our mission.

In DPR, we have a variety of avenues for you to provide input (suggestions, concerns, comments) to us. The recently created division suggestion box, located outside O-12H18, provides an anonymous way to raise issues. Additionally, you can discuss concerns with your branch chief; comment at a division meeting; send an e-mail to Tim, Sher or Nelson; or just drop-in with any of us making use of our open door policy. These are just some of the ways to engage with us, there are of course a number of additional processes listed under "Employee Concerns" at <http://www.internal.nrc.gov/employee-resources.html>.

We want to hear and address your concerns; in FISH terminology, we want to "Be There." When we don't receive a lot of feedback and comments, it could mean either that there is general satisfaction or, perhaps there are issues of which we are unaware and therefore which we aren't addressing.

So I wanted to re-confirm for you that we always want and need to have your ideas and concerns raised to our attention. Why am I sending this out to all of you now? Primarily because of organizational change that we have, and will be, experiencing. We re-organized last fall. Some of our DPR colleagues have retired, gone on rotation, or have come to us from other organizations.

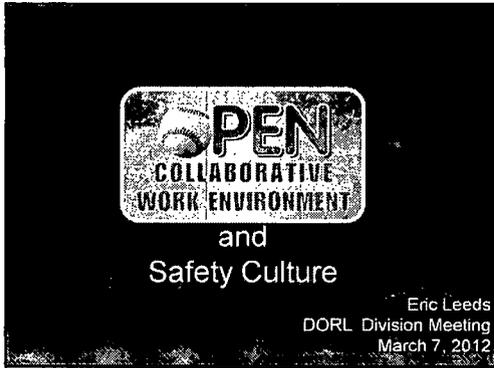
To further this discussion, we'll be attending a meeting of each branch this spring to further explore if there are items we should be addressing, or if there are additional ways we can offer to bring concerns forward. Help us make the division a better place to work.

Thanks for all you do!

Tim

NRL

39



Bruce Bager's presentation

Glad to be here!

I'm hearing great things about DORL's attention to safety culture, with your action plan based on input from focus groups. Louise is going to discuss that later; I'll provide background on agency and office actions, so you can hear how they link with what your division is doing.

A 287-

# NRC's Safety Culture Basics



- Safety is our overriding priority
- All contribute to fulfilling safety mission
- Open, Collaborative Work Environment (OCWE) is a key component of safety culture

2

So let's start with the basics:

**Everyone has a role in safety at the NRC:** Whether it's a project manager working on a licensing action, a budget analyst approving funds to support the work, or the administrative assistant putting the licensing action into ADAMS, all are helping the agency meet our safety mission.

**How** do we achieve the mission: by fostering an OCWE

## How is OCWE Demonstrated?

- Fostering collaborative problem-solving and decision-making
- Valuing diverse views, alternative approaches, and honest feedback on how decisions are made
- Speaking up and sharing differing views without fear of negative consequences

3

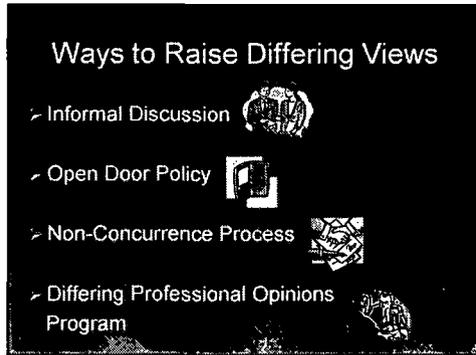
Information is power. There is value in considering alternative approaches and differing views even when the views are not adopted. Having all perspectives improves our chances of making the best decisions.

Let me tie this specifically to DORL. An ongoing challenge is communication about project schedules between DORL and staff in technical divisions. You don't want to hear at the last minute that a safety eval you need is taking longer than expected or has been delayed for a higher priority. And the technical staff sometimes feel that they aren't kept in the loop with the status of licensing actions.

My expectation: engage early with your counterparts, demonstrating collaboration and acting in accordance with our ISOCER values. And, raise issues to management before something is a crisis. I know these interactions aren't always easy, but we've got to work through our differences.

I'll give this same message to the technical divisions.

Another note: Don't let metrics make you do something unsafe....safety *always* trumps metrics



As you look at this slide on ways to raise differing views, you may be thinking: he's asking *us* to demonstrate ISOCCER values, yet the Commission doesn't seem to act that way. They're working on improving, but for us:

Let's focus on what we can control. I expect that I, NRR managers, and staff will treat each other with respect and demonstrate the values. Hold each other accountable if we fall short.

I ask staff to raise issues so that we have well-informed decisions, *and* I ask managers to *listen* to those concerns.

**It's important to note that it is O.K. to agree to disagree at the NRC. We understand that we aren't always going to agree and we have these processes in place to ensure that we keep communication open to assist in good regulatory decision-making.**

## Differing Views & Decision-making

- Value of Diverse Viewpoints
- Informed process ≠ Gridlock
- Disagreement ≠ Disloyalty
- Career Impact?

5

Let me personalize these thoughts a bit. During my tenure in NRR, we've completed 3200 license amendments and 1800 other licensing tasks, renewed 23 licenses and completed countless other technical and corporate actions. That's a lot of decisions!

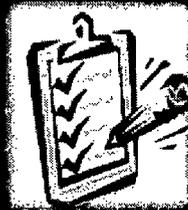
Those decisions aren't made easily or with unanimity, but have been richly informed by hearing a variety of views. Sometimes, I've had the minority view in these decisions and have had to be convinced why a decision should be made differently. Other times, I've had the majority view, *however*, the decision has been improved by other viewpoints--- either by ensuring we've comprehensively considered all factors, or we can better explain why we made the decision we did. In addition to the informal consideration of all views, there has been a number of Non-concurrences, at least two of which changed the way we did business. And there have been 2 formal Differing Professional Opinions, one of which changed the decision.

My message to you is that NRR has benefitted from our staff using informal and formal ways to raise differing views, while still getting our work done.

And, I need to emphasize our responsibility to get our work done. Raising a differing view doesn't mean that all activity will stop until there is consensus or that everyone agrees with your view, but it does mean you've done your part to ensure a well-informed decision will be made.

# Safety Culture and Climate Survey

- Survey conducted every 3 years. 2009 scores improved significantly over 2005, next scheduled at 2012
- Office and Division Safety Culture Action Plans created responsive to results
  - Plan to be updated periodically
- Integrating actions with Federal Employee Viewpoint Survey



6

## ***How do we hold ourselves accountable in safety culture/OCWE space?***

Safety culture issues: supervisor churn, Physical Working Conditions, prompt decisionmaking; explain resolution of differing views; usefulness of perf reviews

**NRR Actions:** OCWE seminar, BC Checklist, communication, Difficult Conversations, SDI training); performance (Eric speaks at BC seminars about providing feedback), ET meets w new BCs

Physical working conditions: also FEVS concern. Moved folks out of conference rooms, new chairs, working to co-locate staff. ADM tells us OWFN renovation planned for FY14

Bruce meets with division directors and division safety culture reps twice a year to share best practices in plans' implementation

**DORL Actions:** enhancing communication betw DORL and technical divisions, having regular administrative staff meetings

•FEVS: your branch chiefs should be discussing those results with you shortly

•TAKE THE SURVEYS!!!! FEVS Spring; OIG in the Fall

## OCWE Seminar

- Missed NRR's OCWE seminar 1/19/12?
  - Watch the video: <http://nrr10.nrc.gov/> under NewsFlash
  - Contact Laura Gerke, get 1 hour training credit in iLearn

In case you missed it.....

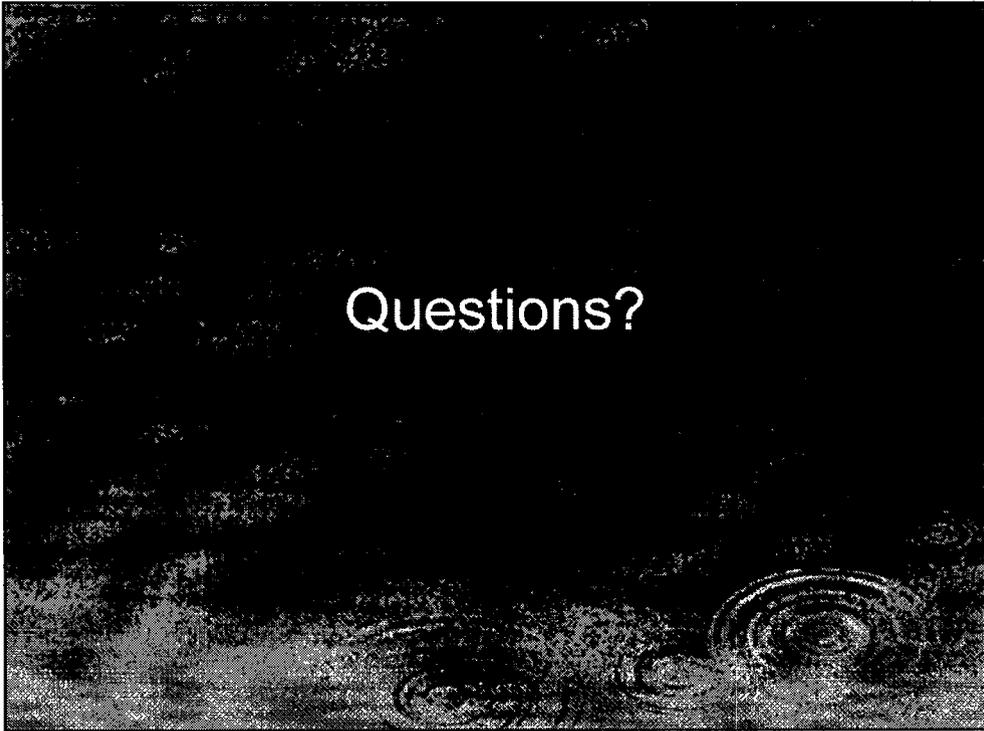
## Contacts

- DORL: Sophonia Simms, Eva Brown
- NRR: Laura Gerke and Trent Wertz
- Safety Culture Champion: Bruce Boger
- NRR's Safety Culture webpage
  - [nrr10.nrc.gov/nrr-office/safety-culture/index.cfm](http://nrr10.nrc.gov/nrr-office/safety-culture/index.cfm)
- OCWE: June Cai & Renee Pedersen, OE
- 301-415-OCWE; NRC@work>OCWE
- [DifferingViews.Resource@nrc.gov](mailto:DifferingViews.Resource@nrc.gov)

Multilayer approach to safety culture with divisions, office, and agency

This slides points you to contacts and resources

Of course, your first-line supervisor is a so a go-to person on safety culture issues as well.



Gerke, Laura

*NRR*

40

**From:** Johnson, Andrew  
**Sent:** Wednesday, March 07, 2012 2:19 PM  
**To:** Gerke, Laura; Inverso, Tara  
**Cc:** Roquecruz, Carla  
**Subject:** RE: Safety Culture Survey

*NRR*

Tara,

Survey Monkey was helpful and easy, but does have a few limits.

The two biggest are that when using a free Survey Monkey account, you are limited to 10 questions and can't export the results directly into Excel.

If you'd like to discuss further, give me a call or email and we can set up a time to talk.

regards,

Andrew Johnson  
Materials Engineer  
NRR/DE/ESGB  
U.S. Nuclear Regulatory Commission  
301-415-1475

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**From:** Gerke, Laura *inrr*  
**Sent:** Wednesday, March 07, 2012 2:05 PM  
**To:** Inverso, Tara  
**Cc:** Johnson, Andrew; Roquecruz, Carla  
**Subject:** RE: Safety Culture Survey

Hi Tara,  
Welcome aboard the safety culture wagon! DE recently did a survey, using survey monkey, to explore some issues related to the DCI/DE consolidation. I've cc'd Andrew Johnson and Carla Roquecruz, DE's safety culture reps; I'm sure they can provide you with some tips on how to proceed. They thought it was a pretty useful tool in drafting questions.

Laura

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**From:** Inverso, Tara *inrr*  
**Sent:** Wednesday, March 07, 2012 1:41 PM  
**To:** Gerke, Laura  
**Subject:** Safety Culture Survey

Hi Laura,

As you know, I recently took over Safety Culture in DPR for Jazel Parks when her rotation ended.

One of my turnover items was to create a survey for DPR. (We have a suggestions box, but have yet to receive a suggestion.)

Are there any limitations to conducting such surveys within individual divisions? Is it okay to use the program "Survey Monkey?"

*A 200*

Gerke, Laura



41

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**From:** Nelson, Robert  
**Sent:** Thursday, March 15, 2012 1:47 PM  
**To:** Gerke, Laura  
**Subject:** RE: Action: Safety Culture Action Plan

Also, our Sept session has focused on distinguishing Os from Es

NELSON

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**From:** Gerke, Laura  
**Sent:** Thursday, March 15, 2012 1:38 PM  
**To:** Nelson, Robert  
**Cc:** Inverso, Tara  
**Subject:** RE: Action: Safety Culture Action Plan

Nelson,  
I'll get it posted, but first a comment and question.  
Comment: I took the liberty of adding in on your page 6 where you mention the NRR Safety Culture Action Plan Workshop, that Jazel Parks attended for DPR.  
Question: who conducts the performance review training before mid-years and appraisals? What does it cover and how long is it? Since that topic is an ongoing one for the office at large, that could be a great best practice to share.

Thanks,  
Laura

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**From:** Nelson, Robert  
**Sent:** Thursday, March 15, 2012 1:19 PM  
**To:** Inverso, Tara; Gerke, Laura  
**Cc:** Helton, Shana; McGinty, Tim; Bahadur, Sher  
**Subject:** Action: Safety Culture Action Plan

Tara: I've changed a few items and reassigned a couple to you. Please see Item 5 under Building Morale. If your schedule permits, please plan to attend our DPR Managers' meeting on either 3/20 or 27 to go over this item with the BCs. Also please replace on our SharePoint site.

Laura: Please replace on the NRR internal web site.

NELSON



42

*NRR*

Gerke, Laura

**From:** Johnson, Andrew *NRR*  
**Sent:** Wednesday, March 21, 2012 4:44 PM  
**To:** Gerke, Laura  
**Subject:** RE: Follow up to December Safety Culture Action Plan Workshop

Sounds good to me Laura.  
 I'd prefer the week of April 30, but am fine with the week of the 23rd if that works better.

Andy

---

**From:** Gerke, Laura *NRR*  
**Sent:** Wednesday, March 21, 2012 2:43 PM  
**To:** Hopkins, Ogbonna; Johnson, Andrew; Roquecruz, Carla; Chung, Donald; Lehman, Bryce; Simms, Sophonia; Brown, Eva; Armstrong, Aaron; Inverso, Tara  
**Subject:** Follow up to December Safety Culture Action Plan Workshop

Hello Division Safety Culture Reps,

I've cleared the funding with OHR, and we can have Ely Harwood with Suntiva return for a short followup to the Workshop we had in December. We're thinking a 2 hour meeting to have a quick recap of December, and then have divisions share how they applied the workshop lessons to revising their action plans.

Bruce Boger plans to hold his semi-annual safety culture meeting with division directors in late May, so the timing of this followup helps us all prepare our bosses for that.

I know DORL revised their plan and DE has conducted a survey; for me and NRR and PMDA, I have some actions but haven't revised the plans yet to reflect what I learned....so this hopefully will be a positive push for all of us.

Timing: we're looking at the week of April 23 or 30. If you have a strong preference, let me know; otherwise, I'll send out a scheduler that looks the best based on what I see through your Outlook calendars.

If any of you are no longer the reps, let me know who your replacement is. Tara: we can meet separately so I catch you up.

Laura

*A 270*

Gerke, Laura

NRL

43

**From:** Cai, June  
**Sent:** Thursday, March 22, 2012 10:13 AM  
**To:** Gerke, Laura  
**Subject:** RE: Radical collaboration

Thanks for the good feedback, as always. I will keep this in mind as we consider this.

Thanks

June

---

**From:** Gerke, Laura  
**Sent:** Thursday, March 22, 2012 8:39 AM  
**To:** Cai, June  
**Subject:** RE: Radical collaboration

June,  
I think that's a good idea, if the course is modified. I didn't think it needed to be 3 days long. And, I wonder if they could come up with a case study that would be NRC-specific, more like something we'd come across in our work, versus an opera singer (altho' that was a fun case study!). I'd keep the public works one because that helped explain how assuming bad intent and refusing to even meet with people can get things out of hand. Some of the exercises were overdone, i.e. when we stood across lines and tried to get people across or another one I've forgotten...they went on too long.

But the emphasis on *collaboration* is helpful, and has resonated with me to think about other's viewpoints for a shared good outcome.

Laura

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**From:** Cai, June  
**Sent:** Thursday, March 22, 2012 8:12 AM  
**To:** Gerke, Laura  
**Subject:** Radical collaboration

Laura,

Just wanted to pick your brain again – do you think there is value in offering the Radical Collaboration training to OCWE champions? Not as a required training, but for those that are interested. Do you think the content would be useful for those serving as OCWE champions?

Thanks

June

A 221

NRR

44

Gerke, Laura

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**From:** Boger, Bruce *mba*  
**Sent:** Monday, March 26, 2012 1:40 PM  
**To:** Cusumano, Victor  
**Cc:** Brown, Frederick; Gerke, Laura  
**Subject:** DIRS Meeting

Vic, Thanks for the visit. Please plug me in for about 20 minutes (15 for me and 5 for the audience) during the DIRS division meeting. The wild card is how many questions are asked by the audience—as an ET representative I'm willing to field questions on OCWE and/or other NRR matters. Laura Gerke is working on my slides. Thanks again.

A-192

Gerke, Laura

48

NRR  
OE

**From:** Cai, June  
**Sent:** Thursday, March 29, 2012 1:45 PM  
**To:** Gerke, Laura  
**Cc:** Giitter, Joseph  
**Subject:** RE: Example of office level action for OIG safety culture survey

Laura,

These are great examples. I will work some of this into the talking point.

Thanks!

June

---

**From:** Gerke, Laura  
**Sent:** Wednesday, March 28, 2012 11:32 AM  
**To:** Giitter, Joseph; Cai, June  
**Subject:** RE: Example of office level action for OIG safety culture survey

Hi June,  
Here are some ideas from NRR.

Focus Area: Supervisory Churn. Actions: Branch chiefs created a checklist for new or new-to-NRR supervisors to ease supervisory transition on both them and their staff. Additionally, Office Director sent out a special edition newsletter and targeted email during office reorganizations acknowledging concerns about churn and describing the benefits to the agency and individuals to have managers with well-rounded supervisory experience. The ET now meets with new supervisors to express expectations, provide the checklist, and discuss OCWE.

Focus Area: My supervisor adequately explains the resolution of differing views. Actions: all NRR supervisors took the course *Difficult Conversations* which provided tips on how to have such discussions. NRR offered an OCWE Seminar, with ~170 staff attending, to focus on the various means to raise concerns, staff's role in raising concerns early, and supervisors' role in listening and getting back to staff with decisions. In response to feedback from NRR focus groups requesting increased interaction with ET, the ET has been attending division meetings, and includes OCWE in their remarks. The above course was also responsive to maintaining a relative strength in NRR of effective performance review discussions.

Administrative Assistants' Link to the Mission: The Office Director periodically attends NRR AA meetings to set expectations and express appreciation. There have been yearly AA retreats to foster collaboration and focus on a specific training need such as communication or ADAMS. A monthly NRR Administrative Newsletter is issued providing tips on being an effective AA. Woven throughout all of these AA interactions is that they play a vital role in helping the agency achieve its mission.

Laura

**From:** Cai, June  
**Sent:** Tuesday, March 27, 2012 10:09 AM  
**To:** Zimmerman, Roy; Hudson, Jody; Wert, Leonard; Webber, Robert; Dudes, Laura; Thaggard, Mark; Landau, Mindy; McAndrew, Sara; Rough, Richard; Barnes, Anthony; Howard, Patrick; Case, Michael; Giitter, Joseph; Widmayer, Derek; Tracy, Glenn; Ross-Lee, MaryJane; Mohseni, Aby; Ficks, Ben; Tracy, Glenn  
**Cc:** Pedersen, Renee; Chernoff, Margaret; Adelstein, Patricia; Allen, Alma; Rakovan, Lance; Flack, Jennifer; Hopkins, Rhonda; Johnson, Debby; Warner, MaryAnn; Solorio, Ilka; McLaughlin, Terri; Dehn, Jeff; Talley, Sandra; Walker, Tracy; Heck, Jared; Longmire, Pamela; Ward, Steven; Williams, Joseph; Jefferson, Steven; Moorin, Laurette; Barkley, Richard;

A 293

Lantz, Ryan; Johnson, Joanne; Doolittle, Elizabeth; Wertz, Trent; Powell, Amy; Afshar-Tous, Mugeh; Laufer, Richard; Farrar, Karl; Fuller, Karla; Stapleton, Bernard; Krause, Emily; Wittick, Brian; Barnes, Robin; Couret, Ivonne; Hilton, Nick  
**Subject:** Example of office level action for OIG safety culture survey

ACAG Members,

We are putting together some talking points for Mike Weber for the OIG entrance meeting on 4/4 on the next Safety Culture and Climate Survey.

One of the topics that will be included is the agency response after the last survey in 2009. We are interested in collecting 2-3 examples of office level actions. Please consider if you would like to share an example of an effective action or "best practice" your office took in response to the last OIG survey. If you have something you'd like to share, please let me know by the end of this week. It does not have to be very detailed – just a sentence or so.

Thank you.

June

Gerke, Laura

*NRR*

46

**From:** Lehman, Bryce *NRR*  
**Sent:** Thursday, April 05, 2012 3:30 PM  
**To:** Gerke, Laura  
**Cc:** Sun, Robert; Homiack, Matthew  
**Subject:** RE: Follow up workshop on April 26

*NRR*

That shouldn't be a problem.

We are still finalizing the plan based on the focus group results and the guidance we received in December. We should be done by the 26<sup>th</sup>, but if not we can describe the process and what we learned, as you suggested.

Bryce

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**From:** Gerke, Laura *NRR*  
**Sent:** Thursday, April 05, 2012 2:58 PM  
**To:** Lehman, Bryce  
**Cc:** Sun, Robert; Homiack, Matthew  
**Subject:** Follow up workshop on April 26

Bryce and company,  
Would you be willing at the April 26 meeting to take just a few minutes to describe what actions you've taken since December to freshen your SC Action Plan? There's a mixed bag of whether divisions have acted on what we learned in December, so I wanted to highlight just a few divisions to help jumpstart us all. DORL updated their actions to make them more measurable, attainable, which they'll describe, and I thought you could describe the focus groups to get new data and determine next steps, even if all those steps haven't been finalized yet.

I'm thinking maybe 5 minutes?

Laura

---

**From:** Lehman, Bryce  
**Sent:** Thursday, April 05, 2012 2:44 PM  
**To:** Gerke, Laura  
**Cc:** Sun, Robert; Homiack, Matthew  
**Subject:** RE: and another question!

Laura,

I think you already answered my question ... it would be an inefficient use of funds which we don't have any way.

Although the course may be a good option for the supervisors, it wouldn't really get at the heart of the focus group comment, which was the desire to provide feedback on supervisors performance. I will look at other options and shelf the 360 review for now.

Thanks for your help!

Bryce

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**From:** Gerke, Laura  
**Sent:** Wednesday, April 04, 2012 2:53 PM  
**To:** Lehman, Bryce

*A-299*

**Cc:** Sun, Robert; Homiack, Matthew  
**Subject:** FW: and another question!

Bryce,  
See below—if most of DLR supervisors have not taken the course, or at least not taken it recently (maybe last 3-5 years?), that may be a good way to go, particularly if they can take the class together.

Contact Lora and Lauren. If you'd let me know what they say, I'd appreciate it.  
Laura

---

**From:** Adelstein, Patricia 10/1/12  
**Sent:** Wednesday, April 04, 2012 2:47 PM  
**To:** Gerke, Laura  
**Cc:** Reynaud, Lora; Malmon, Lauren; Miller, Ilyne  
**Subject:** RE: and another question!

Contact Lora Reynaud and cc Lauren Malmon, Leaders Academy program manager; I would suggest they enroll in the Self-Assessment course. They can do that in iLearn. There is a description of the course there too. It's no cost and they also get 2 hours of interpretation/coaching of the data. Several other assessment tools are included in the course as well. It's a good deal. I don't know how many supervisors want to take the course, but perhaps you can work with Lora and Lauren to get them all in the same class. It's up to them and the availability as their main goal is to focus on individual leadership development. I hope this helps. Do you have any questions that I haven't responded to? Just want to make sure.

Email me if you need anything.  
Thanks. Patricia

Patricia H. Adelstein, MS  
Organization Development  
Office of Human Resources  
US Nuclear Regulatory Commission  
301-492-2292

"Leave it better. Keep it simple. Take risks. Care."

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**From:** Gerke, Laura  
**Sent:** Wednesday, April 04, 2012 2:33 PM  
**To:** Adelstein, Patricia  
**Subject:** and another question!

Patricia,  
Thanks for the feedback on FEVS.

Separately, one of our divisions expressed interest in having 360s of their supervisors. Can you point me to who does Leader's Academy? I know one of the courses there includes 360s. They also might be interested in, separate from the class, having them conducted, but that might be expensive. Can you give me the contact?

Thanks,

Laura

---

**From:** Adelstein, Patricia  
**Sent:** Wednesday, April 04, 2012 1:41 PM  
**To:** Gerke, Laura  
**Subject:** RE: FEVS Survey

I'm hearing next week. Kim English and Kris Davis are the leads for this part of the FEVs. They are in HROP if you want to contact them or let me know if you have any other questions.

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**From:** Gerke, Laura  
**Sent:** Wednesday, April 04, 2012 1:22 PM  
**To:** Adelstein, Patricia  
**Subject:** FEVS Survey

Hi Patricia,  
NRR is going to do a mini-survey of our staff on communications, and we want to pace it to not interfere with FEVS....do you have a guesstimate of when that will be offered to NRC staff?

Thank you,  
Laura

Gerke, Laura

*MLL*

-47

**From:** Boger, Bruce  
**Sent:** Monday, April 09, 2012 10:16 AM  
**To:** Gerke, Laura  
**Subject:** RE: FEVSurvey and key question

Great thought. Can we dust off something in time for mid-year performance discussions? I seem to recall a message in the past related to the importance of career discussions during the mid-year sessions.

**From:** Gerke, Laura  
**Sent:** Wednesday, April 04, 2012 9:48 AM  
**To:** Boger, Bruce  
**Subject:** FEVSurvey and key question

Bruce,  
The article below is thought-provoking, saying that the most important predictor of employee engagement is, "Does your manager care about your development?" Thought we might want to look at NRC's/NRR's responses to that question as we go into this mega-survey year of both FEVS and OIG. Also, the article echoes our frequent discussions about having well-rounded managers rather than just technically competent.  
Laura

**From:** GovExec.com newsletters [mailto:news@cmm.govexec-media.com]  
**Sent:** Wednesday, April 04, 2012 6:06 AM  
**To:** Gerke, Laura  
**Subject:** Management Matters -- APRIL 4, 2012



## MANAGEMENT MATTERS

- RSS FEEDS
- TWITTER
- FACEBOOK

[PROBLEMS VIEWING?  
VIEW AS A WEB PAGE](#)

April 4, 2012

Brought to you by Government Executive

**Government  
Business  
Council**

**Briefings**

**Mobility Solutions for Your Recruiting Challenges**

Despite federal mobility initiatives, only 2.3% of graduating college students plan to work in the federal government. As young professionals place increasing importance on mobile workplace options, agencies must find mobility

*A-295*

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## Were You Born to Boost Morale?

By [Jim Clifton](#) and [Stephen Ander](#)

News about low morale at the Homeland Security Department is alarming, given the significant role DHS plays in the safety of the United States. How can we handle emergencies if Federal Emergency Management Agency employees don't want to come to work? How capable are Transportation Security Administration agents at scanning airport cargo when they'd really rather scan Monster.com for their next job?

In the Office of Personnel Management's most recent Federal Employee Viewpoint Survey, DHS employees' reported a lack of agreement with the statements "My talents are used well in the workplace" and "I am given a real opportunity to improve my skills in my organization" -- answers the Government Accountability Office on March 22 described to a congressional subcommittee as "impact items."

The survey responses clearly call for better management.

After conducting millions of surveys and interviews, Gallup has identified the single most important predictor of an employee's engagement is his or her answer to the question "Does your manager care about your development?" If the responses are strongly positive, then disengagement does not exist.

Asked at the March 22 hearing to offer solutions to address the low morale at DHS and the need for better management, Max Stier, president and chief executive officer of the Partnership for Public Service, Catherine Emerson, chief human capital officer at DHS, and others recommended that DHS develop its leaders and improve its communications. These interventions could improve survey responses a bit, but they won't solve the systemic problems rooted in poor management.

The long-term solution to low morale goes well beyond communication and training. It involves overhauling the hiring and selection of managers. Gallup researchers have discovered that there is actually a silver bullet: Simply name the right manager. Nothing fixes a manager who has little talent for the task at hand.

Government agencies must do what world-class companies have been doing successfully for years: Hire and select for the talents and strengths specific to supervisors, rather than promoting people based exclusively on experience or longevity within the organization.

We all know too well that managers can be technically competent but have no inherent knack for the details of managing, such as hiring, setting expectations, motivating and developing others. This underscores the differences between knowledge and skills, which can be acquired, and talents, which are innate and can be developed into strengths. DHS should evaluate every aspect of its selection processes and incorporate innate talents as a major driver of whether a person is a good fit for management.

And DHS must start from the beginning, by evaluating position descriptions and job postings for the innate talents that a job demands. DHS should identify the talents of its current managers to see where there are mismatches and reorganize the managers and the positions accordingly. From there, the job certification and interview processes should be grounded in the vocabulary of strengths and talents as much as they are in qualifications. This strategy would ensure the long-term viability of DHS management and improve employee

solutions to recruit and retain the talent needed. Download this report to learn:

- What agencies are succeeding in attracting young talent
- How workplace mobility can positively impact your agency's bottom line
- Leading agencies' strategies for retaining their best employees with mobility

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engagement better than focusing primarily on leadership development.

The truth is, lousy managers beget miserable employees. So while training may marginally improve engagement, until DHS (and the federal government as a whole) overhauls selection and hiring of managers and supervisors, it will continue to produce hundreds of thousands of disengaged employees.

*Jim Clifton is chairman and chief executive officer at Gallup, and Stephen Ander, Gallup senior consultant, is former special adviser to the director of the Secret Service.*

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Despite federal mobility initiatives, only 2.3% of graduating college students plan to work in the federal government. As young professionals place increasing importance on mobile workplace options, agencies must find mobility solutions to recruit and retain the talent needed. Download this report to learn:

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NHL

Gerke, Laura

**From:** Ely Harwood [eharwood@suntiva.com]  
**Sent:** Wednesday, April 11, 2012 2:18 PM  
**To:** Gerke, Laura  
**Subject:** RE: Safety Culture Followup Workshop

Hi Laura, this looks great. I will follow up with you April 23 to work out any details. Please feel free to contact me before then. Take care, Ely

**From:** Gerke, Laura [mailto:Laura.Gerke@nrc.gov]  
**Sent:** Wednesday, April 11, 2012 10:38 AM  
**To:** Simms, Sophonia; Lehman, Bryce; Brown, Eva; Chung, Donald; Johnson, Andrew; Roquecruz, Carla; Robles, Jesse; Hopkins, Ogbonna; Inverso, Tara; Homiack, Matthew  
**Cc:** Ely Harwood  
**Subject:** Safety Culture Followup Workshop

Hello,  
Attached is the agenda for the workshop on April 26; it appears that everyone can attend.

With variety across divisions on applying tips from the December workshop, Sophonia and Bryce, DORL and DLR respectively, will share how they've either updated their plans or gathered more data. The purpose is not to highlight whether you have/haven't updated, but rather to share good ideas in order to prepare your bosses for their June safety culture meetings with Bruce.

As a refresher, also attached is the handout and discussion summary from December's workshop. And, with the new FEVS survey out this week, I've attached a summary of actions taken in response to the 2011 survey.

Finally, to prepare for the workshop, reflect beforehand on the following discussion questions: How can your division/the office measure progress in the sometimes subjective area of having an Open, Collaborative Work Environment? What enablers or obstacles are there to enhancing OCWE?

Looking forward to seeing you on the 26<sup>th</sup>!

Laura

A-11-296

## NRR Safety Culture Representatives' Action Plan Workshop

Thursday, April 26, 2012

9:30 – 11:30am; HQ-OWFN-14B08-14p

**Purpose:** Provide an opportunity to share updates and actions since the December 15 Workshop, discuss measurements and maintaining action plan visibility, and prepare for Division Directors' June safety culture meetings with Bruce Boger.

### Agenda

Time	Topic
9:30 – 9:40 <i>Laura</i>	Introductions/Objectives
9:40 – 9:45 <i>Ely</i>	Recap of Dec 13 meeting
9:45 – 10:05 <i>All</i>	Action plan updates and approaches <ul style="list-style-type: none"><li>• Sophonia Simms - DORL</li><li>• Bryce Lehman – DLR</li><li>• Round robin if others have actions to share</li></ul>
10:05 – 10:30 <i>All</i>	Discuss reflection questions: <ul style="list-style-type: none"><li>• How can your division/the office measure progress in the sometimes subjective area of having an Open, Collaborative Work Environment?</li><li>• What enablers or obstacles are there to enhancing OCWE?</li></ul>
10:30 - 11:20 <i>Ely</i>	Helpful tips for action planning <ul style="list-style-type: none"><li>A. Measuring results<ul style="list-style-type: none"><li>• Discuss SMART goals relative to OCWE</li><li>• Review of current plans and measures</li></ul></li><li>B. Maintaining visibility and momentum while awaiting new data from FEVS and OIG Safety Culture and Climate Surveys:<ul style="list-style-type: none"><li>• Keeping plans relevant and visible</li><li>• Engaging leaders and staff</li><li>• Recognizing and celebrating success</li></ul></li></ul>
11:20 – 11:30	Next steps

### NRR Division Safety Culture Representatives

NRR: Laura Gerke  
PMDA: Laura Gerke  
DSS: Ogbonna Hopkins  
DE: Andrew Johnson and Carla Roquecruz  
DRA: Donald Chung  
DLR: Bryce Lehman (Matthew Homiack end of April)  
DORL: Sophonia Simms and Eva Brown  
DIRS: Jesse Robles  
DPR: Tara Inverso

**Gerke, Laura**

*NRR*

*49*

**From:** Cohen, Shari *inrc*  
**Sent:** Thursday, April 19, 2012 11:32 AM  
**To:** Gerke, Laura  
**Subject:** RE: Safety Culture Meetings with Bruce

July 30<sup>th</sup> Bruce is out.

Shari Cohen, Office of Nuclear Reactor Regulation  
Room – O-13H18 / Mail Stop - O13H16M  
Phone – 301-415-1270/ Fax - 301 - 415-8333  
Email - [shari.cohen@nrc.gov](mailto:shari.cohen@nrc.gov)

---

**From:** Gerke, Laura *inrc*  
**Sent:** Thursday, April 19, 2012 10:56 AM  
**To:** Cohen, Shari  
**Subject:** FW: Safety Culture Meetings with Bruce

And I forgot: cancel the Monday, April 23 meeting with Bruce; I okayed this with him and Joe.  
Thanks!

---

**From:** Gerke, Laura  
**Sent:** Thursday, April 19, 2012 10:44 AM  
**To:** Cohen, Shari  
**Subject:** Safety Culture Meetings with Bruce

Hi Shari,  
Would you schedule my periodic safety culture meetings with Bruce starting again in May? Details:

Who: Bruce, Joe Giitter, me  
When: Mondays, 1:00-1:30  
Where: Bruce's office  
What: NRR Safety Culture  
Timeframe: Mondays starting May 14 through July, but not July 2

Also, I need a separate non-Monday safety culture meeting, if possible, sometime the week of April 30. Bruce is on travel that Monday, so I was wondering if he has 30 minutes any other time that week to meet with Joe and me?

Thank you!  
Laura

*A-1297*

NRR

5/

Gerke, Laura

**From:** Gerke, Laura  
**Sent:** Wednesday, May 02, 2012 1:25 PM  
**To:** Boger, Bruce; Giitter, Joseph  
**Subject:** FW: Summary of Safety Culture Workshop Meeting  
**Attachments:** NRR April 26flipchartnotes.docx

Bruce and Joe,  
FYI, quick summary of the follow up workshop last week for NRR's division safety culture reps.

I next meet with you both on May 9.  
Laura

---

**From:** Gerke, Laura  
**Sent:** Wednesday, May 02, 2012 1:23 PM  
**To:** Hopkins, Ogbonna; Johnson, Andrew; Roquecruz, Carla; Chung, Donald; Simms, Sophonia; Brown, Eva; Lehman, Bryce; Homiack, Matthew; Inverso, Tara; Robles, Jesse; England, Christina  
**Cc:** 'Ely Harwood'  
**Subject:** Summary of Safety Culture Workshop Meeting

Hello,  
Ely prepared the attached recap of our discussion at last week's follow up workshop. I gained some new ideas, and I hope you did, too.

Let me know if you have any questions, or accomplishments/challenges you want to share as plans are refreshed and preparations made for both the Directors' meeting with Bruce Boger in June and taking the next OIG survey this Fall.  
Laura

A-298

**NRR Safety Culture Representatives' Workshop**  
**April 26, 2012**

**Actions, suggestions and indicators of progress**

- DLR focus groups conducted with a cross section of employees as well as one branch chiefs's group. Collected good information regarding the effectiveness of actions taken on current plan and impacts. Encourage use of agency facilitators (contact: Lance Rakovan) and consider having a neutral party sit in on all groups to have a sense of themes/conversation flow ; contact: Bryce Lehman
- Update action plans based on sample given at December workshop. Create measurable goals. DORL had great success, some unexpected, when creating such goals (Contact: Sophonia Simms and Eva Brown)
- Creation of SMART goals in collaboration with leaders
- Seek out informal ways to bring people together
- Recognize indicators of progress such as more people speaking up at meetings
- Administer a short easy to answer survey with a few questions followed by report and debrief to leaders and staff; Suggest using a Likert Scale with 4 options (remove neutral option). SurveyMonkey a tool, as well as Sharepoint Survey option. Contact: Andrew Johnson
- Bring people together across Branch and Division levels; Have leaders deliver and receive messages; Share with them SMART goals so they can address them and customize messages to specific Branch and Division audiences
- Communicate in person; engage people in discussions about safety culture and OCWE
- Develop creative ways to communicate with employees such as the chocolate bar (DRA)
- Create non-monetary ways to recognize people
- Get volunteers to serve on a safety culture working group both leaders and staff; it is a great way to generate ideas for different activities (DPR, contact: Tara Inverso)
- Integrate safety culture message in communications; reinforce it across a variety of mediums

**Reviewed OCWE discussion from last meeting**

OCWE is a positive working environment where:

- ✓ All are valued
- ✓ All are engaged
- ✓ All are accountable or responsible

**Looking for bright spots discussion**

The bottom-line: Spend 80 percent of your time exploring success and finding ways to replicate it. To do that you have to change the question, ask yourself "What is working well, and how can we do more of it?" versus "What is broken and how can we fix it?"

Potential discussion questions to identify what internal safety culture and OCWE looks like and where it exists already.

Question 1: Miracle question

Overnight a miracle happens and all the challenges you are experiencing with integrating internal safety culture and OCWE are resolved. When you walk into work, what's the first small sign you'd see that would make you think "Well, something must have happened – the problem is smaller or resolved".

Ask people to brainstorm what they see and probe for specifics. For example, we discussed people would be asking more questions. You might probe: What types of questions would they be asking?, Who would be asking them?, What do you mean by "more questions"?

Question 2: Exception Question

Once you have identified specific and vivid signs of progress ask the second question: "When was the last time you saw a little bit of the miracle, even for just a short time?"

People are practicing the behaviors all around us and we need to identify who they are and what they are doing and their replicate the behaviors. Build on bright spots and success you are already having!

Gerke, Laura

NRL

52-9

**From:** Stablein, King NMSS  
**Sent:** Monday, May 07, 2012 9:57 AM  
**To:** Storch, Jaclyn OIG  
**Cc:** Gerke, Laura  
**Subject:** EEO-AC ACED SCCS Input

Good morning!

As co-Chair of the EEO Advisory Committee for Employees with Disabilities (ACED), I am responding to your request for our proposed input to the next Safety Culture Climate Survey.

One of our most pressing issues is *reasonable accommodation*, a term that might need a definition link if you decide to include it in your question(s).

We suggest that it could be included in what was Question 86 of your past survey:

The following makes the NRC an attractive place to work (rank up to 6 with 1=most effective):

Flexible work schedule  
Job Content  
Training and Development  
Job Security  
Mission  
*Reasonable Accommodation*

It would be great if a definition could be provided for *reasonable accommodation* (or universal access), and we would be glad to work with you on this.

Thank you for your consideration of our proposal.

Cheers,

King

A-299

NRR

53

Gerke, Laura

**From:** Hopkins, Ogbonna *NRR*  
**Sent:** Tuesday, May 08, 2012 12:30 PM  
**To:** Gerke, Laura  
**Subject:** RE: More thoughts on Safety Culture Action Plans

Hey Laura,  
Would you like to speak at the division meeting again?

---

**From:** Gerke, Laura *NRR*  
**Sent:** Tuesday, May 08, 2012 12:25 PM  
**To:** Lehman, Bryce; Homiack, Matthew; Inverso, Tara; England, Christina; Hopkins, Ogbonna; Johnson, Andrew; Roquecruz, Carla; Chung, Donald; Simms, Sophonia; Brown, Eva; Robles, Jesse  
**Subject:** More thoughts on Safety Culture Action Plans

Some ideas to share: I'm thinking through how to streamline the PMDA and NRR Safety Culture Action Plans to make them easier to read, and asked both DORL (Sophonia and Eva) and Ely Harwood for ideas. Ely took an in-depth look at one DORL goal with ideas on defining outcomes, and DORL provided me with a sample they might use to list actions.

I welcome your ideas as plans are revised,  
Laura

---

**From:** Ely Harwood [<mailto:eharwood@suntiva.com>]  
**Sent:** Monday, May 07, 2012 12:41 PM  
**To:** Gerke, Laura  
**Subject:** RE: DORL SC Action Plan

Hi Laura, you bring up an important point regarding reinforcing the actions that have been taken. It may be helpful to add to the last column of the DORL safety action plan the following "How will follow-up occur and status be communicated?"

I reviewed the DORL plan and have some ideas to pass along to build on their good work and help define outcomes as they prepare for the upcoming meetings in June. The purpose of the attached is to provide you with ideas to support the reps as well as ways to look at building your own plan. You will notice that I took one of their goals and examined it in detail. It is not intended to be critical of their work, they did a great job translating actions into their plan which is not easy. The attached emphasizes SMART goals and ways to acheive them.

I look forward to your comments and would be delighted to discuss this. Let me know, Ely

---

**From:** Gerke, Laura [[Laura.Gerke@nrc.gov](mailto:Laura.Gerke@nrc.gov)]  
**Sent:** Wednesday, May 02, 2012 2:08 PM  
**To:** Ely Harwood  
**Subject:** FW: DORL SC Action Plan

Ely,  
I asked Sophonia the question below, but I'd also appreciate your thoughts. I'm trying to convert my division's existing action plan into this approach, but don't see where completed actions fit in to communicate to staff what has already been done?

A-300

Thanks!

Laura

---

**From:** Gerke, Laura  
**Sent:** Wednesday, May 02, 2012 2:56 PM  
**To:** Simms, Sophonia  
**Subject:** DORL SC Action Plan

Sophonia,

I'm updating PMDA's action plan and modeling it on the good work you did. However, I'm wondering about one item that seems to be missing: a column for accomplished activities. For example, *holding team building activities*, where would you list what those activities were? The plan is forward-looking in stating intent, but I'm uncertain how it looks as implementation/ activities occur.

Appreciate your thoughts!

Laura

Gerke, Laura

NRR

54

**From:** Gerke, Laura *inrr*  
**Sent:** Thursday, May 17, 2012 8:02 AM  
**To:** Boger, Bruce  
**Subject:** RE: KM and Safety Culture  
**Attachments:** BC checklistFINAL.docx

Bruce,  
Attached. And as always, as Cindy or others use it, we welcome insight to revise this living document.  
Laura

---

**From:** Boger, Bruce *inrr*  
**Sent:** Thursday, May 17, 2012 7:59 AM  
**To:** Gerke, Laura  
**Subject:** FW: KM and Safety Culture

Laura, As you can see from the email chain below, the NRR new supervisor checklist might gain a little traction. Please ship me an electronic version of it so I can respond to Cindy. Thanks.

---

**From:** Carpenter, Cynthia *ADM*  
**Sent:** Thursday, May 17, 2012 7:43 AM  
**To:** Boger, Bruce  
**Subject:** Re: KM and Safety Culture

Bruce

This sounds like a great document. Perhaps I can learn from it as I start my new job. Could you email me a copy? Thank you.

---

**From:** Boger, Bruce  
**To:** Hudson, Jody; Holahan, Gary; Dorman, Dan; Dapas, Marc; Moore, Scott; Carpenter, Cynthia  
**Sent:** Thu May 17 06:57:29 2012  
**Subject:** RE: KM and Safety Culture

Jody, The NRR safety culture results from the last OIG survey indicated a staff concern over the frequent changes in supervisors. As part of our Safety Culture Action Plan, we enlisted the assistance of several veteran Branch Chiefs who are models of NRC values. Based upon their experience, they developed a document that expresses how a new supervisor should interact with his/her new staff (and the next level of management) while transitioning to the role. I believe we've captured the knowledge of these Branch Chiefs in a manner that will improve safety culture. I hope this gives you enough to work with, if not, let me know. Bruce

---

**From:** Hudson, Jody *JOHN*  
**Sent:** Wednesday, May 16, 2012 4:22 PM  
**To:** Holahan, Gary; Dorman, Dan; Boger, Bruce; Dapas, Marc; Moore, Scott; Carpenter, Cynthia  
**Subject:** KM and Safety Culture

Deputy ODs:

I am going to be participating in an IAEA Work Group Meeting on Knowledge Management & Safety Culture for Nuclear Organizations. I'm primarily covering KM and overlap of internal safety culture with the broader agency culture, and June Cai, OE, is covering Safety Culture.

A301

To ensure I effectively represent NRC, I'm pulsing you to see what if anything your respective organizations are doing specific to the combination of "KM and internal safety culture" that I can reference at this meeting. I don't need a lot of detail, just a 2-3 sentence description.

Alternatively, if you can point me to the appropriate person in your organization, I'd appreciate it.

Regards

**Jody Hudson**

Chief Learning Officer  
Human Resources Training & Development  
U.S. Nuclear Regulatory Commission  
11545 Rockville Pike  
Mailstop: GW-4A01  
Rockville, MD 20852  
301-492-2215

**Office of Nuclear Reactor Regulation**  
**Branch Chief Checklist**

Welcome to your new branch in the Office of Nuclear Reactor Regulation. Whether a first-time supervisor or an experienced supervisor changing branches, review the following checklist and narrative to get off to a good start in this new position. Staff concern about supervisory churn (disruption to office routine, adjustment while supervisor gets up-to-speed, uncertainty about new supervisor's commitment to organizational values) prompted the creation of this checklist to facilitate a smooth transition.

**FIRST**

1. Introduce yourself to supervised staff and peers. Briefly discuss your background and experience that led you to this new assignment. Confirm your role in completing performance plans for the remainder of the appraisal period and expectations as a new supervisor. Solicit feedback and questions.
2. Within the first two weeks of taking on a new leadership position, meet with each member of your staff to discuss their assignments, career goals, and how you can best help them accomplish their objectives.
3. Meet with the lead administrative assistant to learn file locations, local administrative practices, use of branch calendar, and schedule for routine branch and division meetings.
4. Meet with the Division Director, Deputy, and outgoing BC to understand expectations and discuss work assignments, staffing, and priorities going forward. If schedules allow, a consolidated meeting can facilitate alignment.

**GENERAL**

1. Identify standing/recurring management-level meetings and procedures for participation.
2. Attend the NRR Executive Team's welcome meeting for NRR new supervisors. These meetings are held to get to know one another and to discuss expectations, office structure, and application of ISOCCER (Integrity, Service, Openness, Commitment, Cooperation, Excellence, and Respect) and OCWE (Open, Collaborative Work Environment) as you execute your duties. PMDA periodically schedules the meetings.
3. Identify other supervisors within your division to serve as informal mentor(s) as you transition into your new assignment to familiarize yourself with division/office practices and expectations.
4. Develop yourself: register for any mandatory supervisory training (Leaders' Academy) that you have not completed.

5. Update your Individual Development Plan (IDP) to include independent activities including books on supervision and leadership in the lending library on the bookshelf outside the ET offices for continuous learning. Such books are also available from OHR and the technical library.

## **PERSONNEL**

1. Review current staffing plan.
2. Review status of vacancies and staffing needs (including summer hires, NSPDP candidates, co-ops) and discuss next steps with your supervisor and human resources staff.
5. Review status of pending personnel actions (e.g., promotions, reassignments, awards, position evaluations, applications for special programs, rotational assignment requests).
6. Meet with the outgoing branch chief (if available) and your supervisor to discuss staff strengths and developmental areas. If the outgoing branch chief supervised employees 120 days or more, he/she must provide a written Summary Appraisal before either the mid-year or end-of-year appraisal, whichever comes first. Verify that appraisal input has been received for staff that has completed rotational assignments within the current rating period.
7. Determine location of official personnel files. Verify that performance plans exist for each staff member and are consistent with the current grade level.
8. Review last appraisal for each assigned staff member.
9. If any performance improvement memoranda are in effect, review them.
10. Become acquainted with current work schedules (e.g., compressed work schedule, CWS, flexiplace), leave requests, and planned travel for supervised staff.
11. Review Strategic Workforce Planning (SWP) to identify individuals eligible to retire immediately and within the next two years.

## **STAFF PROFESSIONAL DEVELOPMENT AND TRAINING**

1. Ensure that employees change their designated supervisor in iLearn; review external and internal training for staff.
2. Review qualification status of staff (Nuclear Safety Professional Development Program, Technical and Administrative Qualification Programs, ADM-504 and -505).
3. Continually emphasize and encourage staff professional development. Each employee should be encouraged to develop an IDP; conduct with staff periodic detailed review of the IDP (at least annually). Remain aware of opportunities where staff can learn, become exposed to new agency activities, and be recognized for initiative and performance in expanded functions and roles.

4. Encourage training to the extent possible within budget and resource allotment. It should be understood by the supervisor that approximately ¼ of a year is set aside for training, vacation, and lost time to illness, and that there is an expectation that staff expend a minimum number of training hours per year. Priority to filling division, office, and agency gaps in expertise should be considered by the supervisor in recommending training to staff.
5. Strive to participate in continuing training activities. All supervisors are expected to maintain proficiency and qualifications through continual participation in training programs and completion of the Leaders' Academy.

#### **WORK ASSIGNMENTS**

1. Discuss the BC elements and standards with your supervisor.
2. Identify the branch, division, and office-level metrics.
3. Review list(s) of pending action items and the corresponding assignments (e.g., Electronic Document and Action Tracking System (EDATS), Green and Yellow Tickets, division-level action item system, Corrective Actions, Freedom of Information Act (FOIA) requests).
4. Review the operating plan and quarterly performance reports; discuss performance metrics responsibility with your supervisor.

#### **FINANCIAL**

1. Discuss with Division's Technical Assistant the general budget process including program drivers, assumptions, office measures, and current status of budget execution/formulation.
2. Discuss budgeted resources and staffing plan, including submittals for future budget cycles, for branch activities.
3. Determine status of commitments and obligations for assigned contracts.

#### **ADMINISTRATIVE**

1. Ensure action is taken to designate you as a certifying official for the Human Resources Management System.
2. Review applicable division and branch policies or operating procedures.
3. Review principal technical guidance routinely used by your staff.
4. Determine status of any open allegations, differing professional opinions.

**Office of Nuclear Reactor Regulation**  
**JUMP INTO ACTION**  
***A Guide for Transitioning into a New Leadership Assignment***  
***By Mike Markley***

## **STAFF DEVELOPMENT**

At any level in the organization, the primary job of leader is to develop the staff to take the organization to a higher level of performance. While we would all like to produce great works, the reality is that “landmark” documents, that have long-standing impact and influence on the organization, are, in fact, very rare. If a document is completed on time, is of good quality, and meets the need, it is quickly forgotten and we are on to the next assignment. The people we develop, on the other hand, will have an impact on the organization long after our careers have ended. Produce great people, that are highly sought after for promotion, and great works will follow.

Take a look around, and judge for yourself, who has had the greatest influence in the current generation of leaders and experts across the organization? Remarkably you may find that it was someone who very quietly and humbly incubates people to be self-directed, innovative, and creative in guiding their own careers and development. These great leaders are usually best known for and regarded by the people who once worked for them, or passed through their organization along the way, rather than any particular accomplishment or great work of their own labor.

Within the first two weeks of taking on a new leadership position, meet with each member of your staff to discuss their career goals and how you can best help them accomplish their objectives. You will have plenty of time to talk about the work, so first get to know them as individuals. It is their interests and passions that make their lives rewarding. Your job is to help them get “unstuck” and moving forward in taking charge of their own career development.

Unless there is an impending crisis, try to limit the number of major work reassignments or load-leveling changes for the first three to six months. Rapid changes in work assignments increase the staff’s apprehension about your leadership; focus too heavily on work rather than people, and stress is created.

Every deficit in work progress is a developmental opportunity for someone. Take advantage of your newer employee’s motivation and desire to grow by giving them urgent, quick turnaround assignments that require a high degree of interaction with the staff. It is a disservice to the individual and the organization to bring them along slowly. Put them to work right away and use them to help cover the initial deficit. They will enjoy the opportunity to contribute early, gain from the diversity of experience, and appreciate the confidence you place in them with each learning opportunity.

*NRC Organizational Values Emphasized: Integrity, Cooperation, Respect*

## **MAKE IT VALUABLE TO OTHERS**

A little business acumen can go a long way in expanding the capacity of your organization. Government is not immune from the law of economics with regard to the importance of having customers that want what you are selling and maintaining good working relations with suppliers and end users. It is difficult to stay in business for very long if there is not a customer that values what you are selling, or in the case of government, what your organizational unit does. View each interaction as the first step in an ongoing relationship that requires cultivation and development over time. It is harder to get a new customer than it is to keep one.

Developing value-added products and services over time offers substantial opportunity to expand the influence of your organization. Building your organization requires a proven track record of successful transactions. It is hard to get much recognition for your staff or additional resources for maintaining the *status quo*. You need to find ways to get a "jump" in performance that is recognized by stakeholders that can benefit from improved products and services. Remember, it is the stakeholder's perception that determines value, not yours.

Ensure your organization is doing the best it can with the available resources while stretching to capture the hearts of stakeholders through their desire to see you do more.

*NRC Organizational Values Emphasized: Service, Openness, Excellence*

## **FACE-TO-FACE COMMUNICATIONS**

Accept the fact that technology will continue to evolve and provide new ways of communicating that we cannot even imagine today. Be careful, however, not to forget that we are still working with people. Notwithstanding the efficiency and traceability of electronic media, people want to be treated like people not entities at the other end of an electronic signal. Management-by-walking-around (MBWA) is still a valid management technique and communicating face-to-face is a worthy investment of your time. People help you because they want to, not because they have to. Your success, and that of your staff, will depend largely on the relationships that are built over time.

Within your own organization, you will likely communicate face-to-face with your staff and supervisor on a frequent if not daily basis. The opportunity to interact with peer supervisors occurs on a less frequent basis. Make an effort to meet your peers and get to know them. You need to have an effective working relationship with them when challenges arise over work schedules and quality. What you "want" is a good quality product on schedule. What you "need" is to maintain good working relations that transcend the activities and are of mutual benefit during future interactions.

Encourage your staff to get out of their offices and introduce themselves to the people with whom they will be interacting. If it is a new project manager, technical reviewer, or attorney with

whom your staff has never worked, they should take the initiative to introduce themselves and offer to discuss or provide insights regarding the matter under consideration. Face-to-face communication provides a quality of communication, mutual understanding, and personal commitment that cannot be achieved easily via electronic media. People will respond more favorably and be willing to go the extra mile to help you if you visit them in their work space.

*NRC Organizational Values Emphasized: Integrity, Service, Openness, Cooperation, Respect*

## **MEETING THE METRICS**

Metrics are minimum and basic requirements. They provide for organizational accountability. Some are self-imposed while others are driven by external factors (e.g., reporting to Congress). Much can be debated whether we are measuring the right things, the metrics are measure of efficiency rather than effectiveness, or new measures would be more appropriate. The fact is that metrics are not going away any time soon, and they do have tangible impacts on your working-level staff through the highest levels of agency management. For a new leader, presume that the metrics you have are the ones you are going to have to live with for the foreseeable future. The key is the context of communicating performance and progress in a constructive manner.

If the staff is meeting the organization's performance metrics, they need not be a major focus of meetings. Keep the safety mission first and foremost. The staff wants to hear about how their efforts support the safety mission and how their contributions make a difference. Much like a non-profit organization, where volunteers give freely of their time and resources based on a passion for the mission, NRC employees do extraordinary things because they have a deeply held passion for the mission of the agency. Stay on mission.

Treat metrics as a forward-focused (<http://portal.nrc.gov/edo/nrr/Presentations/Retreat%20-%20Framework%20for%20Leadership/Framework%20for%20Leadership.pdf>) measure of success. Celebrate the successes, but quietly take action to get things moving where they can be done better. Metrics provide a basis for allocating resources and leveraging developmental opportunities for the staff. Take advantage of this opportunity. Recognize, however, that not meeting the metrics can limit your ability to lead or support programmatic initiatives that may be of interest to you and the staff. It is, therefore, in everyone's best interest to get the performance data within acceptable parameters as soon as practicable.

Margin is good. Be cautious not to relax when your staff gets past the break-even point in meeting the metrics. Keep pushing performance ahead so that you have some margin to adjust for unexpected "bumps in the road." Your organization's performance should eventually reach the position, where its performance, on balance, helps others meet the overall metrics of the organization.

*NRC Organizational Values Emphasized: Commitment, Cooperation, Excellence*

Gerke, Laura

NLR

55

**From:** Cai, June *OE*  
**Sent:** Thursday, May 17, 2012 8:07 AM  
**To:** Thomas, Loretta; Tracy, Glenn; Hudson, Jody; Zimmerman, Roy; Giitter, Joseph; Mohseni, Aby; Wert, Leonard; Webber, Robert; Dudes, Laura; Landau, Mindy; Ross-Lee, MaryJane; Thaggard, Mark; McAndrew, Sara; Ficks, Ben; Case, Michael; Rough, Richard; Barnes, Anthony; Widmayer, Derek; Wittick, Brian; Daniel, Richard; Ordaz, Vonna; Suto-Goldsby, Lori  
**Cc:** Rakovan, Lance; Flack, Jennifer; Pedersen, Renee; Thompson, Catherine; Johnson, Joanne; Hopkins, Rhonda; Bailey, Marissa; Longmire, Pamela; Campbell, Andy; Ward, Steven; Pulliam, Timothy; Doolittle, Elizabeth; Johnson, Debby; Williams, Joseph; Hilton, Nick; Solorio, Dave; Gerke, Laura; Wertz, Trent; Sieracki, Diane; Stapleton, Bernard; Warner, MaryAnn; Powell, Amy; Krause, Emily; Solorio, Ilka; Jefferson, Steven; Solomon, Tahirih; Barnes, Robin; Afshar-Tous, Mugeh; McLaughlin, Terri; Johnson, Susan; Couret, Ivonne; Harrington, Holly; Dehn, Jeff; Muessle, Mary; Chan, Deborah; Talley, Sandra; Laufer, Richard; Delligatti, Mark; Moorin, Laurette; Walker, Tracy; Farrar, Karl; Allen, Alma; Heck, Jared; Lantz, Ryan; Fuller, Karla; Chernoff, Margaret; Adelstein, Patricia; Miller, Ilyne  
**Subject:** Raising concerns in an OCWE - NRC Reporter articles

All,

In case you didn't see it, there are was a two-part article in the NRC Reporter last week and this week on raising concerns and differing views in an OCWE –in a Fact or Myth format.

If you are interested in reinforcing some of the messages in your office communications, feel free to make use of the content (if you need any assistance, let us know, we'd be glad to help!)

<http://www.internal.nrc.gov/news/nrcreporter/2012/volume8-issue16.pdf>

<http://www.internal.nrc.gov/news/nrcreporter/reporter.pdf>

Thanks

June

A302

NLR

56

Gerke, Laura

**From:** Abraham, Susan *msk*  
**Sent:** Tuesday, May 22, 2012 2:55 PM  
**To:** Gerke, Laura  
**Cc:** Le, Hong  
**Subject:** RE: PMDA Safety Culture reflection

Thank you Laura!

**From:** Gerke, Laura *msk*  
**Sent:** Tuesday, May 22, 2012 2:50 PM  
**To:** Abraham, Susan  
**Cc:** Le, Hong  
**Subject:** PMDA Safety Culture reflection

**Keeping plan relevant and updated:** surveyed staff Nov 2010 to see if actions are on target, modified plan accordingly. Created Suggestion Box Summer 2011 for new ideas (only 1 received!). I asked to be invited to PMDA branch mtgs this spring to discuss plan to date and encourage suggestions, remind them of Fall Survey. At next PMDA div meeting, you'll ask what communication approach staff prefers to remain updated.

**What would/does OCWE look like in PMDA?** Engaged employees: dedicated to doing current jobs well despite uncertainty and turmoil of future TABS changes. Willingness to speak up about areas of improvement (i.e., communication). Having fun: stepping up to organize social events to build collaboration among staff. Stepping into new tasks willingly, enthusiastically (Liz/Lorna with OWL and internal meeting planning; shifts in R&R in IT and HR staff; and I'm sure some in financial and ISB that I'm unaware of).

A303

Gerke, Laura

NRR

57

**From:** Chey, Sonary  
**Sent:** Thursday, May 31, 2012 9:21 AM  
**To:** Gerke, Laura  
**Cc:** Homiack, Matthew; Woods, Sylvia  
**Subject:** RE: June Periodic Safety Culture Meetings

Hi Laura, June 11<sup>th</sup>, 2pm-3pm, in room O-12D20, correct?

Thanks,  
Sonary

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**From:** Gerke, Laura  
**Sent:** Thursday, May 31, 2012 9:07 AM  
**To:** Chey, Sonary  
**Subject:** RE: June Periodic Safety Culture Meetings

Sonary,  
That appt has now been moved to Monday, June 11 from 2-3. Brian and Melanie are both on the scheduler, but only one of them needs to come. Let me know if you're not finding the appt.

Laura

---

**From:** Chey, Sonary  
**Sent:** Thursday, May 31, 2012 9:05 AM  
**To:** Gerke, Laura  
**Subject:** FW: June Periodic Safety Culture Meetings

Hi Laura – do you know what time is the meeting on June 7<sup>th</sup>? Would you mind forward me the invite.

Thanks,  
Sonary

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**From:** Holian, Brian  
**Sent:** Thursday, May 31, 2012 8:07 AM  
**To:** Chey, Sonary  
**Subject:** FW: June Periodic Safety Culture Meetings

Is this on my calendar??

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**From:** Boger, Bruce  
**Sent:** Tuesday, May 22, 2012 11:12 AM  
**To:** McGinty, Tim; Bahadur, Sher; Muessle, Mary; Evans, Michele; Lund, Louise; Howe, Allen; Nieh, Ho; Lubinski, John; Holian, Brian; Galloway, Melanie; Hiland, Patrick; Cheok, Michael; Ruland, William; Davis, Jack; Giitter, Joseph; Lee, Samson; Abraham, Susan; Le, Hong; Skeen, David; Taylor, Robert; Monninger, John  
**Cc:** Gerke, Laura; Leeds, Eric; Dorman, Dan  
**Subject:** June Periodic Safety Culture Meetings

Having last met in November, I'm scheduled to meet with you on June 7 to discuss NRR office and division safety culture plans and OCWE. As usual, when we meet, I'm interested in hearing what is working well and what could be done even better. Additionally, however, I'd like you to reflect on this "miracle" question, which your division safety culture representatives considered at their action plan workshops this year. *Overnight a*

A-304

*miracle happens and all the challenges experienced with OCWE are resolved. When you walk into work, what indications would you see that an OCWE exists?* I've started reflecting on this question, and I encourage you to think it over, discuss with your rep, and brainstorm with me on June 7 so that we keep in mind what indicators we're looking for as we implement our action plans.

We're heading into the homestretch of acting on the results from the 2009 OIG Safety Culture and Climate Survey; in the Fall, the OIG plans to offer the 2012 edition. This summer, I encourage your divisions to reinforce and communicate to staff the actions you've already taken in order to remind them that we review and act on survey results. This reminder could help gain a high participation rate with staff knowing that taking the survey is a good investment of their time.

See you on June 7<sup>th</sup>,  
Bruce

Gerke, Laura

NLL

58

**From:** Gerke, Laura  
**Sent:** Tuesday, June 05, 2012 3:14 PM  
**To:** Boger, Bruce  
**Subject:** one pager for Thurs Division Director Safety Culture mtg  
**Attachments:** Talking Points for June2012 SC Mtngs with Division Directors.docx

Bruce,  
I revised these talking points which I previously gave you, because I forgot to include discussion of the "miracle" question. See you Thursday,

Laura

A 305

## **Periodic Safety Culture Meetings with Division Directors**

Thursday, June 7

1:00 – 2:00 ECS, PMDA, JLD, and DPR

Monday, June 11

2:00 – 3:00 with RSP minus DPR

1. *Updates:*
  - a. LPP class tasked with addressing low survey scores on dealing with poor performers; plan expected in August. Also considering how to reward and support creativity in a regulatory environment
  - b. FEVS results from May 2012 expected Sept/Oct
  - c. OIG Safety Culture and Climate Survey: offered in September, results expected in November
  
2. *Request: help boost survey participation rates*
  - a. Over summer months, focus on reminding staff of actions taken in response to previous surveys as prepare for Fall OIG survey
  - b. Remind staff that survey responses are analyzed and acted on; need them to take the time to take the surveys.
  - c. 2009: NRR 82% (NRC 87%); divisions ranged from 65% to 95%
  
3. *What's working well:*
  - a. January 19 OCWE seminar
    - i. ~170 staff attended, well received
  - b. Invites for ET to attend division meetings
    - i. Keep those invitations coming!
  - c. Division safety culture reps:
    - i. Active, engaged reps from every division
    - ii. ET met with reps in January
    - iii. Dec and April workshops by Suntiva with reps, good discussion
  
4. *What could be done even better:*
  - a. Gave discussion handout in February to BCs of actions taken in response to FEVS for use at branch meetings: used, useful? Have little feedback
  - b. Maintain consistent message about importance of fostering an OCWE
    - i. At both All Supervisors June 12 and All Hands June 27 ET will speak to OCWE
  
5. *Miracle Question: if OCWE issues were miraculously solved over night, what indicators of success would you see when you come into work? Indicators are useful to know what we're looking for as we implement the action plans*
  - a. People using open door policy
  - b. Emails from staff wanting to talk to me about issues

Gerke, Laura



39

**From:** Leeds, Eric  
**Sent:** Wednesday, June 13, 2012 3:36 PM  
**To:** Gerke, Laura  
**Subject:** RE: Internal Safety culture material to share with ASN

Thanks, Laura!

Eric J. Leeds, Director  
Office of Nuclear Reactor Regulation  
U.S. Nuclear Regulatory Commission  
301-415-1270

-----Original Message-----

**From:** Gerke, Laura  
**Sent:** Wednesday, June 13, 2012 2:33 PM  
**To:** Leeds, Eric  
**Cc:** Wertz, Trent  
**Subject:** RE: Internal Safety culture material to share with ASN

Eric,  
Per your earlier request, I've attached two documents from the Office of Enforcement about agency internal safety culture (the RIC slides were fine to use as is; I scrubbed Roy's remarks for external consumption). Additionally, I created the third attached document---and ran it by OE--noting activities to foster a healthy internal safety culture within NRR.

I'll also bring hard copies for your review. Let me know if you need anything else, Laura

-----Original Message-----

**From:** Leeds, Eric  
**Sent:** Tuesday, June 05, 2012 8:43 AM  
**To:** Gerke, Laura  
**Subject:** Re: Internal Safety culture

Thanks Laura!

----- Original Message -----

**From:** Gerke, Laura  
**To:** Leeds, Eric; Wertz, Trent  
**Sent:** Tue Jun 05 08:10:27 2012  
**Subject:** RE: Internal Safety culture

I'll work with Trent and June Cai to have a package for you when you return; there is a variety of documents, but I want to doublecheck with OE what's shareable.

-----Original Message-----

**From:** Leeds, Eric  
**Sent:** Tuesday, June 05, 2012 7:26 AM  
**To:** Wertz, Trent; Gerke, Laura  
**Subject:** Internal Safety culture



What documents have we shared with the staff on internal safety culture and can I share them with the french regulator? Please put together a package of them that I can scan when I'm back in the office with the idea of ultimately sharing them with ASN. Thanks!

## Actions to Foster Safety Culture with the Office of Nuclear Reactor Regulation

The NRR Deputy Office Director serves as NRR's Safety Culture Champion, there is an office Safety Culture Program Manager, and each division has a safety culture representative. Together, with significant input from NRR staff and guidance from agency senior safety culture program managers, this group develops and implements actions to foster a healthy safety culture within NRR.

Approximately every three years, the agency's Office of the Inspector General (OIG) conducts a survey of all staff regarding safety culture and climate. Results are provided at the agency, office, and division level.

NRR reviews these results and develops office and division action plans responsive to them. The plans include actions, for example, to increase understanding of how to raise differing views, adjust to supervisory changes, facilitate communication, provide and receive performance feedback, be informed of different units' work, and foster a collegial work environment. The plans do not just focus on areas for improvement, but also include actions to maintain current strengths. Workshops were held for the division safety culture representatives to share best practices and learn how to keep plans current and relevant. Tools such as division-specific surveys, focus groups, and informal conversations have been used to update plans.

Office leadership is actively involved in setting expectations for managers and staff to focus on our mission, act in accordance with our ISOCER values, and foster an open, collaborative work environment. This message is repeated in a variety of settings: All Supervisors and All Hands meetings, office newsletter, emails, office seminars, and by meeting with both new employees and new supervisors. The success of the action plans will be measured by carefully reviewing OIG survey results to be provided this Fall.

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### NRR Safety Culture Action Plan: July 2012

FOCUS AREA	SUPPORTING ACTIVITIES	TARGET DATES	ACTIONS
<b>1. Organizational Change</b> Q14c. I am frequently concerned about frequent changes of my immediate supervisor  <i>11% less favorable response than HQ's</i>	Increase Management awareness of sensitivity to staff concerns as supervisory turnover occurs; management communicate with affected staff early and frequently as changes take place	Ongoing as part of: coaching process, internal communications, and all-supervisors meetings	<b>Variety of tools used: HIGNFY, detailed announcements, BC discussion at branch meetings. Office Director expects BC/TLs to take training in OHR's Leaders' Academy.</b>
	Engage NRR Branch Chief (BC) Council to develop guidance for new or temporary supervisors	Summer 2010	<b>BC checklist issued 2/11 to ease supervisory transition; distributed periodically to new BCs.</b>
	Obtain results from OE-led agency focus groups. Use data to develop further actions	Winter 2010	<b>Conducted NRR staff focus groups. Feedback summarized and actions developed; shared with staff &amp; posted on NRR safety culture webpage. Give summary to new BCs for awareness of staff concerns.</b>

MA

**Accountability:** **1)** Safety Culture Program Manager (SCPM) meets frequently with Safety Culture Champion (SCC) to discuss progress, assess effectiveness, and consider next steps; **2)** Spring 2010 opportunity for NRR staff to comment on action plan and follow-up meeting with SCC in July; and, **3)** SCC a) meets with Division Directors twice yearly to discuss divisions' safety culture actions; b) meets periodically with division safety culture reps; and, c) speaks with staff about safety culture at division meetings.

FOCUS AREA	SUPPORTING ACTIVITIES	TARGET DATES	ACTION
<p><b>2. Workload and Support</b></p> <p>Physical Working Conditions Q75. Overall the physical working conditions at my location are satisfactory (e.g., space, ventilation, temperature)</p> <p><i>NRR 9% less favorable response than Headquarters'</i></p>	<p>Remind staff of programs available through the Employee Assistance and Wellness Services, including the ergonomic assessments programs</p> <p>Management provide updates on office refurbishments (carpeting, office remodeling, restacking)</p>	<p>On-going consideration for all hands meetings and "Have I Got News For You"</p> <p>On-going as part of "In The Loop" announcement</p>	<p><b>Periodically referenced via variety of office communication tools.</b></p> <p><b>NRR received a high rating on Winter 2012 OSHA inspection.</b></p> <p><b>EAP Services and physical working conditions highlighted at 2012 NRR All Supervisors meetings. Progress made moving staff out of conference rooms and co-locating division staff; renovating bathrooms. OWFN renovations slated for FY14</b></p>

FOCUS AREA	SUPPORTING ACTIVITIES	TARGET DATES	ACTION
<p><b>3. Management Leadership</b></p> <p>Prompt decision-making Q80c. In your judgment, with all things considered, how good a job is office management doing in making decisions promptly</p> <p><i>NRR 7% less favorable response than High Performance Companies'</i></p>	<p>LT assignment of lead SESer to facilitate decision-making on issues that need attention, NRR Office Instruction LIC-502, Revision 2 (Procedure for Development, Implementation, and Management of Action Plans)</p> <p>Enhance communications through contractor facilitated discussions around book "Difficult Conversations" with branch chiefs and above</p> <p>Implement revision to NRR Office Instruction LIC-504 (Integrated Risk-Informed Decision-Making Process for Emergent Issues) to facilitate decision-making documentation</p>	<p>Ongoing</p> <p>Summer/Fall 2010</p> <p>Mid 2010</p>	<p><b>LT discussion on 8/24/10; process being used as well as LIC-504 and Regulatory Issues Resolution Program. Division directors discussed May 2011 ways to ease tension between schedule metrics and safety and facilitate communication betw technical and PM staff.</b></p> <p><b>Difficult Conversations course offered Spring 2011 with follow up Fall 2011.</b></p> <p><b>Revision issued 4/12/10;</b>  <a href="http://nrr10.nrc.gov/nrr-office/webapps/OI/docs/ML100541776.pdf">http://nrr10.nrc.gov/nrr-office/webapps/OI/docs/ML100541776.pdf</a></p> <p><b>DORL working with technical side of NRR on ways to resolve scheduling tensions between technical and project managers.</b></p>

**CS-SBCR-04  
Diversity and Inclusion Followup Actions**

FOCUS AREA	SUPPORTING ACTIVITIES	TARGET DATES	ACTION
<p><b>4. Supervision</b> Q66. My supervisor adequately explains the resolution of differing views that were raised</p> <p><i>NRR 47% favorable vs. NRC 50% favorable (-3% delta)</i></p>	<p>Obtain results from OE-led agency focus groups. Use data to develop further actions</p> <p>Open, Collaborative Work Environment to be specific topic of mid- and end-of-year discussions</p> <p>Invite OE and SBCR to meet with NRR staff and management to provide information on the agency DPV process</p> <p>Consider establishment of electronic Employee Suggestion Box, in cooperation with the LMPC, on office home page</p>	<p>Summer 2010</p> <p>Fall 2010, then ongoing</p> <p>Spring 2011</p> <p>July 2011</p>	<p><b>Increasing ET interaction with staff; ET discusses/gives OCWE Handbook to new supervisors; Office OCWE Champion attends new employees meet and greets; BC Seminar Fall '11 included OCWE; staff encouraged to attend agency OCWE events. ET spoke at several division meetings.</b></p> <p><b>Conducted NRR OCWE Seminar 1/19/12; view the video at <a href="http://nrr10.nrc.gov/">http://nrr10.nrc.gov/</a></b></p> <p><b>Awaiting development of Agency Suggestion Program.</b></p>

**CS-SBCR-04**

**Diversity and Inclusion Followup Actions**

FOCUS AREA	SUPPORTING ACTIVITIES	TARGET DATES	ACTION
<p><b>5. Performance Management *</b>                      Q9. In my experience with the NRC, high-quality performance is usually recognized.  <i>NRR 76% favorable vs. NRC 78% favorable (-2% delta)</i></p> <p>Q79a. How do you rate your last performance review in terms of helping you to identify your strengths and weaknesses?  <i>NRR 66% favorable vs. NRC 68% favorable (-2% delta)</i></p> <p>Q79d. How do you rate your last performance review in terms of helping you to create your individual performance plan?  <i>NRR 49% favorable vs. NRC 52% favorable (-3% delta)</i></p>	<p>Disseminate information to staff on services HR and SBCR offer, i.e., Employee Development, Mentoring, IDPs, Career Counseling. SBCR conducted NRR Diversity Assessment Summer 2010.</p> <p>NRR Sr. Management to provide expectations on performance reviews; supervisors conduct individual performance reviews with each staff member</p> <p>Develop link on NRR webpage to OHR's expanded <a href="#">Performance Management</a> website to facilitate staff access to relevant information</p> <p>Develop reminder list for supervisors to use during performance reviews for coverage of performance, career goals, training plans, OCWE</p> <p>Provide training to managerial staff on effective coaching practices and techniques to improve the quality of performance review feedback</p>	<p>Ongoing, through communications such as "Have I Got News For You"</p> <p>Ongoing, Bi-annually</p> <p>April 2010</p> <p>September 2010</p> <p>Tap OHR Contract, then review utility of contract in 9/10 for expansion office-wide</p>	<p><b>Periodically referenced via variety of office communication tools.</b></p> <p><b>Expectations: tapping existing methods (PMDA reminder calendar); offered annual BC seminars with OD on expectations; provided reminder list; established link as resource; encouraged attendance at NRC Fall Workshops on Perf Mgmt. Admin Assistants' Fall 2010 Retreat included "Managing Your Performance Conversations"</b></p> <p><b>DSS and PMDA branch chiefs tapped OHR's coaching contract on performance discussions.</b></p> <p><b>LT and ET briefed on Diversity Assessment Summer 2012. Highlighted NRR staff serving on EEO Advisory Committees. SBCR spoke at NRR June 2012 All Hands, True Meaning of Diversity Management</b></p>

\*NRR's Performance Management for 2009 vs 2005 was a strength; this measure is addressed both as a weakness and strength.



*NRR*

*6/10*

**Gerke, Laura**

**From:** Boger, Bruce *NRR*  
**Sent:** Monday, July 09, 2012 11:29 AM  
**To:** Gerke, Laura  
**Subject:** FW: Division of Engineering Performance Assessment

**Importance:** High

FYI

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**From:** Hiland, Patrick *NRR*  
**Sent:** Tuesday, July 03, 2012 9:05 AM  
**To:** NRR\_DE Distribution  
**Cc:** Dorman, Dan; Boger, Bruce  
**Subject:** Division of Engineering Performance Assessment  
**Importance:** High

As we discussed at our last Division meeting and to assure continued success of our new division, we've partnered with NRC's organizational development consultants, Suntiva LLC, to review and recommend enhancements to our division work practices. We've contracted with Suntiva to facilitate a process to understand our current level of functioning, identify barriers that keep us from functioning as effectively as possible, and identify means to address them.

During the month of July, Suntiva's Team Development Consultant, Karla Finger, will be collecting input from Branch Chiefs and staff to identify strengths as well as challenges in the current work environment, and seek input on how to best move forward. Individual interviews will be conducted with each Branch Chief. Staff members will be invited to participate in a series of focus group sessions. While participation in the focus groups is limited, participants are encouraged to solicit input from their co-workers prior to participating in the focus group session. The logistics for participating in the focus groups will be announced in a separate email.

Please be honest, forthright and constructive with Karla – we need your honest feedback and suggestions for improvement. All input you provide is confidential – Karla will roll up the data into themes to ensure anonymity. Your collective feedback will be used to inform decisions for the path forward which will be shared with you during our next Division meeting in late August or September.

I appreciate your being supportive of this effort. If you have any questions or concerns regarding this initiative, please contact me or Mike Cheok. You may also speak with Andy Johnson (x1475) who continues to be our Safety Culture representative.

Thank you in advance.

*A-308*

Gerke, Laura

NLR

62

**From:** Weber, Michael  
**Sent:** Thursday, July 12, 2012 6:33 PM  
**To:** Gerke, Laura  
**Subject:** FYI - GOOD NEWS!

OIG informed me earlier today that part-time employees will be included in the Safety Culture and Climate Survey. Thanks for raising this to our attention, Laura.

*Mike*

Michael Weber  
Deputy Executive Director for Materials, Waste, Research,  
State, Tribal, and Compliance Programs  
U.S. Nuclear Regulatory Commission

301-415-1705  
Mail Stop O16E15

A-309

**Gerke, Laura**

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**From:** Weber, Michael *MD*  
**Sent:** Thursday, June 28, 2012 5:16 PM  
**To:** Gerke, Laura  
**Cc:** Kotzalas, Margie; Arildsen, Jesse; Brock, Kathryn; Mamish, Nader  
**Subject:** Response - OIG SC&CS

Thanks, Laura. I will pursue with OIG leadership.

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**From:** Gerke, Laura *MLR*  
**To:** Weber, Michael  
**Cc:** Rakovan, Lance; Boger, Bruce  
**Sent:** Thu Jun 28 15:57:40 2012  
**Subject:** OIG SC&CS

Mike,  
Not sure you have any control over this, but it sure makes me feel better to express these views to your listening ear! I went to the planning meeting today which Lance organized with OIG to discuss preparations for the Fall OIG Safety Culture and Climate Survey. I asked, as I have repeatedly since the 2005 survey, if part-timers such as myself would be allowed to take the survey. The answer: no! Region I spoke up and echoed my concern, saying that their site AAs are part-timers and can't take the survey. And of course, it's particularly ironic that I'm in charge of helping to "get out the vote" in NRR for the survey, yet am prohibited myself. OIG said the contractor had some reason, which they couldn't remember, of why part-timers couldn't take it; I challenged that notion since the FEVS (yay!) finally allowed us to take their survey this year. I wonder if licensees include part-timers in their safety culture assessments.

See, I already feel better. And I appreciate your hearing me out on this, as you have in the past with the FEVS. But I'd feel even better if when OIG says they want "all" staff to take the survey, they really meant it.

Laura

Gerke, Laura

NFL

63

**From:** Boger, Bruce  
**Sent:** Tuesday, July 24, 2012 3:42 PM  
**To:** Gerke, Laura  
**Subject:** RE: safety culture

Once again I accept your most excellent suggestion. I really like the safety culture reps playing a role, if they so desire. Thanks.

---

**From:** Gerke, Laura  
**Sent:** Tuesday, July 24, 2012 3:38 PM  
**To:** Boger, Bruce  
**Subject:** safety culture

Hi Bruce,  
Just wanted to let you know that I briefed LT today for a heads up about the OIG survey and that they would receive a handout (draft attached, reflecting discussion w you and Joe yesterday) soon for their BCs' use in reminding staff of actions taken to date.

It occurred to me that when branch chiefs discuss the actions, they might want to invite their division safety culture reps to attend and discuss division-specific actions. I'm updating the list since some of the reps rotate; once that is finalized, I'll prepare an email from you to send LT with a cc to the reps so that they are included in the communication.

Will have that for you this week,  
Laura

A-310



## 2012 NRC OIG SAFETY CULTURE AND CLIMATE SURVEY

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SEPTEMBER 4-21, 2012

NRR Concerns from last Survey; NRR Actions

### ***Physical Work Conditions***

- Moved staff out of conference rooms
- Co-located employees with their divisions as space became available
- Renovating bathrooms
- Help is on the way! ADM focused on finishing 3WFN. Depending upon the budget, OWFN renovations planned for FY14.

### ***Supervisory Churn***

- Created Branch Chief Checklist to get supervisors off to good start
- Encouraged supervisors to take training in *Leaders' Academy*
- Periodically discuss churn with staff, i.e. why supervisors are moved for both individual and organizational benefit

### ***Open Collaborative Work Environment***

- Held NRR's OCWE Seminar January 2012: view the video/slides on NRR's home page
- ET sought/continues to seek opportunities to interact with staff & hear kudos/concerns
- ET meets with new supervisors to set expectations to act according to ISOCCER

### ***Performance Management***

- Offered Difficult Conversations course to all NRR supervisors and managers
- Some supervisors received individual coaching on providing performance feedback
- Encouraged supervisors to offer staff feedback more frequently than annually
- Dealing with poor performers: Leadership Potential Program participants addressing as class project, more to come
- Office keeps staff informed of pay/benefits/hiring issues, including those outside of NRC control due to congressional actions

### ***Prompt Decision-making***

- DORL worked with technical side of NRR on timely communication to improve scheduling tensions between technical and project staff
- Office Director emphasizes priority is safety, and as responsible regulator, need to have progress

***Divisions:*** divisions acted on division-specific concerns; ask your division safety culture rep!

***Best Place to Work Survey (Federal Employee Viewpoint Survey):*** NRR did  $\geq$  NRC in the indices. Issues working well in NRR: work/life balance, treated with respect, provided recent performance feedback

**Please take the time to take the OIG survey in September: NRR and NRC management review survey results and act on them. To learn more about NRR's actions, go to**

**<http://nrr10.nrc.gov/nrr-office/safety-culture/index.html>**

NLA

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**Gerke, Laura**

**From:** Gerke, Laura  
**Sent:** Thursday, July 26, 2012 4:05 PM  
**To:** Leeds, Eric  
**Subject:** RE: Interpersonal Effectiveness Training Initiative  
**Attachments:** Training to Promote an OCWE in NRR.docx

Eric,  
I've attached a summary of OCWE training—both what we've done in the past and proposal going forward. This could be the handout you give LT and BC Council.

Going forward: I'm preparing HIGNFY for you to look at next week. With Diversity Day occurring last week and Tony Barnes speaking about diversity at our June All Hands, I was planning on doing a diversity/OCWE theme as a message for you that includes info on the new Interpersonal Effectiveness Courses.

Laura

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**From:** Leeds, Eric  
**Sent:** Wednesday, July 25, 2012 4:42 PM  
**To:** Hudson, Jody  
**Cc:** Gerke, Laura; Boger, Bruce; Cohen, Miriam  
**Subject:** RE: Interpersonal Effectiveness Training Initiative

Thanks, Jody! As a result of this morning's meeting, I've asked my folks to pull together the info on training that can help organization effectiveness, especially OCWE. I plan to discuss the actual training courses with my LT and BC Council. I appreciate OCHCO's effects in this area.

Eric J. Leeds, Director  
Office of Nuclear Reactor Regulation  
U.S. Nuclear Regulatory Commission  
301-415-1270

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**From:** Hudson, Jody  
**Sent:** Wednesday, July 25, 2012 2:00 PM  
**To:** West, Steven; Ash, Darren; Borchardt, Bill; Carpenter, Cynthia; Casto, Chuck; Cohen, Miriam; Collins, Elmo; Dapas, Marc; Dean, Bill; Doane, Margaret; Dorman, Dan; Dyer, Jim; Gallagher, Johanna; Givvines, Mary; Haney, Catherine; Holahan, Gary; Howell, Art; Hudson, Jody; Johns, Nancy; Johnson, Michael; Leeds, Eric; Lew, David; Mamish, Nader; McCree, Victor; Milton, Dariele; Moore, Scott; Negrin, Darlene; Ordaz, Vonna; Pederson, Cynthia; Satorius, Mark; Shaffer, Mark; Sheron, Brian; Stewart, Sharon; Tallarico, Alison; Tracy, Glenn; Uhle, Jennifer; Valentin, Andrea; Weber, Michael; Wert, Leonard; Wiggins, Jim; Zabler, Marian; Armstrong, Janine; Buckley, Patricia; Burbank, Patricia; Casby, Marcia; Cianci, Sandra; Flory, Shirley; Floyd, Daphene; Garland, Stephanie  
**Subject:** Interpersonal Effectiveness Training Initiative

Seniors Leaders:

At last week's Human Capital Council (HCC) meeting, I put in a plug for the Interpersonal Effectiveness learning and development initiative.

This initiative was developed primarily in response to findings from the NRC's enterprise organizational development services contractor, Suntiva. I briefed these findings at the last SLM. The findings were based on the contractors intimate involvement and observations from approximately 20 different organizational

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development engagements across the NRC, and identified that staff's lack of skills in specific areas were a contributing factor to negative and unproductive behaviors within the workforce.

Below is what went out in an NRC Announcement on Wednesday, July 18th concerning the training opportunities that are now available to all staff.

I encourage you to please talk this up with your staff and supervisors and encourage their participation. As I mentioned at the HCC, there are currently only a limited number of offerings for the instructor-led courses due to not knowing how well attended these courses will be. If these classes fill up and the wait list is sufficiently large, we will provide additional offerings.

There are no limits to staff's accessing the online learning resources ([here](#)).

Regards

### **Employee Resources: Learning Resources on Interpersonal Effectiveness - Resent with Link to List of Courses and Resources**

The Office of the Chief Human Capital Officer (OCHCO), Human Resources Training and Development (HRTD), is pleased to announce a series of new training classes and online learning resources to help you enhance and expand your professional relationships and improve your personal and interpersonal effectiveness. These learning resources are part of an overall strategy to continuously improve the interpersonal effectiveness skills for all segments of the NRC workforce. Not only will these resources help improve your individual effectiveness, they collectively provide skills, knowledge, and tools that support behaviors that reflect NRC values and strengthen the agency's Open and Collaborative Work Environment (OCWE).

The Interpersonal Effectiveness resources focus on the following 3 topic areas, and include classroom training courses, online courses, and e-Books in [iLearn](#):

- Emotional intelligence
- Difficult conversations
- Civility in the workplace

Initial offerings of the 2-day classroom courses are now available for registration in [iLearn](#). The classes are designed for all levels of NRC staff (*except the leader's version of the emotional intelligence course [ID\_3861] which is designed for team leaders, branch chiefs, and above.*) Please access [iLearn](#) for more details concerning the course descriptions and specific learning goals. The titles and dates for the initial HQ sessions are listed below. Regional sessions will also be scheduled. Regional employees should contact their regional training coordinator for the schedule of region-specific sessions and to enroll.

- Communicating with Emotional Intelligence in the Workplace (ID\_3601): August 20-21, and 29-30; October 1-2, 2012
- Communicating with Emotional Intelligence in the Workplace for Supervisors and Managers (ID\_3861): September 24-25, 2012.
- How to Have Difficult Workplace Conversations (ID\_3623): September 26-27; October 9-10, and 22-23, 2012.
- Civility: Building a Respectful Workplace (ID\_3622): October 15-16, 24-25, and 30-31, 2012

Employees can access the online courses and the e-books in Books 24/7 in [iLearn](#) any place, any time, for true on-demand learning. Click [here](#) to access a list of suggested online courses and resources per topic.

HRTD encourages you to take advantage of these learning opportunities as we all work together to support the NRC mission. If you have questions about this initiative, please contact the PDC via e-mail or on 301-492-2000.

## Training to Promote an OCWE in NRR

### *Some History*

- Set expectation for supervisors to make progress in Leaders' Academy
  - Discussed at BC seminars and All Supervisors meetings
  - Emphasized message to *develop yourself* when meeting with new supervisors in NRR.
  
- Specialized training offered in past year within NRR:
  - *Difficult Conversations* course offered to all NRR supervisors
  - Some divisions or branches tapped Marsha Gamberoni to conduct the Strengths Deployment Inventory (NRR has some remaining SDI training inventory if other branches are interested)
  - Two divisions conducted FISH training
  - Individual coaching provided to some branch chiefs on conducting more effective performance appraisal discussions
  - Leadership Team engaged Suntiva to focus on Team Strengthening, including working in a more collaborative manner

### *Going Forward*

- Continue with the above, and
  
- Encourage supervisors and all staff to take advantage of the new training resources on Interpersonal Effectiveness focused on: Emotional Intelligence, Difficult Conversations, and Civility in the Workplace. These resources (classroom, online, e-books) will be emphasized in HIGNFY, at September's All Supervisors, and ongoing.

Gerke, Laura

NRR

66

**From:** Boger, Bruce  
**Sent:** Tuesday, August 07, 2012 4:39 PM  
**To:** Nieh, Ho; Lubinski, John; McGinty, Tim; Muesle, Mary; Bahadur, Sher; Evans, Michele; Lund, Louise; Coffin, Stephanie; Holian, Brian; Galloway, Melanie; Ruland, William; Davis, Jack; Gitter, Joseph; Lee, Samson; Hiland, Patrick; Cheok, Michael; Skeen, David; Taylor, Robert; Monninger, John; Abraham, Susan  
**Cc:** Leeds, Eric; Dorman, Dan; Gerke, Laura; Hopkins, Ogbonna; Johnson, Andrew; Chung, Donald; Cooper, Paula; Simms, Sophonia; Brown, Eva; Robles, Jesse; Inverso, Tara  
**Subject:** Safety Culture Handout for Discussions  
**Attachments:** Handout2012Summer.docx; Division Safety Culture Contacts.docx

The next OIG Safety Culture and Climate Survey will be conducted September 4-21. I'd appreciate your support to encourage staff to take the survey. It might be helpful to make use of the attached handout which summarizes previous survey concerns and how NRR responded. I ask that you and your branch chiefs use the handout to help get the word out about the survey. Another top notch resource for you to consider is your division safety culture representative.

Use the attached as a:

- Handout at branch meetings
- Reference sheet for your own internal communications, highlighting actions your staff might be most interested in.
- Supplement to inviting your division safety culture representative to a branch or division meeting to discuss division-specific actions.

By reminding staff now that many survey concerns have been listened to and acted on in the past, we hope they will view taking the survey as a good use of their time to help the office/agency continue to improve. Any questions/suggestions, please contact either me or Laura Gerke.

Thanks in advance, Bruce

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## 2012 NRC OIG SAFETY CULTURE AND CLIMATE SURVEY

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### SEPTEMBER 4-21, 2012

#### NRR Concerns and Actions from 2009 Survey

##### ***Physical Work Conditions***

- Moved staff out of conference rooms
- Co-located employees with their divisions as space became available
- Help is on the way! Bathrooms are being renovated now. ADM is currently focused on finishing 3WFN, and then, depending upon the budget, OWFN renovations are planned for FY14.

##### ***Supervisory Churn***

- Created Branch Chief Checklist to get supervisors off to good start
- Encouraged supervisors to take training in *Leaders' Academy*
- Periodically discuss churn with staff, i.e. why supervisors are moved for both individual and organizational benefit

##### ***Open Collaborative Work Environment***

- Held NRR's OCWE Seminar January 2012: view the video/slides at: <http://nrr10.nrc.gov/>
- ET welcomes opportunities to interact with staff & hear kudos/concerns
- ET meets with new supervisors to set expectations to act according to ISOC CER

##### ***Performance Management***

- Offered Difficult Conversations course to all NRR supervisors and managers
- Some supervisors received individual coaching on providing performance feedback
- Encouraged more immediate feedback: <http://nrr10.nrc.gov/nrr-office/pdf/nureg-br0347-letstalk-62708.pdf>
- Dealing with poor performers: Leadership Potential Program participants addressing as class project, more to come
- Office keeps staff informed of pay/benefits/hiring issues, including those outside of NRC control due to congressional actions

##### ***Prompt Decision-making***

- DORL worked with technical side of NRR on timely communication to improve scheduling tensions between technical and project staff
- Office Director emphasizes priority is safety, and as responsible regulator, need to have progress

***Divisions:*** divisions acted on division-specific concerns; ask your division safety culture rep!

***Best Place to Work Survey (Federal Employee Viewpoint Survey):*** NRR did  $\geq$  NRC in the indices. Issues working well in NRR: work/life balance, treated with respect, provided recent performance feedback

**Can we declare "success?"** No! Fostering an Open, Collaborative Work Environment is an ongoing process of demonstrating ISOC CER, listening to diverse views, and acting on feedback. Get your views heard by taking the OIG Survey in September. To learn more about NRR's actions, go to <http://nrr10.nrc.gov/nrr-office/safety-culture/index.html>

Gerke, Laura

NRR

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**From:** Twigg, Doris  
**Sent:** Thursday, August 09, 2012 11:39 AM  
**To:** NRR\_PMDA Distribution  
**Subject:** Notification of upcoming ( Safely Speaking for Employees ) September, 2012

**Importance:** High

The Professional Development Center will be offering: **(Safely Speaking for Employees)** on **September 13<sup>th</sup>, 12:30pm-4:30pm and September 24<sup>th</sup> 8:00am-12:00pm**

**Description:**

**This 4-hour classroom course teaches employees in the nuclear/industrial environment the necessary skills for communicating their safety concerns. Through videos, discussion, and skill-building exercises, this course provides you with a concrete model for raising safety concerns and following through on those concerns in order to support NRC's safety commitment.**

**You will cover crucial issues that address your role and responsibility for maintaining a safe environment including:**

- Where to raise concerns**
- Retaliation**
- Communicating expectations of supervisors and employees**
- Model for raising/resolving concerns**
- Workers rights and responsibilities**
- Co-worker ostracism**
- Refusal to work**
- Addressing the facts of a concern**

**Who Should Attend: All NRC Employees**

**Upon completion of this course, you should be able to:**

**By the end of this course you will be able to:**

- Know the importance of raising safety concerns**
- Define retaliation**
- Apply the Communicator Skills Steps to a safety-related situation**
- Accurately assess the problems associated with ostracizing a co-worker**

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-- Discuss employee rights and alternatives when raising safety concerns

Please enroll via iLearn

Thank you,

**PDC Staff**

Professional Development Center  
Gateway (301) 492-2000  
7201 Wisconsin Ave. Suite 425  
Bethesda, Md. 20814  
[PDC.Resource@nrc.gov](mailto:PDC.Resource@nrc.gov)

Gerke, Laura



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**From:** Boger, Bruce  
**Sent:** Friday, August 17, 2012 3:17 PM  
**To:** Nieh, Ho; Lubinski, John; Evans, Michele; Lund, Louise; Coffin, Stephanie; Galloway, Melanie; McGinty, Tim; Bahadur, Sher; Muessele, Mary; Ruland, William; Davis, Jack; Hiland, Patrick; Cheok, Michael; Giitter, Joseph; Lee, Samson; Skeen, David; Taylor, Robert; Monninger, John; Abraham, Susan; Regan, Christopher  
**Cc:** Leeds, Eric; Dorman, Dan; Hopkins, Ogbonna; Johnson, Andrew; Chung, Donald; Simms, Sophonia; Brown, Eva; Inverso, Tara; Cooper, Paula; Robles, Jesse; Gerke, Laura  
**Subject:** June Safety Culture Meetings Recap

Lots of good information, a list of which is provided below, was shared at our periodic meetings in June on safety culture. One of my main takeaways: we have an active, engaged group of division safety culture representatives! They are great at sharing best practices.

We'll next meet in December or January, when we should have data from the September OIG survey. Something we'll do differently: I'll meet first with the safety culture representatives and then later with the division directors. From the reps, I enjoy hearing a reporting out of the good activities being conducted; from the directors, we'll turn to strategic discussion of what's working/not.

Here's a summary of the June meetings:

- Divisions continue to freshen survey data via surveys, focus groups, contractor-facilitated assessment: DE, DPR, DRA, DORL, DLR
- Feedback from "Miracle" question reflecting on indicators of OCWE:
  - People using open door policy
  - Emails from staff wanting to talk about issues
  - Staff initiating ideas (i.e., AA in DSS started "Hooray" posting of good work by staff)
  - Good morale despite tumult of change (i.e. PMDA staff, despite facing job changes, maintain positive attitude and pitch in to help each other)
  - Increased visibility/interaction resulting from ET attending division meetings and division directors attending branch meetings and/or visiting with staff one on one
  - Improved communication between project managers and technical staff on schedules thanks to DORL initiative
  - Enthusiastic participation by staff in social events for improved working relationships (while recognizing/respecting that some staff do not enjoy such events)

Thank you for all you do in promoting an OCWE in NRR.

Bruce



## **Periodic Safety Culture Meetings with Division Directors**

Thursday, June 7

1:00 – 2:00 ECS, PMDA, JLD, and DPR

Monday, June 11

2:00 – 3:00 with RSP minus DPR

1. *Updates:*
  - a. LPP class tasked with addressing low survey scores on dealing with poor performers; plan expected in August. Also considering how to reward and support creativity in a regulatory environment
  - b. FEVS results from May 2012 expected Sept/Oct
  - c. OIG Safety Culture and Climate Survey: offered in September, results expected in November
  
2. *Request: help boost survey participation rates*
  - a. Over summer months, focus on reminding staff of actions taken in response to previous surveys as prepare for Fall OIG survey
  - b. Remind staff that survey responses are analyzed and acted on; need them to take the time to take the surveys.
  - c. 2009: NRR 82% (NRC 87%); divisions ranged from 65% to 95%
  
3. *What's working well:*
  - a. January 19 OCWE seminar
    - i. ~170 staff attended, well received
  - b. Invites for ET to attend division meetings
    - i. Keep those invitations coming!
  - c. Division safety culture reps:
    - i. Active, engaged reps from every division
    - ii. ET met with reps in January
    - iii. Dec and April workshops by Suntiva with reps, good discussion
  
4. *What could be done even better:*
  - a. Gave discussion handout in February to BCs of actions taken in response to FEVS for use at branch meetings: used, useful? Have little feedback
  - b. Maintain consistent message about importance of fostering an OCWE
    - i. At both All Supervisors June 12 and All Hands June 27 ET will speak to OCWE
  
5. *Miracle Question:* if OCWE issues were miraculously solved over night, what indicators of success would you see when you come into work? Indicators are useful to know what we're looking for as we implement the action plans
  - a. People using open door policy
  - b. Emails from staff wanting to talk to me about issues

NRR

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Gerke, Laura

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**From:** Boger, Bruce *mbk*  
**Sent:** Wednesday, October 03, 2012 10:47 AM  
**To:** Hopkins, Ogbonna; Johnson, Andrew; Chung, Donald; Inverso, Tara; Cooper, Paula; Simms, Sophonia; Brown, Eva; Robles, Jesse  
**Cc:** Gerke, Laura  
**Subject:** Division Safety Culture Rep Meeting

First, I'm writing to thank you for your creative and dedicated efforts in promoting taking the OIG Safety Culture and Climate Survey. NRR's response rate improved from the last time the survey was offered, and we had one of the highest rates of all offices—in large part, thanks to you.

Second, I hope you can attend our safety culture representatives meeting scheduled for Thursday, October 11 at 3:00. I'd like to spend some time with you reflecting on our success. This discussion will be informal, but I want to hear about your efforts to encourage co-workers to take the survey, which efforts you believe were successful, and equally important, which were not. I know that different approaches might work better in one division than another, but we can learn from each other. As a knowledge management good practice, I want to note your insights to apply to future surveys...one thing is certain: there will be future surveys!

Thanks again, and I hope to see you on the 11<sup>th</sup>.

Bruce

A-3.15

Gerke, Laura

NAL

70

**From:** Boger, Bruce |NAL  
**Sent:** Thursday, October 11, 2012 7:42 AM  
**To:** Gerke, Laura  
**Cc:** Wertz, Trent  
**Subject:** RE: Mtg with Div Safety Culture Reps

Got it. Thanks. Looks like a glorious day for a game--Go Nats. Please check on the room arrangement. Eric's calendar shows a meeting in 13D20 that starts at 3:30. Thanks again.

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**From:** Gerke, Laura |NAL  
**Sent:** Wednesday, October 10, 2012 3:32 PM  
**To:** Boger, Bruce  
**Cc:** Wertz, Trent  
**Subject:** Mtg with Div Safety Culture Reps

Bruce,  
Your meeting with the divisions' safety culture reps is tomorrow, Thursday, at 3:00. I now have a conflict because I got tickets to the Nats playoff. Normally, this meeting would be a priority, but...first time in 79 years, I'd like to go to the game.

Trent will cover for me and attend the meeting. I've asked him to capture themes of what worked/didn't with encouraging folks to take the survey. I'll then follow up with you as well as the reps, so that I can create a one-pager capturing those thoughts to share with OIG (Jacki Storch in OIG was very appreciative that you're meeting on this) and Lance Rakovan in EDO. We'll want to apply what's learned going forward with the FEVS survey when it's offered again next spring, let alone future OIG surveys.

To help with the discussion tomorrow, I've attached a handout of some points you might want to make. I'm in until early afternoon on Thursday if you want to discuss.

As an aside---I think it would be good if you emailed OIG asking about allowing more NRR staff, due to the size (and enthusiasm) of our office, to take the survey analysis course they'll offer in January. I meet with you for our regular safety culture meeting on Monday, and we can discuss.

Laura

A-316

**Meeting with Division Safety Culture Representatives**  
**October 11, 2012**

**BACKGROUND and NEXT STEPS**

1. **OIG Safety Culture Survey Response Rates**
  - a. Divisions ranged from 68.29% to 90.74%
    - i. 2009: 65%-95%
    - ii. Two divisions ↑ their rates from 2009
    - iii. Could some divisions' response rates have been affected by: 1) JLD had 233% response rate, meaning some staff on rotations identified as JLD rather than their home division/office; or 2) not up-to-date staffing numbers (OCHCO provided FTE numbers to OIG as of August)?
  - b. NRR overall increased its response rate from 2009 to 83.37%
    - i. 2009: 82%
    - ii. NRR and NSIR (83.92) highest of program offices
  - c. NRC's response rate decreased: 77.07%
    - i. 2009: 87%
  
2. **OIG Safety Culture and Climate Survey Next Steps**
  - a. November 8 afternoon: OIG's contractor Towers Perrin reports agency-level survey results to staff
  - b. Week of January 7: contractor trains office leads
    - i. No response yet, have asked OIG to allow more NRR staff to take the training

**FEEDBACK**

3. **Discussion Questions for Division Representatives**
  - a. How did you spread the word about the survey?
  - b. What feedback did you receive from staff about the survey?
  - c. Are there strategies you used that did *not* work?
  - d. What could we do differently/better for the next survey?
  - e. Any other feedback you want us to provide to OIG?

**FEDERAL EMPLOYEE VIEWPOINT SURVEY** *for a heads up*

4. **FEVS/Best Place to Work**, survey offered last Spring
  - a. NRC is #3 among agencies with top response rates
  - b. Will receive 6 waves of data: an agency quick glance report Oct, office-level report (don't get division data with this survey) end of Nov
  - c. Agency will use Suntiva to analyze through OD lens, report to ACAG which will then decide which of Suntiva recommendations to focus on
  - d. Suntiva will also create office-specific reports
  - e. Expectation: don't overachieve in responding. Agency busy, OCHCO not expect action plans, although DEDOS might expect office responses
  - f. Overlap of OIG and FEVS: OCHCO will integrate data analysis, bring that back to ACAG...ask offices not get ahead of agency, wait for data integration

Gerke, Laura

NRR

7/1

**From:** Abraham, Susan  
**Sent:** Tuesday, October 16, 2012 3:21 PM  
**To:** Gerke, Laura  
**Subject:** RE: NRR Feedback on OIG Survey

Great feedback Laura. Thank you, Susan

**From:** Gerke, Laura  
**Sent:** Tuesday, October 16, 2012 1:56 PM  
**To:** Abraham, Susan; Regan, Christopher  
**Subject:** FW: NRR Feedback on OIG Survey

FYI from previous email

**From:** Storch, Jaclyn  
**Sent:** Monday, October 15, 2012 3:43 PM  
**To:** Gerke, Laura; Rakovan, Lance  
**Cc:** Boger, Bruce; Wertz, Trent  
**Subject:** RE: NRR Feedback on OIG Survey

Thank you very much for passing on this information to us. It is much appreciated and will be considered in the design and implementation of future surveys. Again, thank you for your attention to the survey and your consistent cooperation in promoting the survey to staff.

Jacki

**From:** Gerke, Laura  
**Sent:** Monday, October 15, 2012 3:33 PM  
**To:** Storch, Jaclyn; Rakovan, Lance  
**Cc:** Boger, Bruce; Wertz, Trent  
**Subject:** NRR Feedback on OIG Survey

Jacki and Lance,

Bruce met with NRR's division safety culture representatives last week to discuss what worked/what could be improved with the safety culture and climate survey. We wanted to share these with you in the spirit of continuous improvement!

- To get out of survey "funk," a rep suggested offering the option of a neutral place to take the survey, such as having some computers in the cafeteria where staff could go on a coffee break and take the survey.
- Graphics: we have talented staff! Our staff (and kudos also to NMSS) developed creative, humorous graphics on their own. Suggest that next time we encourage greater sharing to benefit those of us not so talented.
- Many staff do not believe that the survey is anonymous. Once they are asked to provide office, division, age, grade---all those identifying questions---they then believe their responses will be tracked to them. Some of the reps suggested that providing such information should be voluntary. Although those demographics are helpful at the agency and office level to better understand the data, we were uncertain if those identifiers are available when reviewing division data---that might be where the

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anonymity concern is bigger, because possibly someone could be identified (with a lot of effort!) when looking only at a division's data. Our suggestion is that there be more upfront education about anonymity next time. Separately, if you can let me know what identifiers are provided with division data, I'd appreciate it.

- Division competition. Two of our divisions had a friendly competition—an idea of staff—to promote survey-taking. I know OIG was concerned about sharing division data due to competition, but the reps thought that competition is a good thing and that data should be shared (note: I didn't share the division data with other divisions, the division directors decided to, and that turned out well!).
- Our reps know their divisions well to figure out the best way to encourage survey-taking, and what worked in one might not work in another. Some divisions emphasized friendly walk arounds by supervisors or the peer-level representatives to remind staff about the survey; staff in other divisions (our less-extroverted divisions!) would dislike that, but didn't mind the emails.
- One division had a celebration when the survey was over. We're considering maybe having that next time the second to last day: celebrate, but go take the survey if you haven't yet.
- Staff *really* wants to provide written comments/feedback on the survey. The response given to us before with this suggestion is that it's too expensive or changes the survey dynamic, but perhaps those concerns could be balanced with the resulting greater ownership staff has of the survey and the gain of insight and suggestions. So much effort goes into the survey, it would be great to tap this staff desire to provide even more feedback. Maybe dip your toe into this by just having a catchall comment section at the end of the survey, not after each question.
- The reps thought there should be more reminders of actions taken in response to previous surveys. This is where you might hear the sound of my head repeatedly knocking against the wall: we provided a *lot* of reminders, but I believe staff just tunes it out.
- Last time, SBCR identified certain survey questions to which offices had to develop responsive actions. This time, we suggest a more timely, collaborative approach. The questions didn't make sense for NRR to act on, but others, in discussion with SBCR, might have.
- Reps suggested having an announcement at some point laying out all the surveys (maybe adding in mandatory training) that would occur each year (FEVS, IT,...).
- Multiple emails: some staff thought it helpful to hear from a variety of sources (EDO, OIG, Chairman, division director, safety culture rep); others felt overloaded. Next time: if possible, coordinate and give a heads up when the Chairman/EDO/OIG is sending out an email so that we know not to send an office/division one that day, i.e., avoid layering emails at the same time.
- Each email about the survey should include the TAC.

If you have any questions, let me know! We are grateful to have such energized safety culture representatives who were eager to reflect on how to make the survey even better.

Laura

Gerke, Laura

NRL

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**From:** Storch, Jaclyn *OIG*  
**Sent:** Wednesday, October 17, 2012 7:36 AM  
**To:** Boger, Bruce  
**Cc:** Gerke, Laura; Dingbaum, Stephen; Wild, Robert; Ferkile, Andrea  
**Subject:** RE: OIG Survey Analysis Training

October 17, 2012

Hello Mr. Boger,

Thank you for your email inquiry regarding the upcoming Results to Action (R2A) Safety Culture Climate Survey (SCCS) workshop. I understand your concerns regarding making the R2A workshop more widely available to NRR staff and appreciate your feedback.

The Results to Action (R2A) workshop is scheduled for the week of January 7, 2013, and is slated to take place in the White Flint Three building. In previous years, some of the workshops have been limited to two days and fewer staff participants (primarily just the Office Champions.) During the design of this year's workshop a decision was made to lengthen the amount of time and increase the number of participants in order to provide additional instruction to agency staff on how to interpret the survey results and communicate them to their respective offices. Contractually and fiscally, we are limited to a specific number of days and participants. Because OIG funding is handled separately from that of the agency, it is not feasible to comingle funding from another office to support additional participants.

Under advisement from Towers Watson, the SCCS contractor, OIG has been advised not to extend participation beyond that of an office champion and analyst from each office. The reason for this approach is to facilitate a high-level of contractor interaction with each participant while minimizing the opportunity for varying interpretations of an office's survey results by several individuals. Towers Watson has confirmed that there will be adequate time during the workshop to spend additional with individuals that require more assistance in understanding and interpreting their office's results as may be necessary for larger offices. That being said, the role of the office champion and analyst following the R2A workshops is to inform the staff within their respective office of the survey results and their significance.

Following the R2A workshops there is ample opportunity for offices to engage additional staff beyond the office champion and analyst. For example, the office champion and analyst may form a "committee" including management and staff to design and implement activities focused addressing the areas of improvement identified through the SCCS. Essentially, while it is up to each individual office how to go about this process, OIG encourages a high level of staff and management interaction during this process in order to maximize the benefits of the survey.

Again, I thank you for your input and appreciate your efforts in supporting the SCCS. Your dedication to making the SCCS successful and beneficial to staff is recognized and very appreciated.

Jacki

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**From:** Boger, Bruce *mb*  
**Sent:** Tuesday, October 16, 2012 12:52 PM  
**To:** Storch, Jaclyn  
**Cc:** Gerke, Laura  
**Subject:** OIG Survey Analysis Training

A318

Hi Jacki,

I'm writing to request that OIG broaden the opportunity for staff to take the survey analysis training in January. Due to the size of our large office, NRR tapped representatives from each of our 8 divisions to lead the charge in creating and updating safety culture action plans tailored to their division's safety culture survey's results, supplementing what we're doing office-wide. These representatives are an energetic and inquisitive group, and I want to keep the momentum going with needed training so they can carry the banner forward on internal safety culture. To that end, I'm asking that OIG provide additional slots for larger offices for the January training.

I understand that there may be concerns about training space. There may be alternatives with offering training in conference spaces, or doing an abbreviated training for some that provides background on survey analysis without specifically looking at division data. We can work with you on logistics and perhaps funding.

This training is an investment in fostering a healthy internal safety culture by developing our "seed corn," staff new to this topic who are enthused about learning more to move ahead. I'd like to keep them "fired up" about safety culture and hope OIG can help.

Thanks in advance for your consideration,

Bruce

Gerke, Laura

*ML*  
*010*

73

**From:** Storch, Jaclyn  
**Sent:** Wednesday, October 17, 2012 1:41 PM  
**To:** Storch, Jaclyn; Rakovan, Lance; Bartley, Jonathan; Baum, Robin; Bloomer, Tamara; Boger, Bruce; Brown, Milton; Case, Michael; Dambly, Jan; Deeds, Erin; Dudes, Laura; Eitreim, Anthony; Fuller, Karla; Gerke, Laura; Givvines, Mary; Henderson, Pamela; Hopkins, Rhonda; Huyck, Doug; Jackson, Deborah; Jefferson, Steven; Johnson, Joanne; Kim, Yong; Krause, Emily; Landau, Mindy; Le, Hong; Liaw, Stephanie; Lopez, Joseph; Moorin, Laurette; New, Edward; Pedersen, Renee; Reis, Terrence; Rheaume, Cynthia; Rini, Brett; Salter, Susan; Shannon, Valerie; Shuaibi, Mohammed; Somerville, Glenda; Stablein, King; Stewart, Sharon; Thompson, Catherine; Valentin, Andrea; Walker, Tracy; Widmayer, Derek; Williams, Evelyn  
**Cc:** Wild, Robert; Ferkile, Andrea  
**Subject:** Reminder of upcoming SCCS Results Briefings and Results to Action workshop

October 17, 2012

Greetings,

This e-mail is a friendly reminder to mark your calendars for two very important upcoming Safety Culture Climate Survey (SCCS) events.

The first event is the agency-wide staff briefing on the Safety Culture Climate Survey results scheduled to occur on November 8, 2012, in the Commission hearing room from 1:30 p.m. – 3:30 p.m. Additionally, please be sure to plan for the upcoming Results to Action workshop scheduled for the week of January 7, 2013, at the new training facility in the soon-to-be open Three White Flint Headquarters building. The designated Office Champion and Analyst should plan on attending the workshop.

Thank you,

Jacki

*A-3-19*

Gerke, Laura

*MLL*

74  
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**From:** Storch, Jaclyn  
**Sent:** Thursday, November 01, 2012 12:08 PM  
**To:** Gerke, Laura  
**Subject:** RE: RtA Workshop

*OTG*

Thanks for the info.

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**From:** Gerke, Laura  
**Sent:** Thursday, November 01, 2012 11:06 AM  
**To:** Storch, Jaclyn  
**Subject:** RtA Workshop

Hi Jacki,  
I spoke with Bruce (before he departed!), and we're going to offer the additional spaces to our safety culture reps who have been the reps the longest. Two of our divisions have that as a rotating position (and we've had some amazing reps that way), but we'll offer to our most tenured first.

To wit:

Donald Chung  
Andrew Johnson  
Ogbonna Hopkins

I would also be going, along with NRR's Champion...who probably will be Jennifer Uhle by then.

Thank you,  
Laura

*A-320*

Gerke, Laura

NRR

75

**From:** Leeds, Eric  
**Sent:** Tuesday, November 13, 2012 11:50 AM  
**To:** Gerke, Laura  
**Cc:** Abraham, Susan; Regan, Christopher; Schwarz, Sherry  
**Subject:** RE: Suggested Safety Culture Survey Email

Thanks, Laura. I'll probably have time to get to the email by Thursday afternoon. I'll be interested in your feedback from the training – is it any good? Does the ET and LT ever exhibit emotional intelligence? Is there anyone in the NRC that can come to my emotional rescue? That sort of thing.

Thanks!

Eric J. Leeds, Director  
Office of Nuclear Reactor Regulation  
U.S. Nuclear Regulatory Commission  
301-415-1270

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**From:** Gerke, Laura  
**Sent:** Tuesday, November 13, 2012 9:24 AM  
**To:** Leeds, Eric  
**Cc:** Abraham, Susan; Regan, Christopher; Schwarz, Sherry  
**Subject:** RE: Suggested Safety Culture Survey Email

Eric,  
I'm in *Emotional Intelligence* training thru Wednesday, but can have a draft HIGNFY to you by Thurs morn with the safety culture message as the greeting.  
Laura

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**From:** Leeds, Eric  
**Sent:** Friday, November 09, 2012 3:27 PM  
**To:** Gerke, Laura  
**Cc:** Dorman, Dan; Bergman, Thomas; Abraham, Susan; Regan, Christopher; Schwarz, Sherry  
**Subject:** RE: Suggested Safety Culture Survey Email

Outstanding Laura! Let's please get this out to the staff early next week in a HIGNIFY.

Eric J. Leeds, Director  
Office of Nuclear Reactor Regulation  
U.S. Nuclear Regulatory Commission  
301-415-1270

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**From:** Gerke, Laura  
**Sent:** Friday, November 09, 2012 12:23 PM  
**To:** Leeds, Eric  
**Cc:** Dorman, Dan; Bergman, Thomas; Abraham, Susan; Regan, Christopher  
**Subject:** Suggested Safety Culture Survey Email

Eric,  
I suggest you send the following email to NRR staff about the safety culture survey. Having heard that the results are out, they may be wondering how we're acting on them. Per yesterday's OIG briefing, we won't get NRR and division results until January. Let me know if you have any questions,

A321

Laura

To: NRR distribution

From: Eric

Subject: Acting on Safety Culture and Climate Survey Results

The agency-level results from the Office of the Inspector General's (OIG) Safety Culture and Climate Survey were presented on Thursday. If you missed the briefing, the presentation is available [here](#). The EDO, Commission, and my entire NRR management team take these results very seriously and are committed to acting on them.

I want to give you a heads up, however, that we only have the agency's results so far: we won't get NRR's and our divisions' results until January. Sometimes, those results indicate strengths and challenges different from the NRC as a whole. We'll work with both the agency and our division safety culture representatives to ensure we're addressing issues you've highlighted. Soon, we will also be getting NRR's results from the Federal Employees Viewpoint Survey (yes, another survey!) which OPM offered last spring. OCHCO plans to integrate review of these results with those from the OIG survey.

While we wait for our office-specific results, I want to thank you again for taking the time to take these surveys; NRR had one of the highest response rates, which gives great authenticity to our data. Know that we will be reviewing, analyzing, and acting on your responses. More to come in the new year!

Eric

*ML*

76

Gerke, Laura

**From:** Wertz, Trent *ML*  
**Sent:** Monday, November 19, 2012 7:58 AM  
**To:** Gerke, Laura  
**Subject:** FW: ACAG Notes and Hand Outs  
**Attachments:** ACAG notes 11-7-12.docx; RoadMAPdiagramOCT25rev2.jpg; 11-13-12 list of SCCS - FEVS POCs.docx; Final ACAG Charter 11-15-2012.docx; Road Map Handout Template (2).docx; Talking Points for Road Map ACAG mtg.11.7.12.docx; SC definition - office responses 11-6.docx

**From:** Miller, Ilyne *ML*  
**Sent:** Friday, November 16, 2012 5:29 PM  
**To:** Barnes, Anthony; Campbell, Andy; Case, Michael; Dudes, Laura; Giitter, Joseph; Hudson, Jody; Givvines, Mary; Jackson, Deborah; Landau, Mindy; Johnson, Joanne; McAndrew, Sara; New, Edward; Ordaz, Vonna; Ricketts, Paul; Ross-Lee, MaryJane; Solorio, Ilka; Stablein, King; Thaggard, Mark; Thompson, Catherine; Wert, Leonard; Widmayer, Derek; Zimmerman, Roy; Suto-Goldsby, Lori  
**Cc:** Adelstein, Patricia; Afshar-Tous, Mugeh; Allen, Alma; Rakovan, Lance; Barkley, Richard; Brown, Carey; Cai, June; Campbell, Larry; Chernoff, Margaret; Couret, Ivonne; Daniel, Richard; Delgado, Jessie; Delligatti, Mark; Doolittle, Elizabeth; Farrar, Karl; Flack, Jennifer; Fuller, Karla; Heck, Jared; Glenn, Nichole; Hilton, Nick; Holahan, Patricia; Hopkins, Rhonda; Jarriel, Lisamarie; Jefferson, Steven; Johnson, Debby; Krause, Emily; Lantz, Ryan; Laufer, Richard; Le, Hong; Longmire, Pamela; McLaughlin, Terri; Moorin, Laurette; Pedersen, Renee; Powell, Amy; RobinsonII, Richard; Schwartz, Maria; Solorio, Dave; Stapleton, Bernard; Talley, Sandra; Walker, Tracy; Warner, MaryAnn; Wertz, Trent; Williams, Joseph; Wittick, Brian  
**Subject:** ACAG Notes and Hand Outs

Hello, attached are the notes from the last ACAG meeting including:

- The revised ACAG Charter
- List of SCCS and FEVS points of contact
- Safety Culture definition – office responses
- The road map
- Talking points for the road map
- Road map template

Have a happy Thanksgiving!

*Jelyne*

*A-322*

NAL

77

Gerke, Laura

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**From:** Leeds, Eric *NAL*  
**Sent:** Monday, November 19, 2012 3:32 PM  
**To:** Gerke, Laura  
**Subject:** Re: Options for Resolving Issues

Thanks Laura!

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**From:** Gerke, Laura *NAL*  
**To:** Leeds, Eric  
**Sent:** Mon Nov 19 14:02:31 2012  
**Subject:** Options for Resolving Issues

Eric,  
Here is the link: <http://www.internal.nrc.gov/lresolution/index.html>

It's a pilot which Rick Daniel worked on, he is taking comments through Wednesday. This issue first come up in the Safety Culture Task Force from a few years ago, which suggested that there be a "one stop shopping" for employees who are trying to figure out where to go with varying concerns.

Laura

A-323

Gerke, Laura

NRR

79

**From:** Giitter, Joseph *NRR*  
**Sent:** Wednesday, November 28, 2012 4:19 PM  
**To:** Gerke, Laura  
**Subject:** RE: NRR Safety Culture

Sounds good. I hadn't had a chance to check with ACAG counterparts.

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**From:** Gerke, Laura *NRR*  
**Sent:** Wednesday, November 28, 2012 3:35 PM  
**To:** Giitter, Joseph  
**Subject:** FW: NRR Safety Culture

Joe,  
See below; I checked with Jennifer, and she's willing to go. Probably an efficient use of her time to quickly be immersed in NRR's strengths/challenges. Soon thereafter, I'd set up a briefing for ET/LT on the results. Divisions will also get their results then.  
Laura

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**From:** Uhle, Jennifer *NRR*  
**Sent:** Wednesday, November 28, 2012 3:25 PM  
**To:** Gerke, Laura  
**Subject:** RE: NRR Safety Culture

I would love to go. Thanks for thinking of me. J

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**From:** Gerke, Laura  
**Sent:** Wednesday, November 28, 2012 2:37 PM  
**To:** Uhle, Jennifer  
**Subject:** NRR Safety Culture

Jennifer,  
Moving on to a different issue than your bio! I serve as NRR's Safety Culture Program Manager, and worked closely with Bruce Boger, our safety culture champion, on NRR OCWE and safety culture issues. He and I would meet for 30 minutes about twice a month to discuss topics, with Joe Giitter, our rep to the Agency Culture Advisory Group, sometimes joining us. Additionally, each of our divisions have very energetic and creative safety culture reps, with whom Bruce periodically met, along with division directors.

I'm assuming that you will be our next safety culture champion. Your arrival closely coincides with when we receive NRR office and division OIG survey results, as well as FEVS office results. OIG's training for office analysts is January 8, and then the office champion, or designee, is to join the analyst on January 9 for a day to review the results and plan next steps. The schedule is 8:30-4 in 3WFN, but possibly could be shorter.

This training either provides a great opportunity for you to quickly become familiar with NRR's strengths and challenges, or presents an information and schedule overload with you just joining NRR. I bring this up in case you want to attend; Joe Giitter is also checking with his ACAG cohorts as to which senior managers other offices are sending. For example in RES, I believe it's Mike Case. Joe might be able to attend, or possibly someone from PMDA.

If you have a preference, let me know. If you don't attend the training, I would, of course, arrange for a briefing with you soon thereafter to bring you up to speed.

A-324

Laura

Gerke, Laura

NRR

80

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**From:** Sun, Robert, NRR  
**Sent:** Monday, December 17, 2012 10:36 AM  
**To:** Gerke, Laura  
**Subject:** RE: Safety Culture Rep- Roles and Responsibilities

Ok great. Thanks. It looks like we will have a more permanent representative from DLR soon. I'll let you know when its definite.

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**From:** Gerke, Laura, NRR  
**Sent:** Monday, December 17, 2012 10:34 AM  
**To:** Sun, Robert  
**Subject:** RE: Safety Culture Rep- Roles and Responsibilities

Hi Robert,

My adobe is acting up today and I can't open the pdf you sent—very odd—but attached is the R&R in Word which I think is the same document you attached. Our new safety culture champion will be Jennifer Uhle (so that responsibility currently goes with that Deputy), who starts on Dec 30. Fortunately, she's able to attend the OIG training in early Jan on our survey data, so she'll be good to go.

Laura

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**From:** Sun, Robert  
**Sent:** Monday, December 17, 2012 10:24 AM  
**To:** Gerke, Laura  
**Subject:** Safety Culture Rep- Roles and Responsibilities

Hi Laura,

I found something in my notes that may have been from you. Are these roles and responsibilities still accurate to use? Who is our new office champion (replacing Bruce)?

Robert Sun  
NRR/Division of License Renewal  
Technical Assistant (Acting)  
301-415-3421

A 3-25

## NRR Divisions' Safety Culture Representatives: Roles and Responsibilities

1. Analyze survey data
2. Translate data into actionable items
3. Develop action plans
4. Update and assess effectiveness of action plans
  - a. Use variety of tools: focus groups, surveys, informal conversations
5. Support division management on safety culture: provide feedback on results and concerns, provide periodic updates, draft messages for division/branch meetings; prepare DD for periodic safety culture meetings with Office Safety Culture Champion (Jennifer Uhle)
6. Engage with fellow safety culture reps

Serve as analyst, idea generator, listener, collaborator, promoter of means to enhance safety culture within the division.

NFA

81

Gerke, Laura

**From:** Glenn, Nichole OCHCO  
**Sent:** Thursday, January 17, 2013 3:36 PM  
**To:** Gerke, Laura  
**Subject:** RE: Message from the CIO: Information Services and Technology Survey

Thanks, Laura! This was a big help!

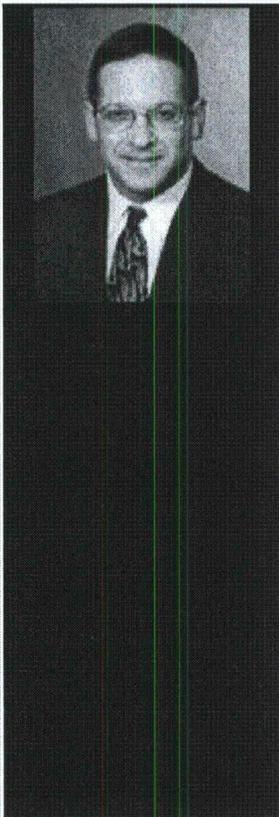
**From:** Gerke, Laura  
**Sent:** Thursday, January 17, 2013 2:58 PM  
**To:** Hopkins, Rhonda; Glenn, Nichole - OCHCO  
**Subject:** FW: Message from the CIO: Information Services and Technology Survey

CSO

**From:** Ash, Darren EDO  
**Sent:** Tuesday, January 15, 2013 10:36 AM  
**Subject:** Message from the CIO: Information Services and Technology Survey

**Message from the CIO:**  
Information Services and Technology Survey

January 15, 2013



**MESSAGE FROM THE CHIEF INFORMATION OFFICER**

The detailed analysis of the 2012 NRC Information Technology Evaluation Survey is complete. As promised in my September 12th message, I am now providing you with a high-level update of the analysis and the actions that we are planning to take.

Seventy-seven percent of your comments were related to one of five systems: the Agencywide Documents Access and Management System (ADAMS), Citrix, the Human Resources Management System (HRMS), the Reactor Program System (RPS), and SharePoint. Therefore, our plan is to focus our efforts on addressing improvements for these applications. In the near future, the Office of Information Services will work internally and with its business partners in the agency to provide in-depth reviews of the survey results and create detailed action plans for improvement.

We remain committed to developing and implementing short- and long-term solutions for continuous improvement of the NRC's information technology and information management systems and services in response to your feedback. One example of how we responded to customer feedback is the enhanced "bring your own device" capability that will be available to both Apple and Android users in a few weeks.

I will continue to keep you posted on our progress. Thanks again to all of you who participated in the survey to help make information technology improvements. Your comments were heard. On that note, in response to concerns I received regarding publishing raw survey data, when we solicit written comments in future surveys we will

A Biele

clearly communicate how that feedback will be used and published.

*Darren Ash, CIO*

NRR

82

Gerke, Laura

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**From:** Uhle, Jennifer  
**Sent:** Tuesday, January 22, 2013 6:06 PM  
**To:** Gerke, Laura  
**Subject:** RE: NRR Safety Culture and FEVS

Thanks! Looking forward to it. J

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**From:** Gerke, Laura  
**Sent:** Tuesday, January 22, 2013 12:03 PM  
**To:** Uhle, Jennifer  
**Subject:** NRR Safety Culture and FEVS

Jennifer,  
I have a 30 min meeting with you on Wed the 23 at 3:00 to discuss integrating NRR's results on safety culture and the Federal Employee Viewpoint Survey; I participated in OCHCO's FEVS briefing last week. Additionally, EDO sent out a memo, attached, for offices to develop action plans by March 1; we can also discuss.

Laura

A 3:27

Gerke, Laura

*ML*  
*URR*

83

**From:** Daily, John  
**Sent:** Tuesday, January 22, 2013 2:08 PM  
**To:** Gerke, Laura  
**Subject:** RE: Memo - Action Plans for the OIG Survey

Works for me!

Thanks.

**John Daily**  
Senior Project Manager, Division of License Renewal  
Office of Nuclear Reactor Regulation  
USNRC  
[John.Daily@NRC.Gov](mailto:John.Daily@NRC.Gov)  
(301) 415-3873

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**From:** Gerke, Laura  
**Sent:** Tuesday, January 22, 2013 2:00 PM  
**To:** Daily, John  
**Subject:** RE: Memo - Action Plans for the OIG Survey

First thing to know: there is no normal! Last time around, 2009, was the first time offices had to do plans.

To figure this out, I'm meeting with Jennifer Uhle tomorrow, then I'll circle back. But I'm thinking us reps will meet to share what we're seeing in our results, identify overlaps, then meet a second time to refine actions. For NRR, many of our challenges are the same as the agency's, which we're told not to focus on, so it gets me to look at second tier items.

Laura

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**From:** Daily, John  
**Sent:** Tuesday, January 22, 2013 1:50 PM  
**To:** Gerke, Laura  
**Subject:** RE: Memo - Action Plans for the OIG Survey

Laura,  
Since I'm new to this, what is the normal expectation as to timing:

1. Do the Office level plan first, then do the Divisions (perhaps based on what the Office comes up with)
2. Do the Divisions first, then do the Office
3. Do them in parallel but closely coordinated/dovetailed between them
4. Do them in parallel, some other type of "coordination."

Thanks!

**John Daily**  
Senior Project Manager, Division of License Renewal  
Office of Nuclear Reactor Regulation  
USNRC  
[John.Daily@NRC.Gov](mailto:John.Daily@NRC.Gov)  
(301) 415-3873

*A-1328*

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**From:** Gerke, Laura

**Sent:** Tuesday, January 22, 2013 11:45 AM

**To:** Hopkins, Ogbonna; Johnson, Andrew; Chung, Donald; Daily, John; Brown, Eva; Robles, Jesse; England, Christina

**Subject:** FW: Memo - Action Plans for the OIG Survey

FYI: here's EDO's memo saying that offices are to develop and submit action plans by March 1 to EDO. I'll discuss with Jennifer Uhle and get back to you about the timeframe for divisions to develop their action plans. Note that EDO asks for only one or two focus areas on the office plans, and that they not duplicate the agency wide areas of performance management, value of human differences, professional development, and environment for raising concerns.

Laura

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**From:** Rakovan, Lance

**Sent:** Tuesday, January 22, 2013 11:10 AM

**To:** Alexander, Ryan; Bartley, Jonathan; Bates, Andrew; Baum, Robin; Bloomer, Tamara; Boger, Bruce; Brown, Milton; Cai, June; Case, Michael; Chung, Donald; Dambly, Jan; Deeds, Erin; Diaz, Marilyn; Dudes, Laura; Einstein, Chien-Ting; Eitreim, Anthony; England, Christina; Ennis, Rick; Fleming, Kreslyon; Fletcher, Cecil; Fuller, Karla; Gerke, Laura; Givvines, Mary; Gordon, Judy; Henderson, Pamela; Hopkins, Rhonda; Huyck, Doug; Jackson, Deborah; Janney, Margie; Jefferson, Steven; Johnson, Andrew; Johnson, Joanne; Kennedy, Kriss; Kim, Yong; Krause, Emily; Landau, Mindy; Le, Hong; Liaw, Stephanie; Lopez, Joseph; McLaughlin, Terri; Moorin, Laurette; New, Edward; Oglesby, John; Patterson, Malcolm; Pedersen, Renee; Poole, Brooke; Rakovan, Lance; Reis, Terrence; Rheaume, Cynthia; Rini, Brett; Ruesch, Eric; Salter, Susan; Schmit, Matthew; Sewell, Margaret; Shannon, Valerie; Shnayder, Yana; Shuaibi, Mohammed; Somerville, Glenda; Stablein, King; Stang, Annette; Stewart, Sharon; Stieve, Alice; Thaggard, Mark; Thompson, Catherine; Valentin, Andrea; Walker, Tracy; Widmayer, Derek; Williams, Evelyn; Wingfield, Ted

**Subject:** Memo - Action Plans for the OIG Survey

FYI

Gerke, Laura

NRR  
SBCR  
NRR

84

**From:** Suto-Goldsby, Lori  
**Sent:** Tuesday, January 29, 2013 1:39 PM  
**To:** Ordaz, Vonna; Gerke, Laura; Talley, Sandra; Murphy, Jerome  
**Subject:** RE: Focus on Diversity; NRR's January Newsletter: HIGNFY

SBCR

I agree. Wonderful! We love sharing info about diversity and inclusion and NRR is always great at doing this!  
Thank you!

**From:** Ordaz, Vonna  
**Sent:** Tuesday, January 29, 2013 1:33 PM  
**To:** Gerke, Laura; Suto-Goldsby, Lori; Talley, Sandra; Murphy, Jerome  
**Subject:** RE: Focus on Diversity: NRR's January Newsletter: HIGNFY

This is great!! Thanks for sharing, Laura!

Vonna

**From:** Gerke, Laura  
**Sent:** Tuesday, January 29, 2013 1:13 PM  
**To:** Ordaz, Vonna; Suto-Goldsby, Lori; Talley, Sandra; Murphy, Jerome  
**Subject:** Focus on Diversity: NRR's January Newsletter: HIGNFY

Hello All,  
I wanted you to see that Eric is highlighting *diversity* and the upcoming EEO briefing in our monthly newsletter.

See you Friday!  
Laura

**From:** NRR\_HIGNFY Resource  
**Sent:** Tuesday, January 29, 2013 1:10 PM  
**To:** NRR Distribution; Weber, Michael; Ash, Darren; Johnson, Michael; Landau, Mindy; Tracy, Glenn; Holahan, Gary; Wiggins, Jim; Dapas, Marc; Haney, Catherine; Moore, Scott; Satorius, Mark; Holian, Brian; Sheron, Brian; Zimmerman, Roy; Campbell, Andy; Brenner, Eliot; Couret, Ivonne; McIntyre, David; Dean, Bill; McCree, Victor; Collins, Elmo; Casto, Chuck; Lew, David; Borchardt, Bill; Pedersen, Renee  
**Subject:** NRR's January Newsletter: HIGNFY

January 29, 2012

Have I Got News For You!

Jennifer Uhle

Acting Deputy Director for Reactor Safety Programs

Eric Leeds  
Director

Dan Dorman

Deputy Director for Engineering and Corporate Support

A 3:29



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## **Office of Nuclear Reactor Regulation Mission Statement**

*NRR supports the NRC mission to protect public health, safety, and the environment by developing and implementing rulemaking, licensing, oversight, and incident response programs for reactors. We conduct these activities in a manner that develops trust and is consistent with the NRC organizational values.*

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### **Greetings From Eric Leeds**

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meetings! I'm preparing for the Commission's upcoming Equal Employment Opportunity (EEO) briefing, which made me think how diversity benefits us in ways both serious and fun. We are a more effective office because our staff brings different perspectives and approaches to inform our thinking as we carry out our mission to protect public health and safety. And, we're an interesting and engaging place to work due to staff's diverse talents -- read below to meet a poet, a musician, and fitness enthusiasts who are your coworkers!

The Commission is briefed annually on the status of the agency's EEO programs. I encourage you to attend or listen in on Monday, February 1 from 9:30-11:30 as SBCR leads our presentation to the Commission. You'll get a great overview of the agency's efforts with the affirmative employment, diversity management, and small business programs. Both the agency and the office have a Comprehensive Diversity Management Plan (CDMP) as a means to focus on and measure how we're doing. Check out NRR's FY2013 1st quarter CDMP. At each briefing, different offices are invited to share insights on their efforts. David Lew will present from Region I, and I'll speak regarding NRR and Valuing Diverse Ideas. The complex problems we face need a broad problem-solving approach, so I really appreciate your efforts to raise diverse ideas so we can make well-informed decisions. Although all views are not agreed with, we want to consider all views in order to refine our approach or identify a different path may be better.

One of NRR's strengths is the number of staff who has volunteered to serve on an EEO Advisory Committee. Review the members and talk to your co-workers about the work they do.

Hope to see you on February 1st, and, as always, thanks for all you do!

---



85

**ET Meeting with New Branch Chiefs/Team Leaders**  
**January 31, 2013**  
**1:00-2:00, O13D20**

**1. Welcome: Eric Leeds**

- Introductions
- Branch Chiefs' Job: most difficult and most influential with staff
- NRR Management's Job: enable organization to succeed
- What I Expect of You
  - i. Develop Your People
  - ii. Emphasize the NRC Values: ISOC CER
  - iii. Coordinate and Communicate
- What You can Expect from Me
  - i. Strategic Leadership
  - ii. Lead by Example – focus on safety
  - iii. Coordination and Communication

**2. Management Structure: Dan Dorman**

- Interactions of ET/LT/BC Council
- Knowledge Management
- Forward Focus Approach

**3. PMDA's Changing Role in NRR: Susan Abraham**

- Current service
- TABS Report and centralization of services

**4. Tools/Reminders to help you in your BC Role: Jennifer Uhle**

- OIG Safety Culture Survey and FEVS Results: handout for discussion with your branch is being developed
- Develop yourself: Leaders' Academy
- Open, Collaborative Working Environment
- Provide informal feedback to staff throughout the year: *Let's Talk!* on NRR website: <http://nrr10.nrc.gov/>
- BC Checklist: addresses supervisor churn

**5. Branch Chief Council: John Thorp, DE/EICB**

- i. Opportunity to collaborate with fellow BCs
- ii. Forum for communicating BC concerns to ET/LT
- iii. BC Council Charter





**Office of Nuclear Reactor Regulation**  
**Branch Chief Checklist**

Welcome to your new branch in the Office of Nuclear Reactor Regulation. Whether a first-time supervisor or an experienced supervisor changing branches, review the following checklist and narrative to get off to a good start in this new position. Staff concern about supervisory churn (disruption to office routine, adjustment while supervisor gets up-to-speed, uncertainty about new supervisor's commitment to organizational values) prompted the creation of this checklist to facilitate a smooth transition.

**FIRST**

1. Introduce yourself to supervised staff and peers. Briefly discuss your background and experience that led you to this new assignment. Confirm your role in completing performance plans for the remainder of the appraisal period and expectations as a new supervisor. Solicit feedback and questions.
2. Within the first two weeks of taking on a new leadership position, meet with each member of your staff to discuss their assignments, career goals, and how you can best help them accomplish their objectives.
3. Meet with the lead administrative assistant to learn file locations, local administrative practices, use of branch calendar, and schedule for routine branch and division meetings.
4. Meet with the Division Director, Deputy, and outgoing BC to understand expectations and discuss work assignments, staffing, and priorities going forward. If schedules allow, a consolidated meeting can facilitate alignment.

**GENERAL**

1. Identify standing/recurring management-level meetings and procedures for participation.
2. Attend the NRR Executive Team's welcome meeting for NRR new supervisors. These meetings are held to get to know one another and to discuss expectations, office structure, and application of ISOC CER (Integrity, Service, Openness, Commitment, Cooperation, Excellence, and Respect) and OCWE (Open, Collaborative Work Environment) as you execute your duties. PMDA periodically schedules the meetings.
3. Identify other supervisors within your division to serve as informal mentor(s) as you transition into your new assignment to familiarize yourself with division/office practices and expectations.
4. Develop yourself: register for any mandatory supervisory training (Leaders' Academy) that you have not completed.

- 
5. Update your Individual Development Plan (IDP) to include independent activities including books on supervision and leadership in the lending library on the bookshelf outside the ET offices for continuous learning. Such books are also available from OHR and the technical library.

## **PERSONNEL**

1. Review current staffing plan.
2. Review status of vacancies and staffing needs (including summer hires, NSPDP candidates, co-ops) and discuss next steps with your supervisor and human resources staff.
5. Review status of pending personnel actions (e.g., promotions, reassignments, awards, position evaluations, applications for special programs, rotational assignment requests).
6. Meet with the outgoing branch chief (if available) and your supervisor to discuss staff strengths and developmental areas. If the outgoing branch chief supervised employees 120 days or more, he/she must provide a written Summary Appraisal before either the mid-year or end-of-year appraisal, whichever comes first. Verify that appraisal input has been received for staff that has completed rotational assignments within the current rating period.
7. Determine location of official personnel files. Verify that performance plans exist for each staff member and are consistent with the current grade level.
8. Review last appraisal for each assigned staff member.
9. If any performance improvement memoranda are in effect, review them.
10. Become acquainted with current work schedules (e.g., compressed work schedule, CWS, flexiplace), leave requests, and planned travel for supervised staff.
11. Review Strategic Workforce Planning (SWP) to identify individuals eligible to retire immediately and within the next two years.

## **STAFF PROFESSIONAL DEVELOPMENT AND TRAINING**

1. Ensure that employees change their designated supervisor in iLearn; review external and internal training for staff.
2. Review qualification status of staff (Nuclear Safety Professional Development Program, Technical and Administrative Qualification Programs, ADM-504 and -505).
3. Continually emphasize and encourage staff professional development. Each employee should be encouraged to develop an IDP; conduct with staff periodic detailed review of the IDP (at least annually). Remain aware of opportunities where staff can learn, become exposed to new agency activities, and be recognized for initiative and performance in expanded functions and roles.

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4. Encourage training to the extent possible within budget and resource allotment. It should be understood by the supervisor that approximately  $\frac{1}{4}$  of a year is set aside for training, vacation, and lost time to illness, and that there is an expectation that staff expend a minimum number of training hours per year. Priority to filling division, office, and agency gaps in expertise should be considered by the supervisor in recommending training to staff.
  5. Strive to participate in continuing training activities. All supervisors are expected to maintain proficiency and qualifications through continual participation in training programs and completion of the Leaders' Academy.

#### **WORK ASSIGNMENTS**

1. Discuss the BC elements and standards with your supervisor.
2. Identify the branch, division, and office-level metrics.
3. Review list(s) of pending action items and the corresponding assignments (e.g., Electronic Document and Action Tracking System (EDATS), Green and Yellow Tickets, division-level action item system, Corrective Actions, Freedom of Information Act (FOIA) requests).
4. Review the operating plan and quarterly performance reports; discuss performance metrics responsibility with your supervisor.

#### **FINANCIAL**

1. Discuss with Division's Technical Assistant the general budget process including program drivers, assumptions, office measures, and current status of budget execution/formulation.
2. Discuss budgeted resources and staffing plan, including submittals for future budget cycles, for branch activities.
3. Determine status of commitments and obligations for assigned contracts.

#### **ADMINISTRATIVE**

1. Ensure action is taken to designate you as a certifying official for the Human Resources Management System.
2. Review applicable division and branch policies or operating procedures.
3. Review principal technical guidance routinely used by your staff.
4. Determine status of any open allegations, differing professional opinions.



**Office of Nuclear Reactor Regulation**  
**JUMP INTO ACTION**  
**A Guide for Transitioning into a New Leadership Assignment**  
**By Mike Markley**

## **STAFF DEVELOPMENT**

At any level in the organization, the primary job of leader is to develop the staff to take the organization to a higher level of performance. While we would all like to produce great works, the reality is that “landmark” documents, that have long-standing impact and influence on the organization, are, in fact, very rare. If a document is completed on time, is of good quality, and meets the need, it is quickly forgotten and we are on to the next assignment. The people we develop, on the other hand, will have an impact on the organization long after our careers have ended. Produce great people, that are highly sought after for promotion, and great works will follow.

Take a look around, and judge for yourself, who has had the greatest influence in the current generation of leaders and experts across the organization? Remarkably you may find that it was someone who very quietly and humbly incubates people to be self-directed, innovative, and creative in guiding their own careers and development. These great leaders are usually best known for and regarded by the people who once worked for them, or passed through their organization along the way, rather than any particular accomplishment or great work of their own labor.

Within the first two weeks of taking on a new leadership position, meet with each member of your staff to discuss their career goals and how you can best help them accomplish their objectives. You will have plenty of time to talk about the work, so first get to know them as individuals. It is their interests and passions that make their lives rewarding. Your job is to help them get “unstuck” and moving forward in taking charge of their own career development.

Unless there is an impending crisis, try to limit the number of major work reassignments or load-leveling changes for the first three to six months. Rapid changes in work assignments increase the staff’s apprehension about your leadership; focus too heavily on work rather than people, and stress is created.

Every deficit in work progress is a developmental opportunity for someone. Take advantage of your newer employee’s motivation and desire to grow by giving them urgent, quick turnaround assignments that require a high degree of interaction with the staff. It is a disservice to the individual and the organization to bring them along slowly. Put them to work right away and use them to help cover the initial deficit. They will enjoy the opportunity to contribute early, gain from the diversity of experience, and appreciate the confidence you place in them with each learning opportunity.

*NRC Organizational Values Emphasized: Integrity, Cooperation, Respect*



## **MAKE IT VALUABLE TO OTHERS**

A little business acumen can go a long way in expanding the capacity of your organization. Government is not immune from the law of economics with regard to the importance of having customers that want what you are selling and maintaining good working relations with suppliers and end users. It is difficult to stay in business for very long if there is not a customer that values what you are selling, or in the case of government, what your organizational unit does. View each interaction as the first step in an ongoing relationship that requires cultivation and development over time. It is harder to get a new customer than it is to keep one.

Developing value-added products and services over time offers substantial opportunity to expand the influence of your organization. Building your organization requires a proven track record of successful transactions. It is hard to get much recognition for your staff or additional resources for maintaining the *status quo*. You need to find ways to get a “jump” in performance that is recognized by stakeholders that can benefit from improved products and services. Remember, it is the stakeholder’s perception that determines value, not yours.

Ensure your organization is doing the best it can with the available resources while stretching to capture the hearts of stakeholders through their desire to see you do more.

*NRC Organizational Values Emphasized: Service, Openness, Excellence*

## **FACE-TO-FACE COMMUNICATIONS**

Accept the fact that technology will continue to evolve and provide new ways of communicating that we cannot even imagine today. Be careful, however, not to forget that we are still working with people. Notwithstanding the efficiency and traceability of electronic media, people want to be treated like people not entities at the other end of an electronic signal. Management-by-walking-around (MBWA) is still a valid management technique and communicating face-to-face is a worthy investment of your time. People help you because they want to, not because they have to. Your success, and that of your staff, will depend largely on the relationships that are built over time.

Within your own organization, you will likely communicate face-to face with your staff and supervisor on a frequent if not daily basis. The opportunity to interact with peer supervisors occurs on a less frequent basis. Make an effort to meet your peers and get to know them. You need to have an effective working relationship with them when challenges arise over work schedules and quality. What you “want” is a good quality product on schedule. What you “need” is to maintain good working relations that transcend the activities and are of mutual benefit during future interactions.

Encourage your staff to get out of their offices and introduce themselves to the people with whom they will be interacting. If it is a new project manager, technical reviewer, or attorney with



whom your staff has never worked, they should take the initiative to introduce themselves and offer to discuss or provide insights regarding the matter under consideration. Face-to-face communication provides a quality of communication, mutual understanding, and personal commitment that cannot be achieved easily via electronic media. People will respond more favorably and be willing to go the extra mile to help you if you visit them in their work space.

*NRC Organizational Values Emphasized: Integrity, Service, Openness, Cooperation, Respect*

## **MEETING THE METRICS**

Metrics are minimum and basic requirements. They provide for organizational accountability. Some are self-imposed while others are driven by external factors (e.g., reporting to Congress). Much can be debated whether we are measuring the right things, the metrics are measure of efficiency rather than effectiveness, or new measures would be more appropriate. The fact is that metrics are not going away any time soon, and they do have tangible impacts on your working-level staff through the highest levels of agency management. For a new leader, presume that the metrics you have are the ones you are going to have to live with for the foreseeable future. The key is the context of communicating performance and progress in a constructive manner.

If the staff is meeting the organization's performance metrics, they need not be a major focus of meetings. Keep the safety mission first and foremost. The staff wants to hear about how their efforts support the safety mission and how their contributions make a difference. Much like a non-profit organization, where volunteers give freely of their time and resources based on a passion for the mission, NRC employees do extraordinary things because they have a deeply held passion for the mission of the agency. Stay on mission.

Treat metrics as a forward-focused (<http://portal.nrc.gov/edo/nrr/Presentations/Retreat%20-%20Framework%20for%20Leadership/Framework%20for%20Leadership.pdf>) measure of success. Celebrate the successes, but quietly take action to get things moving where they can be done better. Metrics provide a basis for allocating resources and leveraging developmental opportunities for the staff. Take advantage of this opportunity. Recognize, however, that not meeting the metrics can limit your ability to lead or support programmatic initiatives that may be of interest to you and the staff. It is, therefore, in everyone's best interest to get the performance data within acceptable parameters as soon as practicable.

Margin is good. Be cautious not to relax when your staff gets past the break-even point in meeting the metrics. Keep pushing performance ahead so that you have some margin to adjust for unexpected "bumps in the road." Your organization's performance should eventually reach the position, where its performance, on balance, helps others meet the overall metrics of the organization.

*NRC Organizational Values Emphasized: Commitment, Cooperation, Excellence*

**Staff Feedback From  
OIG Safety Culture and Climate Survey; OPM Federal Viewpoint/Best Place to Work  
Survey; and, Agency and NRR Focus Groups**

**1. Government-wide Feedback**

- a. Best Place to Work Survey: effective leadership and employee skill/mission match are the biggest drivers of employee engagement.
- b. Partnership for Public Service Report on retention: people decide to “go” based on tangibles such as pay and physical working conditions; decide to “stay” based on intangibles such as relationship with boss and coworkers, strong connection to an agency’s mission and culture. Strategies such as career development, meaningful feedback, and work-life programs can trump tangibles.

*Good news: NRR and NRC have many positives in leadership, mission, and the “intangibles”*

**2. According to NRR/NRC staff, what is going well?**

- a. NRC is a good place to work with high quality work performed
- b. Immediate supervisors are doing a good job
- c. Satisfaction with: a) agency Health and Wellness Programs; b) job; c) work/life balance
- d. Performance reviews are helpful for creating IDPs, improving performance, identifying training needs
- e. NRC does good job developing its people and capturing knowledge of retiring employees
- f. Good awareness of Non-Concurrence Process (NCP), Open Door Policy (ODP), Differing Professional Opinion (DPO)
- g. Safe to speak up at the NRC
- h. NRC Mission is clear and management decisions are consistent with it

**3. According to NRR/NRC staff, what are areas of concern?**

- a. Churn: concern about frequent changes of my supervisor
  - i. Challenging if new BC has different approach or learning curve
  - ii. Concern about whether will receive performance feedback during change
  - iii. Low technical oversight of staff and unclear guidance.
  - iv. Staff given tasks without someone to assist or mentor them...feel as if they are training the branch chief
- b. Flex scheduling can interfere with product deadlines if work left for others to do
- c. Communication
  - i. Lower level it occurs, the better; don’t just provide info, talk
  - ii. Some supervisors would benefit from communication training
- d. Training: variety of training impressive, but

- i. time to attend and availability of classes are barriers
- e. OCWE: awareness of programs, but
  - i. less favorable towards using them
  - ii. refresher needed
  - iii. doors open, minds are not.
- f. Are we headed in the right direction?
  - i. NRR is too focused on technical aspects of the work and limited focus on people
  - ii. Lack of alignment between Project Manager priorities and technical branch priorities
    - 1. Better collaboration is needed, with accountability from managers once priorities are established
  - iii. Need more focus on cross training and integration across activities so staff are more interchangeable

#### 4. NRR's Responsive Actions

- a. NRR's and Divisions' Safety Culture Action Plans address many of above areas
  - i. Division Directors meet with Bruce Boger twice a year to discuss plans
- b. Supervisory churn:
  - i. Utilize/promote BC Checklist to ease transition
  - ii. Schedule ET meetings with new branch chiefs to set expectations
  - iii. Reiterate June 2010 Spec Edition HIGNFY messages on churn
  - iv. Remind BCs to provide timely performance feedback to staff and performance info to transitioning supervisor
- c. Refresh staff on tools/timeline for NCP, DPO, describe OCWE
  - i. NRR seminar planned this Spring on OCWE and processes
- d. Training
  - i. Reemphasized Leaders' Academy for supervisors
  - ii. Offered *Difficult Conversations* training to NRR management and supervisors
  - iii. Qualification Program
- e. Development opportunities—inability to hire externally creates opportunities for cross-training and growth in new areas that might not have been the case previously.
- f. Continue emphasis on Communication: create tools for BC delivery of messages (e.g., flat budget), draft special editions of HIGNFY periodically (churn, cooperation/collaboration across NRR); preparing "We're Listening!" email noting responsive actions from feedback to date

#### Questions? Suggestions?

NRR Safety Culture Champion: Bruce Boger

NRR Safety Culture Program Manager: Laura Gerke

Gerke, Laura

NRL

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**From:** Gerke, Laura  
**Sent:** Friday, February 01, 2013 1:15 PM  
**To:** Abraham, Susan; Regan, Christopher  
**Subject:** FW: Safety Culture Next Steps

FYI

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**From:** Gerke, Laura  
**Sent:** Friday, February 01, 2013 1:14 PM  
**To:** England, Christina; Chung, Donald; Daily, John; Robles, Jesse; Hopkins, Ogbonna; Johnson, Andrew; Brown, Eva  
**Cc:** Uhle, Jennifer  
**Subject:** Safety Culture Next Steps

Just wanted to recap the outcome of our meeting with Jennifer on Wednesday: great conversation and interaction!

- As you review your data, if your analysis of strengths/weakness questions would benefit—I can break down responses at the office level by grade and length of service. You can't do that at division level because it might affect anonymity, but I can get office-wide.
- I'll be drafting the office action plan in consultation with Jennifer and will run by you beforehand. Aim to post it for comment on the NRR web the week of Feb 18.
- Feb 19, 3-4 we all meet again with Jennifer to discuss the draft office action plan and examine overlap with divisions' areas of focus, how to integrate actions.
- March 1: submit NRR Action Plan to EDO
- April 1: division action plans are finalized.

**Rollout of Results to the office:**

- The goal is to have either an email from Jennifer or a special edition HIGNFY go out discussing both the FEVS and OIG survey results to the staff by Feb 14.
- On Feb 14, at the NRR All Supervisors meeting (for ET, LT, branch chiefs, and Team Leaders), Jennifer will brief on the results.
- Follow that up with more detailed talking points for branch chiefs to use either as a handout or conversation starter at their division meetings.

If I'm missing anything, or you have suggestions for rollout or plan development, let me know.  
Laura

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## **EEO Briefing**

### **Valuing Diverse Ideas**

**Eric Leeds, Director  
Office of Nuclear Reactor Regulation**

Commission  
Briefing  
2/1/13

### **Value of Diverse Ideas**

- **Complex problems need broad problem-solving approach**
- **Consideration of diverse ideas results in fully-informed decisions**
- **Considering all views ≠ to agreeing with all views**

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## ***Strategies for thought diversity***

- ***Set expectations early that diversity of thought is valued***
- ***Foster staff's comfort level with management interactions***
- ***Reinforce with training***

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## ***NRC's Ways to Raise Differing Views***

- ***Informal Discussion***
- ***Open Door Policy***
- ***Non-Concurrence Process***
- ***Differing Professional Opinions Program***



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## ***Managers' Responsibilities***

- ***Create environment for raising differing views***
- ***Listen reflectively***
- ***Explain decisions***
- ***Emphasize collaboration is not consensus***

5

## ***Staff's Responsibilities***

- ***Raise issues and concerns***
- ***Raise organizational improvement ideas***
- ***Develop yourself***

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