



**U.S. Nuclear Regulatory
Commission**

**Open Government Plan
Addendum**

Activities for 2014–2015

May 13, 2014

Message from the Chairman



I am pleased to present this addendum to the U.S. Nuclear Regulatory Commission's (NRC's) Open Government Plan re-capping activities to date and outlining activities for 2014 through 2015. The NRC remains committed to openness and transparency, and the agency's strategic plans have stressed the importance of these objectives in achieving our goals and objectives.

The NRC is fully committed to using new technologies to help the public better understand and participate in our work. Over the past two years, we have provided more opportunities for public engagement and have worked to provide a user-friendly experience for those with whom we communicate.

Web streaming and conferencing technologies now allow increased opportunities for participation in public meetings, regardless of location. Prime examples of the NRC's use of these technologies include virtual meetings on the San Onofre Nuclear Generating Station, Waste Confidence, and various post-Fukushima-related initiatives. We have also provided two Web-based systems to share public meeting information and to make it easier for the public to provide feedback on these meetings. Up-to-date meeting information is available for desktop and mobile platforms and through social media such as Twitter.

We have continued to expand our use of social media. Since their introduction in 2011, the NRC's social media platforms – our blog and Twitter account - have enhanced relationships between the agency and the public by promoting a sense of common community, providing a unique venue for dialogue, and enhancing the use of plain language in explanations of NRC activities. We are encouraged by the increase in subscriber and viewer rates for the agency's social media platforms. We will continue to expand our use of social media with the introduction of Facebook in summer 2014 and will continue efforts to assess the viability of additional platforms for the future.

To improve the ease of access to documents open for public comment, we have redesigned our "Documents for Comment" Web pages to provide a one-stop location for all rulemakings and other documents open for comment. To improve the timeliness of access to information, we have strengthened our Freedom of Information Act program, which received an unprecedented number of requests as a result of the nuclear accident at Fukushima Dai-ichi in Japan. Our efforts here have been recognized as "Best Practices" in a Center for Effective Government report. The NRC will also begin providing a mobile-friendly Web site—making it easier for mobile users to quickly find and access our information resources—and we are continuing to build on our accomplishments in the use of plain language.

This addendum also describes our programs to further collaborate with our State and Tribal Government and our international regulatory partners. I hope you will carefully review this plan and share your thoughts and ideas with us. As an organization, the NRC is dedicated to continuous improvement, and we invite you to help us be the best nuclear safety and security regulator we can be.

A handwritten signature in black ink, appearing to read "Allison M. Macfarlane". The signature is fluid and cursive.

Chairman, Allison M. Macfarlane



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Introduction

On December 8, 2009, Peter R. Orszag, then Director of the Office of Management and Budget (OMB), sent a memorandum to the heads of executive departments and agencies directing them to take specific actions to implement the principles of transparency, participation, and collaboration set forth in the President's memorandum on transparency and open government, dated January 21, 2009. Because of its long history of openness, the U.S. Nuclear Regulatory Commission (NRC) welcomed this opportunity and has participated fully in the President's [open government directive](#).

One of the actions identified by OMB was the development and publication of open government plans describing how each agency will "improve transparency and integrate public participation and collaboration into its activities."¹ In response, the NRC developed its first [open government plan](#), which was published on the agency's [Open Government Web page](#).

Since its creation in 1975, the NRC has viewed openness as a critical element for achieving the agency's mission to regulate the Nation's civilian use of radioactive materials and thereby protect people and the environment. The NRC's strategic plans have stressed the importance of openness in achieving the agency's strategic goals and objectives.

The NRC's Open Government Plan builds upon the three openness elements of (1) transparency, (2) participation, and (3) collaboration; keystones of the governmentwide program and the NRC's strategic plans.

Transparency promotes accountability by providing the public with information about the NRC's activities. More specifically, this means that public stakeholders must have timely access to clear and understandable information about the NRC's role, processes, activities, and decisions.

Participation allows members of the public to contribute ideas and expertise so that the NRC can make regulatory decisions with the benefit of information from a wide range of stakeholders. These stakeholders must have a reasonable opportunity to participate meaningfully in the NRC's regulatory processes.

Collaboration improves the effectiveness of government by encouraging partnerships and cooperation within the Federal Government, with State, local, and Tribal Governments, and with international regulatory authorities.

The 2014–2015 addendum to the NRC's Open Government Plan highlights agency accomplishments to date regarding the above openness elements and discusses forward plans. The agency's work in numerous areas is highlighted and, in particular, the NRC's use of technology to make progress in each of the openness elements is also highlighted.

¹ See U.S. Office of Management and Budget, "Open Government Directive," December 8, 2009, Section 3a, p. 4.

A. Open Government Program Highlights

Our Open Government Plan, published on April 7, 2010, has served the agency well as a roadmap guiding the NRC's Open Government program to date. In 2012, as called for in OMB's Open Government Directive, the NRC revisited its plan and published its first addendum on April 9, 2012. Over the last 4 years, the agency has made significant progress in moving its Open Government program forward; thus, with this addendum, the NRC builds the roadmap for the next 2 years. The following highlights the progress the agency has made over the past 4 years, as well as some of our forward plans:

1. 2010–2011 Highlights

In 2010, the NRC's Open Government program focused on enhancing stakeholder engagement (our flagship initiative), publishing high-value datasets, and building a foundation for work to be done in 2011.

In 2011, the NRC introduced social media technology—launching the NRC blog in January, Twitter in August, and the NRC YouTube channel in September. The agency continued publishing high-value datasets and the NRC dataset of U.S. nuclear power plant inspection reports received special recognition by the Data.gov initiative. We launched a significantly redesigned public Web site with greatly improved search capabilities and the Web site was recognized as “a gold mine of information” in a 2012 *Bulletin of the Atomic Scientists*.

2. 2012–2013 Highlights

The NRC's Open Government program over the past 2 years continued to grow our social media program, provide improved and timely access to information for stakeholders, and enhance collaboration with our partners. (See Attachment A for status of 2012-2013 milestone commitments)

- We focused on Freedom of Information Act (FOIA) requests. The 2011 event at the Fukushima Dai-ichi Nuclear Power Plant placed additional focus on the agency's FOIA program:
 - Completed a Business Process Improvement program.
 - Authorized additional investments in technology to support FOIA efforts.
 - Strengthened organizational structures and staff skills.
 - Received recognition for the agency's FOIA program in a Center for Effective Government report.
- We embraced the President's Digital Government Strategy as a natural extension to our 2012–2013 Flagship Initiative **Mobile NRC**:
 - Established a Digital Government Task Force.

- Used social media technology to solicit stakeholder requirements.
- Identified 10 high-value Web-based or mobile applications for 2014-2015 implementations.
- Deployed a mobile-based public meeting feedback capability.
- We maintained our public Web site as the agency's central information portal:
 - Provided a mobile-friendly Web site.
 - Continued to grow user satisfaction with our Web site.
 - Provided provisions for developers to access our Web site.
 - Identified further improvements to our Web site.
- We continued to grow our social media program:
 - Increased subscriber and viewer rates for agency social media platforms—at times nearly doubling previous years' statistics.
 - Launched a pilot live discussion platform known as NRC Chat.
 - Updated the agency's Crisis Communication Plan to reflect the addition of social media tools to communicate event/incident information.
 - Actively participated in the Federal Government Social Media Community of Practice and hired a social media specialist.
 - Evaluated and are now pursuing the use of Facebook.
- We continued to enhance our collaboration with State and Tribal Governments:
 - Began conducting Webinars for Agreement State partners. Continued to support our Agreement State partners in their efforts to promote safety culture to their licensees.
 - Continued to conduct various forms of outreach to State and Tribal Governments on topics of mutual interest.
 - Began development of an agencywide Tribal Policy Statement and conducted related outreach to solicit input from Tribal Governments and the public.

- We continued to enhance our collaboration with the international community:
 - Engaged voluntarily in bilateral nuclear safety cooperation programs and assistance activities with 41 countries, the European Atomic Energy Community (Euratom) and Taiwan.
 - Had significant participation of Commission and senior level staff members in international meetings focusing on a variety of topics.
 - Placed an increased focus on the sharing of information with Canadian and Mexican counterparts and the International Atomic Energy Agency (IAEA) subsequent to the Fukushima accident.

- We made changes to improve the public's ability to participate in the NRC's regulatory processes.
 - Revised the "Documents for Comments" Web page to be a one-stop location for rulemaking actions and other documents open for comment.
 - Added more subscription-based services to help the public stay current on rulemaking activities.
 - Enhanced access to rulemaking information affecting small entities.
 - Published in May 2013 a proposed rule to clarify the NRC's petition for the rulemaking process.

- We continued to modernize the management of our records.
 - Making information capture and categorization more complete and transparent.
 - Developing new file plans, records categorization, and retention schedules for use in records capture.
 - Improving our staff's knowledge of Information and Records Management (IRM) related to NRC work products.
 - Incorporating IRM policies into the NRC's capital planning and investment control process and the agency's IT project management methodology.

- We are enhancing stakeholder involvement in public meetings.
 - Employing Web streaming and conferencing to allow participation, regardless of location.
 - Using Twitter to allow the public to track meeting events.

- Enabling meeting feedback to be sent by smartphone or computer.
- Enhancing meeting facilitation training for staff.
- We continued outreach efforts to public users of the Agencywide Documents Access and Management System (ADAMS) and the NRC's Public Document Room (PDR).
 - PDR staff is distributing the approved user survey to gather feedback from public users about the ease of searching and retrieving information from the NRC's public outlets.
 - Staff from the PDR in 2013 offered an overview of ADAMS searching tips and techniques as a separate session during the Regulatory Information Conference. Despite lunchtime scheduling, the extra session was visited by more than 50 conference attendees.
 - During the fall 2013 ADAMS User Group meeting, users complimented NRC staff for the ease of use and accessibility of information in the current version of public ADAMS.

B. Approach to Building the Open Government Program for 2014–2015

The NRC's Open Government Advisory Group, composed of representatives from the agency's public affairs, internal communications, and information technology organizations, oversees the agency's Open Government program. The advisory group was established by the Deputy Executive Director for Corporate Management (DEDCM) on August 12, 2010, with the purpose of providing operational oversight, performance assessment, and progress reporting on commitments reflected in the agency's Open Government Plan. The advisory group meets monthly and provides annual updates on the program to the DEDCM.

The NRC's Open Government program was built on the NRC's long-standing commitment to openness and the program has furthered this commitment since 2010, reflecting inputs from the public and agency employees. Through our social media initiatives, our public meetings, the expanded use of virtual meetings, and our public Web site, opportunities for the public and employees to comment on our program are provided. While these venues are ongoing, we have taken additional steps to engage the public and employees in this bi-annual review of our Open Government plan. A blog post advised that the bi-annual process was underway and provided a snapshot of accomplishments over the past 2 years and plans for the next 2 years. A notification of the NRC staff's efforts to update the agency's Open Government plan was sent to State contacts and the agency's Communications Council, consisting of representatives from all agency headquarters and regional offices were engaged in our Open Government plan review process. We also note that ongoing initiatives are not static. Existing programs are enhanced and new approaches to engage the public are introduced and tried. Examples here include the expanded capabilities being provided for the public to engage in our meetings, the planned introduction of Facebook as another social media tool, and our pilot efforts to introduce NRC Chat. The NRC's Regulatory Information Conference, with participants from around the world, is also an important venue for obtaining public and employee feedback.

C. Transparency

Transparency promotes accountability by providing the public with information about the NRC's activities. More specifically, this means that public stakeholders must have timely access to clear and understandable information about the NRC's role, processes, activities, and decisionmaking.

“Transparency promotes accountability by providing the public with information about what the Government is doing.”
(Open Government Directive)

The NRC's 2010 Open Government Plan discusses practices the NRC uses to conduct its regulatory responsibilities in an open and transparent manner to keep the public informed of the agency's regulatory, licensing, and oversight activities. Section III.A describes what the NRC is doing to promote transparency in its operations, including (1) its policies, management controls, and performance measures; (2) its key information dissemination channels; and (3) its participation in Federal transparency initiatives.

Discussed below are:

- the agency's initiatives and programs to strengthen the NRC's FOIA program, which came under considerable stress as a result of the event in Japan
- the support provided by the NRC's Public Document Room and Technical Library staffs to assist the public in getting to the documents and information they need
- the agency's initiatives in support of Project Open Data
- the NRC's Public Web site, which continues to serve as our central information portal for the public
- the NRC's continued focus on plain writing
- the NRC's approach to ensuring whistle blower protection
- the NRC's response to congressional requests for information
- the agency's declassification program
- the NRC's participation in government-wide transparency initiatives

1. Strengthening the NRC's Freedom of Information Act (FOIA) Program

The NRC is committed to serving the public with timely and accurate responses to FOIA requests, and NRC continuously monitors the performance of the NRC's FOIA program to find opportunities for improvement.

The volume, as well as the complexity, of FOIA requests received by the NRC has been steadily increasing. From 2012 to 2013, the number of complex FOIA requests processed by the NRC increased by 57%, and the number of administrative appeals processed increased by 50%. Although the FOIA program was still able to reduce its backlog from 2012-2013 year over year by 11%, this increase in volume and complexity of the caseload has led to a delayed average response time to the requester. As a result of this changing workload, the FOIA program has been implementing efficiency measures suggested by FOIA analysts and procuring licenses for applications in FOIA processing technology in order to increase efficiency and reduce the average FOIA request processing time.

In 2012, the NRC conducted a Business Process Improvement (BPI) analysis to increase the efficiency of the FOIA process, with the goal of reducing the NRC's backlog of FOIA requests. The BPI team proposed several enhancements to the FOIA process, most of which were either immediately implemented or accepted for future implementation. The BPI team's recommendations included changes to internal practices, such as transmitting sensitive documents via e-mail rather than hard-copy in order to improve processing times, establishing generic standards for investigations- and allegations-related documents, and holding best practice meetings.

The BPI team also found opportunities to leverage technology in order to increase the efficiency and transparency of the FOIA program. The team recommended upgrading the software used by the NRC's FOIA staff and adding a feature known as the Public Access Link to enable the public to track the status of FOIA requests, and plans to have the Public Access Link available to the public in 2014.

In early 2013, the NRC stepped up its effort to clear the backlog of FOIA requests relating to the NRC's reaction to the 2011 tragedy at the Fukushima Dai-ichi Nuclear Power Plant. In 2011, the NRC established a separate work unit, known as the Japan Team, devoted to processing these requests. As part of its efforts to clear the backlog, the NRC streamlined the reporting structure of the Japan Team, increased the staffing level, and brought in a senior manager with extensive FOIA experience in order to meet an aggressive internal goal of completing the requests by the end of 2013. As a result of the heightened focus, the NRC nearly doubled its output of Japan-related FOIA documents in 2013.

Also, in early 2013, the NRC embarked on an effort to strengthen the FOIA program by centralizing the reporting structure for staff that coordinates FOIA requests. Historically, the NRC has had program office staff (as opposed to FOIA staff) train and assist the technical staff, who respond to FOIA requests and do the initial review of the redactions. However, once the new structure is implemented in 2015, all NRC staff members performing FOIA Coordinator functions will report to a central branch office in the Office of Information Services (OIS). The new structure will enable OIS to provide consistent, expert assistance to staff members responding to FOIA requests in order to speed processing times. As a part of this effort, OIS staff established a biweekly FOIA Centralization and Improvement Working Group during which staff members share best practices and vote on changes to procedures to enhance the FOIA program's performance.

It is the policy of the NRC FOIA program to contact requestors and clarify the scope of the request when appropriate. This practice was highlighted in the Center for Effective

Government's report, "Best Practices for Agency Freedom of Information Act Regulations," released in December 2013.

For more information about the NRC FOIA program, and its value as a tool for greater government transparency, please visit our performance reports at FOIA.gov, the NRC's Annual Chief FOIA Officer Report, and the NRC's Annual FOIA Report. Additional information on NRC's administration of FOIA can be found [here](#).

2. Public Document Room and Technical Library Services

The NRC's Public Document Room staff responds to public requests for copies of NRC documents, and provides guidance on conducting Web-based ADAMS (Agencywide Documents Access and Management System) searches to locate NRC records. The NRC receives requests from a variety of domestic and international members of the public. The staff of the Public Document Room will also research and locate non-public NRC documents relevant to a request for information from the public, and advocate for the document to be made publicly available.

In 2013, the NRC received approval from the OMB for distribution of a user survey. Since that time, the NRC has solicited feedback from the public about its satisfaction with the services provided through the NRC's Public Document Room and ADAMS to identify areas for improvement.

In 2000, the NRC formed the ADAMS User Group. This forum allows interested members of the public who use ADAMS to interact with NRC Public Document Room staff. The NRC holds two public meetings each year for members of the ADAMS User Group to discuss system improvements and developments and to answer questions that may have wider application in the user community. These twice-yearly meetings have been held since 2000 and a complete record of the User Group Meeting Minutes is available for review at the following NRC public Web site: <http://www.nrc.gov/reading-rm/adams/users-group.html>.

The NRC also maintains the ADAMS public distribution list, which currently has more than 5,000 members. Through this service, the NRC maintains contact with members of the public about system enhancements as well as ADAMS or NRC news items of interest to public users.

Lastly, the NRC Technical Library is available to members of the public who wish to review industry codes and standards that have been "incorporated by reference" into agency documents. Members of the public may contact the Technical Library staff to schedule an appointment during normal business hours.

3. Information and Records Management Program

The NRC's focus on modernizing and improving records management will help minimize costs and lead to more efficient operations. The full discussion of the NRC's Information and Records Management Program is provided under Section D, "Participation," of this plan.

4. Project Open Data

The NRC is in compliance with OMB Memorandum M-13-13 and supplemental requirements related to Project Open Data. The agency has developed an Enterprise Data Inventory and published a human and machine readable public data listing at www.NRC.gov/data. The NRC's digital strategy page has also been updated to include the agency's inventory schedule and customer feedback process.

NRC offices submit new datasets and changes to existing datasets using Dataset Quality Assessment Criteria listed in the agency's Open Government High-Value Dataset Identification and Submission Process document. Offices use the Dataset Quality Assessment to determine the dataset security level. Datasets are continuously added to the Enterprise Data Inventory and releasable datasets are added to the public data listing. The human and machine readable public data listing on the NRC's Web site are updated quarterly to ensure public data on the agency's site is a reflection of the public data within the Enterprise Data Inventory. All agency datasets in the public data listing are downloadable from hyperlinks on the NRC public Web site.

5. Public Web Site—Mobile-Friendly Web Pages

The NRC's public Web site continues to serve as the central information portal that provides access to information resources, tools, and services to the public. We are committed to expanding on the progress we have made to further enhance transparency by refining availability and delivery of official agency information throughout the public Web site.

Over the past 4 years, we have seen a consistent upward trend in satisfaction among our site users, as demonstrated by the results of our Public Site Survey (see our "[Evaluating Our Progress on Open Government](#)" Web page). We also have 2 usability assessments performed each fiscal year by usability experts provided by our Public Site Survey vendor. Recent assessments have focused on navigation, search and the fees and materials areas of the site. We also regularly review survey responses and inquiries made through the [Contact Us](#) forms at our site to help in identifying and correcting errors and weaknesses at our site.

NRC has taken steps to improve the search by adding key terms for commonly searched phrases and improving the relevancy weighting of search results, and by improving the ADAMS document search interface. The most commonly sought-after information at our site is the event information, which are highlighted at the top right of the [Home Page](#) and are elevated through key terms in our site search. We have also elevated the placement of the search interface for licensee event data through key terms in the search. In addition, we are working with the content owners throughout our site to provide a more logical hierarchy of pages and navigational aids in that area as well as continuing to add older technical reports to our [NUREG](#) technical reports collection in response to user requests.

To further enhance the delivery of the most requested official agency information via mobile devices, the NRC has launched several Web Application Programming Interfaces

(APIs) to access and leverage its documents contained in Web-based ADAMS and the high-value data sets for the Title 10 of the *Code of Federal Regulations* (10 CFR) Part 21 (“Reporting of Defects and Noncompliance”) component defect reports, as well as the operating reactor inspection reports. This allows mobile users to quickly find and access NRC regulatory information resources. Additionally, the NRC has published our Web API “For Developers” page, which includes a developer’s guide for all three APIs listed above. New mobile capabilities such as a mobile-friendly public Web site will be introduced, making it easy for mobile users to quickly find and access NRC regulatory information resources while on the go. NRC’s plans for the use of mobile technology are further discussed in Section F, “Flagship Initiative,” of this plan. Additional information is available at the NRC’s [Digital Strategy](#) Web site.

6. Focus on Plain Writing

In its “Final Guidance on Implementing the Plain Writing Act,” dated April 13, 2011, OMB stated that “plain writing is writing that is clear, concise, well organized, and consistent with other best practices appropriate to the subject or field and intended audience. Such writing avoids jargon, redundancy, ambiguity, and obscurity.”

The NRC takes that definition a step further. The agency believes that plain writing is communication that our intended audience can easily understand the first time they read or hear it. It is not overly casual or unprofessional, and it does not strip out necessary technical details to “dumb down” the information or “talk down” to the reader.

The NRC realizes that language that is plain to some readers may not be plain to others. We know we’ve succeeded, however, if our writing enables our intended audiences to do the following:

- Find what they need.
- Understand what they find.
- Use what they find to meet their needs.

To this end, the agency instructed managers to familiarize themselves with the requirements of the act, and to encourage staff to take appropriate training. A new online course, specifically tailored to the Plain Writing guidance issued by OMB, was made available to all employees, and the Commission has directed staff to make greater use of plain language when speaking to the public about high profile events, such as the nuclear accident at Fukushima Dai-ichi in Japan. The agency’s plain language coordinator works with the in-house technical editors to promote the objective of clear communication, and also gives regular briefings on plain writing at office- and division-level staff meetings, as well as to groups such as the Rulemaking Coordinating Committee. Additionally, staff members are reminded to use plain language through periodic articles in the agency’s in-house newsletter, the *NRC Reporter*.

OMB instructed Federal agencies to publish annual reports that describe their continuing compliance with the Plain Writing Act of 2010. Consistent with that guidance, the agency reports on its progress and compliance every April.

Those annual reports appear in the [plain writing section](#) of the NRC's Open Government Web site.

In addition, the NRC surveys agency stakeholders on an annual basis as part of its self-assessment of the NRC's Reactor Oversight Program. These surveys include questions to assess the agency's success in issuing inspection reports that are relevant, useful, and written in plain language. See Stakeholder Feedback on the NRC Web site for a discussion of the survey results since 1999.

7. Achieving Proactive Disclosure

The NRC routinely examines material for Proactive Disclosure, and has an established procedure outlined for reviewing records for proactive disclosure as set forth in Title 10 of the *Code of Federal Regulations* (10 CFR Part 9.15, "Availability of Records," and 10 CFR Part 9.21, "Publicly-Available Records"). How the agency has utilized proactive disclosure is also reported annually within the Chief FOIA Officer Report (located here: <http://www.nrc.gov/reading-rm/foia/foia-privacy.html>). The agency routinely analyzes information for eligibility to proactively disclose, and examines each FOIA release for eligibility for both proactive disclosure under the regulations and separately for publication in ADAMS at the following location: <http://www.nrc.gov/reading-rm/foia/closed-request.html>

8. Whistle Blower Protection

The NRC's Whistle Blower Protection program is discussed on NRC's public Web site on the link provided here: [Whistle Blower Protection](#). The site informs employees and contractors of their rights and remedies under the Whistleblower Protection Act. The agency is determining which office will have lead responsibility in the effort to obtain U.S. Office of Special Counsel (OSC) certification. A draft plan and strategy for completion will be initiated in the third quarter of fiscal year (FY) 2014. At that time, the date by which to obtain OSC certification will be established.

9. Supporting Congressional Requests

The functions associated with NRC's Office of Congressional Affairs (OCA) are discussed on NRC's public Web site on the link provided here: [Congressional Affairs](#). OCA is responsible for ensuring that the NRC meets its statutory responsibility to keep the appropriate [Congressional oversight committees](#) fully and currently informed about the NRC's activities.

10. The NRC's Declassification Program

The NRC's Declassification Program is discussed on the NRC's Web site on the link provided here: [Declassification](#). The NRC believes that information that no longer requires protection (in accordance with established Information Security procedures) should be declassified to promote the free flow of information. Toward that end, the NRC administers its Declassification Program in accordance with Executive Order 13526, "Classified National Security Information," which President Barack Obama issued on December 29, 2009, as well as NRC Management Directive 12.2, "NRC Classified Information Security Program."

11. The NRC's Participation in Transparency Initiatives

The NRC's participation in governmentwide Transparency Initiatives is provided below.

Transparency Initiative	Description of Participation
Data.gov	New datasets, after security screening, are added to the dataset listing on NRC.gov and are available for download.
IT (Information Technology) Dashboard	All major IT investments are reported on the IT Dashboard.
eRulemaking	The eRulemaking Program has simplified the public's participation in the NRC rulemaking process by making regulatory information more accessible on Regulations.gov. Executive Order 13563 calls on agencies to promote public participation and an open exchange of information and perspectives among State, local, and Tribal officials, experts in relevant disciplines, affected stakeholders in the private sector, and the public as a whole. Regulations.gov improves NRC public engagement by supporting the notice and public comment process for rulemakings. Using the Federal Docket Management System (FDMS), the NRC has created dockets on Regulations.gov for all documents it has published in the <i>Federal Register</i> since December 2007. In FY 13, the NRC posted 72 rules and proposed rules, 605 <i>Federal Register</i> notices, and 1,750 public submissions on Regulations.gov. The NRC also posts to Regulations.gov stakeholder comments on guidance and other non-rulemaking documents, as well as supplemental background information and supporting documents for significant agency actions.
Grants.gov	All competitive funding opportunities are posted on Grants.gov
CFDA.gov	The NRC publishes its annual Federal financial assistance program in the Catalog of Federal Domestic Assistance (CFDA).
SAM.gov (System of Award Management)	The NRC is a voting member of the Integrated Acquisition Environment (IAE) and SAM Change Control Boards. SAM is used as the definitive source for vendor payment information and all vendors doing business with the NRC must be registered in SAM.
FSRS.gov (Federal Funding Accountability and Transparency Act Subaward Reporting System)	The NRC uses the data in FSRS in concert with the data in eSRS (electronic Subcontracting Reporting System) to monitor prime contractor performance with regard to their subcontracting requirements.
USASpending.gov	The NRC reports obligation data for commercial contracts and grants to USASpending.gov.

12. Compliance with OMB Guidance on Privacy Issues

Per existing OMB Guidance, the Quarterly Federal Information Security Management Act (FISMA) Reporting and the Annual Senior Agency Official for Privacy (SAOP) reports are routinely submitted to OMB through Cyberscope online. Additionally, all *Federal Register* Notices for System of Records Notices are made publicly available and are available here:

<http://www.nrc.gov/reading-rm/foia/privacy-systems.html>. Similarly, all Privacy Impact Assessments are located here:
<http://www.nrc.gov/site-help/plans/privacy-impact-assess.html>.

D. Participation

Participation allows members of the public to contribute ideas and expertise so the NRC can make regulatory decisions with the benefit of information from a wide range of stakeholders. These stakeholders must have a reasonable opportunity to participate meaningfully in the NRC's regulatory processes.

The NRC is responsible for developing, implementing, and enforcing policies that are well-informed and effective. To do so, the agency recognizes that the public must be informed about, and have a reasonable opportunity to participate meaningfully in, its regulatory processes and (where appropriate) its decisionmaking.

“Participation allows members of the public to contribute ideas and expertise so that their government can make policies with the benefit of information that is widely dispersed in society.”
(Open Government Directive)

Section IV.A of the NRC's 2010 Open Government Plan discusses how participation is encouraged and provided for through public meetings, hearings, conferences, symposia, and workshops. Also noted is the NRC's use of its Web site, where the public can learn about public meetings, comment on proposed rules and draft documents, understand how to petition the agency to take an enforcement action, participate in hearings, or understand how to petition the agency to issue, amend, or rescind any regulation.

In all aspects of its work, the agency is committed to making public participation as expansive and meaningful as possible.

Discussed below are our efforts to: (1) grow our social media program, (2) increase the visibility of Rulemaking and other NRC documents open for comment, (3) modernize our records management systems to facilitate access to information, and (4) use technology to provide stakeholders with increased opportunity to participate in our public meetings.

1. Strengthening Social Media Services

Since their introduction in 2011, the NRC's social media platforms have enhanced relationships between the agency and the public by promoting a sense of common community, providing a unique venue for dialogue and a vehicle for plain language explanations of NRC activities. The agency has developed a method for measuring success of the social media program, and the comparison results from 2012 to 2013 show an increase in subscriber and viewer rates for the agency's social media platforms—at times nearly doubling the previous year's following.

The agency became an active participant in the Federal Government Social Media Community of Practice with the addition of a social media specialist. It has also updated its Crisis Communication Plan to reflect the addition of social media tools to communicate event and incident information. In addition, the agency evaluated the viability of the social networking platform, Facebook, and determined it was a useful addition to the social media portfolio. The NRC's official Facebook page is expected to launch in 2014.

In April 2013, the agency launched a pilot live-discussion platform known as NRC Chat. The pilot lasted 6 months and included 8 real-time, two-way discussions on topics of high public interest. Evaluation of the pilot indicated sufficient interest; however, the limitations of the platform and difficulties with the text-based, heavy moderation format of the discussions proved the technical solution was not the proper platform. The NRC is now researching the use of a video-based Chat in 2014.

The NRC continues to meet the challenge of producing high-quality content for its social media platforms, and to continually review and assess the viability of additional platforms for the future.

2. Increasing the Visibility of Rulemaking and Other NRC Documents Open for Comment

The NRC redesigned and consolidated its "Documents for Comment" Web pages to provide a one-stop location for all rulemakings and other NRC documents currently open for comment. In keeping with the recently adopted recommendations from the Administrative Conference of the United States, the new page is readily available from the NRC homepage at <http://www.nrc.gov/public-involve/doc-comment.html>. The NRC staff updates the Web page containing the list of all dockets on <http://www.regulations.gov> that contain documents currently open for public review and comment. The entry for each document available for comment links directly to the docket for the action. With one click, members of the public are able to view the document open for comment, access any additional supporting information on the NRC activity, and easily submit electronic comments. The NRC completed this activity in the fourth quarter of FY 2012.

The staff continues to encourage the public to stay current with information related to rulemakings and petitions for rulemakings by taking advantage of current subscription-based services. The public can now receive alerts when changes are made to the "Rulemaking Dockets," "Petition for Rulemaking Dockets," and "Unified Agenda and Regulatory Plan" Web pages. The staff completed this activity in the first quarter of FY 2014. The public can also subscribe to docket updates on <http://www.regulations.gov>.

To comply with the Regulatory Flexibility Act (RFA) and the Small Business Regulatory Enforcement Fairness Act (SBREFA), the NRC has updated its [Regulatory Flexibility Act Compliance](#) public Web site and has launched a new [Small Business Regulatory Enforcement Fairness Act Compliance](#) public Web site. Through these sites the public can learn about the NRC's compliance with the [RFA](#) of 1980, as amended, and the [SBREFA](#) of 1996, as amended. New information includes a listing of all rules that impact small entities that the NRC has issued since 1984.

The listing also notes whether the rule had a *significant* impact on a *substantial* number of small entities that would require a periodic review under Section 610 of the RFA to decide whether the rules should continue without change, be amended, or be rescinded. This listing provides the public with easy access to small entity compliance guides for rules impacting small entities. The staff completed this activity in the first quarter of FY 2014.

On May 3, 2013, the NRC published a proposed rule in the *Federal Register* (78 FR 25886) to amend its regulations to streamline its process for addressing petitions for rulemaking (PRMs). The proposed amendments are intended to improve transparency and make the PRM process more efficient and effective. The proposal marks the first substantial update to the NRC's process for considering rulemaking petitions since that process was first established in 1979. The NRC will issue the final rule in FY 2015.

Through its comprehensive regulatory infrastructure, the NRC identifies, simplifies, and updates outdated regulations to make them more effective and less burdensome. As part of its ongoing effort to update its regulations on a systematic, ongoing basis and in voluntary response to Executive Order 13579, "Regulation and Independent Regulatory Agencies," the NRC issued a "Final Plan for Retrospective Analysis of Existing Rules" on February 24, 2014 (79 FR 9981).

3. Modernizing Information and Records Management Program

The NRC's Information and Records Management (IRM) program is focused on providing complete and accurate agency information by developing policies, procedures, guidance, and tools for the capture, use, storage, and disposition of information to allow staff and the public to access NRC information repositories, now and in the future. This vision is embedded in the NRC's Information Technology/Information Management (IT/IM) Strategic Plan for fiscal years 2012-2016, as follows:

Goal 1: Effective Information Access—NRC staff and stakeholders can quickly and easily access the information they need.

Strategy 5: Improve the completeness and accuracy of NRC records and information.

Key Activities:

- Modernize the IRM process to make information capture and categorization more complete and transparent.
- Develop new file plans, records categorization, and retention schedules for use in records capture.
- Improve the staff's knowledge of IRM related to NRC work products.
- Incorporate IRM policies into the NRC's capital planning and investment control process and the agency's IT project management methodology (PMM).

To support providing effective information access, the NRC has developed a plan that lays out the vision, objectives, and plans for a modernized IRM program. The plan will strengthen the NRC's IRM program through a series of projects that, over the next several years, will enable the NRC to better manage its information. The plan is the culmination of assessments conducted over the past several years that provided a direction for modernizing the program to support the NRC's future information management goals, especially those linked to the transition to an open and transparent electronic government. The plan lays out a compliant program, including resource estimates required to implement and sustain an agencywide IRM program.

The plan also includes projects that are aligned with the strategic goals for FY 2014, specifically supporting "Improve the Usability of NRC Information" and the following strategies:

- Improve information delivery capability.
- Improve search capability and access to information.
- Facilitate data capture.
- Improve data quality.

Current policies and procedures, as well as National Archives and Records Administration approved retention schedules for NRC records, can be found on the NRC's public Web site at <http://www.nrc.gov/reading-rm/records-mgmt.html>.

4. Continued Expansion in the Use of Virtual Meetings

The NRC continues to enhance stakeholder involvement in public meetings through virtual meeting technologies such as Web streaming and Web conferencing. The use of these technologies enables members of the public to participate in the agency's public interactions regardless of their physical location. Prime examples of the NRC's use of virtual meetings include meetings involving the San Onofre Nuclear Generating Station, Waste Confidence, and various post-Fukushima-related initiatives. In certain cases, public meetings are being held entirely virtually—where all participants participate remotely.

The NRC is also modifying its internal guidance to assist the staff in creating more descriptive summaries of certain public meetings, to maximize the use of public meeting facilitators, and to ensure the staff who conduct public meetings have the training and tools available to do so successfully.

5. Improved Public Meeting Notification and Feedback Systems

In December 2013, the NRC launched two new Web-based systems: one to share public meeting information to the public and one to make it easier for the public to provide feedback on NRC public meetings. The agency's new public meeting notice system uses Twitter to provide up-to-date information on our public meetings. By signing up for our new public meeting Twitter feed, members of the public can receive tweets whenever the NRC schedules, changes the details of, or cancels a public meeting. The tweets link to a Web page with details about the meeting. The agency's new public meeting feedback system allows the public to give feedback directly through a smartphone or computer. Hard copy forms will still be used, but now

each form includes a Quick Response (QR) code. Members of the public can scan a code that links directly to a feedback page. The public can also provide feedback through a computer via the NRC's Web-based Public Meeting Schedule. In addition, the NRC is currently enhancing some of its existing training on conducting effective public meetings to better prepare staff members to prepare for and conduct more effective meetings. The NRC's in-house facilitators also continue to advise and assist staff on engaging the public through all stages of the public meeting planning and implementation process.

E. Collaboration

Collaboration improves the effectiveness of Government by encouraging partnerships and cooperation across Federal, State, local, and Tribal governments and with international regulatory authorities.

In the coming years, NRC will confront a variety of challenges, including ensuring the safety and security of existing and proposed nuclear power plants and other licensed facilities and materials, preparing for emergencies, and storing and disposing of high-level radioactive waste. The NRC recognizes that meeting these challenges will call for the highest levels of collaboration among its own employees, cooperation and partnership with other Federal and non-Federal government agencies, and collaboration with non-government organizations and other private entities.

“Collaboration improves the effectiveness of Government by encouraging partnerships and cooperation within the Federal Government, across levels of government, and between the Government and private institutions.” (Open Government Directive)

Section V.A of the NRC's 2010 Open Government Plan notes the extensive network of regulatory agencies, State and Tribal Governments, international organizations, and non-government organizations and private entities with which the NRC partners.

Discussed below are examples of: (1) the use of technology to foster communications and collaboration with States, (2) a cooperative effort to assess outreach efforts on safety culture to materials licensees, (3) our increased interactions with Tribal Governments, and (4) the numerous venues used to enhance collaboration with the international community.

1. State-Focused Communication Initiatives

The NRC will continue to focus on growing opportunities for collaboration with State governments and organizations. One particular area of note is several additional communication efforts the NRC has underway.

As described in section V.2.b of the NRC's 2010 Open Government Plan, the NRC works to cooperate and maintain effective relationships with States. In the past 2 years, staff has been leveraging the agency's social media tools to highlight these efforts. For example, several updates about the agency's State-focused programs (e.g., the Agreement State Program and the State Liaison Officer Program) have been posted through NRC Blog entries and YouTube videos. The Agreement State Program staff has also begun conducting webinars on topics of interest for State participants.

Looking forward, the agency plans to pursue several new initiatives in 2014 to further enhance communication and collaboration with States. For example, staff plans to expand the use of webinars to: (1) target a broader audience (i.e., include the State Liaison Officers Program as well as the Agreement State Program), (2) include more diverse topics that span all areas of the NRC's jurisdiction, and (3) be established as periodic, reoccurring activities. Staff also plans to initiate a new State-focused newsletter to serve as an additional communication forum. In addition to providing opportunities for the agency to share information and updates with States, these activities would also allow States to directly provide insights and feedback to agency staff. In developing the content for these activities, staff will work collaboratively with the States by soliciting their input and offering opportunities to directly contribute content. Staff will also look for opportunities to use these communication tools for outreach to local governments, as appropriate. Finally, in the longer term, staff plans to research additional methods—especially ones that make use of available technical and social media tools—that could be useful in further enhancing communication and collaboration with States.

2. Evaluation of Outreach Efforts on Safety Culture

In addition to the communication efforts noted above, the agency is also collaborating specifically with several Agreement States on a new safety culture initiative.

In June 2011, NRC issued the Safety Culture Policy Statement, which describes the Commission's expectation that the NRC's regulated community maintains a positive safety culture, and the staff has been conducting outreach and education with various groups on its content. Although Agreement States are not required to endorse NRC policy statements, the agency has encouraged Agreement States to also communicate the importance of safety culture and the policy statement content to their licensees. To support their efforts, the agency has shared many of its educational and outreach tools with the Agreement States for their use. In order to gather feedback on whether outreach and communication activities have been effective in promoting awareness of the Safety Culture Policy Statement, the agency plans to conduct a voluntary survey of its materials regulated community in 2014. Staff has invited Agreement States to participate by voluntarily administering the survey to materials users they regulate, and eight States have agreed to do so. Staff is working closely with the Agreement State participants to develop the survey questions and coordinate the survey administration process. Once results are available, the agency and the Agreement State participants will work together to review the information and determine if changes to current activities or new activities are necessary and appropriate.

3. Increased Interactions with Tribal Governments

In recent years, the NRC has significantly increased its interactions with Tribal Governments, including consultation and outreach, primarily to support communication of uranium recovery projects. The NRC is in the process of updating the NRC Tribal Protocol Manual and developing an agency-wide Tribal Policy Statement in an effort to increase the effectiveness of the agency's Tribal communications, consultations, and coordination. The Manual is intended to increase staff awareness of historical perspectives and cultural sensitivities in communicating with Tribal Governments.

In FY 2014, the NRC anticipates publication of a draft Tribal Policy Statement for public comment. In FY 2014 and FY 2015, the NRC will conduct related outreach, participating in Tribal meetings sponsored by other Federal agencies and Tribal organizations, including participation by federally-recognized and State-recognized Tribes. The NRC plans to publish the final NRC Tribal Policy Statement in FY 2015, along with an updated Tribal Protocol Manual. Additionally, NRC staff plans to brief the Commission on the effort in FY 2015, and will solicit Tribal representation for the meeting.

4. Enhancing Collaboration with the International Community

The NRC continues to enhance its collaboration with the international community through both bilateral and multinational channels. Through regular communication with its foreign counterparts, particularly in the regulatory area, the NRC has gained valuable information to enhance its domestic nuclear safety program and has contributed to the development of a stronger global nuclear safety regime.

The NRC has arrangements to exchange technical information with nuclear safety agencies in more than 42 countries, Taiwan, and the European Atomic Energy Community (Eurotom). The NRC provides safety, security, emergency preparedness and safeguards advice, training, and other assistance to countries that seek U.S. help to improve their regulatory programs. These information exchange arrangements serve as communication channels with foreign regulatory authorities, establishing a framework for the NRC to gain access to non-U.S. safety information that can (1) alert the U.S. Government and industry to potential safety problems, (2) help find possible accident precursors, and (3) provide accident and incident analyses, which could be directly applicable to the safety of U.S. nuclear power plants and other facilities. The arrangements also serve as a vehicle for the assistance the NRC provides to countries to establish and improve their regulatory capabilities and infrastructure.

In addition to staff participation in over 100 International Atomic Energy Agency (IAEA) and Nuclear Energy Agency meetings each year, the NRC Chairman routinely participates in the IAEA General Conference and biannual meetings of the International Nuclear Regulators Association. Members of the Commission also travel to international conferences to deliver keynote remarks, participate in panel discussions, and share insight on a variety of topics with diverse international audiences. The NRC's annual Regulatory Information Conference also provides a forum for international technical exchanges and high level bilateral meetings, with more than 30 countries represented each year, many at senior levels.

The NRC hosts peer-review missions, including the IAEA's Integrated Regulatory Review Service (IRRS) and International Physical Protection Advisory Service (IPPAS). The NRC's first IRRS mission was held in October 2010 and focused on the operating power reactor program. A follow-up mission occurred for February 2014 and reviewed the NRC's response to the 2010 mission's findings and its response to the Fukushima accident. An IPPAS mission was hosted by the United States in October 2013 and reviewed nuclear security-related legislative and regulatory framework.

The NRC has specific agreements with Canada and Mexico, and commitments to IAEA related to sharing information on emergency preparedness. Under these agreements, the NRC will promptly notify and exchange information in the event of an emergency that has the potential for trans-boundary effects. Since both bilateral agreements' most recent renewals occurred after the Fukushima accident, the NRC and its Canadian and Mexican counterparts have placed increased focus on their commitment to share information not only in the event of an accident, but on a regular basis as part of an effort to enhance their respective emergency preparedness programs. To meet the U.S. commitment under the IAEA Convention on Early Notification of a Nuclear Accident, the NRC will promptly notify IAEA if a serious accident occurs at a commercial nuclear power plant. The NRC actively participates in the IAEA's Unified System for Information Exchange for Incidents and Events as the method for rapidly sharing nuclear or radiological event information with IAEA and its member countries.

F. Flagship Initiative

1. Building Mobile NRC—The Digital Government Initiative

Our 2012–2013 Open Government Plan Addendum, published April 9, 2012, identified our Flagship Initiative as Mobile NRC. The plan noted:

The NRC has selected Mobile NRC as its flagship initiative to expand the agency's stakeholder community and engage a broader public audience by promoting and taking advantage of new mobile-friendly capabilities. The use of the Worldwide Web and mobile technologies has become commonplace, providing more creative and cost effective ways to engage current and new stakeholders in the agency's regulatory processes. The NRC's flagship initiative will focus on employing these technologies to foster public engagement.

On May 23, 2012, an executive memorandum, "Building a 21st Century Digital Government," was issued by President Obama to all Federal agencies to harness the power of technology to ensure the efficient and effective delivery of digital service to the American people by enabling government services through mobile access applications. With direction and guidance from the Federal CIO (Chief Information Officers) Council and OMB, the NRC established a digital Government taskforce to collect and review opportunities that would help the agency provide information in formats readable by customers and to identify opportunities for applications suitable for mobile devices. To maximize the value of investments in digital government, the agency defined a set of crosscutting goals, capabilities, and activities to drive the implementation and adoption of mobile computing and information access as a core component of the agency's operating model. The crosscutting goals include embedding "mobile enablement" into new technology investments and existing technology enhancements; empowering the agency's mobile workforce through support and training; and directing information management functions to focus on mobile access.

In an effort to capture as complete a picture of opportunities as possible that fit the needs of stakeholders, the agency solicited feedback from a wide range of external

stakeholders using a blog post “Tell Us Your Thought,” Twitter tweet related to “Tell Us Your Thought” blog post, RSS Feeds notifying stakeholders of the opportunity to provide feedback, and collecting data from a public Web site survey. Identifying internal stakeholders within the agency from different functional, geographic, mission, and support areas was the other strategy used by the working group collecting information. As a result of these efforts, 44 potential digital government opportunities were identified and categorized as either a primary, secondary, or tertiary opportunity. The NRC has also implemented an agencywide effort to collect and document the agency’s common data definitions that help both internal and external customers to acquire quality information directly from their authoritative sources, and can be leveraged by future mobile information technology (IT) capabilities.

Phase one of the project focused on developing and submitting the 2014 implementation plan for the 10 “primary” applications identified (Attachment B). That task was completed on May 23, 2013, and in the first quarter of FY 2014 one of the applications (Public Meeting Feedback System Mobile Web) was deployed. Pending the availability of funds, the team plans to deploy the remaining applications. On November 30, 2013, the NRC also established an Enterprise Data Inventory for 30 Open Government public datasets that meets all OMB requirements described in the “Open Data Policy Managing Information as an Asset” memorandum. The NRC is expanding the inventory to manage all agency authoritative data starting in 2014.

ATTACHMENTS

Open Government Milestone Commitments 2012-2013 - Status

This attachment summarizes the U.S. Nuclear Regulatory Commission's (NRC's) key Open Government milestones discussed in this plan.

	Action Item	Date	Status June 1, 2014
A	Transparency		
1	Release an annual report describing the NRC's compliance with the Plain Writing Act of 2010.	April 2012 (annually thereafter)	Complete
2	Publish the results of the Public Document Room survey.	May 2012 November 2012 (biannually thereafter)	Survey results not published due to low response rates.
3	Maintain high-value datasets and publish monthly usage statistics.	ongoing	Maintaining datasets. (Discussed under Transparency C.4, Project Open Data).
B	Participation		
1	Launch the Flickr photo-sharing site as a component of the social media initiative.	January 2012	Complete
2	Leverage best practices from the quick response (QR) code pilot to implement their use for the Regulatory Information Conference.	March 2012	Complete. QR codes are now routinely used at Regulatory Information Conferences to facilitate information access for participants.
3	Deploy the redesigned "Documents for Comment" Web page.	June 2012	Complete. (Discussed under Participation D.2).
4	Standardize broad use of QR codes to support public outreach, meetings, and events based on lessons learned.	June 2012	Complete. QR Code Publication Style Guide and technical standards have been published. An additional use example for QR codes is their use with the new Public Meeting Feedback System.
5	Implement a mobile-friendly Web form for the Public Meeting Feedback System.	December 2012	Complete. (Discussed under Participation D.5).
6	Develop a unified mobile strategy to support mobile capabilities for NRC staff and public stakeholders.	February 2013	Complete. (Discussed as Flagship initiative).
7	Identify and implement select	TBD	Complete. (Discussed under

	Action Item	Date	Status June 1, 2014
	mobile-friendly Web pages of high public interest.		Transparency C.5).
C	Collaboration		
	Complete deployment of Web-based licensing.	December 2013	Complete.



THE UNITED STATES NUCLEAR REGULATORY COMMISSION

Digital Government Plan Summary

May 2013

U.S. Nuclear Regulatory Commission
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Rockville, Maryland 20855

EXECUTIVE SUMMARY

Last year the President challenged all federal agencies through executive memorandum to harness the power of technology to ensure the efficient, effective, responsive, transparent, and improved delivery of digital services to the American people. Within this memorandum, the President outlined major areas of focus for agencies including enabling government services through mobile access and applications as well as unlocking the power of government data to spur innovation and improve the quality of services for the American people¹.

Data Collection

Consistent with subsequent direction and guidance from the Federal CIO Council and Office of Management and Budget (OMB)², the U.S. Nuclear Regulatory Commission (NRC) collected and reviewed opportunities provided by a wide range of stakeholders. To capture a holistic picture of opportunities that fit the needs of stakeholders, the agency solicited feedback from a wide range of internal and external stakeholders using feedback forms, interviews, and focus groups.

Opportunity Review

To assess the identified opportunities, the agency developed and leveraged a straightforward rating model to help identify and prioritize the opportunities with the highest value. The evaluation criteria were given a weighting consistent with their impact and value. The evaluation framework enabled the agency to translate a number of qualitative factors into a quantitative score. The score enabled an initial prioritization and grouping of each potential opportunity and represented a starting point for further review.

Opportunity Assessment and Refinement

Follow-on meetings were scheduled with the primary mobile opportunity owners and users to further explore each opportunity more in-depth. During follow-on meetings stakeholder input was used to capture the specific utilization needs and required capabilities of each mobile opportunity. The additional information gathered helped refine the opportunity categorization and prioritization.

Primary Opportunity Implementation

Based on the agency's collection efforts, 44 potential mobile opportunities were identified. Additionally, the agency's adoption of tablet computing devices (tablets) enhances its mobility related infrastructure and access methods, increasing the potential scope of future opportunities. The primary mobile opportunities are graphed in the following chart with respect to their specific implementation characteristics and overall strategic alignment:

¹ Presidential Memorandum, "Building a 21st Century Digital Government": http://www.whitehouse.gov/sites/default/files/uploads/2012digital_mem_ref.pdf

² Federal CIO Council, "Digital Services Governance Recommendations": <http://www.whitehouse.gov/digitalgov/digital-services-governance-recommendations>



Detailed implementation planning for each opportunity is currently underway. Initiatives that were not previously planned will be pursued using the NRC’s planning, budgeting, and performance management process. Each category of mobile opportunity (web API and mobile web,) possesses a standardized implementation framework, related activities, and associated timeline that can be leveraged iteratively, with adjustments as required for the variation of specific implementation characteristics of each opportunity.

A notional implementation timeline for the nine opportunities selected for implementation and the previously referenced mobility infrastructure enhancements are depicted in the following Gantt chart:

