

**FY 2014—2018 Corporate Support Plan
October 2014**

TABLE OF CONTENTS

| | |
|--|----|
| Introduction | 3 |
| Human Capital | 4 |
| Information Management and Information Technology | 6 |
| Acquisitions | 7 |
| Cyber and Information Security | 9 |
| Financial Management | 9 |
| Financial Stewardship | 10 |
| Internal Customer Services | 11 |
| Performance Management | 12 |
| Space and Facilities Management | 13 |

Introduction

This plan provides the performance measures, strategies, and activities for the nine management objectives in the U.S. Nuclear Regulatory Commission's (NRC's) Fiscal Year 2014-2018 Strategic Plan: (1) Human Capital, (2) Information Management and Information Technology, (3) Acquisitions, (4) Cyber and Information Security, (5) Financial Management, (6) Financial Stewardship, (7) Internal Customer Service, (8) Performance Management, and (9) Space and Facilities Management.

These objectives describe the corporate support product line results that are needed to help the agency achieve its strategic goals. Each objective has associated performance indicators that measure whether the agency is meeting the objectives and associated strategies, which are intermediate results necessary to achieve the objectives. These strategies should also be measurable, although the staff did not address those lower-level measures here. Performance indicators for the strategies will be included in annual corporate support product line performance plans. Finally, each strategy has a list of activities that show how the NRC intends to make progress on the strategies. This "logic model" can be represented as follows:



Human Capital: Attract, develop, and maintain a high-performing, diverse, engaged, and flexible workforce, with the skills needed to adapt to workload changes and effectively carry out the NRC's mission now and in the future.

Performance Indicators:

- Safety Culture and Climate Scores in the Sustained Engagement Index, as well as indices reflecting Training and Development and Leadership (comprising Senior Management, Office/Region Management, and Management categories)
- Average scores in the Office of Personnel Management (OPM) indices (such as the Leadership and Knowledge Management; Results-Oriented Performance Culture; Talent Management; and Job Satisfaction), and the Global Satisfaction and Employee Engagement indices; as well as Support for Diversity on the Federal Employee Viewpoint Survey [FEVS]
- Percentage of key human capital indicators (such as retention of professional hires within 3 years, FEVS survey participation, percentage of veterans and employees with targeted disabilities hired, percentage of attrition, iLearn user satisfaction, percentage of participants completing development programs, etc.) met

Strategies and Contributing Activities:

1. Maintain qualified and flexible staff and close skill gaps in mission-critical occupations.
 - Conduct workforce assessments to identify skill gaps and use human capital strategies (e.g., recruitment, development, retention) to close them with diverse and qualified employees.
 - Optimize the NRC's organizational structure and staffing to align with and support the NRC's mission.
 - Use mission-critical occupation information to identify and plan activities and programs to train, retain, and recruit employees.
 - Maintain critical technical expertise in regulatory areas such as licensing, inspection, and research.
 - Encourage employee work/life balance by offering flexible work schedules, telework, and wellness services.
 - Apply innovative, cost effective strategies for recognizing, rewarding, and retaining top-performing employees.
2. Hire the best talent to achieve a high-performing, diverse, and engaged workforce with the skills needed to carry out NRC's mission now and in the future and close skill gaps in mission-critical occupations.

- Identify appropriate recruitment and staffing strategies and manage progress toward hiring and retaining the best talent.
 - Fill skill gaps in mission critical positions and participate in targeted outreach efforts.
 - Engage U.S. universities and colleges to support relevant programs and pursue ongoing recruitment.
3. Improve knowledge management by identifying and capturing critical information from employees, transferring it to those who need it now, and making it accessible for the future.
- Provide innovative agency support structures for knowledge management.
 - Create communities of practice that enable the sharing of knowledge and skills among employees who perform the same job function.
 - Capture operating experience, new information on safety and security issues, and knowledge gained from inspection, research, and licensing activities in regulatory guidance.
 - Capture relevant critical knowledge from employees departing the agency, recapture knowledge from former employees where possible, communicate leadership expectations for knowledge-sharing, formalize knowledge-management values and principles, and incorporate knowledge management practices within agency work processes.
4. Promote a strong NRC internal safety culture with an open collaborative work environment.
- Ensure agency policy, procedures, self-assessment programs, and training programs encourage adherence to NRC values and foster an open, collaborative work environment, including the expression of differing views and raising mission-related concerns without fear of retaliation.
 - Conduct self-assessments and apply organizational development principles to selected areas to address organization-specific challenges and enhance NRC safety culture.
5. Enhance employee learning opportunities and optimize the use of training resources from an agencywide perspective to meet the agency's current and future critical skill needs.
- Improve awareness of courses offered internally to maximize employee development and the value of these resources to the agency.
 - Optimize the development and delivery of training to build needed competencies, including the identification of courses that are suitable for conversion to online or blended delivery.

- Provide job-related training for staff before agency implementation of new regulations, guidance, or changes in technology.
 - Apply a systematic approach for approving external training resources.
 - Continuously improve development programs such as the Nuclear Safety Professional Development Program (NSPDP), Leadership Potential Program (LPP), and Senior Executive Service Candidate Development Program (SESCDP) to maximize their value to the participants and the agency.
6. Strengthen workforce diversity and workplace inclusion.
- Identify and eliminate barriers to recruitment, development, advancement, and retention of employees, including those in underrepresented groups.
 - Promote diversity management and inclusion with the goal of enabling all employees to reach their full potential in pursuit of the organization's mission. This includes fostering an environment where diversity and inclusion are commonplace and enhance execution of the agency's objectives.
 - Hold managers accountable for making sound hiring and promotion decisions while ensuring a diverse, inclusive organization.

Information Management and Information Technology (IT): Make it easier for NRC staff to perform the mission and obtain the information they need from authoritative sources anytime, anywhere, on any device, while managing the risk of compromise of sensitive information.

Performance Indicators:

- Score on agency-specific questions addressing information and information technology on the annual Federal Employee Viewpoint Survey.

Strategies and Contributing Activities:

1. Enable the NRC's staff to easily find and use the information they need.
 - Centralize and organize the NRC's information repositories and Web sites to increase the currency and usefulness of information.
 - Identify and require the use of authoritative data sources across the organization.
 - Improve the life-cycle management of the agency's information and records to include the capture, usage, storage, and disposition of information.
2. Develop a flexible technology infrastructure that provides the foundation to consistently deliver the IT solutions needed to further the agency's objectives and strategies.

- Upgrade network capacity to meet increasing demand for data communication.
 - Upgrade Video TeleConferencing (VTC) and other meeting support technologies to enhance meeting capabilities and reduce travel time and expenses.
 - Explore implementing cloud-based data center capabilities as a means to consolidate services and reduce costs.
 - Reduce the number of NRC's current data centers owned and operated by the NRC.
 - Implement an effective cyber security program for protection of NRC's IT assets and identification of attempts at compromise, while managing the risk of compromise.
3. Improve the value of the NRC's IT solutions by providing the right products and services when and where needed to support the agency's mission.
- Implement mobile Web capabilities for NRC staff where needed, for example, tablet-based inspection capabilities for inspectors at nuclear facilities and remote sites.
 - Increase Web access to NRC information on any device.
 - Improve IT systems supporting key agency functions, including operating reactor oversight, radioactive materials licensing and tracking, and agency resource management.
 - Expand the use of common IT platforms to enhance agency business processes.
4. Improve enterprise IT planning, budgeting, and performance management to effectively manage IT resources and investments.
- Improve access to integrated IT investment information needed for decisionmaking from budget through operation.
 - Improve project management and execution standards through evaluating how IT projects perform against approved budgets, schedules, and requirements.

Acquisitions: Acquire best value goods and services in a timely manner to meet mission needs.

Performance Indicators:

- improvement in stakeholders' acquisition experience (survey results)
- reduction in acquisition costs (direct and indirect cost savings)

Strategies and Contributing Activities:

1. Increase the application of commodity management principles to provide cost-effective acquisition services to stakeholders.*
 - Increase collaboration between stakeholders* responsible for significant aspects of the acquisition process to obtain a better, more timely acquisition result.
 - Use the Portfolio Councils to increase the use of strategic sourcing strategies and recommend process/policy/procedure improvement opportunities.
 - Use market research and spend analysis to proactively make informed decisions on acquisition strategies.
2. Continue to streamline the acquisition process.
 - Develop seamless integration amongst Acquisition Management Division (AMD) branches (Sourcing, Systems & Policy Branch, Business Advisory Center and Operations).
 - Develop and deliver NRC-specific training to facilitate standard processes for Contracting Officer Representatives (CORs).
 - Develop standard forms, templates, processes, and procedures to reduce acquisition cycle time and reduce re-work.
 - Create Service Level Agreements (SLA) between AMD and program offices to clearly outline roles, responsibilities, and expected turnaround times within the acquisition process.
3. Provide greater visibility and transparency of the acquisition process to enhance the stakeholders' acquisition experience and reduce the time to procure the requirement.
 - Improve the ease and accuracy of finding acquisition information in the centralized repository.
 - Improve access to real-time acquisition information needed for decisionmaking through robust reporting.
 - Engage stakeholders* regularly through multiple communication channels (working groups, town halls, newsletters, yellow announcements, etc.) to provide updated acquisition information and solicit feedback for improvement opportunities.
4. More effectively explore and access the small business marketplace

- Demonstrate leadership, teaming and support in achieving the agency's small business goals.

*Stakeholders include requiring office, CORs, contracting officer (CO), Business Advisory Center (BAC), Office of the General Counsel (OGC), Office of the Chief Financial Officer (OCFO), Strategic Sourcing Group (SSG), and others.

Cyber and Information Security: Prevent unauthorized disclosures or modifications of NRC information and minimize disruption of the NRC's mission

Performance Indicators:

- score on the NRC's Cyber Security Dashboard reflecting the agency's security posture
- number of significant unauthorized disclosures of classified and Safeguards information by NRC employees or contractors
- number of unauthorized public releases for personally identifiable information (Office of Information Services)

Strategies and Contributing Activities:

1. Increase information and cyber security awareness.
 - Administer annual staff training on the appropriate handling of sensitive, safeguards, classified, and personally identifiable information.
 - Administer annual staff training on the dangers of cyber security vulnerabilities and attack. Administer and evaluate quarterly "phishing" exercise to assess employee susceptibility to breaches caused by social engineering.
 - Rapidly alert NRC network users to emerging threats.
2. Reduce information and cyber security vulnerabilities.
 - Assess areas of NRC's highest risk by identifying gaps in controls and reporting coverage.
 - Improve risk mitigation for areas of highest risk by coordinating risk remediation activities across agency business lines, offices, and systems
 - Assess and mitigate security risks to NRC IT investments and initiatives.
 - Implement agency policies and new controls for Controlled Unclassified Information (CUI), consistent with governmentwide initiatives that require replacement of existing NRC designations other than Safeguards Information.

Financial Management: Improve the efficiency of financial systems and processes and the usefulness of the resultant financial information for management decisionmaking.

Performance Indicators:

- Increase in usage of the agency's centralized financial systems.
- Reduction in the amount of staff time dedicated to budget formulation across the agency.

Strategies and Contributing Activities:

1. Improve access to integrated, authoritative financial information needed for decisionmaking from budgeting through payment or de-obligation.
 - Develop an integrated and standardized financial reporting account code structure including Technical Activity Codes (TAC) that will facilitate informative and reliable expenditure information for decisionmakers.
 - Enhance the agency financial system and reporting to improve the ability to understand and project spending.
 - Develop measures to compare budget formulation projections to budget execution and link achievement of projected outcomes.
 - Increase the use of the Spend Plan Application to forecast resource needs.
2. Leverage centralization of core budget formulation activities in OCFO to streamline agency budget development.
 - Standardize processes and synchronize formulation schedules across all offices and business lines.
 - Consolidate formulation data calls and deliverables.
 - Develop standard tools for office and business line formulation.
 - Reengineer the Performance Budget and Congressional Budget Justification to simplify narratives and streamline processing.

Financial Stewardship: Maintain appropriate accountability and controls to ensure effective use of government resources.

Performance Indicators:

- Meet statutory fee collection requirements to recover approximately 90 percent of the relevant budget authority of the Commission.
- Maintain a clean audit opinion over financial reporting.

Strategies and Contributing Activities:

1. Increase the accuracy and completeness of the license fee billing process.
 - Develop and execute an implementation plan of the fee billing Business Process Improvement (BPI).
 - Evaluate recommendations from internal and external audits and make corrective action plans and BPIs as necessary.
2. Maintain a strong Agencywide internal controls program over financial reporting.
 - Conduct a full internal control risk assessment on financial reporting.
 - Based on results of assessment, develop enhanced internal controls as necessary.

Internal Customer Services: Improve the accessibility, delivery, and utility of the services that employees and business units need to work effectively and efficiently.

Performance Indicators:

- aggregate score on Internal Corporate Service Survey*
- percentage of agreed-upon service level expectations met (for example, response time)
- score on usability tests for ease of access to identified sets of services

* Survey questions for customer service may eventually be part of a larger Corporate Support Survey. In the meantime, corporate support product lines may use point of service surveys or other forms of customer feedback as performance indicators.

Strategies and Contributing Activities:

1. Establish and employ more effective and efficient service processes.
 - Identify the essential customer services in greatest need of improvement.

- Use a collaborative process among providers and customers.
 - Obtain data by such methods as conducting focus groups, obtaining input from help desk personnel, and analyzing input from completed surveys.
 - Determine the set of processes that comprise these services and select those that need improvement.
 - Seek buy-in from key stakeholders on the timing and resourcing of the highest priority process improvements.
 - Establish service level agreements and conduct Office of the Executive Director for Operations (OEDO) business process improvements (BPIs) for the processes with the highest priority.
 - Implement approved BPI recommendations in a timely manner to address the service gaps.
2. Make it easier to find and request a service.
- Establish a comprehensive catalog for key support services, including features such as descriptive service information, self-service, and electronic requests.
 - Provide easier access to support services as part of the Intranet redesign.
 - Improve communication on how to access key services.
3. Establish a common corporate culture for delivery of services across all providers.
- Apply the NRC organizational values to establish norms of service behavior.
 - Develop and implement a communication plan for the new norms of service behavior.
 - Provide customer service training that teaches the common customer service values and behaviors.

Performance Management: Increase the use of results-oriented performance indicators at all levels and increase use of performance data in agency decisionmaking.

Performance Indicators:

- Percentage of performance indicators in business line performance plans that are outcome-oriented.
- Score on Quarterly Performance Review participant feedback form concerning the usage of performance data in budgetary and programmatic decisionmaking.

Strategies and Associated Activities:

1. Strategic Alignment: Strengthen linkages between strategies in the NRC Strategic Plan performance plans at all levels.
 - Assist business lines to improve performance indicators in business line performance plans.
 - Continue to improve linkages between SES plans and business line performance plans.
 - Use internal control reviews and peer reviews to improve business line logic models.
 - Explore how to leverage existing agency performance processes (e.g., Reactor Oversight Process (ROP), Construction Reactor Oversight Process (cROP)) in business line performance plans.
2. Performance Data: Make it easier to access and analyze performance data.
 - Provide multiyear trends for CBJ performance indicators on the Performance Management SharePoint site
 - Make summary performance data at the agency, business line, and office level available via a dashboard
 - Acquire and utilize tools to assist with trending/analysis and display/reporting of performance data.
3. Performance Culture: Build a more results-focused, data-driven performance culture.
 - Modify the annual performance management guidance and conduct of the Quarterly Performance Reviews to focus more on performance data.
 - Recognize and publicize the use of results-focused, data-driven approaches.
 - Offer performance management and development and training opportunities.
 - Facilitate the spread of performance management knowledge and best practices.

Space and Facilities Management: Optimize the use of space to maintain the NRC's regulatory effectiveness, operational efficiency, and emergency response capability and provide a physically safe and secure work environment for personnel, information, facilities, and equipment.

Performance Indicators:

- average utilization rate of the White Flint Campus
- number of incidences of theft, vandalism, or security violations by unauthorized visitors
- number of Occupational Safety and Health Administration (OSHA) inspections due to internal complaints and reportable events

Strategies and Contributing Activities:

1. Reduce unneeded real property assets.
 - Complete headquarters reconsolidation.
 - Move staff from four floors of Three White Flint North (3WFN) into One White Flint North (OWFN)/Two White Flint North (TWFN).
 - Reconfigure office space in the White Flint Complex to achieve lower target utilization rate and release excess space to Government Services Administration (GSA).
2. Minimize impacts on staff effectiveness and efficiency as a result of implementing governmentwide space standards.
 - Develop and execute a communication plan to address changes in workspace and conference space across White Flint complex.
 - Implement a governance structure to engage affected organizations in the reconfiguration process.
 - Coordinate with other support functions to ensure a smooth consolidation.
3. Better integrate space, technology, work processes, and human capital and security policies to create a more effective work environment for the long term.
 - Identify best practices to support the work environment of the future.
4. Reduce the environmental impact the White Flint Complex has on the environment by operating the facilities in an environmentally responsible manner.
 - Install equipment in OWFN to reduce energy consumption.
5. Maintain a strong physical security program for the safety of personnel, information, facilities, and equipment.
 - Monitor best practices and implement physical security standards in compliance with the Interagency Security Committee Standards and Best Practices.

- Control access to agency sites, structures, entrances, interior, security systems, and operations.
6. Improve the workplace activities that support the health, safety, and welfare of all persons, including staff, contractors, and visitors.
- Train staff on policies and prevention strategies for responding to incidents of workplace violence.
 - Conduct security surveys and inspections to identify areas for improvement and/or to mitigate risk.