# Overall Implementation Plan

August 14, 2015

## Overall Implementation Plan

I.  Introduction

This plan provides a structured approach to the implementation of the tasks recommended in the Project Aim 2020 Report and Recommendations, as modified and approved in the Commission's Staff Requirements Memorandum (SECY-SRM-15-0015). The plan establishes a steering committee to ensure the tasks are performed successfully. The Project Aim team coordinates and reports on the status of the tasks. The milestones and metrics collected from the lead Offices form an overall picture of the assignments, timeline, activities, and measures of success for this stage of the project. The plan is a living document with monthly updates made to reflect the status of each task.

II.  Scope

The approved Project Aim 2020 tasks can be described as follows:

Evaluating the tie between current work activities and the agency's core mission, the principles of good regulation, and the NRC's values. An output of this re-baselining will be a comprehensive list of activities to shed, de-prioritized, or performed with less intense resource effort. The planned completion date is no later than April 2016. Completing re-baselining on this schedule allows for direct input into the development of the proposed FY 2018 budget. It will also provide for changes to the FY 2017 targets prior to entering the execution year.

Ensuring that as we identify core safety and security work in re-baselining, we continue to maintain the right skill sets to do that work in an efficient and effective manner. This includes establishing a strategic workforce plan with tools to align our staff, contractors, and their development to support the core functions and activities of the agency. The planned completion date is no later than February 2016. Other related tasks focus on gaining efficiencies in the training and qualification of staff. These tasks follow the re-baselining and development of the strategic work force plan, and have a planned completion dates in FY 2016 and FY 2017.

Adjusting "overhead" costs consistent with general practice. This task also includes the continued reduction of unnecessary agency overhead. Direction to reduce unnecessary agency overhead and to achieve and maintain an appropriate ratio of overhead to program work is included in the re-baselining activity described above.

Considering greater use of Centers of Expertise (COEs) to improve agility, effectiveness, and efficiency. The NRC already uses some COEs in the regulation of operating and new reactors. The evaluation planned completion date is no later than November 2015. The results will be available in time to make necessary organizational changes and begin additional COEs, where appropriate, in FY 2017.

Evaluating further consolidation of the materials program to determine if additional efficiencies are possible. The planned completion date is no later than May 2016.

Evaluating consolidation of the corporate support functions in the Regions and Headquarters through standardization or centralization of specific functions. The planned completion date for the evaluation is no later than May 2016.

Improving the transparency of, and simplifying, how the NRC calculates fees. The fees process has been improved, and feedback from the FY 2015 fee rule is being captured for use during the FY 2016 fee rule development. The Project Aim 2020 aspects of the continuing fee rule improvement process will be completed in time for the FY 2017 fee rule development.

Planning the merger of the Offices of New Reactors and Nuclear Reactor Regulation in a manner that maintains safety and security, and the services that they provide to the regulated community. A plan for the merger is due no later than June 2016 for Commission consideration.

III.   Implementation Governance Structure

A. Steering Committee and Aim Team

The EDO and CFO have chartered a steering committee to provide leadership of the agency wide implementation of Project Aim 2020 tasks. The Project Aim Implementation Steering Committee and Team Charter can be found in the Agencywide Documents Access and Management System Accession Number ML15226A590. The goals of the steering committee, supported by the Project Aim team, are:

i. Manage the transformation processes to achieve desired outcomes
ii. Identify and proactively resolve project barriers, obstacles, and resistance to change
iii. Coordinate communications related to the vision, direction, status, and momentum of Project Aim 2020
iv. Assist offices in developing detailed project plans that include timelines and deliverables for each Project Aim 2020 tasks
v. Ensure an integrated and coordinated approach to the implementation of all approved Project Aim 2020 tasks
vi. Develop and manage an integrated tracking and reporting mechanism for all tasks

B. Office Directors and Regional Administrators

Office Directors/Regional Administrators (OD/RA's) and their leadership teams ensure the successful implementation of the Project Aim 2020 tasks by providing oversight and supporting the project management, coordination, and communication efforts. Offices who are assigned as the "Lead Office" for the Project Aim 2020 tasks assigned "project sponsor and project manager(s)" to lead the implementation efforts. Office leadership provides vision and direction to the project sponsor(s) and project manager(s). Office leaders are accountable for the successful implementation of assigned Project Aim 2020 tasks and for the collaboration and coordination with other offices and stakeholders as required.

C. Project Planning and Management Guidance

The Aim team developed project management templates, processes, and tools to facilitate a consistent approach to the planning, reporting, and execution of the projects associated with the Project Aim 2020 tasks. The project teams have access to the Project Aim SharePoint site for collaboration.

IV. Status Reporting and Communications

The Aim team maintains a list of all timelines and milestones for all the tasks. Project teams report status to the Aim team on a mutually agreed upon schedule. The Aim team posts project status on the Project Aim 2020 SharePoint site. The Aim team provides written status updates on all projects to the steering committee every two weeks. The EDO and the CFO report on the status of the Project Aim implementation on a monthly basis to the Commission.

The following are planned internal and external communication activities to communicate status reports, significant events, etc.:

A. Internal
   i. Monthly Status Updates to the Commission
   ii. Project Aim 2020 SharePoint site
   iii. NTEU Chapter 208 participation in implementation meetings with the Aim team and project working groups
   iv. Agency-wide communications to keep the staff informed on significant progress and opportunities to contribute to the implementation efforts
   v. Meetings with NRC management, including the monthly management meeting.

B. External

   i. The Project Aim 2020 implementation plan documents will be made publically available in ADAMS.
   ii. A public meeting to solicit input on the Re-baselining of agency work will be held on September 1, 2015. Comments from the public will be accepted through September 15, 2015.
   iii. Staff will continue to respond to questions from the public on Project Aim 2020 activities and status.

V.     National Treasury Employees Union (NTEU) Chapter 208 Partnership

NTEU representatives are participating or will participate on the following tasks:

| Task | Description |
|------|-------------|
| 1 | Overall Implementation Plan |
| 5 | Common Prioritization and Re-baselining |
| 8 | Strategic Workforce Plan |
| 10 | Centers of Expertise (COE) |
| 11 | COR Process Standardization |
| 14 | Evaluate the Regional Corporate Support Functions |
| 15 | Transitional Plan for the Merger of NRO and NRR |
| 16 | Identification of Mission Critical Positions |
| 17 | Planning for Developing Competency Models |

VI.    Implementation Timeline, Milestones, and Metrics

The first attachment shows the sequencing of the tasks.  The second attachment provides task milestones and metrics that the lead Offices for each task are working toward.  Monthly project updates will reflect the status of each task.

Attachment 1 – Project Aim Implementation Timeline
Attachment 2 – Implementation Project Information

# Attachment 1 - Project Aim Implementation Timeline

| Task # | Task Name | Start | Finish | Resource |
|--------|-----------|-------|--------|----------|
| 1 | Overall Implementation Plan | 06/08/15 | 08/25/15 | OEDO |
| 2 | Project Aim Monthly Status Reporting | 06/08/15 | 03/16/18 | OEDO |
| 3 | Fees Transparency and Simplified Calculations | 12/01/14 | 08/15/16 | OCFO |
| 4 | Staffing Ceiling for 2016 | 06/08/15 | 10/11/16 | OEDO |
| 5 | Common Prioritization and Re-baselining | 07/08/15 | 04/06/16 | OEDO |
| 6 | Benchmark Overhead | 02/11/15 | 08/30/15 | OCFO |
| 7 | NRC Assessment of the Risks IT Systems | 06/24/15 | 10/16/15 | CSO |
| 8 | Strategic Workforce Plan | 06/08/15 | 02/08/16 | OCHCO |
| 9 | "One-Stop-Shop" for OIS and ADM requests | 07/08/15 | 02/26/16 | OIS |
| 10 | Centers of Expertise (COE) | 08/10/15 | 11/09/15 | OEDO |
| 11 | COR Process Standardization | 04/29/15 | 10/01/15 | ADM |
| 12 | Expand the use of Mobile IT Solutions | 09/08/15 | 09/08/16 | OIS |
| 13 | Evaluate Consolidation of the Regional Materials Program | 11/08/15 | 05/09/16 | NMSS |
| 14 | Evaluate the Consolidation of Regional Corporate Support Functions | 07/20/15 | 04/29/16 | OEDO |
| 15 | Transitional Plan for the Merger of NRO and NRR | 07/27/15 | 06/08/16 | OEDO |
| 16 | Identification of Mission Critical Positions | 11/30/15 | 08/09/16 | OCHCO |
| 17 | Planning for Developing Competency Models* (Start date dependent on Item 16) | TBD | TBD | OCHCO |
| 18 | Re-examine Leadership Model | 07/08/16 | 04/08/17 | OCHCO |
| 19 | Operating Reactor Licensing Process Improvements | 04/01/14 | 03/16/18 | NRR |

08/12/15

## Attachment 2 – Implementation Project Information

### 1. SRM-S15-0015-2-OEDO: Overall Implementation Plan

Develop and submit an overall implementation plan to the Commission for the approved recommendations, including how they will be sequenced and assigned. This plan should focus on implementation timeframes and metrics and ensure that it is feasible to execute each approved recommendation within the established schedule.

**Lead Office:** OEDO

| | Action/Milestones | Start Date | End Date | Status |
|---|---|---|---|---|
| 1 | Request milestones and metrics from lead offices | 6/1815 | 7/24/15 | Complete |
| 2 | Draft Overall implementation plan for steering committee review and feedback | 6/18/15 | 7/28/15 | Complete |
| 3 | Collect additional feedback and input to ensure satisfactory level of detail and consistency | 7/28/15 | 8/10/15 | Complete |
| 4 | Finalize SECY Paper and Overall implementation plan utilizing coordination and concurrence process | 8/11/15 | 8/14/15 | Complete |
| 5 | Submit a SECY Paper (Information) to the Commission with an Overall implementation plan | 8/17/15 | 8/25/15 | Complete |
| 6 | Provide updates to the Overall Implementation Plan as part of the monthly status reports to the Commission. | 8/18/15 | Ongoing | In process |

| | Outcome/Metrics |
|---|---|
| 1 | SECY Paper and Overall implementation plan submitted on time to Commission. |
| 2 | Milestones in plan are achievable |

### 2. SRM-S15-0015-3-OEDO: Project Aim Monthly Status Reports

Provide periodic updates to the Commission and stakeholders on the status of implementation.

**Lead Office:** OEDO

| | Action/Milestones | Start Date | End Date | Status |
|---|---|---|---|---|
| 1 | Provide monthly status updates to the Commission (via Commission Assistant (CA) Note) and stakeholders | 07/08/15 | ongoing | In process |

| | Outcome/Metrics |
|---|---|
| 1 | Status reports are issued on time |
| 2 | Reports clearly and succinctly communicate actual progress and potential challenges |

### 3. SRM-S15-0015-18-OCFO: Fees Transparency and Simplified Calculations

Simplify and improve the transparency of how NRC calculates and accounts for fees, and improve the timeliness of when the NRC communicates fee changes.

**Lead Office:** OCFO

| | Action/Milestones | Start Date | End Date | Status |
|---|---|---|---|---|
| 1 | Fee Revenue benchmarking study | 12/1/14 | 8/31/15 | In Process |
| 2 | Public meeting on FY 2015 proposed Fee Rule and post meeting with industry stakeholders | 4/20/15 | 5/8/15 | Complete |
| 3 | Improve FY 2016 Fee Rule process | 7/1/15 | 10/31/15 | In Process |
| 4 | Submit a Policy Paper to the Commission for the FY 2017 Fee Rule | 11/1/15 | 8/15/16 | |

| | Outcome/Metric |
|---|---|
| 1 | Increased transparency in Fee Rule |
| 2 | Improved understanding of fee calculations by licensees |
| 3 | Improved timeliness in communicating fee changes |

### 4. SRM-S15-0015-1-OEDO: Staffing Ceiling for 2016

The staff should plan for an FTE ceiling of 3600 by the end of Fiscal Year 2016 so that the agency can begin the transition to the eventual target for 2020.

**Lead Office**: OEDO

| | Action/Milestones | Start Date | End Date | Status |
|---|---|---|---|---|
| 1 | FY 2016 Hiring guidance issued to the offices | N/A | 6/15/15 | Complete |
| 2 | FY 2016 Staffing Plan Call and guidance issued to the offices | N/A | 6/16/15 | Complete |
| 3 | Office FTE ceilings established to align with the 3600 FTE target per Commission direction in SRM SECY-15-0015 | N/A | 6/26/15 | Complete |
| 4 | OCHCO assists offices with staff plan development | 7/16/15 | 8/3/15 | Complete |
| 5 | Offices submit staffing plans, including cover memo that expresses how the office plans to address staff and supervisory overages to meet their allocated portion of the year-end FY 2016 FTE ceiling of 3600 | 7/16/15 | 8/3/15 | Complete |
| 6 | OCHCO reviews and responds individually to each staffing plan submission by email and through meetings as necessary | 8/4/15 | 10/2/15 | In Process |

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| | Action/Milestones | Start Date | End Date | Status |
|---|---|---|---|---|
| 7 | OCHCO conducts an agency-wide review of FY 2016 plans and provides a comprehensive assessment to the Human Capital Council (HCC) | 10/2/15 | 10/30/15 | |
| 8 | OCHCO monitors FTE utilization by agency and by office (data shared with Project Aim team and offices and are incorporated into hiring plans as necessary) | 10/1/15 | Monthly | |
| 9 | OCHCO reports FTE utilization by agency and by office at the Quarterly Performance Review meetings | N/A | Quarterly | |
| 10 | OCHCO and OCFO certify that year-end utilization was at or below 3600 FTE and communicate to the Commission via CA Note | N/A | 10/11/16 | |

| | Outcome/Metric |
|---|---|
| 1 | FTE utilization FY16 is no greater than 3600 |
| 2 | Vacancy approvals are aligned with FTE projections (Agencywide FTE utilization is projected below ceiling) |
| 3 | FTE utilization decreases each quarter with projected FTE at or below 3600 FTE total burn for FY16  (indicator) |

**5. SRM-S15-0015-15-OEDO, SRM-S15-0015-16-OEDO and SRM-S15-0015-17-OEDO: Common Prioritization and Re-baselining**

Develop a common prioritization process with a supporting add/shed procedure that integrates all work activities across the agency and includes external mandates.  Integrated into this effort, conduct a one-time assessment that results in the Commission receiving, for its review and approval, a comprehensive list of activities that can be shed, de-prioritized, or performed with a less intense resource commitment.

**Lead Office**:  OEDO

| | Action/Milestones | Start Date | End Date | Status |
|---|---|---|---|---|
| 1 | Develop and submit a SECY Paper (Information) to the Commission with a plan of action on common prioritization and re-baselining | 7/8/15 | 8/25/15 | In Process |
| 2 | Conduct a public comment period and hold a public meeting. | 8/17/15 | 9/15/15 | In Process |
| 3 | Solicit ideas from staff on priorities and efficiencies | 8/17/15 | 9/15/15 | In Process |

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| | Action/Milestones | Start Date | End Date | Status |
|---|---|---|---|---|
| 4 | Identify known changes in workload through 2020.<br><br>Business lines divide products into sub-Products with meaningful distinction in priority and potential cost savings.<br><br>Offices examine their work product for relative priority to the extent practical and include insights from internal and external stakeholders. | 9/16/15 | 10/6/15 | |
| 5 | Business Lines develop prioritized list of work at the budget "Product" and "sub-Product" level as appropriate | 10/7/15 | 10/27/15 | |
| 6 | Integrate prioritized business lines work into Agency-wide common prioritized list of work | 10/28/15 | 11/17/15 | |
| 7 | Steering Committee approval of common prioritization | 11/18/15 | 11/30/15 | |
| 8 | Finalize the common prioritization list and methodology, and revised add/shed procedure. Provide the revised add/shed procedure, including the common prioritization list via a Commission Assistant (CA) Note. | 12/1/15 | 12/8/15 | |
| 9 | Populate the common prioritization list with the FY17 budget ($ and FTE). Establish resource weighted quartiles. | 12/9/15 | 1/8/16 | |
| 10 | Evaluate last quartile for work to be shed, de-prioritized, or performed with fewer resources. Develop additional sub-Products as necessary to achieve meaningful results.<br><br>Evaluate all quartiles for longer-term opportunities for efficiency gains that could be realized in FY19 or FY20. | 1/9/16 | 2/15/16 | |
| 11 | Steering Committee review and approval | 2/16/16 | 3/6/16 | |
| 13 | Finalize one-time rebaselining assessment with a comprehensive list of activities that can be shed, de-prioritized, or performed with less resources.<br><br>Submit a Vote Paper to the Commission | 3/7/16 | 4/6/16 | |

| | Outcome/Metric |
|---|---|
| 1 | Revise the Integrated Agency Add/Shed procedure by 12/8/2015 |
| 2 | Produce a comprehensive and integrated Common Prioritization list by 12/8/2015 |
| 3 | Produce a Notation Vote paper with recommended actions to shed, de-prioritized, or performed with less intense resources by April 6, 2016 |
| 4 | The Common Prioritization is consistent with results of SRM-S15-0015-14-OCFO: Benchmark Overhead |

| | Outcome/Metric |
|---|---|
| 5 | The Business Lines agree that the Integrated Agency Add/Shed Process procedure is effective |
| 6 | The Common Prioritization list reflects the input of responsible line managers and staff, including subject matter experts for the various budget Products |
| 7 | Common Prioritization identifies all FY17 work at the budget Product level (or sub-Product level where appropriate) in order of priority based on relationship to the NRC mission, principles of good regulation, and values |
| 8 | Rebaselining identifies activities that are no longer required (i.e., not in the new baseline) and these activities are recommended for cancellation where Commission approval is required |

## 6. SRM-S15-0015-14-OCFO: Benchmark Overhead

Benchmark with other agencies and seek external validation from a third party to clearly define and justify overhead as well as identify the variable components of Corporate Support. Carrying out this activity should involve both properly defining "corporate support" and actually reducing unnecessary agency overhead.

Lead Office:  OCFO

| | Action/Milestones | Start Date | End Date | Status |
|---|---|---|---|---|
| 1 | Overhead Study / Benchmark conducted by EY | 2/11/15 | 4/30/15 | Complete |
| 2 | Review recommendations from EY report | 5/1/15 | 5/15/15 | Complete |
| 3 | Develop proposed budget realignment to Commission | 5/15/15 | 7/20/15 | Complete |
| 4 | Assess EY cost reduction recommendations. | 7/1/15 | 8/14/15 | Complete |
| 5 | Provide a SECY Paper (Information) to the Commission with results of budget realignment and review of EY cost reduction recommendations | 8/14/15 | 8/30/15 | In Process |

| | Outcome/Metric |
|---|---|
| 1 | Overhead Assessment Report by EY |
| 2 | Report to House and Senate Committee on Appropriations – "Reducing Corporate Support and Improving the Efficiency of the Commission's Internal Processes" |
| 3 | Budget realignment proposal |
| 4 | EY Cost Reduction Recommendation Template responses (OEDO) |
| 5 | Information paper to Commission on results of review of cost reduction recommendations and budget realignment |

## 7.  OEDO-15-00454-CSO: NRC Assessment Process of the Risks to IT Systems

Re-examine the processes and practices associated with the NRC's assessment of the risks to its information systems in accordance with the Federal Information Security Management Act (FISMA).

**Lead Office:**  Computer Security Office (CSO)

| | Action/Milestones | Start Date | End Date | Status |
|---|---|---|---|---|
| 1 | Project Planning - Determine schedule and resources for project, including stakeholder buy-in activities. | 6/24/15 | 7/24/15 | Complete |
| 2 | Study Areas Identification - Identify and document areas under FISMA  to be researched and studied | 7/08/15 | 7/31/15 | Complete |
| 3 | Solicit Agencies Participation - Identify and document agencies that are willing to participate in research activities | 7/08/15 | 7/31/15 | Complete |
| 4 | Create Summary FISMA Best Practice report - Research, interview, document FISMA best practices report and possible quick wins already in place. | 7/31/15 | 9/09/15 | In Process |
| 5 | Internal and External Stakeholders review - Solicit feedback and concurrence on draft summary report from internal and external stakeholders | 9/10/15 | 9/31/15 | |
| 6 | Conduct an Efficiency Analysis Review - Research results for possible efficiencies and develop  high level process improvement recommendations, cost-efficiencies and any possible improvements based on FISMA Best Practices | 9/31/15 | 10/10/15 | |
| 7 | Submit a memorandum to OEDO with a report and recommendations. | 10/10/15 | 10/16/15 | |

| | Outcome/Metric |
|---|---|
| 1 | Deliver summary FISMA Best Practice report and efficiency recommendations to OEDO on time |

## 8.  SRM-S15-0015-5-OCHCO: Strategic Workforce Plan

Develop a Strategic Workforce Plan (SWP) that maps the current workforce to the projected future state of the agency workforce and workload needs.  Specifically, the SWP should include strategies for managing and minimizing staffing overages, skill gaps, and include the need to have the right number of staff and contractors in the right place at the right time, despite workload uncertainties.

**Lead Office**:  Office of the Chief Human Capital Office (OCHCO)

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| | Action/Milestones | Start Date | End Date | Status |
|---|---|---|---|---|
| 1 | Develop Project Plan | 6/8/15 | 8/7/15 | Complete |
| 2 | Analyze current-state agency workforce based on FY 2016 staffing plans to identify current position gaps and surpluses, understand supplemental workforce requirements, and identify current competency gaps | 8/4/15 | 10/30/15 | In Process |
| 3 | Develop future-state agency workforce by identifying mission/programmatic changes and the impact they may have on agency staffing needs and how resources may evolve over time | 8/17/15 | 11/30/15 | |
| 4 | Compare current-state workforce to future-state agency workforce to identify gaps and surpluses | 10/30/15 | 11/30/15 | |
| 5 | Identify critical, at risk positions/competencies | 10/30/15 | 12/15/15 | |
| 6 | Develop strategies to alleviate gaps and surpluses | 11/15/15 | 1/6/16 | |
| 7 | Prepare and submit final report to the Commission via CA Note | 1/6/16 | 2/8/16 | |

| | Outcome/Metric |
|---|---|
| 1 | The agency has defined and implemented a strategic workforce planning process that is repeatable and compares the current agency workforce to a desired future-state workforce |
| 2 | The workforce planning process has resulted in identification of position/competency gaps, surpluses and critical, at risk skills and competencies |
| 3 | Strategies have been identified to alleviate workforce gaps and surpluses |
| 4 | The agency has identified best practices and lessons learned in order to continuously monitor and revise the agency workforce planning process |

## 9. OEDO-15-00452-OIS: One-Stop-Shop for OIS and ADM Requests

Eliminate multiple request systems and paper forms by developing and implementing a streamlined "One-Stop-Shop" solution for OIS and ADM requests for services and support.

**Lead Offices**: Office of Information Services (OIS) and Office of Administration (ADM)

| | Action/Milestones | Start Date | End Date | Status |
|---|---|---|---|---|
| 1 | Conduct meetings with stakeholders to determine existing services. Identify service owners and determine methods to combine OIS and ADM services into one area for all NRC customers. | 7/20/15 | 7/30/15 | Complete |
| 2 | Develop a plan of action to prioritize and re-baseline, to include guidance and criteria. Identify services to be converted and assess those services that currently have metrics for baselining. | 7/23/15 | 8/31/15 | In Process |

| | Action/Milestones | Start Date | End Date | Status |
|---|---|---|---|---|
| 3 | Meet with each service owner that has services and walk through the plan of action, review documentation gathered in previous meetings, clarify approval process and identify roadblocks moving forward including Remedy Licenses, costs, training, etc. | 8/10/15 | 11/30/15 | In Process |
| 4 | Initial service(s) are developed<br> - Service (s) that currently use email for the request will be developed first.<br> - Develop reporting specifications for each service.<br>train staff on Remedy/Kinetic | 8/10/15 | 1/15/16 | In Process |
| 5 | Current services are developed in the new NRC Service Catalog system. Create processes for updating and managing new services. | 8/10/15 | 3/10/16 | In Process |
| 6 | Provide demos of the new NRC Service Catalog in the Exhibit Area in TWFN | 3/14/16 | 3/18/16 | |
| 7 | Issue Network Announcement announcing One-Stop-Shop rollout (email OEDO with announcement to close task) | 2/19/16 | 4/8/16 | |

| | Outcome/Metric |
|---|---|
| 1 | Both OIS & ADM current web pages, will point to the new NRC Service Catalog. The revised NRC Intranet home page (NRC@Work) will be released about 1 month later. The team will utilize the new homepage as an opportunity to create a prominent entry point for ADM/OIS service requests. |
| 2 | Baseline metrics to show number requests submitted via Self-Service now, measure the increase of requests via Self-Service after the new NRC Service Catalog goes live. A survey instrument will be made available to NRC staff for them to provide their input regarding their level of satisfaction in using the new NRC Service Catalog. |
| 3 | ADM and OIS services will be incorporated into the new NRC Service Catalog. A process for users to request updates of the NRC Service Catalog will be made available to allow new or improved services to be added and made available to NRC staff. |

## 10. **SRM-S15-0015-9-OEDO: Centers of Expertise**

Evaluate the effectiveness of existing NRC Centers of Expertise (COE) and determine whether expansion of COEs will lead to greater effectiveness, efficiency, and agility in accomplishing the agency's mission.

**Lead Office:** OEDO

| | Action/Milestones | Start Date | End Date | Status |
|---|---|---|---|---|
| 1 | Kickoff Meeting with Multiple Business lines | 7/20/15 | 7/20/15 | Complete |
| 2 | Establish team members (NRR, NRO, NMSS, RES, NSIR, OE, OI, OCHCO, Regions) | 7/20/15 | 7/22/15 | Complete |
| 3 | Develop Project Plan | 7/10/15 | 7/24/15 | Complete |
| 4 | Meet with team members to identify and evaluate the effectiveness of the existing COEs | August 2015 | August 2015 | In Process |
| 5 | Meet with team members to discuss the definition of COEs for Agency-wide use, identify and evaluate candidate COEs, and pilot the implementation guidance | August 2015 | August 2015 | |
| 6 | Draft SECY Paper for team member review | August 2015 | August 2015 | |
| 7 | Brief Office Director on SECY Paper content and approach | Sept. 2015 | Sept. 2015 | |
| 8 | Brief Commission Assistants on staff's approach for SECY Paper | Sept. 2015 | Sept. 2015 | |
| 9 | Obtain SECY Paper office concurrence | Sept. 2015 | October 2015 | |
| 10 | Submit a SECY Paper (Vote) to the Commission that addresses: 1) which COEs the staff recommends, 2) what efficiencies should be expected from the establishment of these COEs, 3) how these centers would avoid the "stove-piping", and 4) how the agency would avoid organizational complexity and confusion with the creation of additional COEs. | Nov. 2015 | Nov. 2015 | |

| **Next Steps:** | | | | |
|---|---|---|---|---|
| 11 | Implement resulting SRM | Dec. 2015 | June 2016 | |
| 12 | Evaluate effectiveness of newly established COEs (6 -12 months after implementation) | August 2016 | August 2017 | |
| 13 | Develop agency level guidance for the implementation of COEs | August 2016 | Dec. 2016 | |

| **Outcome/Metric** | |
|---|---|
| 1 | SECY paper that addresses: 1) which COEs the staff recommends, 2) what efficiencies should be expected from the establishment of these COEs, 3) how these centers would avoid the "stove-piping", 4) how the agency would avoid organizational complexity and confusion with the creation of additional COEs, and 5) use lessons learned from TABS, NMSS/FSME merger, and existing COEs. |
| 2 | Develop agency level guidance that has broad support from management and staff for the implementation of COEs in order to: create a systematic approach for identifying and evaluating COEs that incorporates lessons learned from earlier COEs, increase effectiveness, efficiency, and consistency in supporting the agency's mission, ensure that critical skills are maintained and grown in support of the needs of the agency, and increase agility to support the agency's mission through improved workload distribution. |

**11. OEDO-15-00450-ADM: Contract Officer Representative (COR) Process Standardization Initiative**

Evaluate and improve the acquisition process to clarify the roles and responsibilities of the COR, standardize processes, and improve quality and process time.

**Lead office:** ADM

| | Action/Milestones | Start Date | End Date | Status |
|---|---|---|---|---|
| 1 | Conduct a high-level review of current program office processes and business needs, an analysis of these processes to better define expectations of the offices as it relates to the agency's fiduciary responsibilities, data needs, inputs and outputs, and identify potential solutions to systemic COR issues/concerns throughout the process. | 4/29/15 | 7/29/15 | Complete |
| 2 | Prioritize solution options and develop draft recommendations for COR responsibilities and issue solutions. | 8/1/15 | 9/1/15 | In Process |
| 3 | Conduct informational briefings on recommendations to Offices/Partners. | 9/1/15 | 9/25/15 | |
| 4 | Finalize solutions and issue Memorandum to OEDO with COR Process Standardization Initiative (CPSI) Recommendations Report to OEDO. | 9/4/15 | 10/1/15 | |

| Outcome/Metric | |
|---|---|
| 1 | Approval of CPSI Charter |
| 2 | Defined COR Roles & Responsibilities |
| 3 | Recommended Standardization of COR-Related Activities |
| 4 | Recommended Procedural Efficiencies |

**12. OEDO-15-00451-OIS: Expand the Use of Mobile IT Solutions**

Improve efficiency of processes by expanding the use of mobile information technology solutions across the agency.

**Lead Office**: OIS

| | Action/Milestones | Start Date | End Date | Status |
|---|---|---|---|---|
| 1 | Decommission the BlackBerry environment | 9/30/15 | 12/31/15 | |
| 2 | Support agency-funded smartphones and tablets | 10/01/15 | 12/31/15 | |
| 3 | Extend mobility functionality (provide network file access, SharePoint file access, and intranet access) | 12/01/15 | 12/31/15 | |

| | Action/Milestones | Start Date | End Date | Status |
|---|---|---|---|---|
| 4 | Launch the Mobility Governance Group | 10/01/15 | 12/31/15 | |
| 5 | Support licensing Management and App deployment to mobile device (Commercial apps only): Enterprise apps and Office-funded (specific) apps | 2/01/16 | 3/31/16 | |
| 6 | Begin drafting App Development Policy | 4/01/16 | 8/31/16 | |
| 7 | Start work to identify a secure, cloud file sharing solution for exchanging files with mobile users and key external stakeholders | 3/31/16 | 8/31/16 | |
| 8 | Extend Citrix capabilities (limited) to mobile devices:  Published apps and Published desktop | 1/04/16 | 6/30/16 | |
| 9 | Provide backup capabilities for mobile data | 6/01/16 | 9/30/16 | |
| 10 | Support a mobile loaner service | 6/01/16 | 9/30/16 | |
| 11 | Send email to OEDO documenting the completion of each Mobility IT solution expansion | 9/08/16 | 9/08/16 | |

| | Outcome/Metric |
|---|---|
| 1 | Replace the NRC's BlackBerry Service with agency-funded Apple and Android smartphones and tablets by December 31, 2015.  Current OIS resources support Bring Your Own Device (BYOD) and up to 800 agency-funded devices. |
| 2 | Provide NRC mobile users, provided an agency-funded device or using BYOD, with access to agency data stored on network drives, SharePoint, and the intranet by December 31, 2015. |
| 3 | Support the deployment of agency-funded commercial mobile apps (applications) to the NRC mobile workforce by March 31, 2016. |
| 4 | Provide draft NRC policy and guidance for agency-developed mobile apps by August 31, 2016. |
| 5 | Support NRC staff and key external stakeholder access to a secure cloud-based file sharing solution by September 30, 2016. |
| 6 | Provide the NRC mobile workforce, as appropriate, access to Citrix published desktop and published applications by June 30, 2016. |
| 7 | Provide the NRC mobile workforce (those with agency-funded mobile devices) with file backup capabilities for files residing on a mobile device by September 30, 2016. |
| 8 | Provide the NRC mobile workforce with a loaner service that offers laptops, tablets, and smartphones by September 30, 2016. |

### 13. SRM-S15-0015-11-NMSS and SRM-S15-0015-12-NMSS: Evaluate Consolidation of Regional Materials Program

Evaluate further consolidation of the regional materials program to determine whether further consolidation would be more efficient.  The evaluation includes assessing the pros and cons of further consolidation of the regional materials program.  If the evaluation recommends further consolidation, the staff should provide a specific plan to the Commission, for its review and approval prior to implementation of any consolidation.

Lead Office:  NMSS

| | Action/Milestones | Start Date | End Date | Status |
|---|---|---|---|---|
| 1 | Complete Stakeholder Outreach- The project team will seek input from internal and external stakeholders, including current materials program staff, and staff who were directly affected and/or involved in the 2014 FSME/NMSS Office merge, 2006 FSME Office creation, 2006 RI/RII materials program consolidation, and the 1995 Region IV/V consolidation to obtain perspectives, opinions, and information | Sep. 2015 | Dec. 2015 | |
| 2 | Complete Gap Analysis- The project team will collect and evaluate data through surveys, interviews, assessments, trend analysis, etc. to gain an understanding of the past, current, and future state of the Nuclear Materials Users business line. | Sep. 2015 | Dec. 2015 | |
| 3 | Complete Evaluation of Input- The input will be evaluated to develop and consider options for achieving the goal of enhanced organizational agility, coordination, effectiveness, and efficiency. Will also coordinate with NTEU. | Dec. 2015 | Jan. 2016 | |
| 4 | Complete Development of Strategy and Recommendations- The evaluated input will be used to provide pros and cons and a specific recommendation to the Commission. Will also coordinate with NTEU. | Jan. 2016 | Feb. 2016 | |
| 5 | Submit SECY Paper (Vote) to the Commission- The project team will complete and submit a SECY Paper to the Commission, assessing the pros and cons of further consolidation of the materials program. If consolidation is recommended, the project team will include a high level implementation plan for Commission review and approval. | Feb. 2016 | 5/9/2016 | |

| | Outcome/Metric |
|---|---|
| 1 | Produce a SECY Paper with Pros and Cons of Consolidation, along with a Recommendation and high level implementation plan (if consolidation is recommended) by May 9, 2016 |
| 2 | The primary stakeholders were engaged and informed with the identified pros and cons, and associated recommendation regarding consolidation of the materials program |
| 3 | The primary stakeholders were engaged and informed on a high level implementation plan (if consolidation is recommended). |
| 4 | The future version of the materials program is as efficient, effective, and agile as possible. |

## 14. SRM-S15-0015-13-OEDO: Evaluate Consolidation of Regional Corporate Support Functions

Evaluate the corporate support functions in the regions to ensure they are appropriately resourced and identify if any savings can be reached through standardization or centralization of specific functions.

Lead Office:  OEDO

| | Action/Milestones | Start Date | End Date | Status |
|---|---|---|---|---|
| 1 | Develop Project Plan | 7/20/15 | 7/24/15 | Complete |
| 2 | Meet with designated points of contact (POCs), NTEU, and regional corporate support staffs respectively | 7/27/15 | (ongoing) | In Process |
| 3 | Conduct OEDO and OCFO briefings to reach alignment on plan | 9/14/15 | 10/15/ 15 | |
| 4 | Develop and submit a Memorandum to OEDO documenting the results of review/evaluation and recommendations. | 3/15/16 | 4/29/16 | |

| | Outcome/Metric |
|---|---|
| 1 | Leverage the lessons learned from TABS and the efficiencies already gained by headquarters corporate support offices to identify any savings that can be gained through the centralization and/or standardization of regional corporate support functions. |

## 15. SRM-S15-0015-10-OEDO: Transitional Plan for the Merger of NRR and NRO

Develop a transitional plan that describes the approach to conduct a merger of NRO and NRR that takes into account the need to avoid any detrimental impact to the ongoing and projected work of each organization.

**Lead Office:**  OEDO

| | Action/Milestones | Start Date | End Date | Status |
|---|---|---|---|---|
| 1 | Develop business case for potential NRR/NRO merger which will include a description of projected efficiencies as well as challenges* | 7/27/15 | 12/4/15 | In Process |
| 2 | Draft SECY Paper | 12/7/15 | 4/1/16 | |
| 3 | Finalize and issue SECY Paper (Vote) to the Commission | 4/6/16 | 6/8/16 | |
| * | Engagement with NTEU, NRO and NRR Office Directors, and Project Aim Steering Committee is expected during each activity | | | |

| Outcome/Metric | |
|---|---|
| 1 | Clear, concise business case that the Commission and implementation team can utilize with minimal changes. |
| 2 | Transparent communication with stakeholders (including staff and NTEU) with regard to future plans. |
| 3 | Plan to conduct merger as reflected in the final Commission Paper is responsive to SRM direction. |

## 16. SRM-S15-0015-6-OCHCO: Identification of Mission Critical Positions

Based on agency priorities developed in SRM-S15-0015-5-OCHCO, develop a plan to identify mission critical and/or safety-related positions considered most important to determine skill gaps and surpluses.

**Lead Office:** OCHCO
Timeline: Start: 2/9/16 - Completion: 8/9/16

| | Action/Milestones | Start Date | End Date | Status |
|---|---|---|---|---|
| 1 | (Short Term) Develop project plan to address immediate gaps and surpluses identified in the SWP (aligns with SWP milestones) | 11/30/15 | 1/6/16 | |
| 2 | (Long Term) Develop project plan for positional needs assessments of critical and/or safety-related positions identified in the SWP (aligns with SWP milestones) | 12/15/15 | 8/9/16 | |
| 3 | Submit project plans to the Commission via CA Note | 8/2/16 | 8/9/16 | |

| Next Steps: | | | | |
|---|---|---|---|---|
| 4 | Implement Short Term action plan | 1/6/16 | TBD* | |
| 5 | Implement Long Term action plan | 8/9/16 | TBD** | |
| *TBD – dependent on number of immediate gaps and surpluses identified.  Baseline assumption is that one team working on needs assessments of critical gaps and one team working on competencies/skills of identified overages would complete a reasonable review in 3 weeks. | | | | |
| **Next Steps:** | | | | |
| **TBD- dependent on number of critical positions identified.  Baseline assumption, informed by the recent MC 1245 needs assessment, is nine months for each positional assessment to be conducted.  Resource constraints will determine how many might occur simultaneously. | | | | |

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| Outcome/Metric | |
|---|---|
| | **Short Term** |
| 1 | Project plan for addressing short-term alignment of overages to gaps will be developed and communicated. |
| 2 | Development of a process to provide a best-fit alignment recommendation within 30 days of notification that an overage or a mission need exists (post-implementation outcome). |
| | **Long Term** |
| 3 | Project plan to complete needs assessments for each critical position supporting the agency's mission/safety-related work will be developed and communicated. |
| 4 | An approved competency model will be established for each position having a completed Training Needs Assessment (post-implementation outcome). |

## 17. SRM-S15-0015-7-OCHCO: Planning for Developing Competency Models

Based on outcome of SRM-S15-0015-6-OCHCO, determine timeline for developing competency models for other agency occupations and functions.

**Lead Office:** OCHCO
Note Timeline Start: To Be Determined (SECY will adjust depending on SRM-S15-0015-6-OCHCO

| | Action/Milestones | Start Date | End Date | Status |
|---|---|---|---|---|
| 1 | Develop project plan for positional needs assessments and development of competency models for other agency occupations and functions identified in the SWP | TBD* | TBD* | |
| 2 | Submit project plan to the Commission via CA Note* | TBD* | TBD* | |
| * SECY will adjust depending on SRM-S15-0015-6-OCHCO outcomes. | | | | |

| Outcome/Metric | |
|---|---|
| 1 | Project plan to complete needs assessments for other agency occupations supporting the agency's mission will be developed and communicated. |
| 2 | An approved competency model will be established for each position having a completed Training Needs Assessment (post-implementation outcome). |

## 18. SRM-S15-0015-8-OCHCO: Re-Examine Leadership Model

Re-examine the concept of the need and value of establishing a separate leadership model that builds on the agency's existing culture and supports agility, to include empowering employees by promoting personal responsibility and accountability along with creative thinking, innovation, and informed risk-taking in all of our activities.

**Lead Office:** OCHCO

| | Action/Milestones | Start Date | End Date | Status |
|---|---|---|---|---|
| 1 | Develop a detailed plan of action for demonstrating the value of a separate leadership philosophy, taking into consideration the possibility of it being an outgrowth from other offices' recommendations or agency activities. | June 2016 | August 2016 | |
| 2 | Review the status/outcome of other relevant agency activities (e.g., surveys) to determine whether or not these initiatives indicate the need to further address staff empowerment and decision-making. | Sept. 2016 | Nov. 2016 | |
| 3 | Solicit input from Office Directors (ODs) and Regional Administrators (RAs) on the value-added from the adoption of a separate leadership model. | Nov. 2016 | Dec. 2016 | |
| 4 | Conduct a thorough needs assessment of this effort to further complement the feedback received from ODs and RAs. | Dec. 2016 | February 2017 | |
| 5 | Develop and issue a Memorandum to the Commission with findings from the needs assessment, ODs and RAs in the form of a proposed model that would underscore its incremental value to the NRC Cultural Framework (i.e., Organizational Values, Principles of Good Regulation, Behaviors that Matter, etc.). | February 2017 | April 2017 | |

| | Outcome/Metric |
|---|---|
| 1 | Produce a plan of action that provides step-by-step guidance needed to re-examine the concept of a separate leadership model for the agency. |
| 2 | Examine the FEVS and Safety Culture Climate Survey results to establish need for future development of this recommendation. Low(er) scores may be indicative of the need to further explore this initiative. |
| 3 | If there is an established need to pursue this initiative, feedback from the ODs and RAs will provide additional insight on how this leadership model should look. |
| 4 | A data-driven needs assessment will indicate where specific gaps lie, between our current and desired state, as well as the value-added from the adoption. |
| 5 | Produce a final report that will comprise the findings and final recommendations by April 2017. |

## 19. SRM-S15-0015-19-NRR: Operating Reactor Licensing Process Improvements

Improve licensing through phased initiatives, including conducting a business process improvement review of the operating reactor licensing process and make associated improvements to enhance the predictability, timeliness, and efficiency of the reviews, while ensuring and measuring the effectiveness and quality of the reviews. The review includes identifying lessons learned on how the backlog originated and how it was resolved.

Lead Office: NRR

| | Action/Milestones | Start Date | End Date | Status |
|---|---|---|---|---|
| 1 | Effect resource reallocations necessary to reduce the operating reactor licensing backlog and improve performance timeliness. | April 2014 | May 2015 | Complete |
| 2 | Establish additional metrics to drive improved performance. | Sept. 2014 | Nov. 2014 | Complete |
| 3 | Initiate and implement efforts to enhance effectiveness and efficiency in the operating reactor program, including the operating reactor licensing process, by convening targeted efficiency groups focused on different aspects of the operating reactor program, as well as ongoing implementation of process improvements. | Nov. 2014 | 09/30/16 | In Process |
| 4 | Provide BPI Project Plan In Accordance With Project AIM guidance. | 6/1/17 | 7/5/17 | |
| 5 | Identify Staff to participate in BPI effort, establish charter and expectations, and initiate Discovery. | 10/2/17 | 10/20/17 | |
| 6 | Conduct BPI and Receive Management Approval. | 10/23/17 | 3/16/18 | |

| Next Steps: | | | | |
|---|---|---|---|---|
| 7 | Phased Implementation of Revised Process and Monitoring against expectations and metrics established by the BPI Team. | 3/19/18 | 9/28/18 | |
| 8 | Issue a closeout Memorandum to the Commission summarizing the findings, recommendations, and process improvements that have been implemented. | 9/28/18 | 11/2/18 | |

| Outcome/Metric | |
|---|---|
| 1 | Additional resources working on operating reactor licensing actions to reduce the backlog and improve performance timeliness. |
| 2 | Implementation of two additional metrics to drive performance and assess progress. |
| 3 | Streamlined guidance and enhanced processes within the operating reactor program as well as a thoroughly informed advanced discovery phase for the formal BPI review. |
| 4 | NRR Approved BPI Project Plan that had been aligned with EDO and Project AIM. |

| | **Outcome/Metric** |
|---|---|
| 5 | Project Team identified, BPI Lead (Black Belt) has enhanced understanding of regulatory requirements and causality analysis of the backlog and steps taken to rectify. |
| 6 | Streamlined, well documented and enhanced "To-Be" process that had received NRR Management Approval. |
| 7 | Initial implemented and assessed enhanced process, measured against the metrics established by the team during the BPI.  The enhancements will be phased in with careful monitoring to ensure effective implementation and outcome. |