

October 2, 2015

MEMORANDUM TO: Stephen D. Dingbaum  
Assistant Inspector General for Audits  
Office of the Inspector General

FROM: Darren B. Ash */RA/*  
Deputy Executive Director  
for Corporate Management  
Office of the Executive Director for Operations

SUBJECT: AUDIT OF THE U.S. NUCLEAR REGULATORY COMMISSION'S  
MANAGEMENT OF CHANGE (OIG-15-A-19)

This memorandum responds to your communication dated September 2, 2015, transmitting the subject audit report. We appreciate the Office of the Inspector General's (OIG's) audit and willingness to provide insightful feedback that will enhance the U.S. Nuclear Regulatory Commission's change management process. Accordingly, our staff is in general agreement with the OIG report and its recommendations.

Enclosed, please find our responses to the audit report recommendations.

Enclosure:  
As stated

cc: Chairman Burns  
Commissioner Svinicki  
Commissioner Ostendorff  
Commissioner Baran  
SECY

CONTACTS: Patrice Reid, HRTD/OCHCO  
(301) 287-0580

Susan Salter, HRTD/OCHCO  
(301) 287-0735

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EDO Mailroom

OCHCO r/f HRTD r/f P. Reid, S. Salter DIRECTORY/SUBDIRECTORY: via e-mail

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ADAMS PACKAGE TITLE: Audit of NRC's Management of Change

ADAMS ACCESSION PACKAGE NUMBER: ML15245A683/Memo w/enclosure ML15272A084

\*email concurrences

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<b>DATE</b>	9/28/15	9/28/15	9/28/15	9/29/15	<del>9/29/15</del>	9/29/15	10/02/15

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**Response to the Office of the Inspector  
General Recommendations for The U.S. Nuclear Regulatory Commission's (NRC's)  
Management of Change  
(OIG-15-A-19)**

OIG Recommendation 1

Complete the agency-wide change management framework initiated by the Office of the Chief Human Capital Officer (OCHCO) with actionable steps, guidance, and checklists, as appropriate.

OCHCO Response

Agree.

OCHCO staff will further develop the change management framework to reflect a more comprehensive step-by-step process for agency use. The completed framework will be enhanced by supplementary resources that will include, but not be limited to, checklists and templates, which will be aligned with the various phases in the framework. The framework will be rooted in data-driven approaches but also reflect tailored methods essential to the agency's mission and varied needs of the Offices/Regions. Hence, the current OCHCO framework will be revised to include an integrated approach, complete with actionable steps that managers, supervisors, and project leads can use as a guide to lead employees through periods of change.

Target Date for Completion: June 30, 2016

Point of Contact: Patrice Reid, OCHCO

OIG Recommendation 2

Promote the completed framework agency-wide, as a tool available to all managers and staff for guiding change.

OCHCO Response

Agree.

In an effort to build awareness of the need for change, we will seek to enhance our communication efforts by marketing the available change management resources, to include the updated framework and aforementioned tools. OCHCO staff will update the change management SharePoint site to include resources that managers and staff can leverage through periods of change. We will also market the availability of these tools using various forms of cascading communications. Likewise, OCHCO staff will partner with the Project Aim team/SharePoint site to share updates on change management, as they become readily available. Although the marketing efforts of the framework will be an ongoing commitment, we will actively promote the availability of these change management resources by the target date.

Target Date for Completion: September 30, 2016

Point of Contact: Patrice Reid, OCHCO

Enclosure

### OIG Recommendation 3

Provide training and/or training resources to management and staff that is geared specifically to implementing the completed framework.

### OCHCO Response

Agree.

As of July 2015, OCHCO identified a staff resource who has since been formally trained and certified in the process of change management-- ensuring that we catalyze individual transitions to deliver organizational results. This staff member will provide assistance in the future development of targeted resources, ensuring that the learning objectives reflect the skills needed to implement the various components within the updated framework. Accordingly, OCHCO staff will develop a web-based/online course that will be made available to staff members, providing information on instrumental ways to manage change. The content of this course will also reflect the behavioral competencies needed to execute elements within the framework. Finally, OCHCO will identify reading materials, webinars, and other learning resources that directly enhance the development of specific areas within the framework. These resources will be readily updated in response to the needs and changing demands within our agency.

Target Date for Completion: March 31, 2017

Point of Contact: Patrice Reid, OCHCO