November 3, 2015

MEMORANDUM TO: Victor M. McCree
                 Executive Director for Operations

FROM: Stephen D. Dingbaum */RA/*
                 Assistant Inspector General for Audits

SUBJECT: STATUS OF RECOMMENDATIONS: AUDIT OF NRC'S
                 MANAGEMENT OF CHANGE (OIG-15-A-19)

REFERENCE: DEPUTY EXECUTIVE DIRECTOR FOR CORPORATE
                 MANAGEMENT, MEMORANDUM DATED OCTOBER 2,
                 2015

Attached is the Office of the Inspector General's analysis and status of recommendations as discussed in the agency's response dated October 2, 2015. Based on this response, recommendations 1, 2, and 3 are resolved. Please provide an updated status of the resolved recommendations by April 4, 2016.

If you have questions or concerns, please call me at 415-5915 or R.K. Wild, Team Leader, at 415-5948.

Attachment: As stated

cc: F. Brown, OEDO
       J. Jolicoeur, OEDO
       B. Pham, OEDO
       J. Arildsen, OEDO
       D. Ash, OEDO
       EDO_ACS Distribution

Audit Report

AUDIT OF NRC'S MANAGEMENT OF CHANGE

OIG-15-A-19

Status of Recommendations

Recommendation 1: Complete the agencywide change management framework initiated by OCHCO with actionable steps, guidance, and checklists, as appropriate.

Agency Response
Dated October 2, 2015: 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

OIG Analysis: The actions proposed by the agency meet the intent of the recommendation. This recommendation will be closed after OIG reviews the completed framework and supplemental resources to help managers and staff manage change.

Status: Resolved.

AUDIT OF NRC'S MANAGEMENT OF CHANGE

OIG-15-A-19

Status of Recommendations

Recommendation 2:   Promote the completed framework, agencywide, as a tool available to all managers and staff for guiding change.

Agency Response
Dated October 2, 2015:   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

OIG Analysis: The actions proposed by the agency meet the intent of the recommendation. This recommendation will be closed after OIG reviews efforts to promote the completed framework to all managers and staff.

Status: Resolved.

AUDIT OF NRC'S MANAGEMENT OF CHANGE

OIG-15-A-19

Status of Recommendations

<u>Recommendation 3</u>:	Provide training and/or training resources to management and staff that is geared specifically to implementing the completed framework.
Agency Response Dated October 2, 2015:	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
OIG Analysis:	The actions proposed by the agency meet the intent of the recommendation. This recommendation will be closed after OIG's receipt and review of resources demonstrating that training and training resources are geared to implementing the completed framework.

Recommendation 3 (cont.):

Status: Resolved.