



**UNITED STATES**  
**NUCLEAR REGULATORY COMMISSION**  
WASHINGTON, D.C. 20555-0001

**OFFICE OF THE  
INSPECTOR GENERAL**

April 7, 2016

**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:** CHIEF HUMAN CAPITAL OFFICER, MEMORANDUM  
DATED MARCH 22, 2016

Attached is the Office of the Inspector General's analysis and status of recommendations as discussed in the agency's response dated March 22, 2016. Based on this response, recommendations 1, 2, and 3 are resolved. Please provide an updated status of the resolved recommendations by October 14, 2016.

If you have questions or concerns, please call me at 415-5915 or Paul Rades, Team Leader, at 415-6228.

Attachment: As stated

cc: J. Jolicoeur, OEDO  
R. Lewis, OEDO  
H. Rasouli  
M.Cohen  
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 March 22, 2016:

OCHCO has updated the framework to include a step-by-step process that explains to managers, supervisors, and project leads how to successfully navigate and manage change. The updated framework will include hands-on guides and checklists associated with each step of the process. These practical resources will provide staff with the necessary information on how to manage change – from a people perspective – using a methodical approach. The development of these resources is currently underway and the target date for completion is on track.

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 Report

### 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 March 22, 2016:

OCHCO is developing a communication plan and strategy that will aid in the marketing of the change management framework and its resources. Once this plan has been completed, the various channels of communication and respective audiences will be contacted. The SharePoint site will also be updated, to include resources that managers and staff can leverage through periods of change. The development of the communication plan is scheduled to begin shortly and the target date for marketing these resources are on track.

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 Report

### AUDIT OF NRC'S MANAGEMENT OF CHANGE

OIG-15-A-19

#### Status of Recommendations

Recommendation 3: Provide training and/or training resources to management and staff that is geared specifically to implementing the completed framework.

Agency Response

Dated March 22, 2016:

OCHCO is working to develop a web-based/online course that will be made available to management and staff providing information on instrumental ways to manage change. The content of this course is in the process of being identified and will reflect the behavioral competencies needed to execute elements within the framework. OCHCO is currently working to identify reading materials, webinars, and other learning resources that directly enhance the development of specific areas within the framework. The identification of these resources are currently underway and the target date for completion is on track.

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 geared to implementing the completed framework are provided to management and staff.

**Status:**

Resolved.