Implementation Status Update

September 2016

(Issued September 8, 2016)

Implementation Status Update

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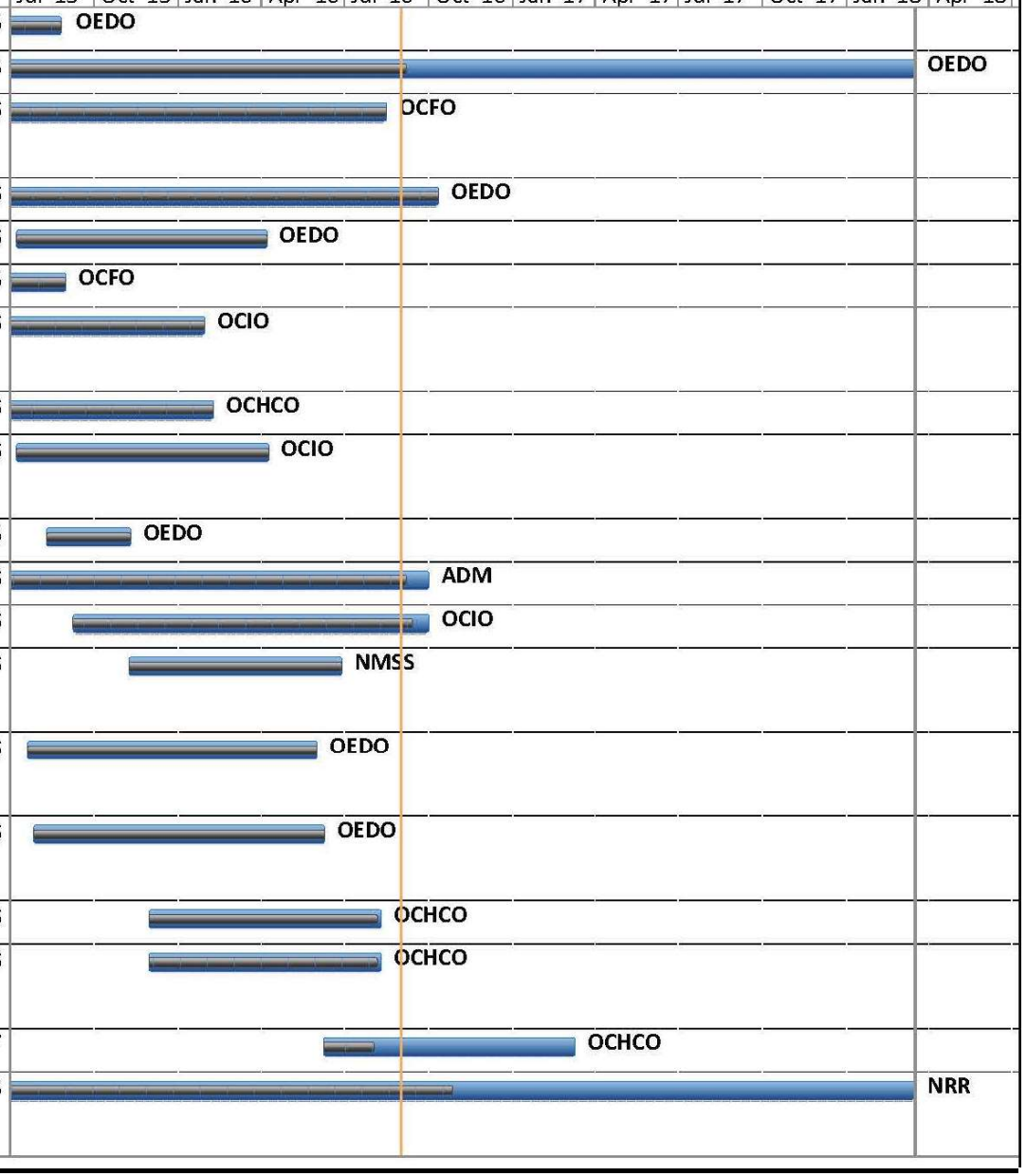
Status Definitions

- **Completed** – action/milestone completed
- **In Process** – action/milestone has started and is on track
- **In Process/Potential Issue** – action/milestone has started, but the team is experiencing some challenges to complete the action/milestone
- **Off-Track** – action/milestone may not meet the due date
- **Blank** – no activity or concerns

Project Aim – September 2016 Status Update

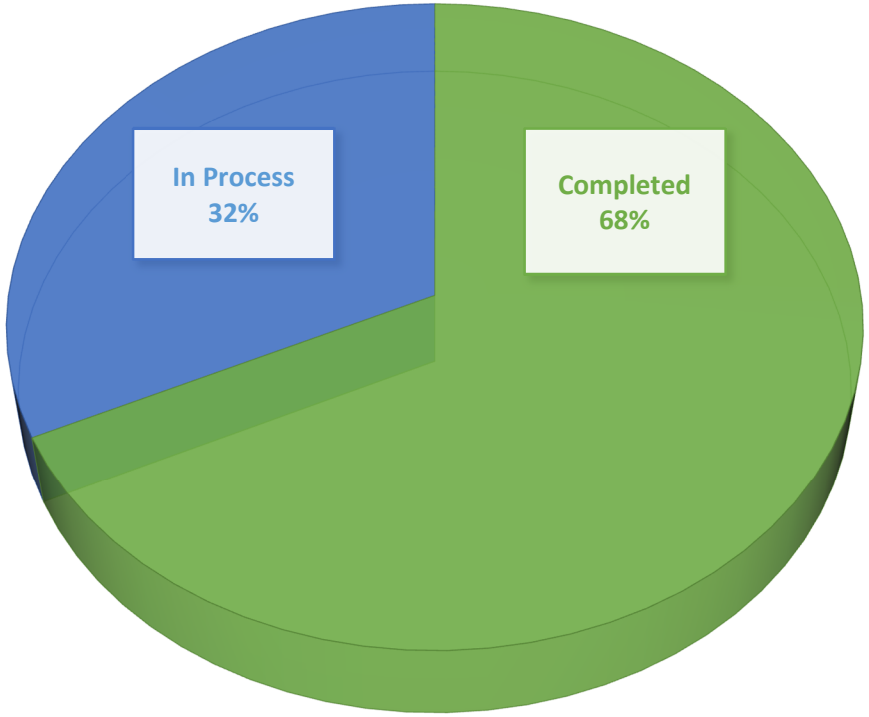
Project Aim Implementation Timeline

Task #	Task Name	Start	Finish
1	Overall Implementation Plan	06/08/15	08/25/15
2	Project Aim Monthly Status Reporting	06/08/15	03/16/18
3	Fees Transparency and Simplified Calculations	12/01/14	08/15/16
4	Staffing Ceiling for 2016	06/08/15	10/11/16
5	Common Prioritization and Re-baselining	07/08/15	04/06/16
6	Benchmark Overhead	02/11/15	08/30/15
7	NRC Assessment of the Risks IT Systems	06/24/15	01/29/16
8	Strategic Workforce Plan	06/08/15	02/08/16
9	"One-Stop-Shop" for OCIO and ADM requests	07/08/15	04/08/16
10	Centers of Expertise (COE)	08/10/15	11/09/15
11	COR Process Standardization	04/29/15	09/30/16
12	Expand the use of Mobile IT Solutions	09/08/15	09/30/16
13	Evaluate Consolidation of the Regional Materials Program	11/08/15	06/27/16
14	Evaluate the Consolidation of Regional Corporate Support Functions	07/20/15	05/31/16
15	Transitional Plan for the Merger of NRO and NRR	07/27/15	06/08/16
16	Identification of Mission Critical Positions	11/30/15	08/09/16
17	Planning for Developing Competency Models	11/30/15	08/09/16
18	Re-examine Leadership Model	06/08/16	03/09/17
19	Operating Reactor Licensing Process Improvements	04/01/14	03/16/18



IMPLEMENTATION STATUS OF PROJECT AIM 19 TASKS AS OF SEPTEMBER 8, 2016

Task No.	Due Date
2	03/16/2018
4	10/11/2016
11	09/30/2016
12	09/08/2016
18	04/08/2017
19	11/02/2018



Task No.	Completed by
1	08/25/2015
3	08/15/2016
5	04/06/2016
6	08/30/2015
7	01/29/2016
8	02/08/2016
9	04/08/2016
10	11/09/2015
13	06/27/2016
14	06/06/2016
15	06/08/2016
16	08/12/2016
17	08/12/2016

See the Overall Implementation Status on the next page for additional information on each Project Aim Task

Project Aim – September 2016 Status Update

Overall Implementation Status

#	Status	Task Description	Office	Start Date	Due Date	Comments
1	**Completed**	Overall Implementation Plan	OEDO	06/08/15	08/25/15	Commission Notation Vote Paper (SECY) submitted 8/24/15
2	In Process	Project Aim Monthly Status Reporting	OEDO	06/08/15	03/16/18	
3	**Completed**	Fees Transparency and Simplified Calculations	OCFO	12/01/14	08/15/16	SECY paper submitted 8/15/16
4	In Process	Staffing Ceiling for 2016	OEDO	06/08/15	10/11/16	
5	**Completed**	Common Prioritization and Re-baselining	OEDO	07/08/15	04/06/16	SECY paper submitted 1/31/16. Second paper 3/18/16. Implementation in progress
6	**Completed**	Benchmark Overhead	OCFO	02/11/15	08/30/15	SECY paper submitted 8/30/15
7	**Completed**	NRC Assessment of the Risks IT Systems	OCIO	07/08/15	01/29/16	Individual Offices are implementing recommendations
8	**Completed**	Strategic Workforce Plan	OCHCO	06/08/15	02/08/16	Commission Assistants' (CA) Note Submitted 2/8/16 Implementation in progress
9	**Completed**	"One-Stop-Shop" for OCIO and ADM requests	OCIO	07/08/15	04/08/16	NRC Announcement on 4/8/16
10	**Completed**	Centers of Expertise (COE)	OEDO	08/10/15	11/09/15	SECY paper submitted 11/09/15 Implementation in progress
11	In Process	COR Process Standardization	ADM	04/29/15	09/30/16	Implementation for all Offices to be completed by 9/30/16
12	In Process	Expand the use of Mobile IT Solutions	OCIO	09/08/15	09/30/16	The deployment of the extended mobility functionality is delayed past the target project completion date of 09/08/16.
13	**Completed**	Evaluate the Consolidation of the Regional Materials Program	NMSS	11/08/15	06/27/16	Notation vote paper submitted 6/27/16
14	**Completed**	Evaluate the Regional Corporate Support Functions	OEDO	07/20/15	05/31/16	CA Note submitted 06/06/16
15	**Completed**	Transitional Plan for the Merger of NRO and NRR	OEDO	07/27/15	06/08/16	SECY paper submitted 06/08/16
16	**Completed**	Identification of Mission Critical Positions	OCHCO	11/30/15	08/09/16	CA Note submitted 08/12/16
17	**Completed**	Planning for Developing Competency Models	OCHCO	11/30/15	08/09/16	CA Note submitted 08/12/16
18	In Process	Re-examine Leadership Model	OCHCO	06/08/16	04/08/17	
19	In Process	Operating Reactor Licensing Process Improvements	NRR	04/01/14	11/02/18	Process improvements on-going

Implementation Project Information and Status

1. SRM-S15-0015-2-OEDO: Overall Implementation Plan – Commission Tasking - Completed

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

Overall Implementation Plan - Action/Milestones		Start Date	End Date	Status	Comments
1	Request milestones and metrics from lead offices	06/18/15	07/24/15	Completed	
2	Draft Overall implementation plan for steering committee review and feedback	06/18/15	07/28/15	Completed	
3	Collect additional feedback and input to ensure satisfactory level of detail and consistency	07/28/15	08/10/15	Completed	
4	Finalize SECY paper and overall implementation plan utilizing coordination and concurrence process	08/11/15	08/14/15	Completed	
5	Submit a SECY paper (information) to the Commission with an Overall implementation plan	08/17/15	08/25/15	Completed	SECY paper to the Commission 8/24/15

Overall Implementation Plan - Outcome/Metrics of Tasking		Comments
1	SECY Paper and Overall implementation plan submitted on time to Commission.	Completed
2	Milestones in plan are achievable	

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

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

Lead Office: OEDO

	Monthly Status Reports - Action/Milestones	Start Date	End Date	Status	Comments
1	Provide monthly status updates to the Commission (via CA Note) and stakeholders	07/08/15	Ongoing	In Process	Monthly status available at: http://www.nrc.gov/about-nrc/plans-performance/project-aim/monthly-updates.html

	Monthly Status Reports - Outcome/Metrics of Tasking	Comments
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 - Commission Tasking

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

	Fees Transparency and Simplified Calculations Action/Milestones	Start Date	End Date	Status	Comments
1	Fee Revenue benchmarking study	12/01/14	08/31/15	Completed	
2	Public meeting on FY 2015 proposed Fee Rule and post meeting with industry stakeholders	04/20/15	05/08/15	Completed	
3	Improve FY 2016 Fee Rule process to include more comprehensive work papers and regular training of staff in support of Fee Rule development	07/01/15	11/30/15	Completed	

Fees Transparency and Simplified Calculations Action/Milestones		Start Date	End Date	Status	Comments
4	Explore possible revisions to the Budget Formulation process including Budget Guidance document for FY 2018 to better align with Fee Rule data requirements	09/01/15	03/15/16	Completed	
5	Implement further improvements to work papers to provide greater clarity to stakeholders	09/01/15	05/31/16	Completed	Additional information was provided in the FY 2016 workpapers to enhance transparency. OCFO made the following changes: 1. Under the Part 170 determination of hourly rate, the fee team included the budgetary resources by product which makes up the program support/mission indirect and the agency support components of the hourly rate computation. 2. Increased the size of numerical charts throughout the work papers. 3. The Summary calculation page provided under each fee class, included revised step descriptions and improved decimal placement for clarity.
6	Develop and implement the Fees Validation Report: • Understand previous methodology • Coordinate w/FAIMIS staff to create necessary reports • Create and perform analysis • Document process for annual validation	10/01/14	06/30/17	In Process	Fees Validation Report were developed. The end date is being extended from 09/30/16 to 06/30/17 to validate the data from the user acceptance testing report.

Fees Transparency and Simplified Calculations Action/Milestones		Start Date	End Date	Status	Comments
7	Revise documentation of Fee Rule development procedures to align with current practices	09/01/15	07/31/16	Completed	The documentation was revised to align with current practices. Since the fee process is dynamic, it will be re-examined during the next fee-rule development cycle to determine if additional revisions are warranted.
8	Perform analysis of Flat Fees alternative for Operating Reactors (Flat Fees is in use for Materials)	01/01/16	08/15/16	Completed	Included as a recommendation for further analysis in SECY-16-0097 (Accession Number: ML16210A472) to be completed in phases beginning FY 2018.
9	Submit a Policy Paper to the Commission for the FY 2017 Fee Rule	04/01/16	08/15/16	Completed	SECY-16-0097 was provided to the Commission on 08/15/16.
10	Research automation improvements for Fee Rule document and supporting calculations	09/01/15	07/31/16	Completed	The research was completed and included in SECY-16-0097.
11	Further develop License Fee Policy Team (LFPT) to support recommendations from the Project Aim Report: • Assign Team Leader to provide additional oversight • Implement training for program/corporate office staff • Training internal OCFO staff via a long-term rotation to ensure continuity of knowledge/expertise among the LFPT members and ensure proper execution of internal control activities	08/10/15	09/30/16	In Process	

Fees Transparency and Simplified Calculations - Outcome/Metric of Tasking		Comments
1	Increased transparency in Fee Rule	Improvements included in the SECY-16-0097
2	Improved understanding of fee calculations by licensees	Improvements included in the SECY-16-0097

3	Improved timeliness in communicating fee changes	Improvements included in the SECY-16-0097

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

	Staff Ceiling for 2016 - Action/Milestones	Start Date	End Date	Status	Comments
1	FY 2016 Hiring guidance issued to the offices	N/A	06/15/15	Completed	
2	FY 2016 Staffing Plan Call and guidance issued to the offices	N/A	06/16/15	Completed	
3	Office FTE ceilings established to align with the 3600 FTE target per Commission direction in SRM SECY-15-0015	N/A	06/26/15	Completed	
4	OCHCO assists offices with staff plan development	07/16/15	08/03/15	Completed	
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	07/16/15	08/03/15	Completed	
6	OCHCO reviews and responds individually to each staffing plan submission by email and through meetings as necessary	08/04/15	10/02/15	Completed	
7	OCHCO conducts an agency-wide review of FY 2016 plans and provides a comprehensive assessment to the Human Capital Council (HCC)	10/02/15	10/30/15	Completed	
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)	10/01/15	Monthly	In Process	FTE utilization is projected to be below the original target as well as the lower level associated with the final appropriation.

Staff Ceiling for 2016 - Action/Milestones		Start Date	End Date	Status	Comments
9	OCHCO provides status updates of FTE utilization projections to the Commission	N/A	Quarterly	In Process	
10	OCHCO reports FTE utilization by agency and by office at the Quarterly Performance Review (QPR) meetings	N/A	Quarterly	In Process	
11	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		The FY 2016 FTE utilization is projected to be 3,515. For FY 2017, the current projected utilization is 3,290 against an expected FTE ceiling of 3,342 which includes losses as a result of the early out/buyout.

Staff Ceiling for 2016 - Outcome/Metric of Tasking		Comments
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. <u>SRM-S15-0015-15-OEDO, SRM-S15-0015-16-OEDO and SRM-S15-0015-17-OEDO: Common Prioritization and Re-baselining</u> – Commission Tasking - Completed

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

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Common Prioritization Process and One-Time Re-baselining Assessment - Action/Milestones		Start Date	End Date	Status	Comments
1	Develop and submit a SECY Paper (Information) to the Commission with a plan of action on common prioritization and re-baselining	07/08/15	08/25/15	Completed	
2	Conduct a public comment period and hold a public meeting.	08/17/15	09/15/15	Completed	
3	Solicit ideas from staff on priorities and efficiencies	08/17/15	09/15/15	Completed	
4	Identify known changes in workload through 2020. Business lines divide products into sub-Products with meaningful distinction in priority and potential cost savings. Offices examine their work product for relative priority to the extent practical and include insights from internal and external stakeholders.	09/16/15	10/13/15	Completed	
5	Business Lines develop prioritized list of work at the budget “Product” and “sub-Product” level as appropriate	10/07/15	10/29/15	Completed	
6	Integrate prioritized business lines work into Agency-wide common prioritized list of work	10/28/15	11/19/15	Completed	
7	Steering Committee approval of common prioritization	11/18/15	11/30/15	Completed	
8	Finalize the common prioritization list and methodology, and revised add/shed procedure. Provide the revised add/shed procedure, including the common prioritization summary via a CA Note.	12/01/15	12/08/15	Completed	
9	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.	12/09/15	12/15/16	Completed	

Common Prioritization Process and One-Time Re-baselining Assessment - Action/Milestones		Start Date	End Date	Status	Comments
10	Finalize one-time re-baselining assessment with a comprehensive list of activities that can be shed, de-prioritized, or performed with fewer resources. Submit a Vote Paper to the Commission	12/16/15	01/31/16	Completed	
11	Provide the Commission known changes in workload and longer-term efficiencies.	02/02/16	04/06/16	Completed	Staff completed and sent the paper to the Commission on 03/18/16.
12	Perform table top assessment of the revised add/shed procedure and common prioritization list. Identify any necessary changes for the products to be sustainable.	02/02/16	04/06/16	Completed	

Common Prioritization Process and One-Time Re-baselining Assessment - Outcome/Metrics of Tasking		Comments
1	Revise the Integrated Agency Add/Shed procedure by 12/8/2015	Completed
2	Produce a comprehensive and integrated Common Prioritization list by 12/8/2015	Completed
3	Produce a Notation Vote paper with recommended actions to shed, de-prioritized, or performed with less intense resources by January 31, 2016	Completed
4	The Common Prioritization is consistent with results of SRM-S15-0015-14-OCFO: Benchmark Overhead	Completed
5	The Business Lines agree that the Integrated Agency Add/Shed Process procedure is effective	Completed
6	The Common Prioritization list reflects the input of responsible line managers and staff, including subject matter experts for the various budget Products	Completed
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	Completed
8	Re-baselining 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	Completed

Implementation of Commission Approved Re-Baselining Recommendations - Action/Milestones		Start Date	End Date	Status	Comments
1	Longer-Term Efficiencies	3/18/16	10/31/20	In Process	One of the 16 items is completed
2a	Implementation of "C-List" Items to be completed in 6 months	4/13/16	10/13/16	In Process	79 of the 141 items are completed 62 items are in process.
2b	Implementation of "C-List" Items to be completed in 12 months	4/13/16	4/13/17	In Process	All five items are in process.
2c	Implementation of "C-List" Items to be completed in 18 months	4/13/16	10/13/17	In Process	All four items are in process
3	Updating the Add/Shed/Defer Procedure	4/1/16	9/30/16	In Process	The procedure is being updated to incorporate lessons learned from the pilot use of the current revision.

(See "Appendix A - Implementation of Re-Baseling Recommendations" for additional detailed information)

6. <u>SRM-S15-0015-14-OCFO: Benchmark Overhead</u> – Commission Tasking - Completed

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

Benchmark Overhead - Action/Milestones		Start Date	End Date	Status	Comments
1	Overhead Study/Benchmark conducted by EY	02/11/15	04/30/15	Completed	
2	Review recommendations from EY report	05/01/15	05/15/15	Completed	
3	Develop proposed budget realignment to Commission	05/15/15	07/20/15	Completed	
4	Assess EY cost reduction recommendations.	07/01/15	08/14/15	Completed	
5	Provide a SECY Paper (Information) to the Commission with results of budget realignment and review of EY cost reduction recommendations	08/14/15	08/30/15	Completed	SECY Paper submitted 8/30/15

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

7. <u>OEDO-15-00454-OCIO: NRC Assessment Process of the Risks to IT Systems</u> – OEDO Tasking - Completed

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: Office of the Chief Information Officer (OCIO)

NRC Assessment Process of the Risks to IT Systems - Action/Milestones		Start Date	End Date	Status	Comments
1	Project Planning - Determine schedule and resources for project, including stakeholder buy-in activities.	06/24/15	07/24/15	Completed	
2	Study Areas Identification - Identify and document areas under FISMA to be researched and studied	07/08/15	07/31/15	Completed	
3	Solicit Agencies Participation - Identify and document agencies that are willing to participate in research activities	07/08/15	07/31/15	Completed	
4	Create Summary FISMA Best Practice report - Research, interview, document FISMA best practices report and possible quick wins already in place.	07/31/15	09/09/15	Completed	
5	Internal and External Stakeholders review - Solicit feedback and concurrence on draft summary report from internal and external stakeholders	09/10/15	09/30/15	Completed	

NRC Assessment Process of the Risks to IT Systems - Action/Milestones		Start Date	End Date	Status	Comments
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	09/30/15	10/10/15	Completed	
7	Submit a memorandum to OEDO with a report and recommendations.	10/10/15	11/16/15	Completed	
8	Develop an implementation plan for the approved recommendations	11/16/15	12/31/15	Completed	

Implementation of NRC Assessment Process of the Risks to IT Systems - Implementation		Start Date	End Date	Status	Comments
1	Detailed Implementation plans were received for each recommendation. OEDO ticketed for tracking to closure.	01/04/16	01/29/16	Completed	OEDO tickets issued to track the Office implementation of the recommendations

Outcome/Metric of Tasking		Comments
1	Deliver summary FISMA Best Practice report and efficiency recommendations to OEDO on time	Completed
2	Approved recommendations are implemented effectively	OEDO ticket will track this metric

8. <u>SRM-S15-0015-5-OCHCO: Strategic Workforce Plan</u> – Commission Tasking - Completed

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 Officer (OCHCO)

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	Strategic Workforce Plan - Action/Milestones	Start Date	End Date	Status	Comments
1	Develop Project Plan	06/08/15	08/07/15	Completed	
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	08/04/15	10/30/15	Completed	
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	08/17/15	11/30/15	Completed	
4	Compare current-state workforce to future-state agency workforce to identify gaps and surpluses	10/30/15	11/30/15	Completed	
5	Identify critical, at risk positions/competencies	10/30/15	12/15/15	Completed	
6	Develop strategies to alleviate gaps and surpluses	11/15/15	01/06/16	Completed	
7	Prepare and submit final report to the Commission via CA Note	01/06/16	02/08/16	Completed	

	Strategic Workforce Plan - Outcome/Metric of Tasking	Comments
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	Completed
2	The workforce planning process has resulted in identification of position/competency gaps, surpluses and critical, at risk skills and competencies	Completed
3	Strategies have been identified to alleviate workforce gaps and surpluses	Completed
4	The agency has identified best practices and lessons learned in order to continuously monitor and revise the agency workforce planning process	Completed

9. <u>OEDO-15-00452-OCIO: One-Stop-Shop for OCIO and ADM Requests</u> – OEDO Tasking -Completed

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

Lead Offices: Office of the Chief Information Officer (OCIO) and Office of Administration (ADM)

One-Stop Shop for OCIO and ADM Requests - Action/Milestones		Start Date	End Date	Status	Comments
1	Conduct meetings with stakeholders to determine existing services. Identify service owners and determine methods to combine OCIO and ADM services into one area for all NRC customers.	07/20/15	07/30/15	Completed	
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.	07/23/15	08/31/15	Completed	
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.	08/10/15	11/30/15	Completed	
4	Initial service(s) are developed - Service (s) that currently use email for the request will be developed first. - Develop reporting specifications for each service. - Train staff on Remedy/Kinetic	08/10/15	3/25/16	Completed	
5	Current services are developed in the new NRC Service Catalog system. Create processes for updating and managing new services.	08/10/15	03/10/16	Completed	

Implementation of One-Stop Shop for OCIO and ADM Requests		Start Date	End Date	Status	Comments
1	Provide demos of the new NRC Service Catalog in the Exhibit Area in TWFN	03/14/16	03/18/16	Completed	
2	Issue Network Announcement announcing One-Stop-Shop rollout (email OEDO with announcement to close task)	02/19/16	04/08/16	Completed	The NRC Service Catalog is accessible via an icon on the NRC Intranet Home site

One-Stop Shop for OCIO and ADM Requests - Outcome/Metric of Tasking		Comments
1	Both OCIO & 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/OCIO service requests.	Completed
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.	(Follow-up on metric in six months – 09/08/16)
3	ADM and OCIO 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.	Completed

10. <u>SRM-S15-0015-9-OEDO: Centers of Expertise</u> – Commission Tasking - Completed

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

Centers of Expertise - Action/Milestones		Start Date	End Date	Status	Comments
1	Kickoff Meeting with Multiple Business lines	07/20/15	07/20/15	Completed	
2	Establish team members (NRR, NRO, NMSS, RES, NSIR, OE, OI, OCHCO, Regions)	07/20/15	07/22/15	Completed	

Centers of Expertise - Action/Milestones		Start Date	End Date	Status	Comments
3	Develop Project Plan	07/10/15	07/24/15	Completed	
4	Meet with team members to identify and evaluate the effectiveness of the existing COEs	August 2015	August 2015	Completed	
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	Completed	
6	Draft SECY Paper for team member review	August 2015	October 2015	Completed	
7	Brief Office Director on SECY Paper content and approach	Sept. 2015	Sept. 2015	Completed	
8	Brief Commission Assistants on staff's approach for SECY Paper	Sept. 2015	Sept. 2015	Completed	
9	Obtain SECY Paper office concurrence	Sept. 2015	October 2015	Completed	
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	Completed	SECY paper submitted 11/09/15

Centers of Expertise - Outcome/Metric of Tasking		Comments
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.	Completed

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.	Completed

Implementation of Centers of Expertise of Commission Approved Recommendations - Action/Milestones		**Start Date**	**End Date**	**Status**	**Comments**
1	Develop agency guidance on identifying, evaluating, and implementing COEs	2/22/16	4/28/16	Completed	Issued OEDO Procedure 0940, "Guidance for Identifying, Evaluating and Implementing a Center of Expertise"
2	Implement COEs for allegations, external hazards evaluations, and technical specifications	2/22/16	12/31/16	In Process	The Allegations COE was implemented on July 8, 2016
3	Implement COE for rulemaking	2/22/16	12/31/17	In Process	
4	One year self-assessment for COEs for allegations, external hazards evaluations, and technical specifications	n/a	12/31/17		
5	One year self-assessment for COE for rulemaking	n/a	12/31/18		

11. <u>OEDO-15-00450-ADM</u>: Contracting Officer's Representative (COR) Process Standardization Initiative (CPSI) – OEDO Tasking

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

CPSI - Action/Milestones		Start Date	End Date	Status	Comments
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.	04/29/15	07/29/15	Completed	
2	Prioritize solution options and develop draft recommendations for COR responsibilities and issue solutions.	08/01/15	09/01/15	Completed	
3	Conduct informational briefings on recommendations to Offices/Partners.	09/01/15	09/25/15	Completed	
4	Finalize solutions and issue Memorandum to OEDO with COR Process Standardization Initiative (CPSI) Recommendations Report to OEDO.	09/04/15	10/01/15	Completed	

Implementation of CPSI Recommendations		Start Date	End Date	Status	Comments
1	Meet with targeted larger Offices to discuss implementation and specific areas that require changes based on the CPSI recommendations and Project Aim task	10/28/15	12/11/15	Completed	
2	Develop a timeline for Office process improvement and alignment reviews	11/24/15	12/11/15	Completed	

Implementation of CPSI Recommendations		Start Date	End Date	Status	Comments
3	Conduct process improvement and alignment work sessions with larger Offices to formulate the implementation of the CPSI recommendations and Project Aim task	11/09/15	03/31/16	Completed	
4	Develop and Finalize Common Acquisition and Financial Reports (Develop, confirm and implement reports) (ARWG)	10/01/15	03/31/16	Completed	
5	Develop and Finalize Supervisor Handbook (ADM/OCHCO)	10/01/15	03/31/16	Completed	
6	Develop a Change Management Plan for BFS/SPS (Include communication that BFS/SPS is the system of record, historical data reliability/data integrity issues have been resolved, communicate release schedule and fixes/enhancements, etc.) (OCFO)	10/01/15	04/01/16	Completed	
7	Develop COR Companion* (Collection of key COR documents) (ADM/OCFO)	10/01/15	04/01/16	Completed	
8	Include COR Related Information in OCHCO Guidance for FY17 Performance Plans (ADM/OCHCO)	10/01/15	07/30/16	Completed	
9	Conduct Familiarization Sessions on Updated Documents/Responsibilities (ADM/OCFO)	10/01/15	04/01/16	Completed	
10	Prioritize, Assign, and Execute Short Term Solutions[Formulation (OCFO); Acquisition (ADM); Funds Execution / Monitoring (ADM/OCFO); Payment (OCFO); Closeout (ADM/OCFO)]	10/01/15	04/01/16	Completed	
11	Finalize Criteria for COR Level 1, 2, and 3 Designation (ADM)	10/01/15	04/01/16	Completed	
12	Offices submit implementation plan to Project Aim Steering Committee with specific activities and when they will be executed	02/03/16	04/01/16	Completed	Offices submitted plans to OEDO. Presented findings to Steering Committee on 5/19; Office implementation on track for project completion date.

Project Aim – September 2016 Status Update

CPSI - Outcome/Metric of Tasking		Comments
1	Approval of CPSI Charter	Completed
2	Defined COR Roles & Responsibilities	Completed
3	Recommended Standardization of COR-Related Activities	Completed
4	Recommended Procedural Efficiencies	Completed
5	Targeted Offices have documented and streamlined acquisition and financial processes with reduced process time and improved quality	Completed
6	COR roles and responsibilities are consistent and aligned	
7	Consistent use of agency acquisition and financial systems with reductions in the number of Office specific customized applications	

12. OEDO-15-00451-OCIO: Expand the Use of Mobile IT Solutions – OEDO Tasking

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

Lead Office: OCIO

Expand Use of Mobile IT Solutions - Action/Milestones		Start Date	End Date	Status	Comments
1	Decommission the BlackBerry environment	09/30/15	05/09/16	Completed	
2	Support agency-funded smartphones and tablets	10/01/15	05/09/16	Completed	
3	Extend mobility functionality (provide network file access, SharePoint file access, and intranet access)	12/01/15	09/30/16	In Process	The deployment of the extended mobility functionality is delayed past the target project completion date by less than one month.
4	Launch the Mobility Governance Group	10/01/15	09/08/16	In Process	
5	Support licensing Management and App deployment to mobile device (Commercial apps only): Enterprise apps and Office-funded (specific) apps	02/01/16	03/31/16	Completed	
6	Identify a secure, cloud file sharing solution for exchanging files with mobile users and key external stakeholders	3/31/16	6/21/16	Completed	

Expand Use of Mobile IT Solutions - Outcome/Metric of Tasking		Comments
1	Replace the NRC's BlackBerry Service with agency-funded Apple and Android smartphones and tablets by May 9, 2016. Current OCIO resources support Bring Your Own Device (BYOD) and a reduction in agency-funded devices.	Completed
2	Provide NRC mobile users, (i.e., those using an agency-funded device or BYOD), with access to agency data stored on network drives, SharePoint, and the intranet by September 30, 2016.	Date updated from 08/26/16 to 09/30/16. See comment section of Action 3 of this task.
3	Support the deployment of agency-funded commercial mobile apps (applications) to the NRC mobile workforce by March 31, 2016.	Completed

13. SRM-S15-0015-11-NMSS and SRM-S15-0015-12-NMSS: Evaluate Consolidation of Regional Materials Program – Commission Tasking Completed

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

Evaluate Consolidation of Regional Materials Program - Action/Milestones		Start Date	End Date	Status	Comments
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	Completed	
2	Complete 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 Materials Program.	Sep. 2015	Dec. 2015	Completed	
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	Completed	
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	Mar. 2016	Completed	

Evaluate Consolidation of Regional Materials Program - Action/Milestones		Start Date	End Date	Status	Comments
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	06/27/16	Completed	Notation vote paper submitted 6/27/16. The paper addresses requirements in March 15, 2016 SRM-M160225B

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

14. <u>SRM-S15-0015-13-OEDO: Evaluate Consolidation of Regional Corporate Support Functions – Commission Tasking Completed</u>

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

Evaluations of Regional Corporate Support Functions - Action/Milestones		Start Date	End Date	Status	Comments
1	Develop Project Plan	07/20/15	07/24/15	Completed	
2	Meet with designated points of contact (POCs), NTEU, and regional corporate support staffs respectively	07/27/15	(ongoing)	Completed	
3	Conduct OEDO and OCFO briefings to reach alignment on plan	09/14/15	10/15/15	Completed	

Evaluations of Regional Corporate Support Functions - Action/Milestones		Start Date	End Date	Status	Comments
4	Refine Project Plan and submit to Regional POCs for their input	10/19/15	10/21/15	Completed	
5	Submit revised Project Plan to OEDO Project Aim Lead for Approval	10/19/15	10/21/15	Completed	
6	Visit with Region II DRMA – Conduct informal information sessions with DRMA functional leads and staff	10/19/15	10/21/15	Completed	
7	Visit with Region III DRMA – Conduct informal information sessions with DRMA functional leads and staff	11/04/15	11/06/15	Completed	
8	Visit with Region I DRMA – Conduct informal information sessions with DRMA functional leads and staff	12/01/15	12/03/15	Completed	
9	Visit with Region IV DRMA – Conduct informal information sessions with DRMA functional leads and staff	12/08/15	12/10/15	Completed	
10	Identify Union Steward to represent Regional Bargaining Unit staff at Working Group Sessions for continuity and transparency	10/22/15	10/30/15	Completed	
11	Consolidate Data and share with working group	01/11/2016	01/29/16	Completed	
12	Identify agencies with similar organizational structures (i.e.…HQ and regional offices) to benchmark	02/01/2016	04/01/16	Completed	
13	Schedule meetings with Corporate Office Directors to gain programmatic perspective	02/01/2016	04/01/16	Completed	
14	Commence working group meetings with designated points of contact (POCs), NTEU, and regional corporate support staffs respectively on a weekly basis (once per week)	02/10/2016	05/04/16	Completed	
15	Conduct three-day project work session at HQ	03/01/16	03/03/16	Completed	
16	Develop draft recommendations	02/26/16	04/12/16	Completed	
17	Meet with Project Aim Steering Committee to report on progress and milestones. Respond to any inquiries/questions.	04/19/16	04/22/16	Completed	

Evaluations of Regional Corporate Support Functions - Action/Milestones		Start Date	End Date	Status	Comments
18	Finalize recommendations with working group and develop SECY paper	04/25/16	04/29/16	Completed	
19	Concurrent review of paper by RA/DRA and Corporate Office OD/DOD	05/01/16	05/11/16	Completed	
20	OEDO review of CA note	05/12/16	06/03/16	Completed	
21	Finalize CA note and submit to SECY	05/26/16	06/06/16	Completed	CA Note submitted 06/06/16

Evaluations of Regional Corporate Support Functions - Outcome/Metric of Tasking		Comments
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.	Completed

15. <u>SRM-S15-0015-10-OEDO: Transitional Plan for the Merger of NRR and NRO – Commission Tasking</u>

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

Transitional Plan for the Merger of NRR and NRO - Action/Milestones		Start Date	End Date	Status	Comments
1	Develop business case for potential NRR/NRO merger which will include a description of projected efficiencies as well as challenges*	07/27/15	12/04/15	Completed	
2	Draft SECY Paper	12/07/15	04/01/16	Completed	
3	Finalize and issue SECY Paper (Vote) to the Commission	04/06/16	06/08/16	Completed	SECY paper submitted 6/8/16
*	Engagement with NTEU, NRO and NRR Office Directors, and Project Aim Steering Committee is expected during each activity				

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

16. SRM-S15-0015-6-OCHCO: Identification of Mission Critical Positions – Commission Tasking

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

Identification of Mission Critical Positions - Action/Milestones		Start Date	End Date	Status	Comments
1	(Short Term) Develop project plan to address immediate gaps and surpluses identified in the SWP (aligns with SWP milestones)	11/30/15	02/19/16	Completed	The Strategic Workforce Plan (SWP) implementation team has taken on this work as part of the SWP implementation.
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	08/09/16	Completed	Completed the pilot model activity and Reliability and Risk Analysts and Health Physics Decommissioning Inspectors have access to their competency models through a vendor software system and are working on self-assessments of their skills and building Individual Development Plans from the system.
3	Submit project plans to the Commission via CA Note	08/02/16	08/09/16	Completed	CA note provided to the Commission on 08/12/16.

Implementation of Identification of Mission Critical Positions		Start Date	End Date	Status	Comments
1	Implement Short Term action plan	01/06/16	2/8/16	Completed	See Item #1 comments
2	Implement Long Term action plan	08/09/16	TBD**		Due to the short time that the piloted models have been utilized, OCHCO will continue to pilot the competency modeling process using existing resources through FY 2018. This will allow the developed pilot models to be fully implemented and to validate expected results. Based on the results of the pilot, OCHCO will build a business case and determine if additional investment in modeling is warranted.
**TBD - dependent on number of critical positions identified. Resource constraints will determine how many might occur simultaneously. The process developed through the pilot activity employs a rapid job task analysis process, reducing the time to complete a model from 9 months to about 90 days. The draft project plan includes completing up to three models simultaneously.					

Identification of Mission Critical Positions - Outcome/Metric of Tasking		Comments
	Short Term	
1	Project plan for addressing short-term alignment of overages to gaps will be developed and communicated.	n/a (see milestone 1 comments)
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).	n/a (see milestone 1 comments)
	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.	Completed. Included in CA Note provided on 08/12/16.

Identification of Mission Critical Positions - Outcome/Metric of Tasking		Comments
4	An approved competency model will be established for each position having a completed Training Needs Assessment (post-implementation outcome).	Competency modeling will be on-going for several years. Completed models will be delivered as they are developed.

17. <u>SRM-S15-0015-7-OCHCO: Planning for Developing Competency Models – Commission Tasking</u>

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

Lead Office: OCHCO

Planning for Developing Competency Models - Action/Milestones		Start Date	End Date	Status	Comments
1	Develop project plan for positional needs assessments and development of competency models for other agency occupations and functions identified in the SWP	11/30/15	08/09/16	Completed	Completed. Included in CA Note provided on 08/12/16.
2	Submit project plan to the Commission via CA Note*	11/30/15	08/09/16	Completed	Completed. Included in CA Note provided on 08/12/16.

Planning for Developing Competency Models - Outcome/Metric of Tasking		Comments
1	Project plan to complete needs assessments for other agency occupations supporting the agency's mission will be developed and communicated.	Completed. Included in CA Note provided on 08/12/16.
2	An approved competency model will be established for each position having a completed Training Needs Assessment (post-implementation outcome).	Competency modeling will be on-going for several years. Completed models will be delivered as they are developed.

18. SRM-S15-0015-8-OCHCO: Re-Examine Leadership Model – Commission Tasking

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

Re-Examine Leadership Model - Action/Milestones		Start Date	End Date	Status	Comments
1	Perform an assessment and develop a report on the value and benefit to having an explicit organizational leadership philosophy for NRC. The report will contain a proposed high level plan for the development and implementation of the organizational leadership philosophy.	June 2016	Aug. 2016	In Process	The assessment has been completed and the report will be provided to the EDO by September 30, 2016.
2	Review the status/outcome of other relevant agency activities (e.g., surveys) to determine whether these initiatives indicate a 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	Feb. 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		

Re-Examine Leadership Model - Outcome/Metric of Tasking		Comments
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 – Commission Tasking

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

Operating Reactor Licensing Process Improvements - Action/Milestones		Start Date	End Date	Status	Comments
1	Effect resource reallocations necessary to reduce the operating reactor-licensing backlog and improve performance timeliness.	April 2014	May 2015	Completed	
2	Establish additional metrics to drive improved performance.	Sept. 2014	Nov. 2014	Completed	

Operating Reactor Licensing Process Improvements - Action/Milestones		Start Date	End Date	Status	Comments
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	9/30/16	In Process	• Performing at 95% for the 1-year metric and 9 items in the backlog. • Aug 22 released letter to Licensees on Status and Improvements in Licensing Actions Moving Forward. • LIC 109 update is in concurrence process. • LIC 101 changes are in progress. • Conducted staff training on Licensing Basis and RAI processes. • Established NRR/NRO working group to identify requirements for merging the Workload Management Systems (RRPS and EPM). • NRR Restructure recommendations provided to ET, and Town Hall meetings for the staff are scheduled Aug 29 and Sep 6. • RRPS testing and training is ongoing to support goal of Oct 21 go live.

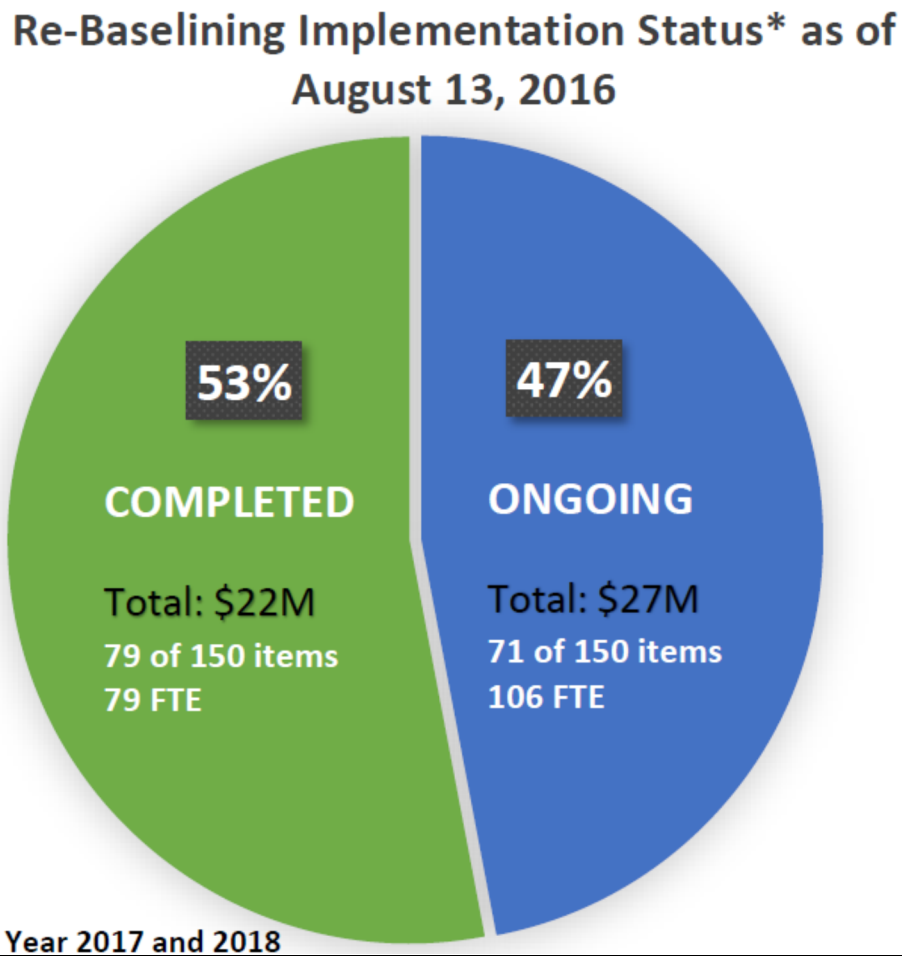
Operating Reactor Licensing Process Improvements - Action/Milestones		Start Date	End Date	Status	Comments
4	Provide BPI Project Plan In Accordance With Project Aim guidance.	6/01/17	7/05/17		Discussions on the process and ways to incorporate existing progress have been initiated. Organizational challenges (staffing, NRR/NRO merger, and re-baselining) will be closely monitored for any impact on Process Improvement activities.
5	Identify Staff to participate in BPI effort, establish charter and expectations, and initiate Discovery.	10/02/17	10/20/17		
6	Conduct BPI and Receive Management Approval.	10/23/17	3/16/18		
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	11/02/18		

Operating Reactor Licensing Process Improvements - Outcome/Metric of Tasking		Comments
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.	
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.	

Appendix A- Implementation of Re-Baselining Recommendations

Status of the Implementation of the "C-List" Items



* Savings to be realized in Fiscal Year 2017 and 2018

Item Number	Proposed Shed, De-prioritization, Reduced Resource	Proposed Item $k	Proposed Item FTE	Due Date	Status
1	Stop work to develop a risk-informed loss of coolant accident rulemaking. The staff provided a draft final 10 CFR 50.46(a) rule to the Commission in December 2010. Following the Fukushima-Daiichi accident, the Commission approved the staff's withdrawal of the rulemaking. The staff committed to providing an updated plan for the 50.46(a) final rulemaking 8 months after the Commission's deliberation on the Risk Management Regulatory Framework (RMRF) Paper.	$0	1.5	October 2016	Ongoing
2	Eliminate rulemaking efforts related to 10 CFR Part 21, "Reporting of Defects and Noncompliance." After extensive work on this rule, staff has concluded that there is not a basis for revising the rule itself, and that necessary changes can be achieved through clarification of the regulatory guidance for the rule.	$0	1	October 2016	Completed
3	This item eliminates efforts to rulemaking to revise 10 CFR Part 50, Appendix I, "Numerical Guides for Design Objectives and Limiting Conditions for Operation to Meet the Criterion "As Low as is Reasonably Achievable" for Radioactive Material in Light-Water-Cooled Nuclear Power Reactor Effluents."	$50	2	October 2016	Ongoing
4	This item involves delaying conforming changes to the Independent Spent Fuel Storage Installation (ISFSI) and Monitored Retrievable Storage (MRS) licensing requirements. The specific objectives of this rule change was to update the ISFSI security requirements to improve the consistency and clarification of the security requirements for both types of ISFSI licensees (i.e., general and specific); make generically applicable requirements similar to those imposed on ISFSI licensees by the post September 11, 2001, security orders; and use a risk-informed, performance-based structure in ISFSI and MRS security regulations. This rulemaking would also address Issue 11 of PRM 72-6 requesting that the NRC require hardened on-site storage at all nuclear power plants and away-from-reactor dry cask storage sites; and that all nuclear industry interim on-site or off-site dry cask storage installations or ISFSIs be fortified against terrorist attack.	$300	1	October 2016	Ongoing
5	This item would terminate the current rulemaking activity to change 10 CFR Part 20, "Standards for Protection Against Radiation," to align it with the most recent methodology and terminology for dose assessment contained in international recommendations.	$10	1	October 2016	Ongoing
7	Eliminate subscriptions for the delivery of hard copy daily newspapers for all offices reporting to the Executive Director of Operations. Retain funding for the electronic Yellow Book subscription.	$27	0	October 2016	Completed
8	Reduce IT staff support within the Office of the Chief Information Officer (OCIO).	$0	1	October 2016	Completed

Item Number	Proposed Shed, De-prioritization, Reduced Resource	Proposed Item $k	Proposed Item FTE	Due Date	Status
9	The Business Advisory Center (BAC) was established after the consolidation of contracting functions in the Office of Administration (ADM). It provides service related to acquisition planning, requisition package development, Strategic Sourcing Group paper support, and education and outreach activities to offices. This item reduces the size of the BAC.	$0	5	October 2016	Completed
10	Reduce scope of the Integrated Response Program activities by eliminating the Contingency Response Tools (CRTs)	$700	2	October 2016	Completed
11	Reduction in contract support for the Mitigation of Beyond Design Basis Events Rulemaking (MBDBE). Specifically, this item eliminates contract support for specific emergency preparedness (EP) related Tier 1, 2, and 3 items.	$50	0	October 2016	Completed
12	Reduction in resources for travel for conference and non-critical events	$300	0	October 2016	Completed
13	The staff currently pays a contractor to perform a 100 percent review of all completed staff travel vouchers. This item reflects an efficiency initiative to change from 100 percent review of travel vouchers to a sample review based on relative risk.	$100	0	October 2016	Ongoing
14	This item includes four process changes designed to reduce the contracting cost for agency financial management systems. They are: (1) Migrate the agency's Financial Accounting and Integrated Management Information System (FAIMIS) to a FEDRAMP-certified data center; (2) Reduce the number of licenses available for access to FAIMIS; and (3) Reduce FAIMIS Help Desk hours of operation to 8am - 5pm (3 hour reduction); and (4) reduce the number of licenses available for access to the agency's Budget Formulation System (BFS).	$475	0	October 2016	Ongoing
15	This item reflects resource reductions in Performance Management and financial reporting biennial reviews.	$60	3	October 2016	Completed
16	This item reduces service hours for telephone operators. The NRC's contracted telephone operators currently answer the phones between 7:00 a.m. and 9:00 p.m. on weekdays. Operators handle an average of 2 per cent of calls per week between 7:00 a.m. and 7:30 a.m., and 3 per cent of calls per week between 5:30 p.m. and 9:00 p.m. This would reduce service hours to 7:30 a.m. - 5:30 p.m. on weekdays, allowing the operators to answer 95 percent of calls received per week.	$300	0	October 2016	Completed
17	Reduce air card and mobile device pool provided to staff to allow mobile work.	$720	0	October 2016	Ongoing
18	This item reflects a reduction in the number of certified Contracting Officers available to execute and administer contracts, assist with development of	$0	3	October 2016	Completed

Item Number	Proposed Shed, De-prioritization, Reduced Resource	Proposed Item $k	Proposed Item FTE	Due Date	Status
	requisition packages, and support the Strategic Sourcing Group review requirements				
19	Completion of the evaluation of potential spent fuel pool vulnerabilities to postulated security threats.	$65	0	October 2016	Ongoing
20	Eliminates contract support intended to cover emergency preparedness (EP) specific guidance documents associated with the Decommissioning Transition Rulemaking.	$75	0	October 2016	Completed
21	This item reflects a reduction in the resources devoted to maintaining expertise in deep geological repository analysis and would reduce some international coordination activities in this area.	$0	1	October 2016	Completed
22	Stop staff rulemaking support activities related to enhancing the current regulatory framework (10 CFR Part 72) to address extended dry cask storage of spent nuclear fuel for very long timeframes (nominally 120 to 300 years). These activities included consideration of both very long term storage periods and transportation following extended storage, collectively referred to as very long term extended storage and transportation (EST).	$0	1	October 2016	Ongoing
23	This item reduces the Office of Nuclear Materials Safety and Safeguards (NMSS) staff work on information technology support. This change captures an updated assessment of the effort required to perform the function.	$0	2	October 2016	Completed
24	This item includes reductions in: (1) contract funding for in-house Print Shop equipment lease and maintenance; (2) funding for Government Printing Office services; (3) the purchase of paper; and (4) lower priority graphics projects. This item reflects savings that have resulted from more strategic sourcing of these services.	$415	0	October 2016	Completed
25	Reduction of resources allocated to support recruitment and outreach due to reductions in external hiring.	$0	1	October 2016	Completed
26	Reduce contract expenditures for the Document Processing Center based on a recent re-competition of the Document Processing Center support contract.	$652	0	October 2016	Completed
27	The agency hosts a number of foreign assignees. The number on board at any one time, and the offices that they are assigned to, varies. The foreign assignee program benefits the NRC through exposure to the work of our international counterparts. It benefits the assignees and their national programs as they learn the NRC's approach to nuclear safety. This item caps the number of Foreign Assignees assigned to the Office of Nuclear Reactor Regulation (NRR) to three in any year. This item also ends development and distribution of Internal NRR International Newsletter.	$0	0.6	October 2016	Ongoing

Item Number	Proposed Shed, De-prioritization, Reduced Resource	Proposed Item $k	Proposed Item FTE	Due Date	Status
28	Reduce international outreach and cooperation activities such as participation in information exchanges, workshops, conferences, international forums, International Atomic Energy Agency (IAEA) Missions, technical meetings, working groups, bilateral and multilateral cooperation, and reviews of international technical documents.	$0	3.6	October 2016	Ongoing
29	Reduction in international technical cooperation in the area of new reactors and new reactor programs. Staff regularly meets with and provides varying levels of support to international partners interested in developing effective regulatory structures for potential power reactors. This item would reduce the capacity to respond to emerging requests for this type of cooperation.	$0	1	October 2016	Ongoing
30	This item eliminates efforts to support rulemaking to revise 10 CFR Part 50, Appendix I. (This item reflects additional resources associated with Item 3 above.)	$0	0.5	October 2016	Completed
31	This item involves delaying conforming changes to the ISFSI and MRS licensing requirements. The specific objectives of this rule change was to update the ISFSI security requirements to improve the consistency and clarification of the security requirements for both types of ISFSI licensees (i.e., general and specific); make generically applicable requirements similar to those imposed on ISFSI licensees by the post September 11, 2001, security orders; and use a risk-informed, performance-based structure in ISFSI and MRS security regulations. This rulemaking would also address Issue 11 of PRM 72-6 requesting that the NRC require hardened on-site storage at all nuclear power plants and away-from-reactor dry cask storage sites; and that all nuclear industry interim on-site or off-site dry cask storage installations or ISFSIs be fortified against terrorist attack. (This item reflects additional resources associated with Item 4 above.)	$0	0.8	October 2016	Ongoing
32	Efficiencies associated with completing the Commission-directed lessons learned for Force-on-Force (FOF) and reduce periodicity of FOF information paper (required by SRM-SECY-14-0088) from an annual to triennial basis.	$0	1	October 2016	Completed
33	Stop the development of a generic Standard Expert Elicitation Methodology. Work in this area was initiated as the result of questions about staff's use of expert elicitation.	$141	0.5	October 2016	Ongoing
34	This item would eliminate the SECY Information papers on Risk Informed Activities and on Accident Sequence Precursors (ASP)/Standardized Plant Analysis Risk (SPAR). In addition, it would simplify internal processes and procedures associated with developing the statutorily mandated Abnormal Occurrence (AO) Report.	$0	1	October 2016	Completed

Item Number	Proposed Shed, De-prioritization, Reduced Resource	Proposed Item $k	Proposed Item FTE	Due Date	Status
35	Eliminate the biweekly memo to the Commission and the semiannual update SECY paper on the status of Japan lessons-learned activities.	$0	1	October 2016	Completed
36	This item eliminates the Reactor Oversight Process (ROP) Industry Trends Program (ITP). The ITP was intended to provide a basis for assessing whether adoption of the ROP let to a degradation in overall operating reactor safety or not. For the 15 years of the ROP, the ITP has demonstrated that overall industry safety performance has improved.	$535	0.5	October 2016	Completed
37	Materials licensees are currently renewed every 10 years. Also, each Region currently must maintain an independent capability to assess bankruptcy filings made by Materials licensees. This item includes two process changes that would reduce work in the Regions. The first is to move to a standardized 15 year license term in lieu of the 10 year term. The second would be to centralize bankruptcy reviews in headquarters.	$0	4	October 2017	Ongoing
38	Reduce activities in the development of the Revised Fuel Cycle Oversight Process (RFCOP). These include the development of a quantitative Significance Determination Process (SDP) and a reduction of the scope of the RFCOP pilot.	$0	0.5	October 2016	Completed
39	Eliminates funding for the NRC Minority Serving Institutions Program (MSIP). The MSIP is a valuable tool for increasing the diversity and number of graduates with degrees of interest to NRC and the regulated industry. It has objectives that overlap with the Integrated University Program, with a focus on minority serving institutions.	$648	0	October 2016	Completed
40	The agency established an internal requirement to review regulatory guides (RGs) every five years and to update them as necessary. The staff assigned the project management lead for this work to RES. As part of Re-baselining, staff concluded that the entire RG update review process and frequency should be reevaluated as a "longer-term" action that could not be performed immediately. This item represents a slightly lower assignment of resources for the project management of the RG update process pending completion of the longer-term efficiency review and re-engineering of the process and program. This item also eliminates a knowledge management check list used in reviewing RGs.	$0	1	October 2016	Ongoing
41	Reduce NRC participation in federal interagency exercises from 6 per year to 4 per year. NRC would continue to hold 4 exercises per year with licensees.	$0	1	October 2016	Completed
42	Reduce the pipeline of Headquarters Operations Officers (HOOs) in training to one. The HOOs provide 24hr/day staffing of the Headquarters Operations Center. There are currently two and a half pipeline positions to ensure that qualified replacements exist when a HOO vacancy develops.	$0	1.5	October 2016	Completed

Item Number	Proposed Shed, De-prioritization, Reduced Resource	Proposed Item $k	Proposed Item FTE	Due Date	Status
43	Eliminates funds designated specifically for minor modifications of the Operations Center. Also eliminates contingency funds designated for any incidental supply needs identified during actual events.	$180	0	October 2016	Completed
44	Eliminate contract funding for public outreach on Revision 2 of NUREG-0654, a jointly sponsored document with the Federal Emergency Management Agency (FEMA).	$100	0	October 2016	Completed
45	Decrease the number of NRC administered Generic Fundamentals Written Examinations for licensed reactor operators from 4 times per year to 2 times per year. This exam is given early in the training of reactor operators and senior reactor operators, and the change will not affect the Written or Practical exams performed immediately prior to obtaining a license.	$200	0	October 2016	Ongoing
46	Eliminate the informal NRC staff review of individual reactor operator applicants' appeals on the validity of examination items.	$0	0.5	April 2017	Ongoing
47	Delay the development of new guidance for review of operating reactor license amendments related to cyber security plans.	$0	0.2	October 2016	Completed
48	This item reflects a reduction in the number of low priority Reactor Oversight Process (ROP) and Significance Determination Process (SDP) changes that will be supported within the program office.	$0	2	October 2016	Completed
49	Reduce scope of Inspection Procedure 71151, "Performance Indicator Verification." Only half of licensee performance indicators would be inspected each year instead of 100%	$0	0.5	October 2016	Ongoing
50	Stop the development of technical basis for a potential change to 10 CFR 50 Appendix G, "Fracture Toughness Testing."	$505	0.8	October 2016	Ongoing
51	The Office of Research (RES) provides general support to the Operating Reactor Business line, including the development of licensing and inspection guidance and data to resolve gaps and support the resolution of fire protection issues. This item would slow down some routine research activities in this area.	$200	0	October 2016	Completed
52	Eliminate additional research on the development of all aspects of fire probabilistic risk assessment (PRA) including international fire safety research. NOTE: This item excludes research for those activities that relate to High-Energy Arc Faults testing.	$75	0.5	October 2016	Completed
53	Slow down analytical enhancements of Fuel Analysis Codes used for confirmatory analysis and technical basis development	$60	0	October 2016	Completed

Item Number	Proposed Shed, De-prioritization, Reduced Resource	Proposed Item $k	Proposed Item FTE	Due Date	Status
54	Slow down analytical enhancements of Neutronics and Criticality Safety Analysis Codes, specifically the Purdue Advanced Reactor Core Simulator (PARCS), used for confirmatory analysis and technical basis development	$50	0	October 2016	Completed
55	Slow down analytical enhancements of Offsite Consequence Analysis Codes used for confirmatory analysis and technical basis development. Specifically the MELCOR Accident Consequence Code System (MACCS).	$60	0	October 2016	Completed
56	Slow down analytical enhancements of Radiation Protection Analysis Codes used for confirmatory analysis and technical basis development	$70	0	October 2016	Completed
57	Slow down analytical enhancements of Severe Accident Analysis Codes used for confirmatory analysis and technical basis development.	$75	0	October 2016	Completed
58	Slow down analytical enhancements of Thermal Hydraulic Analysis Codes used for confirmatory analysis and technical basis development for power reactors. This includes the TRAC/RELAP Advanced Computational Engine (TRACE) code.	$94	0	October 2016	Completed
59	The staff has performed independent research in the area of fire PRA. Independent fire PRA research has been important to the advancement of fire safety. This item terminates current activities in the area of testing, data analysis, and computational model development efforts that verify, validate, add realism, and address gaps in risk-informed fire models	$935	0.5	October 2016	Ongoing
60	Staff has devoted resources over the years to maintain awareness of emerging welding issues and techniques. This has included research activities that seek to independently develop the technical basis for emerging welding repair techniques and mitigation strategies. This item eliminates the technical basis development aspect of these staff activities.	$300	1	October 2016	Ongoing
61	The staff has performed independent research on the incorporation of digital systems into nuclear power plant PRAs as part of the effort to improve the internal processes and the tools and standards available in the area of digital instrumentation and control (I&C). This item eliminates the development of new methods, models and tools in this area.	$735	1	October 2016	Ongoing
62	Eliminate the effort to develop methods, models, tools and data to evaluate environmental transport of radiological releases from severe accidents to aquatic systems.	$256	0.5	October 2016	Ongoing
63	Reduce the rate of updating the Standardized Plant Analysis Risk (SPAR) models	$300	0	October 2016	Completed

Item Number	Proposed Shed, De-prioritization, Reduced Resource	Proposed Item $k	Proposed Item FTE	Due Date	Status
64	Stop development of technical bases to support regulatory guidance for incorporating digital instrumentation and control (I&C) systems into nuclear power plant PRAs.	$100	0.5	October 2016	Completed
65	The staff has a large number of completed and on-going work activities associated with seismic evaluations. This item eliminates a seven year old request to assemble and document information on pre-2008 earthquakes.	$0	0.5	October 2016	Ongoing
66	Reduce the number of operating experience based system and component studies, reduce the frequency in updating risk-informed regulatory guidance, and reduce the rate for reviewing ASP analyses. This covers work that is contracted out of RES, not similar activities performed by staff.	$300	0	October 2016	Ongoing
67	Reduction of resources allocated to support hiring within the MD 10.78 Nuclear Safety Professional Development Program (NSPDP)	$0	4	October 2016	Completed
68	In addition to reviewing Design Certification applications under 10 CFR Part 52, the Office of New Reactors continues to receive requests to review Topical Reports that support Design Certifications that are not under active review. This includes new Topical Reports for issued Design Certifications. This item would reduce resources for these reviews.	$35	1	October 2016	Completed
69	Reduced support for non-essential activities & cross utilization of staff at the division/office level within the Office of New Reactors.	$0	1	October 2016	Completed
70	The staff participates in various code committees and subcommittees. The principle purpose of this participation is to engage on codes that are either referenced in our regulations or guidance, or are being developed in anticipation of such usage. Staff do also participate in other code work where staff insights add value to the subcommittee or where staff involvement could ultimately improve unrelated staff products. This item involves restricting staff involvement in code work not immediately tied to agency use or reference.	$0	1	October 2016	Completed
71	This item reduces resources based on a changing updates of the Standard Review Plan, NUREG 800, to a 10 year frequency rather than the current 5 year frequency.	$0	2	October 2016	Ongoing
72	The staff utilizes interim staff guidance (ISG) documents to address emergent issues or to document changes in approach effecting existing requirements. This item eliminates the resources within the New Reactors Business Line that have been utilized to develop and issue ISGs.	$0	1.5	October 2016	Ongoing
73	Reduction in staff efforts to update the Materials standard review plan and procedures (NUREG - 1556) and other licensing guidance/procedures.	$0	1	October 2016	Ongoing

Item Number	Proposed Shed, De-prioritization, Reduced Resource	Proposed Item $k	Proposed Item FTE	Due Date	Status
74	This item reflects a reduction of Material program headquarters support for issues such as licensee safety culture, procedure updates, and ancillary activities supporting the inspection program.	$0	1.5	October 2016	Ongoing
75	Reduce Agreement State travel and training funds.	$125	0	October 2016	Ongoing
76	Reduction in contract support to the Decommissioning Licensing Actions Product in the area of new guidance development. Staff resources would continue to be available to address subjects such as Commission direction for regulatory changes and Interim Staff Guidance for radon compliance.	$50	0	October 2016	Ongoing
77	Reduce the development of new fuel facility licensing guidance and increase the time between periodic updates of existing guidance.	$0	2	October 2016	Ongoing
78	This item reflects a reduction of staff resources for space, design work and construction management.	$0	1	October 2016	Completed
79	This item reflects a reduction in the number and type of general office supplies procured and stocked for staff use. Basic needs will be met, but fewer options will be provided.	$100	0	October 2016	Completed
80	Reduction of resources allocated for the Distinguished and Meritorious Awards Ceremony. The ceremony will continue to be held in the NRC Auditorium, similar to the way it was done in 2015. The smaller venue limits the ability of the agency to fully leverage the opportunity to celebrate, and promote, outstanding performance.	$75	0	October 2016	Completed
81	Reduction of resources allocated to support in engagement programs like public service recognition week, national engineering week, bring your child to work day, external awards, employee suggestion program. These programs provide an opportunity to promote the agency and our mission as well as to de-mystify the many uses of radiation in modern society.	$0	0.5	October 2016	Ongoing
82	Reduce Technical Library subscriptions and librarian services.	$433	1	October 2016	Completed
83	Reduce staff support for Freedom of Information Act/Privacy Act (FOIA/PA) activities.	$0	1	October 2016	Completed
84	This item reflects a small staff reduction in Information Technology (IT) support.	$0	0.3	October 2016	Completed
85	Eliminate the Business Process Re-engineering (BPR) function within OCIO.	$0	6.5	October 2016	Completed

Item Number	Proposed Shed, De-prioritization, Reduced Resource	Proposed Item $k	Proposed Item FTE	Due Date	Status
86	Eliminates all contract support for digital enhancement of incident response tools used by Reactor Safety Team. Digital enhancement has been used for difficult to read schematics, figures, and graphs.	$150	0	October 2016	Ongoing
87	Stop NRC support for interagency Nuclear Threat Awareness Seminar (R1125). Reduce level of effort on intelligence assessment activities that involve reading daily news articles and doing broad searches of raw intelligence information.	$35	1.5	October 2016	Completed
88	Eliminate contractor support for public meetings and workshops on Emergency Preparedness (EP) specific activities such as updates to Regulatory Guides, Decommissioning Transition rulemaking, and revision of NUREG-7002.	$95	0	October 2016	Completed
89	Decrease the frequency of schedule change letters, project manager change letters, daily notes and press releases related to power reactor license renewal reviews.	$0	1	October 2016	Ongoing
90	Decrease the amount of paper correspondence by communicating both internally and with applicants via email. Email correspondence could include items like acceptance review letters, requests for additional information, and meeting summaries.	$0	2.5	October 2016	Completed
91	Staff has planned to issue three Regulatory Information Summaries regarding power reactor license renewal issues. This item ends that work.	$0	1.8	October 2016	Ongoing
92	The Advisory Committee on Reactor Safeguards (ACRS) provides important advice to the Commission consistent with established legal, regulatory, and Commission requirements. On occasion, ACRS members self-initiate reviews of NRC staff work products. This item would reduce the number of self-initiated reviews of NRC staff products.	$0	1	October 2016	Ongoing
93	Staff has assessed input from stakeholders regarding areas where recent staff reviews have departed from legal minimums and prudent norms. This item reflects staff's assessments of where staff can improve implementation of the processes associated with technical review of Operating Reactor licensing actions. Examples include eliminating the review of topics beyond scope of an action, eliminating requests for generic topical report material in a plant specific review, eliminating re-review of material reviewed in the approval of a topical report, implementing strict adherence to the Standard Review Plan identified acceptance standards, and by ensuring consistent staff review teams.	$0	2	October 2016	Completed
94	The 10 CFR 2.206 process for petitions that staff amend a license is an important process. Staff reviewed the process to find ways to allow faster decisions on petitions, and to do so with fewer resources spent on activities not directly tied to the decision making on the petitions themselves. One area that	$0	0.2	October 2016	Ongoing

Item Number	Proposed Shed, De-prioritization, Reduced Resource	Proposed Item $k	Proposed Item FTE	Due Date	Status
	was identified was the current procedural requirement to hold a public meeting with a petitioner even when the petition itself contains sufficient information for the staff to accept the petition for consideration. This item would revise the procedural guidance on the 10 CFR 2.206 process to clarify the evaluation criteria and allow the Petition Review Board to make an initial decision to accept the petition without a petitioner presentation, when appropriate.				
95	Eliminate licensing commitment audits, reviews of Updated Final Safety Analysis Reports (UFSAR) updates (10 CFR 50.71(e) review), and 10 CFR 50.59 biennial UFSAR reviews. Revise public meeting guidance. Reduce repetitive ACRS reviews on topics such as MELLLA+, license renewal supplements, 10CFR50.55a, and power uprates.	$30	2.6	October 2016	Ongoing
96	Implementing the agency's licensing processes for interacting internally and with licensees has developed over time. Some licensing groups within the agency have experimented with the use of new tools, typically electronic communications in lieu of memoranda or letters. These newer methods have often proven much more efficient, without any loss in the ability to identify and retain official agency records. This item involves the broader adoption of email rather than memoranda for internal and external communication on routine licensing activities such as requests for additional information, draft safety evaluations, and biweekly Federal Register notices.	$0	1.8	October 2016	Ongoing
97	Reduce staff participation in code/standards committee activities (ASME, ANS, IEEE, ISA) and reduce time and expense associated with travel to meetings. Staff will streamline meeting attendance rosters, use remote conferencing/correspondence for committee work (such as Code Case review) and institute more selective meeting attendance guidelines (designated staff attend fewer meetings per year).	$0	0.5	October 2016	Completed
98	Eliminate the self-imposed requirement for staff to create an Official Agency Record and an ADAMS package for each office level task tracking closure. This requires administrative support from two divisions to close a task. The revised guidance will permit closure in the task tracking system based on completing the requested action.	$0	0.2	October 2016	Ongoing
99	Reduce licensing project manager duties of lower priority such as multiple site visits and the number briefing packages requested for non-Commissioners. Eliminate the first of 2 NRR technical staff reviews of revised Standard Review Plan sections.	$0	1.4	October 2016	Ongoing

Item Number	Proposed Shed, De-prioritization, Reduced Resource	Proposed Item $k	Proposed Item FTE	Due Date	Status
100	Reduce contractor resources used in reviewing NTTF Mitigation Strategies implementation and development of associated safety evaluations.	$250	0	October 2016	Completed
101	Create efficiencies in the Enforcement Process. Examples include increasing the use of virtual and modified panels, reducing the review of unsubstantiated OI cases and reducing Fitness For Duty (FFD) case processing. The Office of Enforcement would also decrease its support for the following: (1) the review of 2.206 petitions, rulemaking, & policy revisions; (2) the development of pre-recorded video training; (3) domestic outreach activities with other federal agencies; (4) would undertake less frequent updates of Management Directives; and (5) would eliminate duplication of back end FOIA reviews for discrimination cases.	$0	2	April 2017	Ongoing
102	The internal development and concurrence processes for staff generated Generic Communications has grown in an effort to improve coordination between offices and programs. This item streamlines the current processes. This item also involves ending the development of grid status reports.	$0	1.1	October 2016	Completed
103	Create efficiencies in the Reactor Oversight Process inspection report writing process and Significance Determination Process.	$0	8.2	October 2017	Ongoing
104	Stop Reactor Oversight Process mid-cycle performance assessments, while continuing the other performance assessment provisions of the Reactor Oversight Process (ROP).	$0	4	October 2016	Ongoing
105	Reduce inspection resources for research and test reactors by combining inspection trips and streamlining the inspection report review process	$0	0.5	October 2016	Ongoing
106	The staff has notified licensees of Force-on-Force (FOF) inspections with advance notification letters that facilitated pre-exercise coordination and allowed additional familiarization time for the plant security staff with the equipment required by the NRC for the FOF interaction. A specific "M-200" blank has been the standard for FOF exercises. This item eliminates the development and issuance of notification letters, eliminates the use of "M-200" blanks in favor of "UTM" ammunition, and reduce the pre-exercise support for FOF.	$450	0.1	October 2016	Ongoing
107	Security Risk Analyst support to cyber security inspections has been provided. This item would eliminate that support.	$0	0.2	October 2016	Completed
108	This item covers a reduction in Region II construction inspection resources that is expected to result from a restructuring initiative that is just getting underway. This item does not meet the criteria and guidance established for re-baselining in that the end-state of the improvement initiative is not clearly defined. However, the item is included because of the widespread belief within the staff that the	$0	4	October 2016	Ongoing

Item Number	Proposed Shed, De-prioritization, Reduced Resource	Proposed Item $k	Proposed Item FTE	Due Date	Status
	completion of Watts Bar 2 construction activities provide an opportunity to restructure the Region II construction program in a manner that gains this level of efficiency.				
109	This item reflects efficiency gains to reduce staff level of effort in transportation package design certification reviews. Efficiency gains will be made through scope changes in the review process including (1) minimizing the level of documentations for reviews that support use of a package in the U.S. which has already been approved by a foreign Competent Authority; (2) improving coordination with DOT on revalidation requests; and (3) implementing enhancements in risk guidelines to more efficiently utilize technical review and confirmatory evaluations for transport package approvals.	$0	0.5	October 2016	Completed
110	Revise revising Inspection Manual Chapter (IMC) 2800 to allow for the addition of more flexibility and common-sense extensions to the inspection of materials licensees.	$0	1.5	October 2017	Ongoing
111	This item reflects the efficiency to be gained by revising IMC 2561, "Decommissioning Power Reactor Inspection Program" to utilize a more risk-informed allocation of inspection hours.	$0	1.5	October 2016	Ongoing
112	Eliminate in-person (live) counterintelligence (CI) briefing for foreign travelers. The in-person briefing for routine travel overseas will be replaced by using existing CI online training as a refresher prior to travel.	$20	1	October 2016	Ongoing
113	NMSS staff will no longer review the annual updates to the Integrated Safety Analysis (ISA) Summary and facility change updates that are prepared by the licenses under the change authority provisions in 10 CFR 70.72.	$0	1	October 2016	Ongoing
114	NMSS staff will no longer review changes to licensee's material control and accounting (MC&A) programs that were made without prior NRC approval as allowed by 10 CFR 70.32.	$0	1	October 2016	Ongoing
115	Reduce the frequency of the Fuel Cycle Information Exchange (FCIX) meeting from Annual to Bi-annual, and reduce the frequency of Cumulative Effects of Regulations (CER) meetings from quarterly to semi-annually.	$0	0.5	October 2016	Completed
116	NSIR staff will no longer perform an annual review of licensee changes to fuel cycle facility physical security programs that do not require prior Commission approval under provisions in 10 CFR 70.32.	$0	0.5	October 2016	Ongoing
117	This item covers two efficiency initiatives in the implementation of the Fuel Cycle inspection program. They are the streamlining of the implementation of plant modification inspections and the modifying the public meeting format to webinars	$0	1	October 2016	Ongoing

Item Number	Proposed Shed, De-prioritization, Reduced Resource	Proposed Item $k	Proposed Item FTE	Due Date	Status
	for Licensee Performance Reviews (LPRs) at sites that have historically had very low to no public attendance.				
118	This item covers an efficiency initiative in the implementation of the Fuel Cycle Inspection program. The existing guidance for determining whether to initiate a reactive inspection for operational events has a fairly low threshold from a risk-informed perspective. This item would revise the guidance to make the threshold more risk-informed, resulting in the need to plan for fewer reactive inspections.	$0	0.5	October 2016	Ongoing
119	This item reflects a reduction in the program management and oversight of NRC's property management custodians. The NRC tracks approximately 10,500 property items (with a total value of over $44 million), and manages over 12,000 new transactions effecting chain-of-custody and agency balances each year.	$0	1	October 2016	Completed
120	The agency has worked to decrease the backlog of research and test reactor license renewals over an extended period of time. This has included adding additional resources to the area and also revising procedures and processes. This item reduces staffing associated with license renewal to reflect current work load and in anticipation of reduced need for renewals in the future.	$240	1.5	April 2017	Ongoing
121	Reduced scope and efficiencies in reviews for NTTF Recommendation 2.1 Spent Fuel Pool (SFP) evaluations, Seismic Probabilistic Risk Assessments (SPRAs), Flood Hazard Letter reviews and Integrated Assessments.	$500	2.5	October 2016	Completed
122	The Office of Investigations (OI) performs investigations when there is a specific indication of wrongdoing. Reduce OI assistance to NRC staff where the staff has requested OI's expertise in a matter of regulatory concern, but which does not involve a specific indication of wrongdoing.	$0	1	October 2016	Completed
123	Reduce Reactor Oversight Process resources based on historical IP 95001, IMC 2515 Appendix C, and Temporary Instruction expenditures	$0	8	October 2016	Completed
124	Reduction of license renewal inspection resources to match changing workload	$0	0.6	October 2016	Completed
125	Reduce Reactor Oversight Process resources based on historical Inspection Procedure 95003 expenditures	$0	1.5	October 2016	Completed
126	Reduce sampling size for operating reactor baseline inspection procedures.	$0	0.9	October 2016	Completed
127	Eliminate RES support for NTTF Recommendations 3, 5.2, and 6.	$442	0	October 2016	Completed

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128	Reduce administrative support consistent with other re-baselining staff reductions. There has been a substantial reduction in the number of administrative assistants in the agency over the last several years.	$0	4	October 2016	Ongoing
129	Reduction in travel tied to other re-baselining reductions such as fewer rulemaking activities, fewer external training courses, fewer site visits by Project Managers, and further curtailing staff participation in conferences, seminars, and increased use of technology for meetings between the Regions and Headquarters.	$368	0	October 2016	Completed
130	Reduce the AP1000 examiners in Regions 1, 3, and 4. These examiners were placed in the Regions that will not host AP1000s in the near future to allow flexibility in managing exams across the Regions and in anticipation of additional new reactor construction.	$0	1.9	October 2016	Ongoing
131	Reduction in Scope for administrative and technical support for development of Construction Inspection Program Documents, reflecting the maturity of these documents.	$0	1	October 2016	Ongoing
132	Reduction in scope: Consolidate Construction Experience in NRR under the existing Operating Experience/Construction Experience Center of Excellence.	$0	2	October 2016	Ongoing
133	Elimination of resources for Qualification/Training activities for future Operating Rx residents assigned to Vogtle and Summer AP-1000s. Resources will ultimately be needed to staff these positions, but the need will not be in the immediate future.	$0	4	October 2016	Completed
134	Reduction of resources designated to support New Reactor Business Line enforcement activities.	$0	1	October 2016	Completed
135	Reduction in resources for Vendor Inspection Program from realized efficiencies.	$0	5	October 2016	Ongoing
136	Staff has developed training, and anticipated additional training needs, for a variety of new and emerging reactor designs and types. This item reduces resources for developing and delivering this range of training.	$76	1	October 2016	Completed
137	Stop staff research activities related to very long term dry cask storage of spent nuclear fuel (nominally 120 to 300 years). This research was focused on the identification of potential technical issues and aging mechanisms which may come into effect after spent fuel had been in storage for greater than 120 years.	$50	1	October 2016	Ongoing
138	Reduce NMSS lower priority Tribal liaison and training activities and identify process efficiencies in this area.	$70	1	October 2016	Ongoing

Item Number	Proposed Shed, De-prioritization, Reduced Resource	Proposed Item $k	Proposed Item FTE	Due Date	Status
139	This item reduces NMSS staff work on web content management and records management functions. This change captures an updated assessment of the effort required to perform the function.	$0	1	October 2016	Completed
140	This item eliminates contract support for completion of the environmental reviews in support of decommissioning licensing actions such as support to Jefferson Proving Ground (JPG) and United Nuclear Corporation (UNC) mine spoils action. The uncertainty of having to conduct this work in the next 18 to 21 months is very high.	$250	0	October 2016	Completed
141	Reduction to Waste Incidental to Reprocessing Travel	$25	0	October 2016	Completed
142	Reduction to Waste Incidental to Reprocessing Mission Related Training	$15	0	October 2016	Completed
143	This item eliminates the Office of Research (RES) user need to support updates to the Multi-Agency Radiation Survey and Site Investigation Manual (MARSSIM) and other codes used by the Decommissioning and Low Level Waste program. The user need also provides a vehicle for RES to provide expert support if and when requested.	$150	1	October 2016	Completed
144	Reduce travel to support Generic Homeland Security (GHLS) Activities.	$40	0	October 2016	Completed
145	Reduction in Mixed Oxide Fuel Fabrication Facility (MFFF) construction inspections.	$0	1	October 2016	Ongoing
146	Reduction in resources for physical security of the Regional Office to reflect efficiencies and fact of life changes in anticipated contract costs. The efficiency involves more closely modeling the physical security at this location to the other four Regions.	$522	0	October 2016	Ongoing
147	Reduce contract funding for network and telecommunications.	$1,317	0	October 2017	Ongoing
148	Reduce contract funding for office automation and user support services.	$633	0	October 2017	Ongoing
149	Reduce the number of supervisors commensurate with the other reductions in re-baselining and as a continuing process to increase the ratio of staff to supervisors by office and across the agency.	$0	19	April 2017	Ongoing
150	Reductions in IT support service commensurate with the other reductions in re-baselining.	$569	0	October 2016	Ongoing
151	Reductions in training commensurate with the other reductions in re-baselining.	$97	0	October 2016	Completed