



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

**OFFICE OF THE
INSPECTOR GENERAL**

October 17, 2016

MEMORANDUM TO: Victor M. McCree
Executive Director for Operations

FROM: Steven E. Zane */RA/*
Acting Assistant Inspector General for Audits

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

REFERENCE: CHIEF HUMAN CAPITAL OFFICER, MEMORANDUM
DATED OCTOBER 11, 2016

Attached is the Office of the Inspector General's analysis and status of recommendations as discussed in the agency's response dated October 11, 2016. Based on this response, recommendations 1 and 2 are closed, and recommendation 3 is resolved. Please provide a status update for the resolved recommendation by April 17, 2017.

If you have questions or concerns, please call me at (301) 415-5915 or Paul Rades, Team Leader, at (301) 415-6228.

Attachment: As stated

cc: R. Lewis, OEDO
H. Rasouli, OEDO
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EDO_ACS Distribution

Audit Report

AUDIT OF NRC'S MANAGEMENT OF CHANGE

OIG-15-A-19

Status of Recommendations

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

Agency Response

Dated October 11, 2016: OCHCO has updated the framework to include a three-phase, nine-step process that explains to managers, supervisors, and project leads how to successfully navigate and manage change. The updated framework includes 25 hands-on guides and checklists associated with each step of the process. These practical resources provide staff with the necessary information on how to manage change – from a people perspective – using a methodical approach. The development of these resources is complete and can be found in the Change Management SharePoint Portal.

Date of Completion: June 30, 2016

Point of Contact: Patrice Reid, OCHCO

OIG Analysis: OIG reviewed documentation in the Change Management SharePoint Portal and verified that the agency's change management framework documentation meets the intent of this recommendation. The recommendation is now closed.

Status: Closed.

Audit Report

AUDIT OF NRC'S MANAGEMENT OF CHANGE

OIG-15-A-19

Status of Recommendations

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

Agency Response

Dated October 11, 2016: OCHCO has developed a communication strategy to aid in the marketing of the change management framework and its resources. This strategy leverages various communication vehicles to include presentations on the framework during listening sessions at the Regions and Headquarters, webinars for managers and first-line supervisors, an EDO update, a network announcement, an NRC Reporter article and ongoing roadshows per the request of an organization . The development of a communication strategy was completed by the target date, and we are currently rolling-out of the communication activities using a phased approach.

Date of Completion: September 30, 2016

Point of Contact: Patrice Reid, OCHCO

OIG Analysis: OIG staff searched the NRC intranet and NRC's non-public Agencywide Documents Access and Management System to find documentary support for the change management communication deliverables and activities cited above. OIG staff found adequate support and determined that these deliverables and activities meet the intent of the recommendation. The recommendation is now closed.

Status: Closed.

Audit Report

AUDIT OF NRC'S MANAGEMENT OF CHANGE

OIG-15-A-19

Status of Recommendations

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

Agency Response

Dated October 11, 2016: OCHCO is working to develop two self-paced, online courses that will be made available to management and staff, providing information on instrumental ways to manage change. The first course will focus on implementing the framework and its resources for managers and supervisors. The second course will primarily focus on effective strategies to manage employee reactions to change and will be offered to general staff. The development of these courses are currently underway and the target date for completion is on track. OCHCO has also identified eBooks, articles, videos, webinars, and other learning resources that directly enhance the development of specific areas within the framework. These resources are currently located on the Change Management SharePoint Portal.

Target Date for Completion: April 17, 2017

Point of Contact: Patrice Reid, OCHCO

OIG Analysis: The actions proposed by the agency meet the intent of the recommendation. This recommendation will be closed after OIG's receipt and review of resources demonstrating that training and training resources geared to implementing the completed framework are provided to management and staff.

Status: Resolved.