

July 5, 2017

MEMORANDUM TO: Maureen E. Wylie, Chief Financial Officer
Office of the Chief Financial Officer

Catherine Haney, Regional Administrator
Region II

Michael F. Weber, Director
Office of the Nuclear Regulatory Research

FROM: Victor M. McCree */RA/*
Executive Director for Operations

SUBJECT: IMPLEMENTATION OF ENHANCEMENTS TO NRC'S
STRATEGIC WORKFORCE PLANNING

By memorandum dated January 19, 2017, "Enhancing Strategic Workforce Planning," (ADAMS Accession No. ML17005A256) I established a working group to develop a comprehensive, integrated and systematic strategic workforce planning process. The primary objective of the working group was to enhance the existing strategic workforce planning process by better integrating the NRC's workload projection, skills identification, human capital management, individual development, and workforce management activities. This has become increasingly important for our agency as forecasts for reduced growth continue in the nuclear sector.

The working group was charged with evaluating current agency strategic workforce planning practices and identifying opportunities for improved effectiveness in meeting current and future workforce needs. By memorandum dated, April 19, 2017, "Proposed Enhancements to NRC's Strategic Workforce Planning," (ADAMS Accession No. ML17109A319) the working group transmitted its recommended enhanced agency-wide Strategic Workforce Planning (SWP) process, an implementation plan to support the process, and a communication plan to support roll out to the staff. Subsequent to issuance of the memorandum, the working group developed a process map to address additional insights provided by the Project Aim Steering Committee. This process map (ADAMS Accession No. ML17179A109) provides additional clarity on the process document. The working group's recommendations are responsive to my tasking and reflect the careful consideration of existing SWP efforts underway, input from senior managers across the agency, best practices from other public and private sector organizations, and requirements, including the Office of Personnel Management's revised regulations in 5 CFR Part 250.

CONTACT: Christian Araguas, OEDO
301-415-7210

These recommendations will enhance NRC's ability to strategically meet current and future workforce needs, prevent unnecessary disruptions in maintaining a steady-state workforce, and will facilitate NRC continuing to fulfill its safety and security mission. These recommendations will also enable NRC employees to engage in career development by identifying longer-term core positions and competency needs and incentivizing and facilitating personal and organizational development to fulfill these needs. Additionally, the working group's enhancements address the U.S. Government Accountability Office's (GAO) recommendations in GAO-17-233, "Strategic Human Capital Management: NRC Could Better Manage the Size and Composition of its Workforce by Further Incorporating Leading Practices" dated April 27, 2017.

Therefore, I approve moving forward with phase 1 of the working group's recommendations. Phase 1 is comprised of a pilot initiative to test the enhanced SWP process. The Office of the Chief Financial Officer, Region II, and the Office of Nuclear Regulatory Research will participate in the pilot, which will be led jointly by the Office of the Executive Director for Operations (OEDO) and the Office of the Chief Human Capital Officer (OCHCO). After completion of Phase 1, the participating offices in partnership with OCHCO and OEDO will conduct a lessons-learned review to identify strengths, challenges, estimated resources, and recommended improvements to the enhanced process. This lessons-learned review shall be documented and provided to me by July 15, 2018. This will facilitate implementation of the enhanced process agency-wide beginning in Fall 2018. In the coming weeks, OEDO and OCHCO will be reaching out to the pilot offices to provide training, guidance, templates, expectations, and a detailed schedule for pilot implementation set to begin this fall. To ensure timely communications regarding the pilot initiative, please provide points of contact in your offices that will serve as the lead for supporting the pilot. These names should be provided to Christian Araguas, OEDO by no later than Friday July 14, 2017.

IMPLEMENTATION OF ENHANCEMENTS TO NRC'S STRATEGIC WORKFORCE PLANNING
DATED JUNE 5, 2017.

DISTRIBUTION:

See next page

ADAMS Accession No.: PKG ML17179A111 Memo ML17178A284

OFFICE	OEDO/AO/ETA	OEDO/AO	OEDO/DEDM	EDO
NAME	CAraguas	RLewis	FBrown	VMcCree
DATE	6/29/2017	6/29/2017	6/29/2017	7/5/2017

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MEMORANDUM TO THOSE ON THE ATTACHED LIST DATED:

SUBJECT: IMPLEMENTATION OF ENHANCEMENTS TO NRC'S STRATEGIC WORKFORCE PLANNING

Andrea D. Veil, Executive Director, Advisory Committee on Reactor Safeguards
E. Roy Hawkens, Chief Administrative Judge, Atomic Safety and Licensing Board Panel
Margaret M. Doane, General Counsel
Brooke P. Clark, Director, Office of Commission Appellate Adjudication
Maureen E. Wylie, Chief Financial Officer
Hubert T. Bell, Inspector General
Nader L. Mamish, Director, Office of International Programs
Eugene Dacus, Director, Office of Congressional Affairs
David A. Castelveter, Director, Office of Public Affairs
Annette Vietti-Cook, Secretary of the Commission

Frederick D. Brown, Deputy Executive Director for Materials, Waste, Research, State, Tribal, Compliance, Administration, and Human Capital Programs, OEDO
Michael R. Johnson, Deputy Executive Director for Reactor and Preparedness Programs, OEDO
Robert J. Lewis, Assistant for Operations, OEDO
Cynthia A. Carpenter, Director, Office of Administration
David J. Nelson, Chief Information Officer
Patricia K. Holahan, Director, Office of Enforcement
Kimberly A. Howell, Director, Office of Investigations
Miriam L. Cohen, Chief Human Capital Officer
Vonna L. Ordaz, Acting Director, Office of New Reactors

Marc L. Dapas, Director, Office of Nuclear Material Safety and Safeguards
William M. Dean, Director, Office of Nuclear Reactor Regulation

Pamela R. Baker, Director, Office of Small Business and Civil Rights
Brian E. Holian, Director, Office of Nuclear Security and Incident Response
Daniel H. Dorman, Regional Administrator, Region I
Cynthia D. Pederson, Regional Administrator, Region III
Kriss M. Kennedy, Regional Administrator, Region IV

E-Mail Mail Stops

RidsACRS_MailCTR Resource

RidsAslbpManagement Resource

RidsOgcMailCenter Resource
RidsOcaaMailCenter Resource

RidsOcfoMailCenter Resource
RidsOigMailCenter Resource
RidsOipMailCenter Resource
RidsOcaMailCenter Resource
RidsOpaMail Resource
RidsSecyMailCenter Resource
RidsSecyCorrespondenceMCTR Resource
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RidsAdmMailCenter Resource
RidsOCIO Resource
RidsOeMailCenter Resource
RidsOiMailCenter Resource
RidsOchcoMailCenter Resource
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RidsNrrMailCenter Resource (A)
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