

U.S. NUCLEAR REGULATORY COMMISSION MANAGEMENT DIRECTIVE (MD)

MD 6.9	PERFORMANCE MANAGEMENT	DT-17-143
<i>Volume 6:</i>	Internal Management	
<i>Approved By:</i>	Stephen G. Burns, Chairman	
<i>Date Approved:</i>	August 15, 2016	
<i>Cert. Date:</i>	N/A, for the latest version of any NRC directive or handbook, see the online MD Catalog .	
<i>Issuing Office:</i>	Executive Director for Operations Assistant for Operations	
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EXECUTIVE SUMMARY

Management Directive (MD) 6.9, "Performance Management," is being issued to replace, in part, MD 4.7, "Policies and Practices Governing NRC Long-Range Planning, Budget Formulation, and Resource Management" (Manual Chapter 1301). MD 4.7 addressed a broad scope of agency planning, budgeting, and financial activities. Based on Commission direction (COMSECY-13-0011), the Office of the Chief Financial Officer and the Office of the Executive Director for Operations are replacing MD 4.7 with four separate MDs: MD 4.7, "Budget Formulation"; MD 4.8, "Budget Execution"; MD 6.9, "Performance Management"; and MD 6.10, "Strategic Planning." The administrative control of funds section in MD 4.7 was superseded by MD 4.2, "Administrative Control of Funds," which was revised in 2015.

MD 6.9 describes the policy guidance for the performance management program to improve the NRC's effectiveness and efficiency in achieving its mission and strategic goals.

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I. POLICY

- A. It is the policy of the U.S. Nuclear Regulatory Commission to use a performance management framework that clearly and directly links program goals with the NRC Strategic Plan and institutionalizes the use of performance information in decisionmaking.
- B. The NRC uses performance plans that comply with the requirements provided in the Government Performance and Results Act Modernization Act of 2010 (GPRAMA) and Office of Management and Budget (OMB) Circular A-11, "Preparation, Submission, and Execution of the Budget."

II. OBJECTIVES

- Ensure compliance with agency performance and reporting requirements in the GPRAMA and OMB Circular A-11.
- Provide policy guidance and direction for the agency's performance management process.
- Establish roles and responsibilities for the annual performance management process.
- Establish a performance management program that improves the NRC's effectiveness and efficiency in achieving its mission and strategic goals.
- Institute a performance management framework that employs—
 - Program logic for each business line, including intermediate outcomes and associated measures that collectively demonstrate how the agency will achieve the strategic goals and objectives in the NRC Strategic Plan.

- A clear process and criteria for defining, reviewing, and validating the continued effectiveness of agency measures.
 - Stakeholder input mechanisms that help the agency to select measures that are recognized by stakeholders, both internal and external, as meaningful indicators of agency performance.
- Promote the widespread use of performance results by employees, managers, and stakeholders to judge progress in achieving intermediate and long-term outcomes.
 - Use performance results to determine where course corrections are necessary and to allocate resources more effectively.
 - Instill a performance and efficiency culture that inspires continuous improvement.
 - Ensure performance goals and indicators are in alignment with the NRC Strategic Plan.

III. ORGANIZATIONAL RESPONSIBILITIES AND DELEGATIONS OF AUTHORITY

A. Chairman

1. Appoints the Executive Director for Operations (EDO), who serves as the Chief Operating Officer (COO), and the Chief Financial Officer (CFO) subject to the approval of the Commission.
2. Proposes performance indicators for the strategic objectives as part of the Annual Performance Plan (APP), and proposes other indicators required by GPRAMA to the Commission for approval as part of the Chairman's budget.

B. Commission

1. Approves the appointment of the EDO/COO and the CFO.
2. Reviews, makes changes if necessary, and approves the APP prior to submission to OMB and Congress.
3. Reviews, makes changes if necessary, and approves the Annual Performance Report (APR) prior to submission to OMB and Congress.

C. Executive Director for Operations (EDO)

1. Serves as the COO, as designated by the Chairman and defined by the GPRAMA.
2. Serves as the agency's lead to provide overall management to monitor and improve agency performance and achieve the agency's mission and goals through the use of strategic and performance planning, measurement, analysis, regular assessment of progress, and use of performance information to improve the results achieved.

3. Appoints the agency Performance Improvement Officer (PIO) and the Chief Information Officer (CIO), who report to the COO.
4. Appoints a leader for each performance goal in the APP.
5. Promotes a results-oriented, performance-based management culture within the agency.
6. Ensures alignment between individual and organizational performance management and results.
7. Leads quarterly performance review meetings to review progress on the agency's business line performance plans.

D. Performance Improvement Officer (PIO)

1. Serves as the agency's lead for the performance management program.
2. Makes recommendations regarding the adequacy of the program performance indicators and advises the COO.
3. Leads and coordinates the systematic development of the APP and the APR with all NRC offices.
 - (a) Advises and assists the Chairman and the COO to ensure that the mission and goals of the agency are achieved through—
 - (i) Use of strategic and performance planning, measurement, and analysis;
 - (ii) Regular assessment of progress against business line performance plans; and
 - (iii) Use of performance information to improve future decisionmaking and performance results achieved.
 - (b) Assists the COO in overseeing the implementation of agency performance planning and reporting requirements per the GPRAMA.
 - (c) Supports the COO and Deputy Executive Directors for Operations (DEDOs) in the conduct of quarterly reviews of agency performance.
 - (d) Ensures that progress toward the achievement of agency goals is communicated at all levels.
 - (e) Prepares and issues agency guidance on performance management, including—
 - (i) A business line and product line planning and performance reporting framework that strengthens the line of sight between agency business line strategies, activities, and outputs, and the outcomes in the NRC Strategic Plan;

- (ii) A clear process and criteria for defining, reviewing, and validating the continued effectiveness of agency measures; and
 - (iii) Stakeholder input mechanisms that help the agency to select measures that are recognized by stakeholders, both internal and external, as reliable indicators of agency performance.
- (f) Establishes agency performance management program training requirements and develops the necessary training in conjunction with the Office of the Chief Human Capital Officer.
- (g) Serves as the chair of the NRC Performance Improvement Panel (PIP) and establishes the PIP charter.
- 4. Administers the agency's performance management program.
 - (a) Maintains program records.
 - (b) Maintains information technology necessary for collecting, analyzing, displaying, and reporting performance data.
 - (c) Oversees publication of the results of quarterly performance reviews and periodic program reviews on the agency's performance management Web site.
 - (d) Provides advice and support to the COO and business line leads in carrying out their responsibilities for performance management.
- 5. Oversees communication activities for the agency's performance management program.
 - (a) Serves as the agency expert and champion to increase staff awareness of the purpose and importance of the performance management program to develop a performance management culture.
 - (b) Plans and conducts performance management communications activities.
- 6. Monitors and assesses the agency's performance management program.
 - (a) Establishes and maintains performance measures for the performance management program.
 - (b) Monitors the implementation of the performance management process for consistency across business lines.
 - (c) Establishes a peer review process for periodic business line performance plan evaluations.

- (d) Periodically assesses the performance management program, reports results to the COO, and recommends program modifications as appropriate.
 - (e) After the fourth quarter review meeting, provides the Commission with a Commissioners' Assistants Note that includes the Congressional Budget Justification indicators that are "red," or unmet, for the fiscal year.
7. Serves as the agency's representative on the Performance Improvement Council (PIC) and the liaison with OMB and other Federal organizations that support PIC activities.

E. Chief Information Officer (CIO)

1. Serves as the agency's lead to set strategy and define the development processes, milestones, review gates, capital planning, enterprise architecture, project management, security risk tolerance, and reporting of all information technology/information management (IT/IM) resources.
2. Reports directly to the COO to carry out the IT/IM responsibilities of the agency.

F. Deputy Executive Directors for Operations (DEDOs)

1. Oversee the performance of the business lines in their functional areas.
2. Provide overall management to monitor and improve agency performance and achieve the mission and goals of the agency through the use of strategic and performance planning, measurement, analysis, regular assessment of progress, and use of performance information to improve the results achieved.
3. Assist the COO and the PIO in promoting a results-oriented, performance based management culture within the agency.
4. Participate in quarterly performance review meetings with the COO, PIO, CFO, business line leads, and partners to review progress of business line performance.

G. Chief Financial Officer (CFO)

1. In coordination with the COO and PIO, establishes the format, process, and schedule for the development of the APP and APR.
2. Serves as the lead for coordinating the development of the Performance and Accountability Report (PAR), which includes the APR.
3. Serves as the principle agency liaison with OMB and congressional appropriations staff on matters pertaining to the agency's budget, including coordinating with the COO and PIO when interacting with OMB regarding performance management.

4. Coordinates with Office of Congressional Affairs (OCA) to liaison with congressional appropriations staff on matters pertaining to the agency's budget.
5. Participates in quarterly performance review meetings with the COO, PIO, DEDOs, business line leads, and partners to review progress of business line performance.

H. Office of the General Counsel (OGC)

Advises of relevant legal considerations pertaining to strategic planning.

I. Chief Human Capital Officer (CHCO)

1. Serves as the lead in developing guidance for Senior Executive Service performance plans, including expectations for aligning with organizational performance plans, and developing performance indicators for personnel performance appraisals.
2. Develops and implements performance management training in coordination with the PIO.

J. Office Directors and Regional Administrators

1. General

- (a) Manage the performance of their business lines as a business line lead or as a partner office supporting a business line lead. For the purposes of performance management, the EDO and CFO have chosen to treat the corporate support product lines as business lines, similar to the program business lines.
- (b) Through guidance provided by the PIO, develop or update performance indicators to measure performance in support of their respective business or product lines.

2. Business Line Lead

In accordance with agency guidance issued by the PIO—

- (a) With the participation of their partner offices, develop the program logic for their business line, including the applicable strategies from the NRC Strategic Plan that demonstrate how the business line will achieve the strategic goals and objectives.
- (b) Obtain partner office input to assist in developing business line performance indicators in the APP and business line performance plans.
- (c) Use the agency's performance management tool to collect, analyze, display, and report business line performance data.

- (d) Develop the quarterly performance status for their business line with input from their partner offices.
 - (e) Ensure that business line performance results are communicated to partner offices.
 - (f) Report the performance status of their business lines to the COO, the DEDOs, and the PIO on a quarterly basis.
 - (g) As appropriate, use performance data to inform budget formulation and other planning activities.
 - (h) Ensure the staff are appropriately trained and developed to accomplish their performance management responsibilities.
3. Partner Offices
- (a) For those business lines in which they participate, coordinate with business line leads to prepare the business line performance plans related to their areas of responsibility.
 - (b) Provide quarterly performance results and participate in quarterly performance status reviews for the business lines related to their areas of responsibility.
 - (c) Ensure that staff are appropriately trained and developed to accomplish their performance management responsibilities.

K. Deputy Office Directors and Deputy Regional Administrators

Serve as members of the PIP.

L. Performance Improvement Panel

In accordance with the PIP charter—

1. Shares lessons learned and recommends performance management process and implementation improvements to the PIO.
2. As appropriate, provides periodic peer reviews of business line performance plans.
3. Provides support to the PIO on performance improvement initiatives.
4. Votes and determines agencywide indicators.
5. Makes recommendations regarding process improvements to the Quarterly Performance Review.

M. Performance Management Working Group

1. The Performance Management Working Group (PMWG) consists of office and regional representatives who serve as a standing working group and communications conduit for the PIO and the PIP. The PMWG clarifies expectations for business line plans and performance reports and identifies and resolves issues associated with the performance management framework.
2. Members of the group are responsible for implementation of process changes and maintenance of performance indicators and performance data in business line performance plans and reports.

IV. APPLICABILITY

The policy and guidance in this directive and handbook apply to all NRC employees and contractors.

V. DIRECTIVE HANDBOOK

Handbook 6.9 provides guidance for the NRC performance management program.

VI. REFERENCES

Nuclear Regulatory Commission

COMSECY-13-0011, "Management Directive 4.7, Policy and Practices Governing Nuclear Regulatory Commission Long-Range Planning, Budget Formulation, and Resource Management" (ML13078A042).

Management Directive—

4.7, "Budget Formulation."

4.8, "Budget Execution."

6.10, "Strategic Planning."

NRC Performance Management Web Site, available at <http://fusion.nrc.gov/edo/team/CPM/PerfMgmt/default.aspx>.

Performance Improvement Panel (PIP) Charter, available at <http://fusion.nrc.gov/edo/team/CPM/PerfMgmt/default.aspx> (under PIP documents in current fiscal year).

Office and Management and Budget

OMB Circular No. A-11, "Preparation, Submission, and Execution of the Budget" (annually).

OMB Circular No. A-136, "Financial Reporting Requirements" (annually).

Public Laws

Chief Financial Officers Act of 1990, Pub. L. 101-576, 104 Stat. 2838 (1990).

Federal Information Technology Acquisition Reform Act, Pub. L. 113-291, Title VIII, Subtitle D, 128 Stat. 3438-3450 (2014).

Government Performance and Results Act Modernization Act of 2010, Pub. L. 111-352, 124 Stat. 3866 (2011).

U.S. NUCLEAR REGULATORY COMMISSION DIRECTIVE HANDBOOK (DH)

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I. BACKGROUND

A. Planning, Budgeting, and Performance Management Process

1. The Planning, Budgeting, and Performance Management (PBPM) process (see Exhibit 1 to this handbook) is the framework the U.S. Nuclear Regulatory Commission employs to meet the requirements of the Government Performance and Results Act Modernization Act of 2010 (GPRAMA). The GPRAMA requires Federal agencies to be results-oriented, linking work and resources to performance expectations.
2. The PBPM process enables the NRC to link budgeted resources with program performance. Through the PBPM process, the NRC establishes performance goals to identify the required work and the resources to conduct that work. PBPM is a continuous performance monitoring and review process. This process ensures that the agency is achieving its goals and performing activities in an efficient and effective manner.
3. The PBPM process links four essential elements into a performance framework. The four elements are strategic planning, budget formulation, budget execution, and performance management.
 - (a) Strategic Planning – provides for developing the strategic plan, where the long-term strategies and performance expectations for the agency are established, and provides guidance for the annual agency budget and performance plan (see Management Directive (MD) 6.10, “Strategic Planning”).

- (b) Budget Formulation – provides direction for determining the projected workload, resources, and performance indicators needed for formulating the annual budget to achieve the agency's goals and strategic objectives. Budget formulation produces the annual performance budget that is submitted to the President and the Congress (see MD 4.7, "Budget Formulation").
 - (c) Budget Execution – provides for managing and using resources obtained through the budget formulation and appropriations process to accomplish the NRC's goals and objectives. Budget execution provides the information needed for performance management and informs the next update of the strategic plan and the budget formulation cycle. The financial costs and results are presented to the public in the NRC's audited financial statements published in the Performance and Accountability Report (PAR) (see MD 4.8, "Budget Execution").
 - (d) Performance Management – provides the use of goals, indicators, targets, analysis, and data-driven reviews to improve the results of programs and the effectiveness and efficiency of agency operations. Performance management also contributes to the development of performance indicators in the annual performance plan (APP) and reporting of performance results in the annual performance report (APR), which is included in the agency's PAR.
4. The components of the PBPM process are closely linked and complementary, reflecting a continuous cycle of performance management centered on outcomes. The NRC integrates its PBPM functions by aligning resources with the agency's goals and establishing performance indicators to enable periodic measurement and monitoring of program execution. Regular performance assessments are used to analyze performance and seek improvements in effectiveness and efficiency.

B. Applicable Laws and Guidance

1. The Government Performance and Results Act Modernization Act of 2010
The GPRAMA requires Federal agencies to develop strategic plans with long-term goals, annually develop performance plans with performance goals and associated indicators, and report annually on prior year performance. The intent of the GPRAMA is to make Federal agencies more results-oriented by linking work and resources to performance expectations and assessing agency performance and improvement. The GPRAMA contains guidance for implementing strategic plans, APPs, and APRs.
2. Office of Management and Budget Circular No. A-11, "Preparation, Submission, and Execution of the Budget"
Office of Management and Budget (OMB) Circular No. A-11 provides requirements for the agency's performance budgeting process and execution of the budget. It includes guidance on how to prepare and submit materials for OMB's presidential review of agency requests and formulation of the fiscal year budget. Additionally,

the Circular provides the requirements for strategic plans, APPs, and APRs. It is revised annually.

3. Office of Management and Budget Circular No. A-136, “Financial Reporting Requirements”

OMB Circular No. A-136 establishes a central point of reference for all Federal financial reporting guidance, including the PAR. It is revised annually.

4. NRC Strategic Plan

The primary objective of performance management at the NRC is to accomplish the agency mission and to achieve the long-term goals and strategic outcomes in the NRC Strategic Plan. Therefore, there should be a link between the performance of the agency’s activities, agency mission, and the goals and strategic outcomes of the strategic plan. The performance management framework described in this handbook is designed to achieve that link.

5. Chief Financial Officers Act of 1990

The Chief Financial Officers Act of 1990 assigns certain statutory responsibilities to the Chief Financial Officer (CFO). Those responsibilities include, but are not limited to, reporting directly to the head of the agency regarding financial management matters; developing agency financial management budgets; oversight of all financial management activities relating to the programs and operations of the agency; and developing and maintaining an integrated agency accounting and financial management system, including financial reporting and internal controls.

6. Federal Information Technology Acquisition Reform Act

The Federal Information Technology Acquisition Reform Act (FITARA) enhances the authority of the Chief Information Officer (CIO) related to agency information technology/information management (IT/IM). The CIO plays a significant role in the decision processes for all annual and multi-year IT/IM planning, programming, and budgeting. In addition, the CIO is responsible for agency IT/IM execution decisions, related reporting requirements, reports related to IT/IM, and the management, governance, and oversight processes related to IT/IM.

II. PERFORMANCE PLANS

This section provides a high level overview of the development of performance plans and indicators. Annual guidance with detailed instructions is provided by the Performance Improvement Officer (PIO) and should be used by the business line leads for developing APPs.

A. Business Line¹ Performance Plan

A performance plan is developed as a basis to evaluate business line and product line performance for the upcoming year. It incorporates business line and product line priorities and indicators that will serve as the basis for evaluating the business line's contributions on the strategies in the NRC Strategic Plan as well as the Corporate Support Strategic Plan. Indicators should be a mix of outcome-oriented measures for strategies and important output measures for the activities (e.g., number of inspections, licensing actions, key milestones) used to achieve the strategies. The plan should also include the applicable performance indicators for the objectives in the NRC Strategic Plan. Most, but not all, of the indicators in the business line performance plan also will appear in the APP.

B. Performance Indicator Development

1. Developing performance indicators by using standardized criteria issued by the PIO ensures that the performance indicators will meet the needs of the agency decision makers and demonstrate how the agency programs contribute to achieving the outcomes in the NRC Strategic Plan. Standardized criteria also ensure a level of consistency across business lines and product lines in the number and types of performance indicators. The criteria should encourage business line leads to give due consideration to the funding levels in relevant years' implementation plans and execution plans as described in MD 4.8, "Budget Execution." The criteria will be published in the annual guidance found on the performance management SharePoint site at <http://fusion.nrc.gov/edo/team/CPM/PerfMgmt/default.aspx>.
2. The work and programs of the agency are divided among several business lines to accomplish the agency's mission. The lead for each business line is responsible for working with partner offices to develop performance indicators. Logic models can be used by offices to develop indicators. A logic model is a tool that illustrates the rationale behind a program by depicting how the program's inputs and activities contribute to the achievement of the strategies, objectives, and goals in the NRC Strategic Plan.
3. Business line leads are responsible for ensuring that the performance indicators for their respective areas meet the annual guidance.

¹ For the purposes of performance management, the term business line refers to programmatic business lines as well as corporate support product lines.

C. Performance Indicator Revalidation

1. As part of the annual budget and planning cycle, in preparation for the start of a new fiscal year, business line leads and partner offices are responsible for revalidating the performance indicators in their areas of responsibility in accordance with guidance from the PIO. This process includes the following:
 - (a) Involvement of partner offices and other stakeholders, as appropriate;
 - (b) Review of existing performance indicators against the criteria and identification of gaps;
 - (c) Identification of performance indicators that should be eliminated, either because they have achieved their intended purposes or are ineffective; and
 - (d) Recommendations for improvement to the performance indicators.
2. This revalidation should include adjustment of performance indicators in response to changes in the goals, objectives, or strategies in the strategic plan as applicable.

D. Cross-Cutting Strategies

The NRC Strategic Plan may contain cross-cutting strategies that do not lend themselves to implementation by individual business lines. In this case, the PIO may recommend that the agency designate an agencywide lead(s) for such strategies. The lead(s) for these agencywide strategies will develop program performance indicators for the strategies and have responsibilities similar to those for business line leads.

III. PERFORMANCE REVIEWS**A. Quarterly Reviews**

Business line leads and partner office representatives participate in quarterly reviews of the agency's performance led by the Chief Operating Officer (COO), PIO, and Deputy Executive Directors for Operations (DEDOs), in conjunction with the CFO. The reviews are in accordance with guidance issued from the PIO. Quarterly performance results are made available promptly to all employees on the agency's performance management Web site at <http://fusion.nrc.gov/edo/team/CPM/PerfMgmt/default.aspx>.

B. Best Practices for the Quarterly Review Meeting

1. Meeting Preparation
 - (a) The business line lead collaborates with partner offices on—
 - (i) Business line priorities, challenges, and mitigating strategies;

- (ii) Areas of strong or weak performance and their implications;
 - (iii) Progress in areas identified for improvement in previous quarterly reviews; and
 - (iv) Resource implications.
- (b) Business line reports are created and posted on the performance management Web site.
- (c) The COO, PIO, and DEDOs review the reports before the meeting and may communicate additional items of interest to discuss during the meeting.

2. Conduct of the Meeting

- (a) The purpose of the quarterly review meeting is to review the status of major programmatic activities, discuss actions that can alleviate risks and challenges, and develop action items to achieve positive outcomes.
- (b) The business line lead presents data on key performance indicators using the format provided by the PIO for all business lines.
- (c) The business line lead reports on performance of the business line. The report is coordinated with partner offices. The business line lead and partner office representatives attend the meeting and have the opportunity to express any concerns. The business line lead should explain why certain performance results are below expectation; what mitigating strategies, if any, will be used; and what challenges are foreseen for the business line.
- (d) The COO, PIO, and DEDOs may propose questions to the business line lead and partner office representatives at the meeting. Typical questions include the following: Are strategies succeeding? What needs to be changed to enhance success? What assistance is needed?
- (e) The Office of the Executive Director for Operations (OEDO) identifies the office responsible for action items raised during the meeting and documents these actions.

3. Meeting Followup

Followup is vital to a productive performance review process. There should be followup on all actions or requests made during the meeting. Key followup steps are the following:

- (a) Two weeks after the meeting, the OEDO will post the meeting notes and the action items on the SharePoint site.
- (b) The responsible office for the action should provide a status update during the next quarterly review meeting.

IV. ANNUAL PERFORMANCE PLAN AND ANNUAL PERFORMANCE REPORT

Indicators in the APP and APR are a subset of the indicators developed and identified in the business line performance plans. The APP and APR are reported to OMB and Congress.

A. Annual Performance Plan

1. The GPRAMA requires agencies to develop performance plans that—
 - (a) Define the level of performance to be achieved during the year in which the plan is submitted and the next fiscal year;
 - (b) Have performance goals that are expressed in an objective, quantifiable, and measurable form unless authorized to be in an alternative form by OMB;
 - (c) Describe how the performance goals contribute to goals and objectives established in the strategic plan; and
 - (d) Designate a leader for each performance goal.
2. The agency will do the following:
 - (a) Establish performance goals that link to the strategic objectives in the NRC Strategic Plan;
 - (b) Record the performance goals with their associated performance indicators and annual targets in the APP, as approved by the Commission, and applicable business line performance plans; and
 - (c) Monitor performance of indicators in the APP through quarterly reports or more frequently (e.g., monthly reports shared among business line leads and partner offices).

B. Annual Performance Report

1. The GPRAMA requires agencies to provide performance updates that—
 - (a) Are posted on the agency public Web site and provided to OMB no later than 150 days after the end of each fiscal year, with more frequent updates in some instances; and
 - (b) Compare actual performance achieved with the goals established in the APP.
2. The agency will integrate the results reported in business line performance plans into the APR, as approved by the Commission.
3. The agency's APR is included in its annual PAR, which presents a comprehensive and integrated picture of the agency's financial and programmatic performance for a specific year in accordance with OMB Circular No. A-136.

V. TOOLS

The PIO will provide the necessary tools and guidance, such as access to performance management information and a tool for an effective performance management program.

VI. GLOSSARY

Annual Performance Plan

Under the GPRAMA, an agency's APP covers each program activity set forth in the budget, identifying the agency's performance goals and how those goals will be achieved. The plan is used to structure the agency's budget submission. The plan clearly links performance goals with resources for achieving a target level of performance on an annual basis. An APP aligns activities under the agency's strategic goals, showing budget information for specific activities intended to influence outcomes. The APP draft is submitted to OMB in September and is delivered in final form to OMB and Congress in February.

Annual Performance Report

A report on agency performance that contains information on the agency's progress in achieving performance goals during the past year. The APR is included in the agency's PAR.

Cross-cutting

Issues and strategies that apply across organizational boundaries (business lines) within the NRC.

Intermediate Outcome

Effects of program activities that are identified early and expected to lead to the desired ends, but are not themselves the "ends." Examples are the strategies in the NRC Strategic Plan.

Output

Actual products or services delivered by a program, such as inspections conducted or people trained.

Performance and Accountability Report

The PAR (NUREG-1542) is the NRC's annual report on operations. It includes a report on the agency's programmatic performance; management's discussion and analysis; the audited financial statements of the NRC; the Office of the Inspector General's assessment of the NRC's most serious management and performance challenges; and other information.

Performance Indicator

The indicator for a performance goal that will be used to track progress toward a goal or target within a timeframe.

Performance Improvement Council

Composed of the PIOs of Federal agencies and departments, as well as senior OMB officials, the PIC collaborates to improve the performance of Federal programs. The PIC facilitates information exchange among agencies, including providing information to assist them to: assess problems and opportunities; plan and set priorities; identify, adopt, and promote proven practices; adjust actions quickly based on ongoing assessments of experience; monitor and reduce risks; and report candidly and concisely to key stakeholders to accelerate agency and program performance improvements.

Performance Management

Provides the use of goals, measurement, analysis, and data-driven reviews to improve results of programs and the effectiveness and efficiency of agency operations. Performance management activities often consist of planning, goal setting, measurement, analysis, reporting, implementation, and evaluation.

Target

The level of performance that is needed to meet a performance indicator.

VII. ACRONYMS

APP	Annual Performance Plan
APR	Annual Performance Report
CFO	Chief Financial Officer
CHCO	Chief Human Capital Officer
CIO	Chief Information Officer
COO	Chief Operating Officer
DEDO	Deputy Executive Director for Operations
EDO	Executive Director for Operations
FITARA	Federal Information Technology Acquisition Reform Act
GPRAMA	Government Performance and Results Act Modernization Act of 2010
IT/IM	Information Technology/Information Management

MD	Management Directive
NRC	Nuclear Regulatory Commission
OCA	Office of Congressional Affairs
OEDO	Office of the Executive Director for Operations
OMB	Office of Management and Budget
PAR	Performance and Accountability Report
PBPM	Planning, Budgeting, and Performance Management
PIC	Performance Improvement Council
PIO	Performance Improvement Officer
PIP	Performance Improvement Panel
PMWG	Performance Management Working Group

EXHIBIT

Exhibit 1 Planning, Budgeting, and Performance Management Process

