



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

June 13, 2018

MEMORANDUM TO: Victor M. McCree  
Executive Director for Operations

FROM: Jennifer M. Golder */RA/*  
Deputy Chief Human Capital Officer

Robert J. Lewis, Assistant for Operations */RA/*  
Office of the Executive Director for Operations

SUBJECT: ENHANCED STRATEGIC WORKFORCE PLANNING PILOT  
LESSONS-LEARNED REPORT

On behalf of the Strategic Workforce Planning (SWP) implementation team, we are transmitting the "Enhanced Strategic Workforce Planning Pilot Lessons-Learned Report" (Agencywide Documents Access and Management System (ADAMS) Accession No. [ML18162A051](#)). The report was prepared in response to your memorandum dated July 5, 2017, "Implementation of the Enhancements of NRC's Strategic Workforce Planning" (ADAMS Accession No. [ML17179A111](#)). As you are aware, the implementation team followed the Enhancing Strategic Workforce Planning working group's "Proposed Enhancements to NRC'S Strategic Workforce Planning" (ADAMS Accession No. [ML17109A319](#), dated April 27, 2017), and the process map (ADAMS Accession No. [ML17179A109](#), dated July 7, 2017).

The primary objectives of the enhancements are to better integrate the U.S Nuclear Regulatory Commission's (NRC) workload projection, competencies, individual development, and workforce management activities. The pilot demonstrated that the enhanced SWP framework and process met these intended objectives. The results showed that the process can identify short- and long-term strategies and action plans that are in-depth and provide important insights into training needs to address gaps and overages in workforce needs. These outcomes will improve the agency's human capital management activities, help identify employee opportunities for career growth, and provide for a greater understanding of the future workload of the NRC, which are especially important as forecasts for reduced growth continue in the nuclear sector. Implementation of the enhanced SWP process will enable the NRC to continue adapting to and managing upcoming changes, challenges, and risks effectively and efficiently to meet its mission and strategic goals. Therefore, the SWP process enhancements are worth the agencywide investment of effort.

The piloted process was designed to be streamlined by integrating with and leveraging existing agency processes for strategic planning, staffing, budget formulation, performance management, and training and development. In addition, several steps in the process have been automated to minimize the amount of effort required. The pilot offices indicated that

CONTACT: Susan Salter, HROP/OCHCO  
(301) 287-0545

efforts associated with the enhanced SWP process are included as part of managers and supervisors' expected responsibilities, and therefore did not require any additional supervisory resources.

The pilot process did identify a number of opportunities for improvement and associated recommendations, which are discussed in the Lessons-Learned Report. Application of these recommendations will further enhance the SWP process and will also support addressing 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.

The pilot offices provided a point-of-contact (POC) who contributed to the success of the pilot, and their importance has been recognized as a best practice. The POC level of effort was approximately 0.25 full-time equivalent during the implementation. The pilot offices conveyed that the initial application of the enhanced process requires the stated resources, but that should be substantially reduced in subsequent years.

The pilot implementation team proposes proceeding with all the recommendations in the Lessons Learned Report, including implementing Phase II of the enhanced SWP process. The implementation team members remain available to support your consideration of these recommendations.

Enclosure:

Enhanced Strategic Workforce Planning Pilot Lessons-Learned Report

cc: M. Cohen, CHCO  
D. Dorman, Acting DEDM  
M. Johnson, DEDR  
C. Haney, R II  
M. Weber, RES  
M. Wylie, CFO

SUBJECT: ENHANCED STRATEGIC WORKFORCE PLANNING PILOT LESSONS-  
LEARNED REPORT, DATED: JUNE 13, 2018

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S. Salter, OCHCO

J. Golder, OCHCO

R. Lewis, OEDO

**ADAMS Package Accession No.: ML18158A269**

**Memo Accession No.: ML18162A046**

<b>OFFICE</b>	<b>WMB/HROP</b>	<b>BC: WMB</b>	<b>DCHCO</b>	<b>OEDO</b>	<b>OEDO</b>
<b>NAME</b>	TGallalee	SSalter	JGolder	JCai	RLewis
<b>DATE</b>	6/12/18	6/13/18	6/13/18	6/13/18	6/13/18

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