



OFFICE OF THE  
INSPECTOR GENERAL

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

August 14, 2018

MEMORANDUM TO: Margaret M. Doane  
Executive Director for Operations

FROM: Dr. Brett M. Baker */RA/*  
Assistant Inspector General for Audits

SUBJECT: STATUS OF RECOMMENDATIONS: THE OFFICE OF  
THE INSPECTOR GENERAL'S EVALUATION OF THE U.S.  
NUCLEAR REGULATORY COMMISSION'S  
HEADQUARTERS OPERATIONS CENTER STAFFING  
(OIG-18-A-16)

REFERENCE: DEPUTY EXECUTIVE DIRECTOR FOR REACTOR AND  
PREPAREDNESS PROGRAMS, OFFICE OF THE  
EXECUTIVE DIRECTOR FOR OPERATIONS,  
MEMORANDUM DATED JULY 25, 2018

Attached is the Office of the Inspector General's (OIG) analysis and status of recommendations as discussed in the agency's response dated July 25, 2018. Based on this response, all recommendations are resolved. Please provide an updated status of the resolved recommendations by July 30, 2019.

If you have questions or concerns, please call me at (301) 415-5915, or Eric Rivera, Acting Team Leader at (301) 415-7032.

Attachment: As stated

cc: R. Lewis, OEDO  
H. Rasouli, OEDO  
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## Evaluation Report

### EVALUATION OF NRC'S HEADQUARTERS OPERATIONS CENTER STAFFING

OIG-18-A-16

#### Status of Recommendations

Recommendation 1: Develop and document a HOO workforce plan that defines the mission needs, workload, and skills and competencies of the HOO workforce to support achievement of program results.

Agency Response Dated  
July 25, 2018:

Agree. Staff currently has existing guidance that speak to the mission needs, workload, and skills and competencies of the HOO workforce in separate documents. Staff will develop and update guidance to better define and integrate these areas to support achievement of program results. The guidance will provide clarity regarding the work performed by HOOs and the resources required to accomplish the work.

**Target Completion Date:** June 28, 2019

OIG Analysis: The proposed actions meet the intent of this recommendation. This recommendation will be closed when OIG reviews the guidance to determine that it defines the mission needs, workload, and skills and competencies of the HOO workforce to support achievement of program results.

**Status:** Resolved.

## Evaluation Report

### EVALUATION OF NRC'S HEADQUARTERS OPERATIONS CENTER STAFFING

OIG-18-A-16

#### Status of Recommendations

Recommendation 2: Develop office guidance to conduct periodic assessment of the HOC (Headquarters Operations Center), to include staffing. Guidance should define

- Periodicity or triggering event for assessment.
- Stakeholders to be involved.
- Areas to be assessed.

Agency Response Dated  
July 25, 2018:

Agree. Staff will develop a guidance document for periodic assessment of the HOO function, including staffing. The document will provide the governing process and criteria (i.e., periodicity or triggered) for when assessments are needed, and include guidance on the scope of the review and stakeholders involved. The guidance may be combined with the guidance document proposed for Recommendation 1.

**Target Completion Date:** June 28, 2019

OIG Analysis:

The proposed actions meet the intent of this recommendation. This recommendation will be closed when OIG reviews the guidance document and determines that it provides criteria for assessment, and guidance for determining scope and stakeholders involved.

**Status:**

Resolved.

## Evaluation Report

### EVALUATION OF NRC'S HEADQUARTERS OPERATIONS CENTER STAFFING

OIG-18-A-16

#### Status of Recommendations

Recommendation 3:

Develop and implement a set of procedures to support human capital management and succession in the HOC, including

- Completed documentation of resource sharing with regions.
- Expedited hiring process for HOO positions.
- Backup pool of qualified HEROs and/or former HOOs.
- Formalize current communications initiatives and methods.

Agency Response Dated  
July 25, 2018:

Agree. Staff will develop and implement guidance and procedures to support effective and timely management of HOO staffing, addressing items such as those noted in the OIG recommendation. Staff will document the process to develop, maintain, and integrate backup pools of qualified HEROs and former HOOs to support the HOO shift schedule. Staff will formalize the ongoing initiatives as part of the HOO procedures in order to enhance communication within and among the HOOs and Regional Operations Officers.

By memorandum dated June 25, 2018, staff has completed the documentation of resource sharing between headquarters and regional operations officers. The agreement, which is intended to minimize impacts on staff and to ensure a common understanding of expectations regarding regional support of the HOO function, will be included or referenced in the procedures to be developed as discussed above.

**Target Completion Date:** June 28, 2019

OIG Analysis:

The proposed actions meet the intent of this recommendation. This recommendation will be closed when OIG reviews, and verifies implementation of, guidance and procedures to support effective and timely management of HOO staffing, as recommended.

**Status:**

Resolved.