

## SCHEDULING NOTE

**Title:** BRIEFING ON HUMAN CAPITAL AND EQUAL EMPLOYMENT OPPORTUNITY (Public)

**Purpose:** Provide the Commission an update on significant human capital initiatives and equal employment opportunity.

**Scheduled:** June 18, 2019  
10:00 a.m.

**Duration:** Approx. 2 hours

**Location:** Commissioners' Conference Room, 1<sup>st</sup> fl. OWFN

**Participants:** Presentation

**NRC Staff** 60 mins.\*

**Margaret Doane**, Executive Director for Operations

Topic: Opening Remarks

**Miriam Cohen**, Chief Human Capital Officer

- Topic: Overview on Human Capital

**Jason Shay**, Associate Director, HR Operations and Policy

- Topic: Update on Strategic Human Capital Management
  - Planning for the future NRC workforce
    - Entry level hiring – future generations
    - Critical skills

**Susan Abraham**, Associate Director, Training and Development

- Topic: Update on Learning and Development
  - How learning and development efforts are aligning with agency transformation efforts
    - Learning Transformation Initiative (blended and streamlined training)
    - Competency Modeling,
    - Talent management system,
    - Knowledge Management initiatives

**Pamela Baker**, Director, Office of Small Business and Civil Rights

Topic: Civil Rights and Diversity and Inclusion Update

**Commission Q & A**

**40 mins.**

**Serita Sanders**, Executive Vice President, National Treasury  
Employees Union

**5 mins.**

A representative of the National Treasury Employees Union will be invited to sit in the well. The Chairman will ask the union for remarks as permitted, under the formal meeting provision of the Collective Bargaining Agreement.

**Discussion – Wrap-up**

**5 mins.**

\* For presentation only and does not include time for Commission Q & A's



# Briefing on Human Capital and Equal Employment Opportunity

Commission Meeting  
June 18, 2019



# Agenda

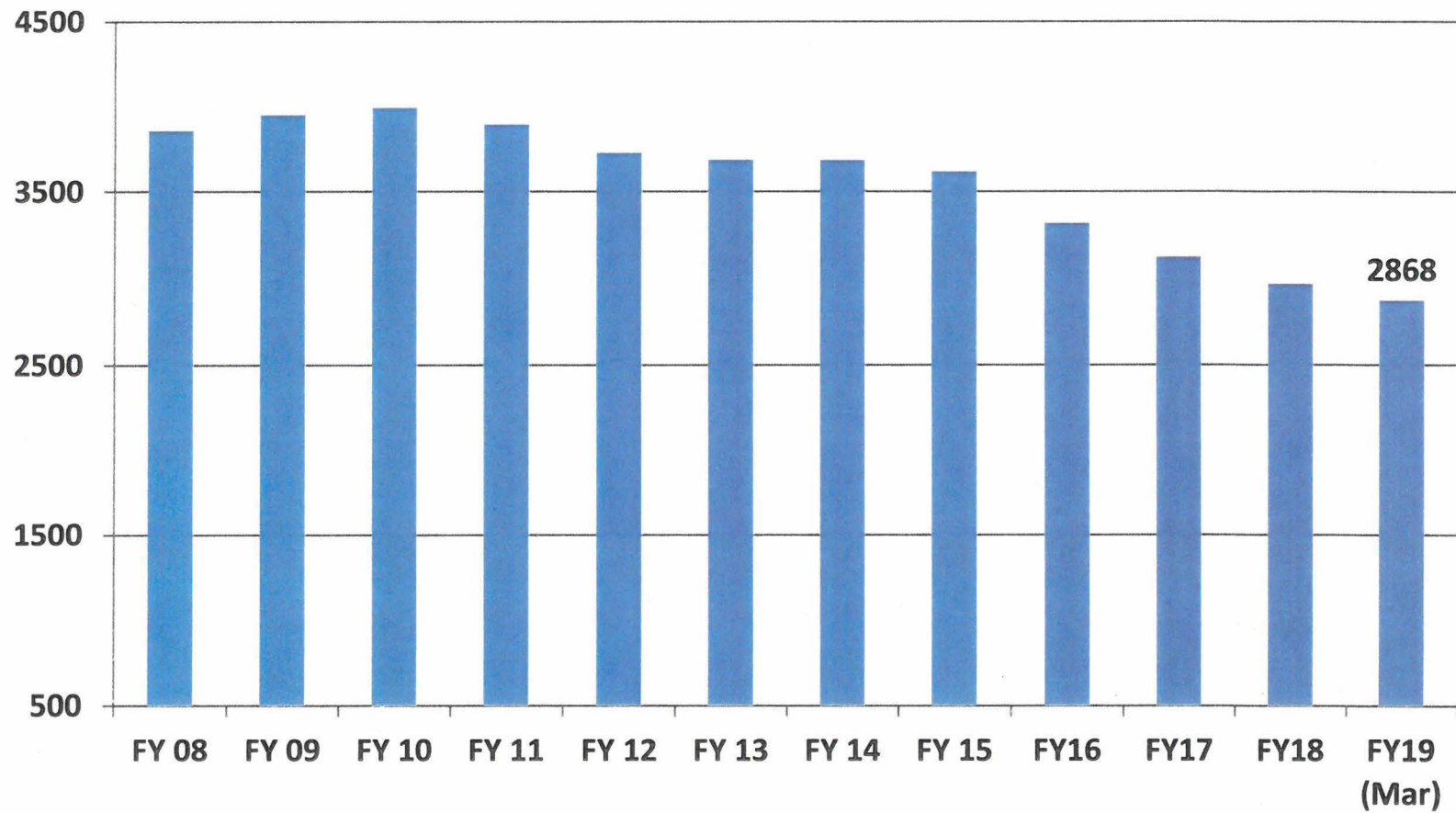
- Opening Remarks
  - *Margaret Doane, EDO*
- Overview on Human Capital
  - *Miriam Cohen, CHCO*
- Update on Strategic Human Capital Management – *Jason Shay, OCHCO*
- Update on Learning and Development
  - *Susan Abraham, OCHCO*
- Civil Rights and Diversity and Inclusion Update – *Pamela Baker, SBCR*



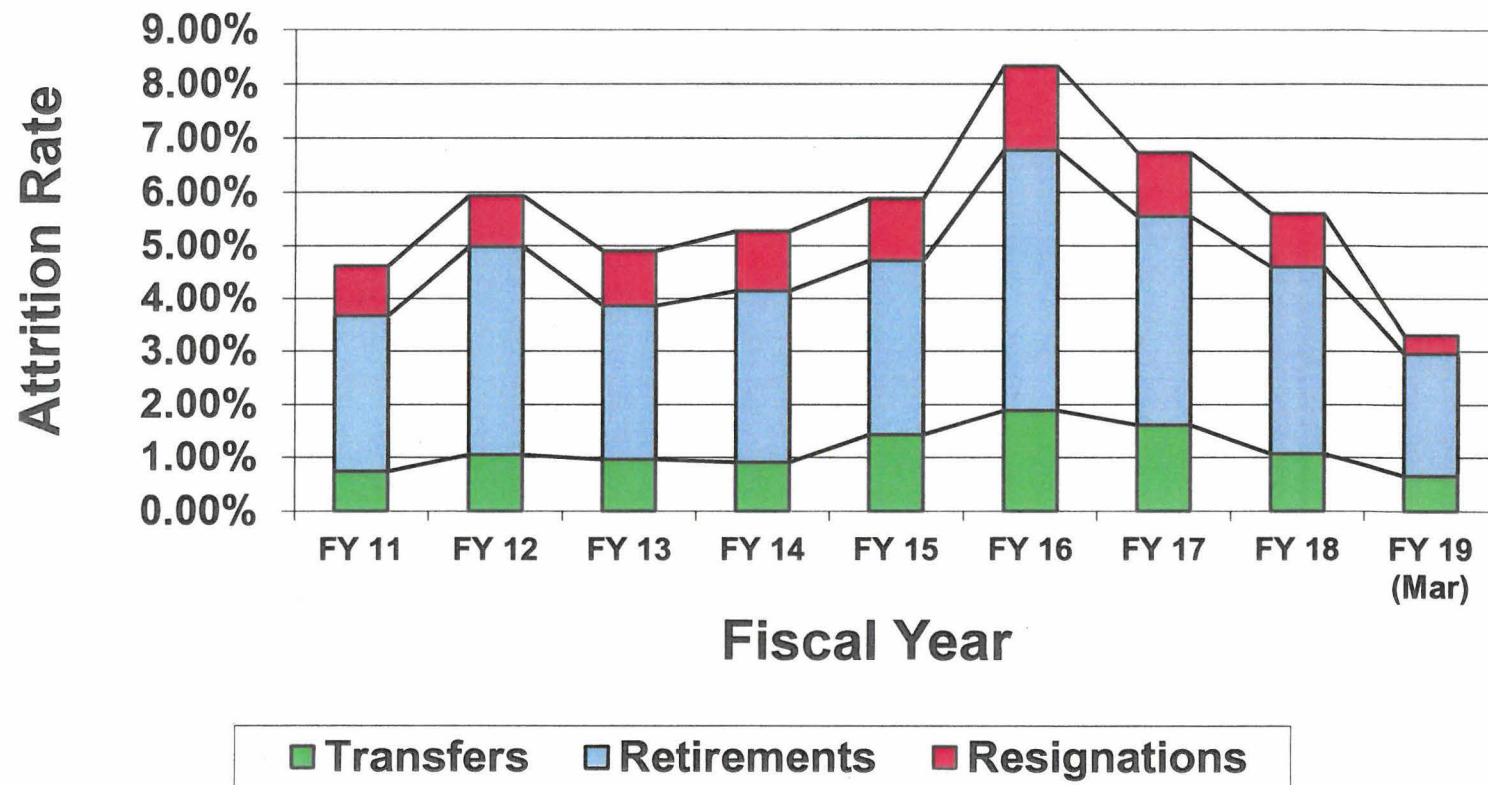
# Overview on Human Capital

Miriam Cohen  
Chief Human Capital Officer  
Office of the Chief Human Capital Officer

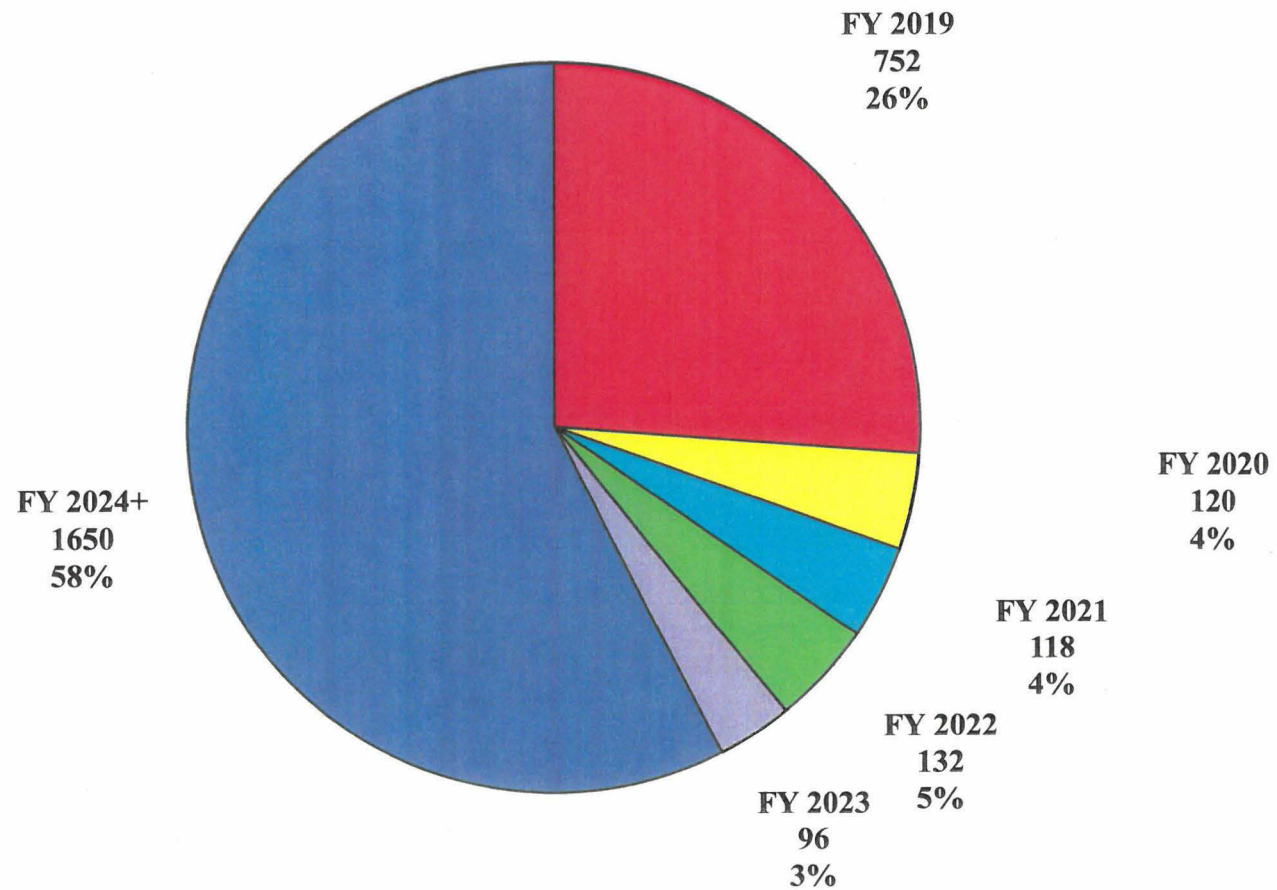
# Permanent Staff on Board



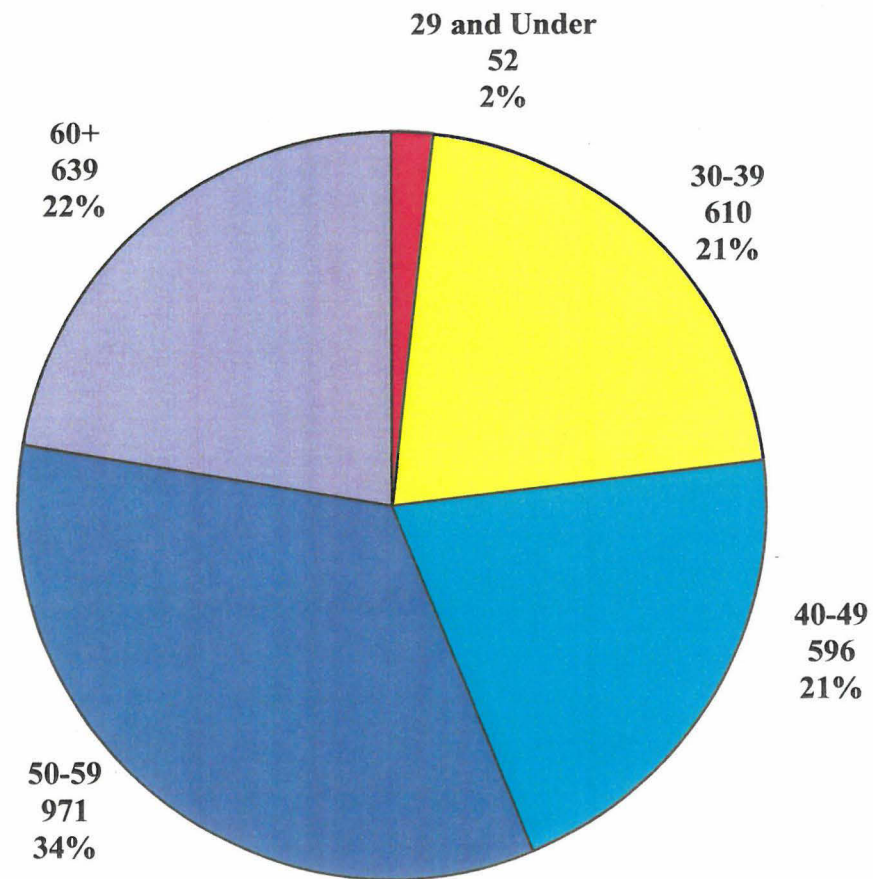
# Permanent Attrition by Type



# Staff by Retirement Eligibility



# Staff by Age



# Investments in Human Capital

- Enhancing how we do strategic workforce planning
- Developing competency models to improve employee agility
- Strengthening leadership development at all levels
- Supporting organizational culture initiatives



# Update on Strategic Human Capital Management

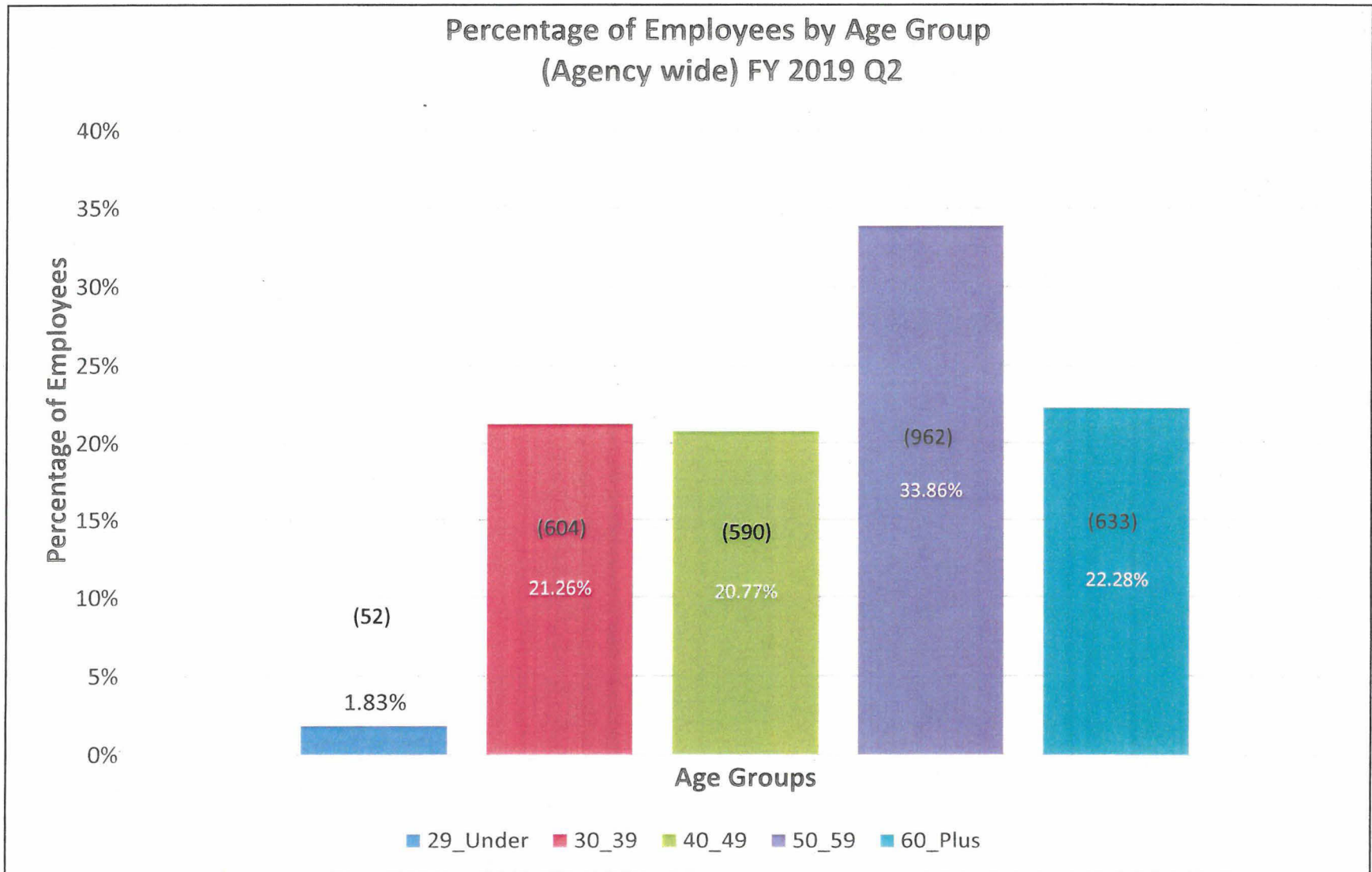
Jason Shay

Associate Director for Human Resources  
Operations and Policy

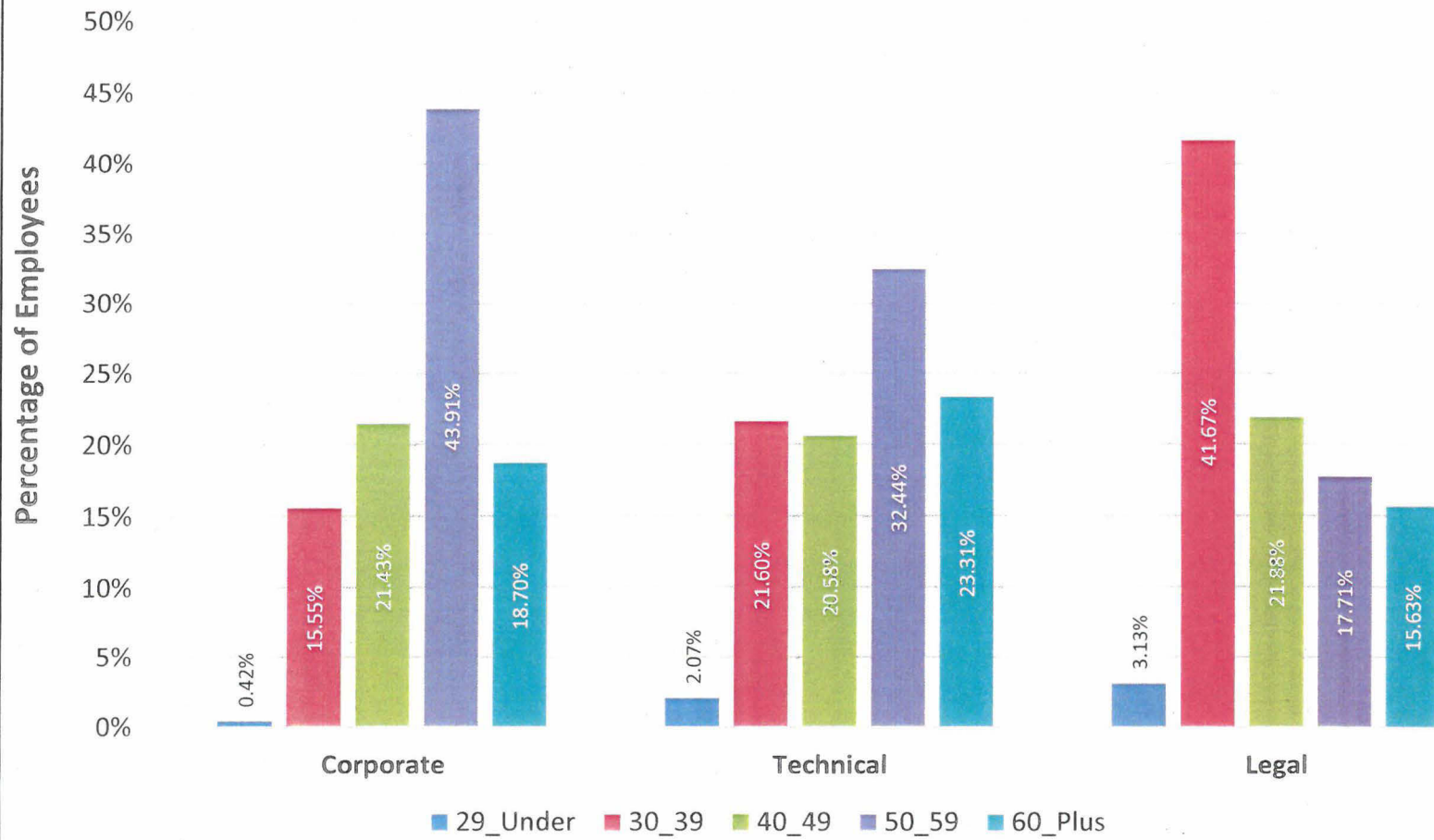
Office of the Chief Human Capital Officer

# A Lack of Entry-Level Hiring has an Impact

- What is an entry-level hire?
- Current state of entry-level hires
- Impacts on demographics (employees under the age of 30)

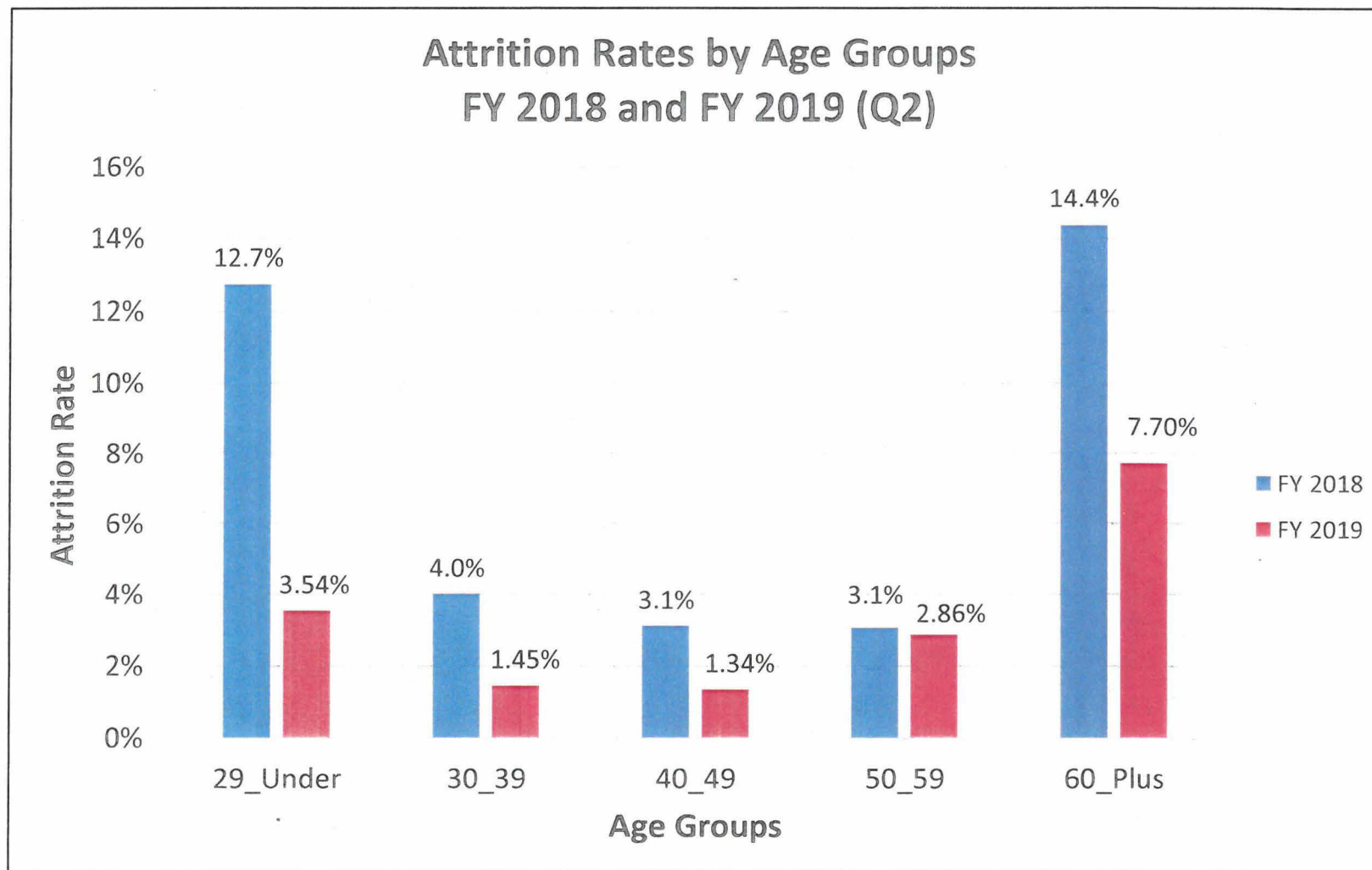


Percentage of Employees by Age Group  
(Corporate, Technical and Legal)  
FY 2019 Q2



# How Did We Get Where We Are?

- Right-sizing the agency
- Preference for mid-career vs. entry-level hires
- Deferral of the Nuclear Safety Professional Development Program
- Attrition



# **The New Workforce Is Different**

- Blend of High-Touch and High-Tech
- Work-Life Balance
- Collaborative and mobile approach to learning
- Diversity and Inclusion

# Reinvigorating Traditional Entry-Level Hiring Strategies

- Temporary Summer Student Program
- Integrated University Program
- University Champions Program

# Pursuing Innovative Solutions To Increase Entry-Level Hiring

- Modernized NRC developmental program
- New marketing campaign
- Exposure to non-traditional entry-level workforce

# **We Hired Them, But How Do We Retain Them?**

- Expanded use of the Student Loan Repayment Program
- Emphasizing work-life programs

# Progress Continues, But Challenges Remain

- Workload – Planning for work in the future (Strategic Workforce Planning)
- Prioritizing a demographically balanced workforce



# Update on Learning and Development

Susan Abraham

Associate Director for Human Resources  
Training and Development

Office of the Chief Human Capital Officer

# Investing in the NRC Workforce



**Workforce Planning**  
Core Positions



**Future of Learning**  
Learning Transformation Initiative  
Competency Based Knowledge Management

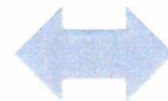


**Talent Management**  
Appraisal System Automation  
Individual Development Plans  
Competency Assessments

← Modernizing Learning and Development →

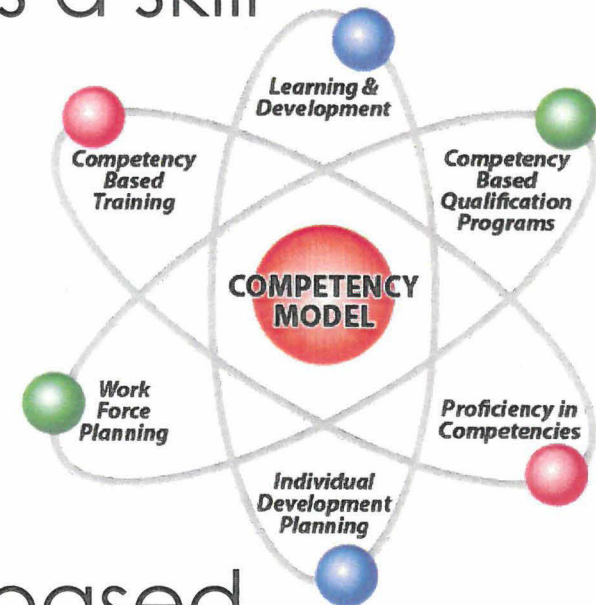
# Modernizing Training Delivery with the Learning Transformation Initiative

- Ongoing investment in blended solutions
- Learning flexibilities and efficiencies
- Insights: Adapting instruction to blended learning and ownership of training



# Developing Talent Today and Preparing for the Future with Competency Models

- Complements SWP
- Bridges a skill gap/broadens a skill
- Supports two-way career development discussions
- Promotes learning through Skill-based Mentoring
- Expands into competency based training and qualification programs



# Leveraging Technology with the Talent Management System

- Integrated solution
- Capabilities:
  - Performance appraisal system automation
  - Qualification tracking
  - Course accessibility with mobile devices
- Phased implementation



# Innovation in Collaborative Learning

- Implementation of an NRC Wiki tool
- Topics of interest - sponsored by the office KM champion
- Significant events captured by the Senior Level Staff
- Challenge: Adoption and use of the tool



# Civil Rights and Diversity and Inclusion Update

Pamela Baker

Director

Office of Small Business and Civil Rights

# Empowering Talent Through Inclusion

- **EEO Engagement in Organizational Initiatives**
  - Advisory Committee Leadership Model Passport Series
  - DMAC and DIALOGUE involved with Futures Assessment
  - Targeting IUP/MSIP Grant Recipients for Entry Level Hiring
- **Integrating Special Emphasis Program Events into Mission Work**
  - Women's History Month Luncheon during the RIC (FEWPAC/NTWN)
  - Dawnland film viewing/discussion (NAAC/NMSS)
  - Safe Spaces training (ACLGBT/GLOBE)

# Preserving Relationships through Early Intervention and Creative Resolution

- **DIALOGUE Ambassadors**

- Workplace Listeners
- 11 Cohorts to Date – 8% of Staff
- Expanding to Regions

- **EEO Counselors**

- Trained to Facilitate Understanding
- Reinforcing Community
- Restructuring Cadre

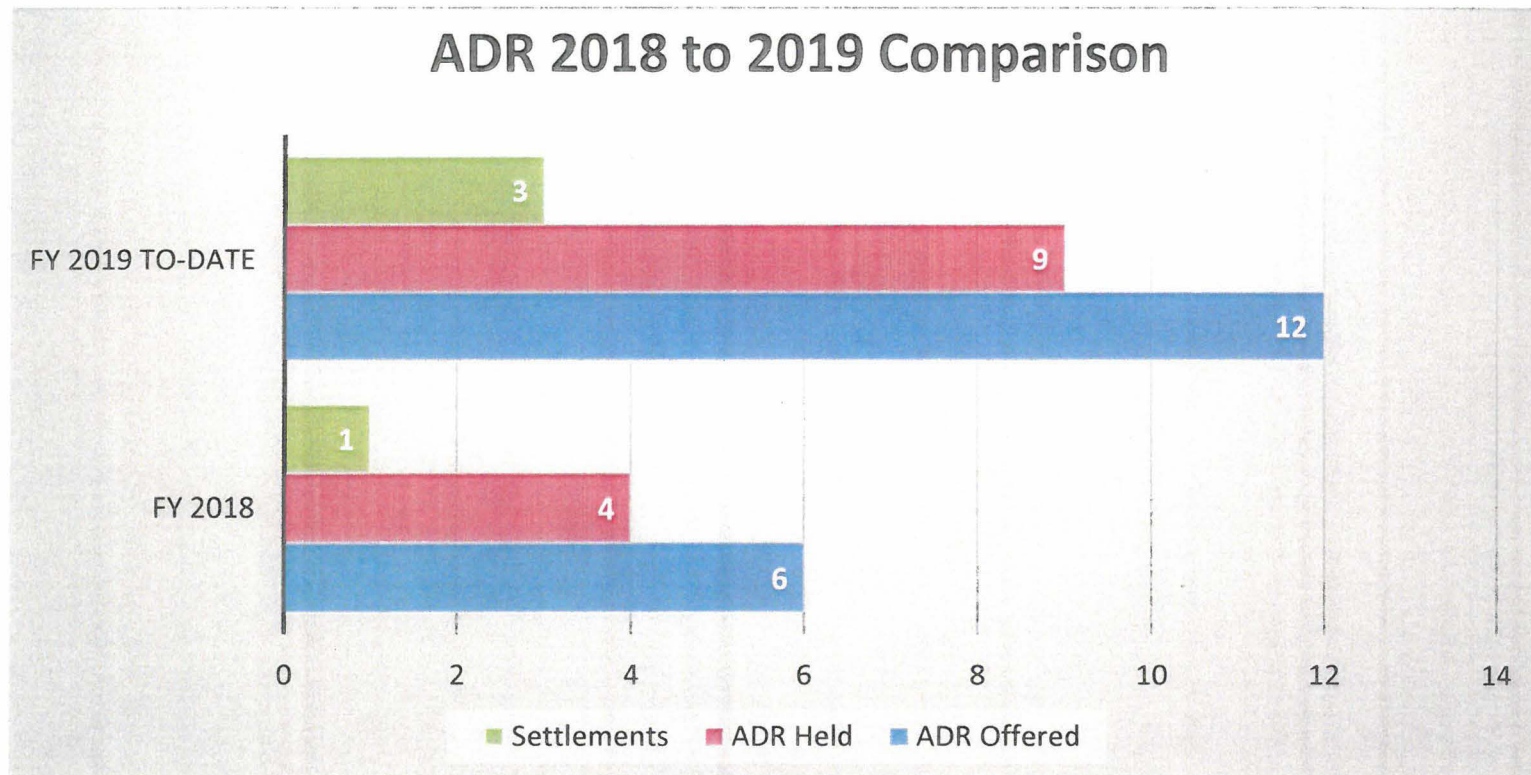
- **Trainers, Facilitators, and Mediators**

- EEO Refresher Training
- Anti-Harassment Sessions
- Speed of Trust

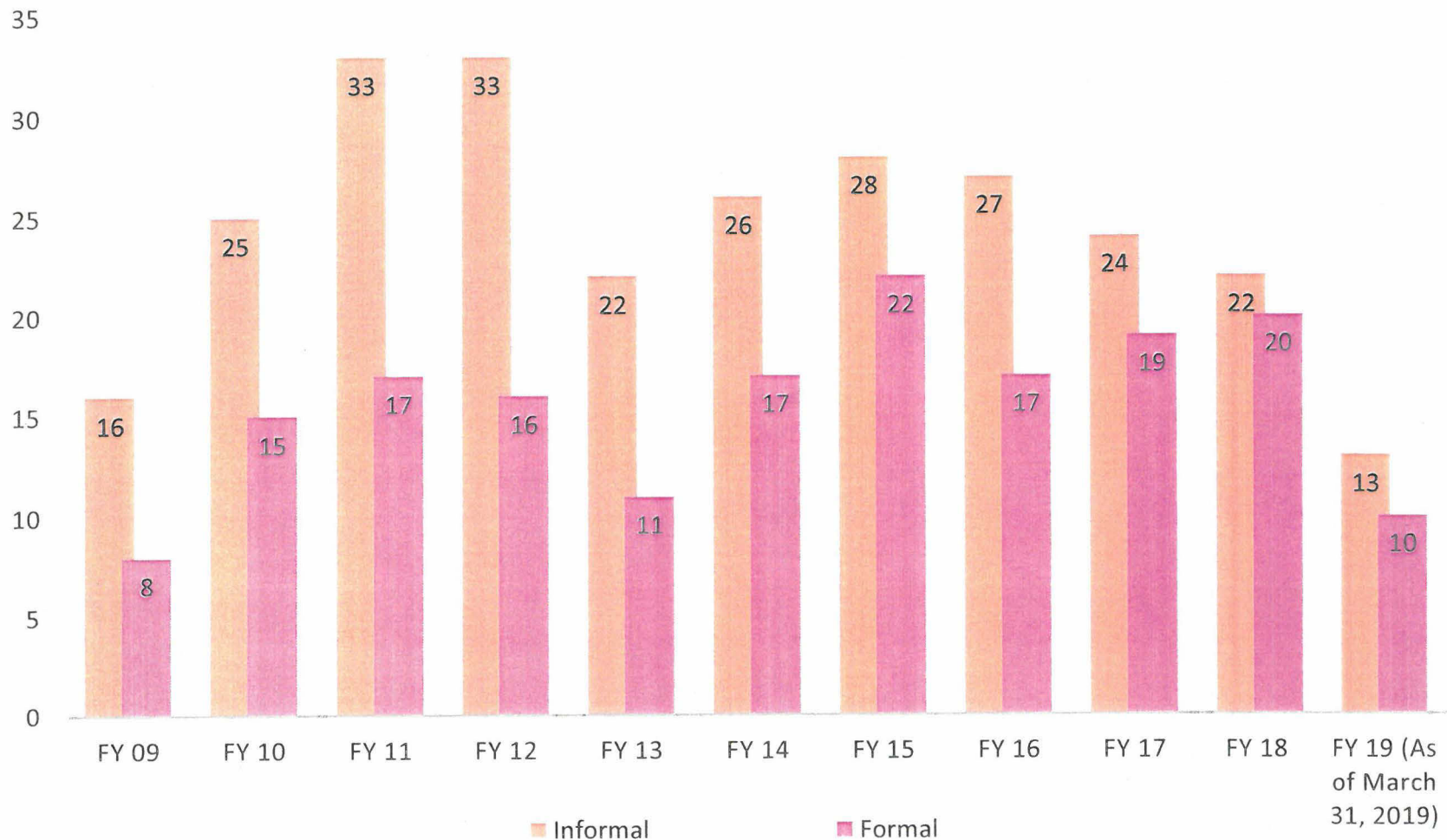
# Resolving Differences

- **Alternative Dispute Resolution**

- Increased Activity
- Programmatic Changes



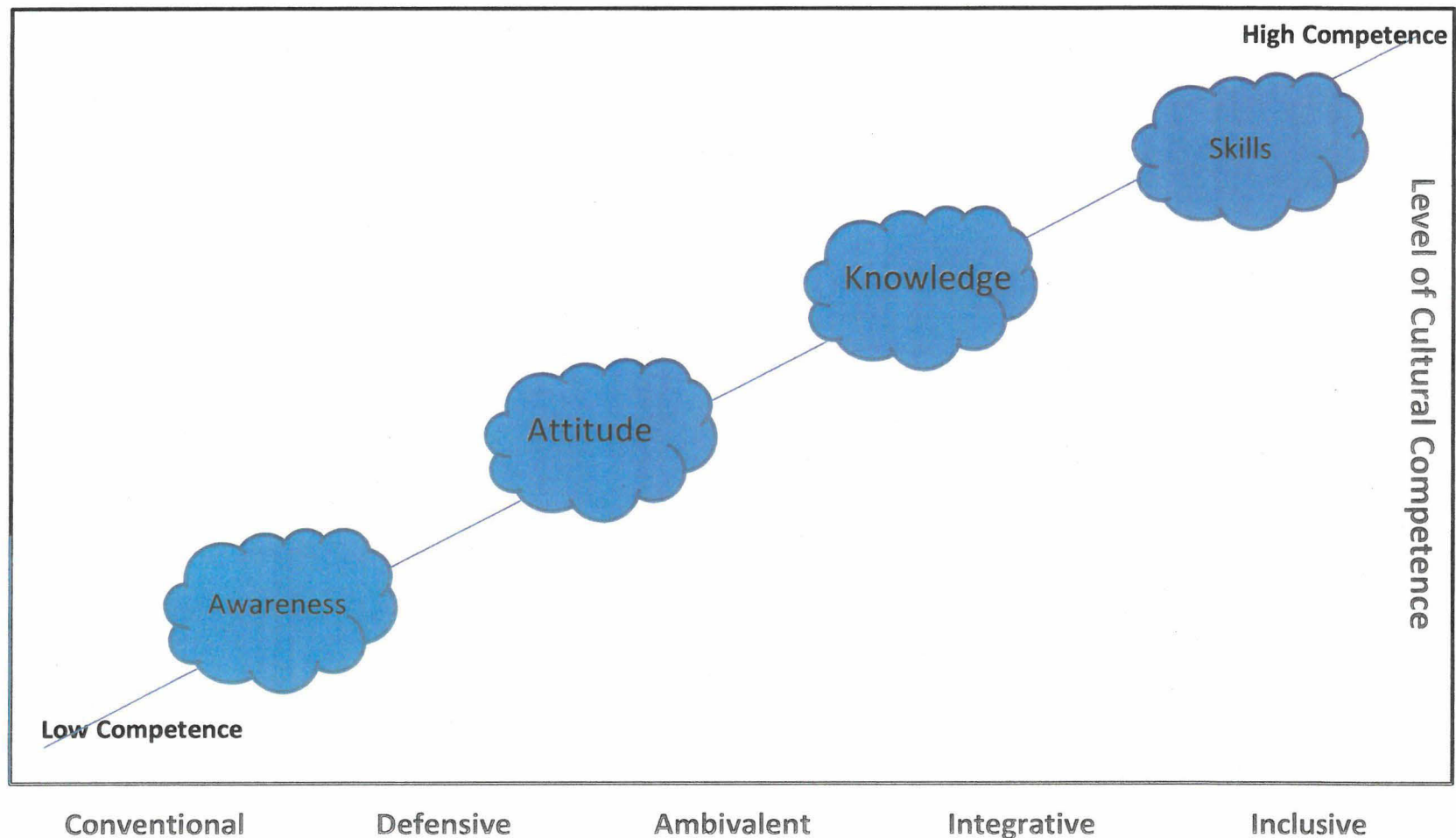
# All Complaints (Informal and Formal) FY 2009 – March 31, 2019



# Analyzing EEO Complaint Activity

- By the numbers:
  - In comparison to similarly sized Federal agencies, NRC's activity remains low
  - Number of complaints relatively static, despite decreased staffing
- By Bases:
  - Age, gender, and retaliation remain among the top allegations, equating to 70% of complaints.
  - Race as a claimed basis is increasing as disability complaints are decreasing
- By issue:
  - Most frequent issues are assignment of duties, harassment, and performance appraisals
  - This is consistent with FY2017 data

# Progressing Beyond Awareness & Tolerance to Integration and Inclusion



# Moving from Vision to Reflection



SBCR  
2016-2019

## Acronyms

- ACLGBT - Advisory Committee for Lesbian, Gay, Bisexual and Transgender Employees
- CHCO – Chief Human Capital Officer
- DIALOGUE – Diversity Inclusion Awareness Leading Organizational Growth, Understanding, and Engagement
- DMAC - Diversity Management Advisory Council

## **Acronyms (continued)**

- EDO – Executive Director for Operations
- EEO – Equal Employment Opportunity
- FEWPAC - Federal Women's Program Advisory Committee
- FY – Fiscal Year

## **Acronyms (continued)**

- IUP - Integrated University Program
- KM - Knowledge Management
- LMS - Learning Management System
- LTI - Learning Transformation Initiative

## **Acronyms (continued)**

- MSIP – Minority Serving Institution Program
- NAAC - Native American Advisory Committee
- NRC – U.S. Nuclear Regulatory Commission
- NTWN – NRC Technical Women's Network

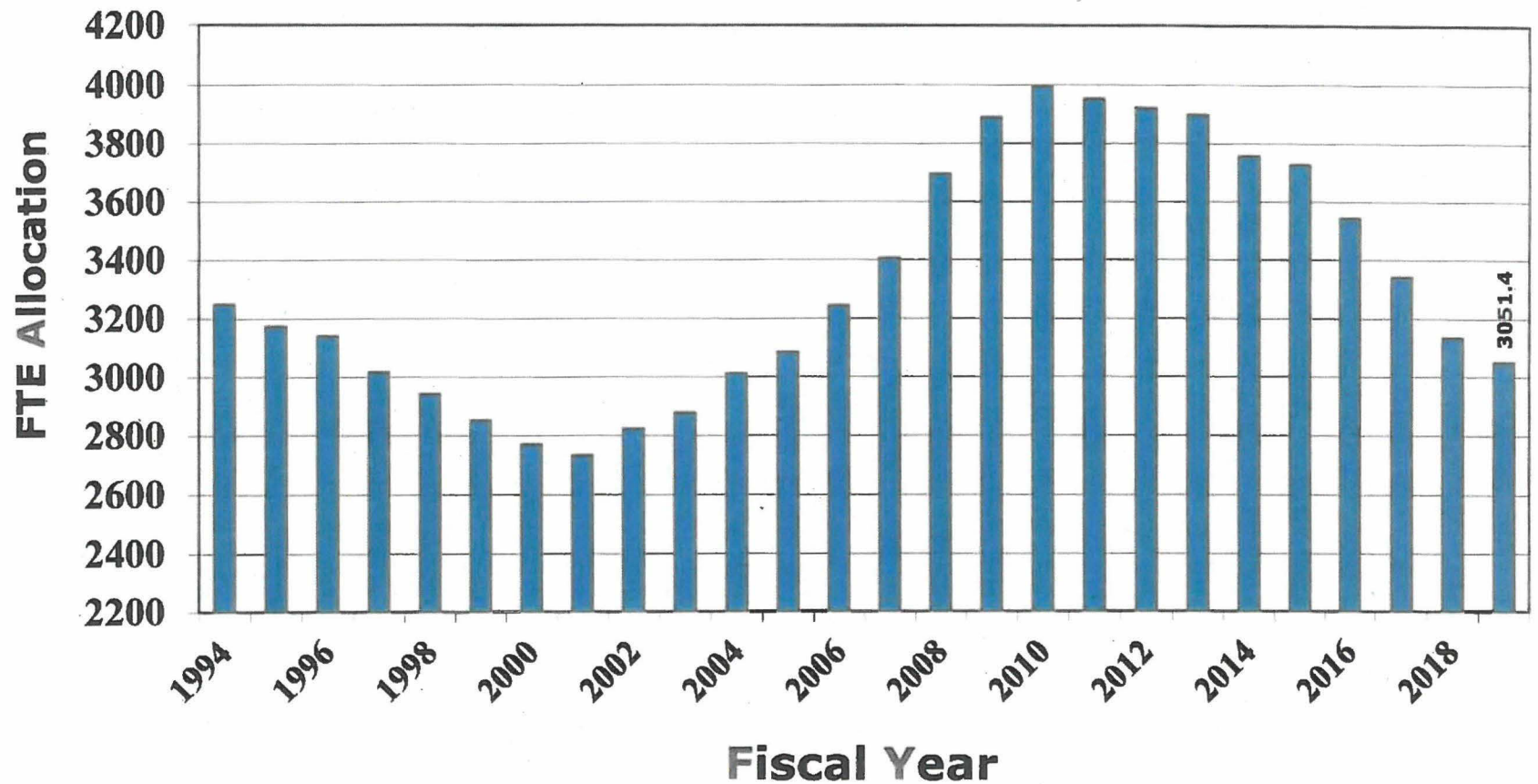
## Acronyms (continued)

- NMSS - Office of Nuclear Material Safety and Safeguards
- OCHCO – Office of the Chief Human Capital Officer
- SWP - Strategic Workforce Planning
- SBCR – Office of Small Business and Civil Rights

## **Acronyms (continued)**

- TMS - Talent Management System

# Full-Time Equivalent Allocations



# Hiring Trends

## Number of New Hires

