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

January 4, 1991

Ms. Virginia B. Robinson  
Executive Director  
Joint Financial Management Improvement  
Program  
Donald L. Scantlebury Memorial Awards  
666 11th Street, N.W.  
Suite 705  
Washington, D.C. 20001

Dear Ms. Robinson:

I am pleased to nominate Frank P. Gillespie, Director, Program Management, Policy Development, and Analysis Staff of the U.S. Nuclear Regulatory Commission's Office of Nuclear Reactor Regulation, for the 1990 Donald L. Scantlebury Memorial Award for Distinguished Leadership in Financial Management Improvement. Throughout his career, Mr. Gillespie has distinguished himself by his creative and energetic commitment to management excellence and his dedication to NRC's primary responsibility of protecting the public health and safety. Mr. Gillespie is truly deserving of the honor this award confers.

Sincerely,

*Kenneth M. Carr*  
Kenneth M. Carr

Enclosure:  
Nomination Statement

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1990 DONALD L. SCANTLEBURY MEMORIAL AWARD

Name: Frank P. Gillespie

Title: Director, Program Management, Policy Development, and Analysis Staff, Office of Nuclear Reactor Regulation, U.S. Nuclear Regulatory Commission

Grade: ES-5

Number of Full-Time Employees: 80 FTE

Business Address: U.S. Nuclear Regulatory Commission  
Washington, D.C. 20555

Telephone Number: (301) 492-1275

Chronology of Government Service:

December 1969 - December 1973 Served in the U.S. Navy

January 1974 - December 1974 Attended Graduate School at Suffolk University, Boston, Massachusetts

January 1975 - April 1986 U.S. Atomic Energy Commission/U.S. Nuclear Regulatory Commission. During this time, Mr. Gillespie held positions of increasing responsibility.

April 1986 - October 1987 Vice President for Technical Management, Battelle Memorial Institute

November 1987 - Present Director, Program Management, Policy Development, and Analysis Staff, Office of Nuclear Reactor Regulation, U.S. Nuclear Regulatory Commission

NOMINATION STATEMENT  
1990 DONALD L. SCANTLEBURY MEMORIAL AWARD  
FRANK P. GILLESPIE

Mr. Frank P. Gillespie, Director, Program Management, Policy Development, and Analysis Staff, is nominated for the Scantlebury Award based on his outstanding contribution to the efficient operation of the Nuclear Regulatory Commission's Office of Nuclear Reactor Regulation (NRR). NRR has the responsibility for the licensing and regulatory oversight of nuclear reactors in the civilian sector. The management demands of this major office, which comprises more than 650 employees, oversight of 113 nuclear power plants, and the completion of more than 5,000 regulatory tasks at any one time, are highly complex. Increased demands on the office for measurable improvements in terms of productivity, accountability, and safety dividends led Mr. Gillespie to initiate innovative ways to manage staff assignments and programs throughout the office.

Frank Gillespie has been instrumental in developing an automated capability that provides a more dynamic and forward-looking way to deal with all current and future work, realistic schedule development, and a means to properly allocate staff resources consistent with safety priorities. As an initial step, he invested the required resources, expertise, and state-of-the-art technology to implement the required systems and procedures to effect the necessary improvements. These initiatives have resulted in the implementation of a Workload Information and Scheduling Program (WISP), which is already providing measurable office-wide management improvements. WISP has provided a single source for all office workload information and scheduling and is accessible and used by all levels of management. It provides a consistent and common base for management decisions and directly interfaces with agency systems, thereby minimizing confusion and enhancing database integrity.

Two key goals have been achieved through the implementation of WISP. First, the Office has gained efficiencies through improved management, control, and oversight of the office workload. Second, the office has been better able to realign manpower and resources, focusing on the best means to accomplish safety priorities.

From a workload management perspective, WISP has enabled the first line supervisor to better control the scope and depth of technical reviews consistent with safety priorities and to develop and communicate realistic schedules linked to estimated staff time and resource availability. Since WISP accounts for all projects at each organizational level, it facilitates monitoring, staff assignments, and priorities. An automatic resource leveling feature facilitates balancing workloads and resources and provides rapid assessment of the impact of new assignments on existing priorities. Through the use of the system, NRR management has enhanced visibility and accountability of staff and resources and has improved oversight of program performance. Each level of NRR management is better able to assess how staff time is being allocated to all safety priorities within the context of total workload, and better management decisions can be made on how best to realign workloads and resources to maintain the emphasis on safety.

Mr. Gillespie also has invested the necessary resources to facilitate implementation and oversight of the system as well as certifying office-wide procedures. The innovations put in place have resulted in significant improvements in the way the office manages and accounts for work.

In addition, Mr. Gillespie has devoted increased attention to utilization of the Office of Nuclear Reactor Regulation's (NRR) program support budget to address high priority reactor safety issues. Mr. Gillespie skillfully focuses on mission objectives, sets priorities, and effectively implements high level Commission directives and programmatic needs. For example, he demonstrated unusual personal commitment and expended extraordinary effort to plan and allocate resources to establish technical assistance contracts for the development of a new Standard Review Plan for License Renewal and to review passive design features of Advanced Light Water Reactors. Both of these projects are particularly significant in that the results of the work will be used in the regulation of commercial nuclear power plants in the United States for decades to come.

Mr. Gillespie effectively utilizes NRR's full allotment of program support funds. In the face of Gramm-Rudman-Hollings budget reductions, he demonstrated extraordinary financial planning and management skills to ensure continued focus of technical assistance resources on the highest priority reactor safety issues facing NRR. He reviews funding obligations and costs to ensure efficient allocation and use of resources. He has efficiently allocated resources through effective management of the program support budget, efficient operation, and cost control.

Mr. Gillespie focuses on contract and resource related policies affecting NRR, including development of procedures for unescorted site access and fitness for duty for contractor personnel, resolution of organizational conflict of interest issues, and resolution of recommendations arising from the Inspector General audits of NRR contracts.

He was responsible for establishment of centralized contract management that encompasses NRR and the five NRC regional offices. Through NRR's centralized project management function, Mr. Gillespie provided timely and accurate technical assistance contractor support to all five NRC regional offices on projects related to nondestructive testing, operator examinations, region-based inspections, resolution of allegations, state programs, environmental monitoring, fitness for duty training, and other high priority, high visibility reactor safety issues. Mr. Gillespie's knowledge of NRR and regional programs, coupled with a consistently appropriate level of involvement, have contributed directly to mission accomplishment.

Mr. Gillespie is a strong leader who elicits respect, support, and commitment from his staff. He is adept at identifying and solving problems through involvement and interplay with senior NRR and agency managers. When faced with significant unanticipated resource utilization issues, Mr. Gillespie always proposes solutions that contribute directly to achievement of management objectives without adversely affecting other program objectives or schedules. For example, Mr. Gillespie confronted the unanticipated need to obtain technical assistance to accomplish Commission priorities for the

preparation of a new standard review plan for license renewal, to initiate technical work on the nation's next generation of nuclear reactors, and to initiate work on NRR's Total Quality Management program. In each case, Mr. Gillespie orchestrated a careful review of resource requirements that led to the identification of projects that could be adjusted in scope or schedule without adverse impact. As a result of these reviews, Mr. Gillespie was able to propose and implement appropriate and judicious reprogramming of program support funds. The overall result was the availability of funding to implement the unanticipated programs without compromising other NRR programs, and without receiving additional funding from the Controller.

Mr. Gillespie has been personally responsible for implementing the consolidation of the licensing and inspection functions within the agency, with a reduction in staff at Headquarters of approximately 100 FTEs. Through a judicious application of management techniques, Mr. Gillespie's efforts have resulted in Headquarters' inspection responsibilities being reduced to oversight of hands-on inspections conducted at the regional level. This has been accomplished without a reduction in program effectiveness or a negative impact on the safe operation of operating power reactors.



## MEMORANDUM

DATE: September 24, 1990  
TO: Personnel Directors of Departments and Agencies

FROM: Executive Director, JFMIP - Virginia B. Robinson

A handwritten signature in cursive script, reading "Virginia B. Robinson", is written over the printed name in the "FROM" field.

SUBJECT: Joint Financial Management Improvement Program--  
Donald L. Scantlebury Memorial Awards

The Joint Financial Management Improvement Program (JFMIP) is seeking nominations for the 1990 annual Donald L. Scantlebury Memorial Award for Distinguished Leadership in Financial Management Improvement. This awards program is sponsored by JFMIP to recognize exceptional leadership in governmental financial management.

The program provides the opportunity to acknowledge senior financial management executives who have demonstrated outstanding and continuous leadership in improving financial management. Last year, the JFMIP recognized Dr. William L. Kendig, Director of Financial Management, Department of the Interior; and Ms. Ellen O'Connor, Budget Director, Commonwealth of Massachusetts. The criteria and format for nominations are provided in the attached brochure. Nominees from small entities with less than 6,000 full-time employees (FTE) will receive every consideration provided that they meet the selection criteria. Four copies of each nomination should be submitted to:

JFMIP Awards Committee  
666 11th Street, NW - Suite 705  
Washington, DC 20001

All nominations must be received by January 4, 1991. We look forward to receiving your nominations.

Attachment

DONALD L. SCANTLEBURY MEMORIAL AWARD  
FOR DISTINGUISHED LEADERSHIP  
IN FINANCIAL MANAGEMENT IMPROVEMENT

1990

JOINT FINANCIAL MANAGEMENT  
IMPROVEMENT PROGRAM



*The Joint Financial Management Improvement Program (JFMIP) of the Federal Government is a cooperative undertaking of the Department of the Treasury, the General Accounting Office, the Office of Management and Budget, and the Office of Personnel Management working in cooperation with each other and with operating agencies to improve and coordinate financial management policies and practices throughout the Government. The JFMIP was authorized by the Budget and Accounting Procedures Act of 1950.*

*Since 1971, the JFMIP has sponsored an annual award program directed to excellence in financial management. In 1981, the award was designated as the Donald L. Scantlebury Memorial Award in honor of Mr. Scantlebury who was the Chief Accountant of the General Accounting Office and the chairman of the JFMIP Steering Committee. The award, recognizing exceptional and distinguished leadership in financial management in the public sector, is administered by the Principals of the Joint Financial Management Improvement Program—the Secretary of the Treasury, the Comptroller General of the United States, the Director of the Office of Management and Budget, and the Director of the Office of Personnel Management.*

#### *PURPOSE OF AWARD*

The Award was established to recognize senior financial management executives who, through outstanding and continuous leadership in financial management, have been principally responsible for significant economies, efficiencies and improvements in Federal, State or local government.

#### *TYPE OF AWARD*

Awards, consisting of engraved plaques, will be presented at FMIP's annual Financial Management Conference, March 18, 1991, in Washington, D.C.

#### *ELIGIBILITY*

All Federal, State, or local government employees who are senior executives and have demonstrated outstanding and distinguished leadership resulting in effective financial management improvements over the years are eligible to be nominated for the award. Nominees from small entities with less than 6000 full-time employees (FTE) will receive every consideration provided they meet the selection criteria. Previous nominees may be renominated provided that they meet the other provisions of this announcement. The nomination should be updated to include the latest achievements of the nominee.

#### *SELECTION CRITERIA*

The Awards Committee will base its determinations on two factors: sustained leadership in financial management and specific accomplishments in financial management. For purposes of this award, the term "financial management" has been interpreted to include, but is not limited to, the following areas: accounting, auditing, automatic data processing, budgeting, cash management, control and allocation of resources, cost reduction, financial analysis, financial systems development, management analysis, planning, productivity measurement and improvement, and financial and performance reporting.

The Awards Committee will give substantial weight to sustained, high-quality leadership in financial management over the years considering:

1. Measurable improvements in financial management technology or methodology resulting from the nominee's accomplishments.
2. The extent to which the improvements would have been impossible or significantly lessened without the nominee's involvement.
3. Originality of nominee's accomplishments.
4. The impact of the nominee's accomplishments on governmental financial management policies and practices.
5. The extent of long-term or lasting benefit of the nominee's accomplishments on the efficiency, effectiveness, and economy of governmental operations.

The Awards Committee will also consider a series of specific accomplishments for which the nominee is primarily responsible and where the results can be measured specifically in terms of



improvement in service, substantial savings, or significant technological progress adaptable to a wide range of governmental financial management operations. Some examples of specific accomplishments are:

- o Development of procedures or organizational measures which resulted in substantial improvements in the integration of management, budgeting, and accounting.
- o Significant contributions to the governmentwide quality and productivity improvement effort.
- o Development of an integrated financial system which furnished full support for program budgeting on the basis of obligations, outlays, and costs.
- o Development and implementation of a major financial management training and improvement program.
- o Establishment of a comprehensive audit system based on improved cost savings and increased audit coverage.
- o Development of performance and productivity measurement data integrated with a financial management system.
- o Improvement of a cash management system resulting in greater availability of funds, better utilization of cash assets, significant upgrading in controls, or similar improvements.

## **NOMINATION PROCEDURES**

Federal agencies are encouraged to use incentive awards program channels for solicitation and selection of nominees. *No more than three* nominations should be submitted from the head of each Federal department and independent agency or a high official from State and local governments to:

JFMIP AWARDS COMMITTEE  
666 ELEVENTH STREET NW, SUITE 705  
WASHINGTON, DC 20001

The following information should be submitted for each nomination:

1. Name, title, grade (if Federal service), number of full-time employees (FTE) in the organization, business address, telephone number, and chronology of government service.
2. Brief narrative description of the nominee's qualifications for the award in conformance with above selection criteria, together with the agency or department head's personal evaluation and recommendation.

*Four (4)* copies of each nomination must be received by JFMIP on or before January 4, 1991, to be eligible for consideration. Any nominations received after this closing date will not be considered.

## Award Winners

### *Donald L. Scantlebury Memorial Award Winners*

1989

William L. Kendig  
Director of Financial Management  
Department of the Interior

Ellen O'Connor  
Budget Director,  
Fiscal Affairs Division,  
Executive Office for  
Administration and Finance  
Commonwealth of Massachusetts

1988

Kenneth P. Boehne  
Chief Executive Officer  
U.S. Railroad Retirement Board

Louis L. Goldstein  
Comptroller of the Treasury  
State of Maryland

Elizabeth E. Smedley  
Deputy Assistant Secretary for  
Financial Management and Controller  
Department of Energy

1987

Conrad R. Hoffman  
Director,  
Office of Budget & Finance  
(Controller)  
Veterans Administration

William R. Snodgrass  
Comptroller of the Treasury  
State of Tennessee

1986

William R. Douglas  
Commissioner, Financial  
Management Service  
Department of the Treasury

Douglas R. Norton  
Auditor General  
State of Arizona

John R. Quetsch  
Principal Deputy Asst. Secretary  
(Comptroller)  
Department of Defense

1985

C. Morgan Kinghorn  
Comptroller  
Environmental Protection Agency

Edward J. Mazur  
State Comptroller  
State of Virginia

1984

Clyde E. Jeffcoat  
Deputy Commissioner  
Department of the Army

Earle E. Morris  
Comptroller General  
State of South Carolina

1983

Roger B. Feldman  
Comptroller  
Department of State

James F. Antezano  
State Auditor  
State of Missouri

1982

Harold L. Stigart  
Auditor General  
Department of the Army

Roland W. Burris  
Comptroller  
State of Illinois

1981

David Sirin  
Deputy Associate Director for  
National Security  
Office of Management & Budget

Thomas W. Hayes  
Auditor General  
State of California