

NRC Futures Jam (June 18-20, 2019) Participation Summary and Initial Themes



Note: The information in these slides was compiled from June 21-July 16, 2019, immediately following the Futures Jam. The slides were intended to provide a snapshot of participation results and initial insights from the Jam. These slides were revised from February-March 2020 to provide additional explanation for the graphs and themes.

Jam Summary Stats

2,163 staff signed on to Yammer at least once

~73% of the workforce adopted this new tool to participate in Jam

799 staff posted at least one comment during the Jam

~27% of staff shared or responded to an idea during the Jam

4,306 total comments were posted

Staff contributed 76 thoughts for every hour the Jam was live

997 staff liked at least one comment

~30% of staff publicly showed appreciation for their colleagues' contributions

10,207 total likes were added to comments

That's an average of over 10 likes per person



Feedback received on Day 3 of the Jam...



"I've never felt more connected as an agency!"

"Excellent initiative... please have more forums like this."

"The Jam has helped knock down organizational barriers and power differentials (senior leadership and staff) in a very powerful way."

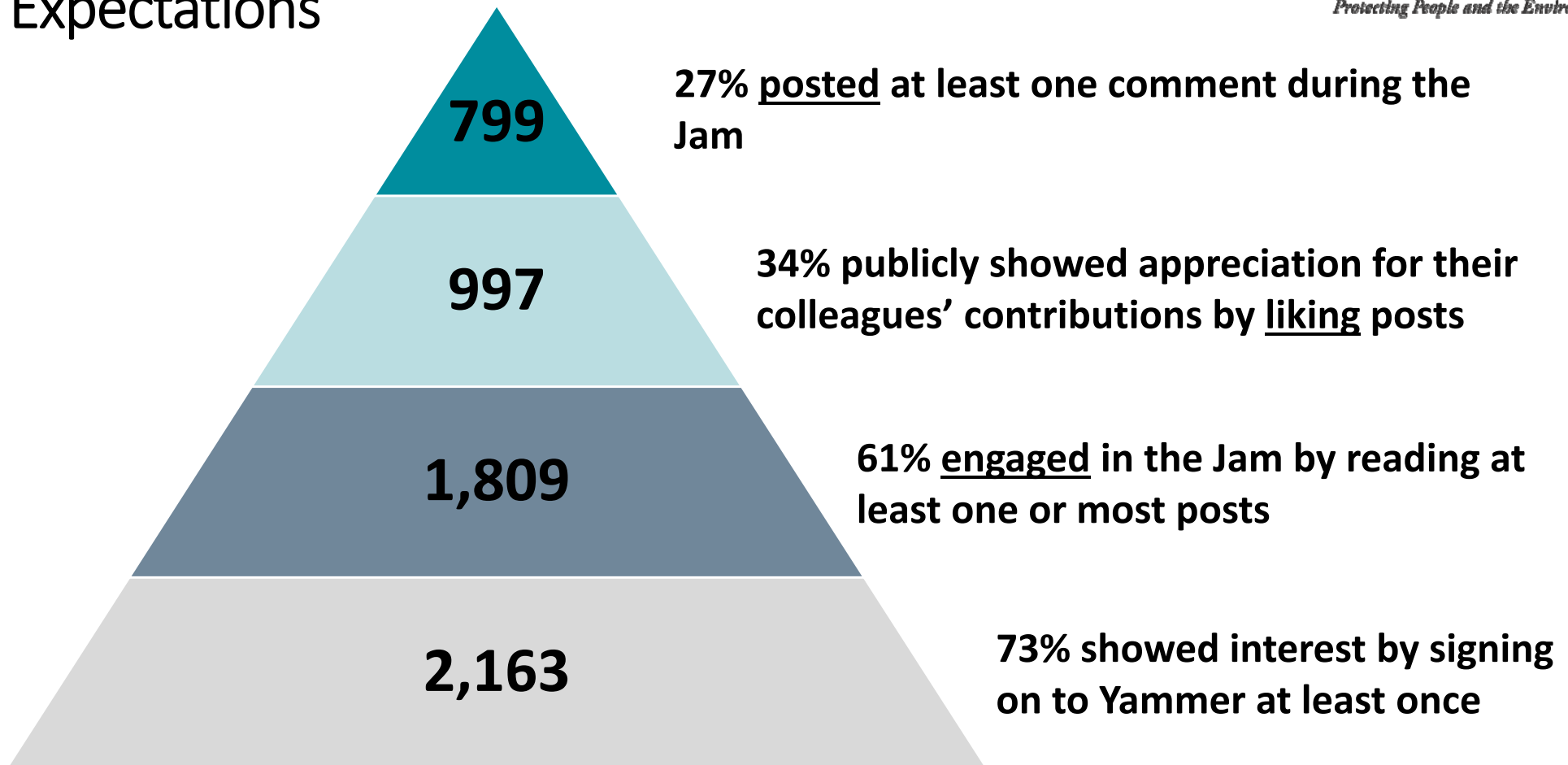
"The Jam is a great collaboration tool that allows everyone to provide feedback and share ideas."

"One thing I've learned is that this is an AWESOME way to engage with our staff."

"It seems to me that the #jamchat is evidence and affirmation that the answers are in the room (at all levels of the organization)."

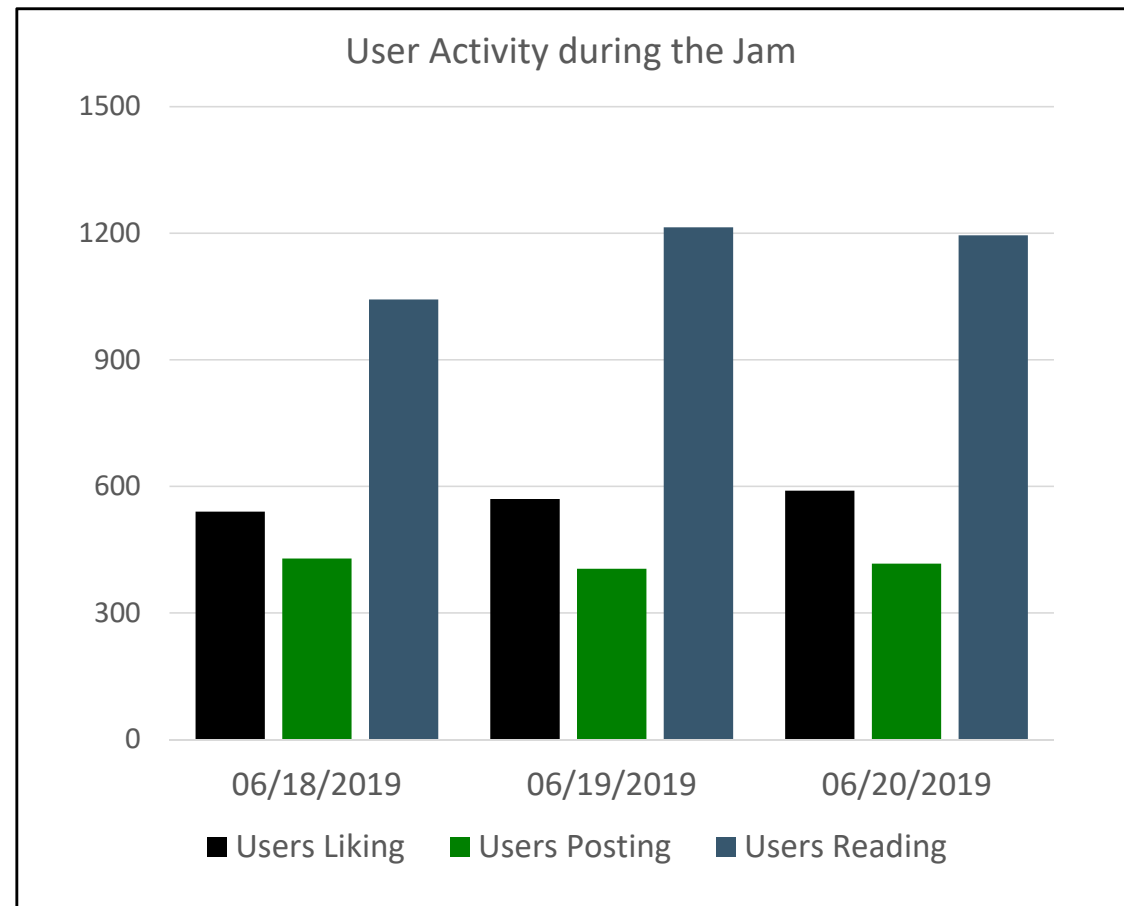
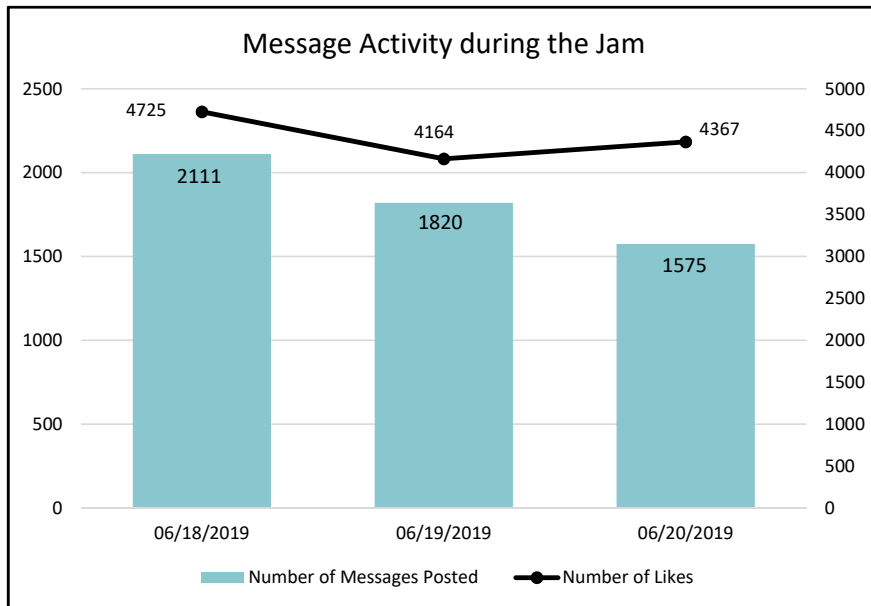


Level of Staff Engagement in the Jam Exceeded Expectations



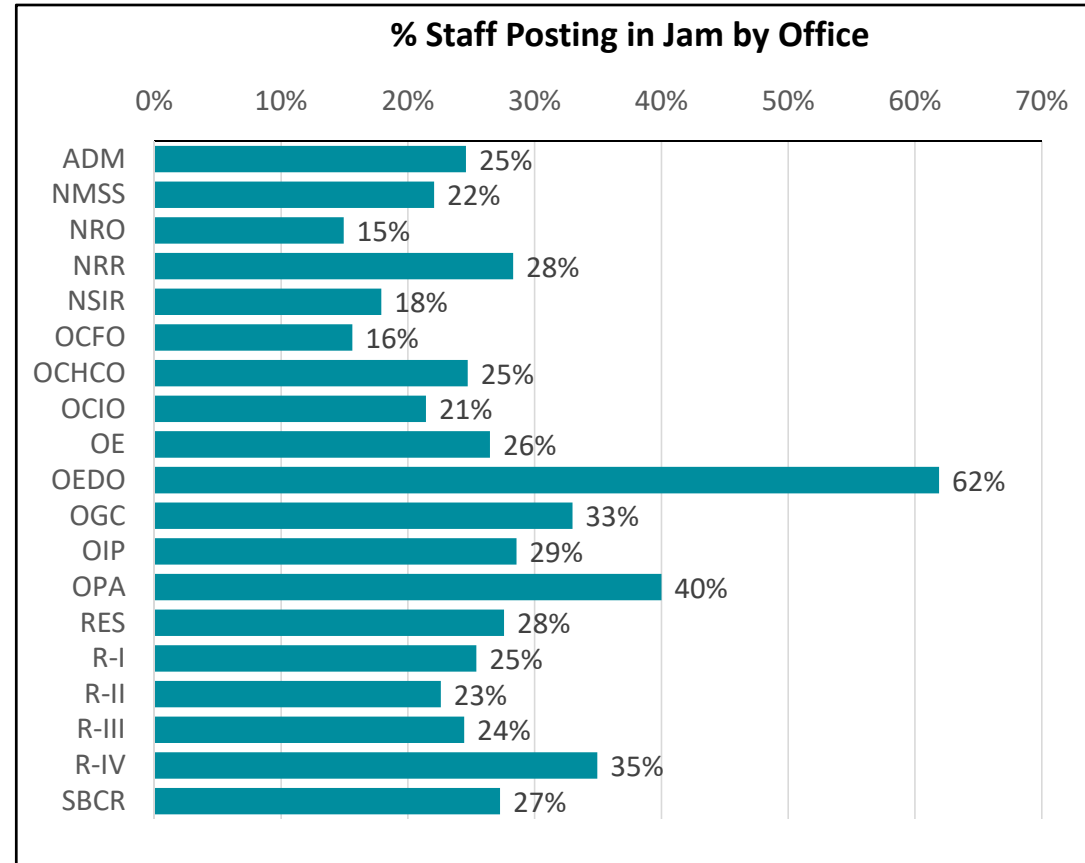
Sustained Levels of Activity in Yammer Over All 3 Days of the Jam

- New users joined each day of the Jam
- 40% of staff who engaged in the Jam actively participated by posting

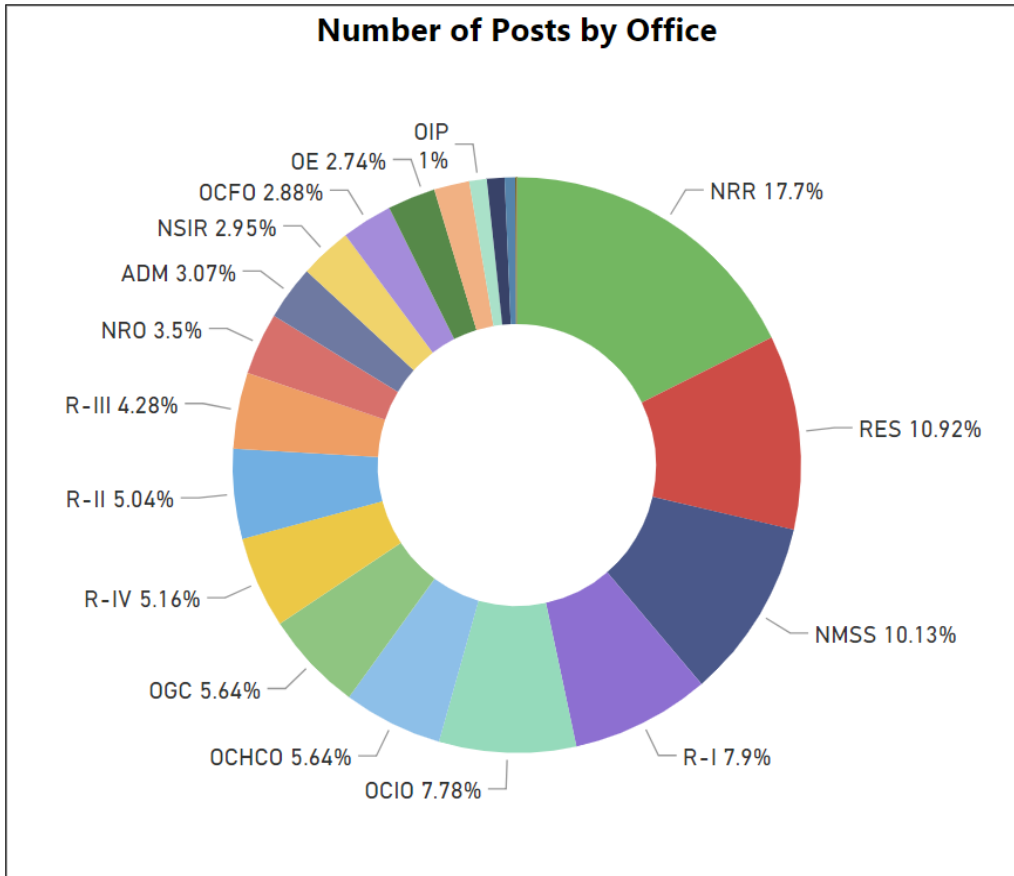


Percent of Staff Posting by Office Shows All Offices Had Staff Actively Participating

- Percent of staff posting by Office indicate proportion of staff who posted at least one message during the Jam (does not include staff who only liked or read messages)
- Each Office had staff who were actively participating in the Jam by posting new messages



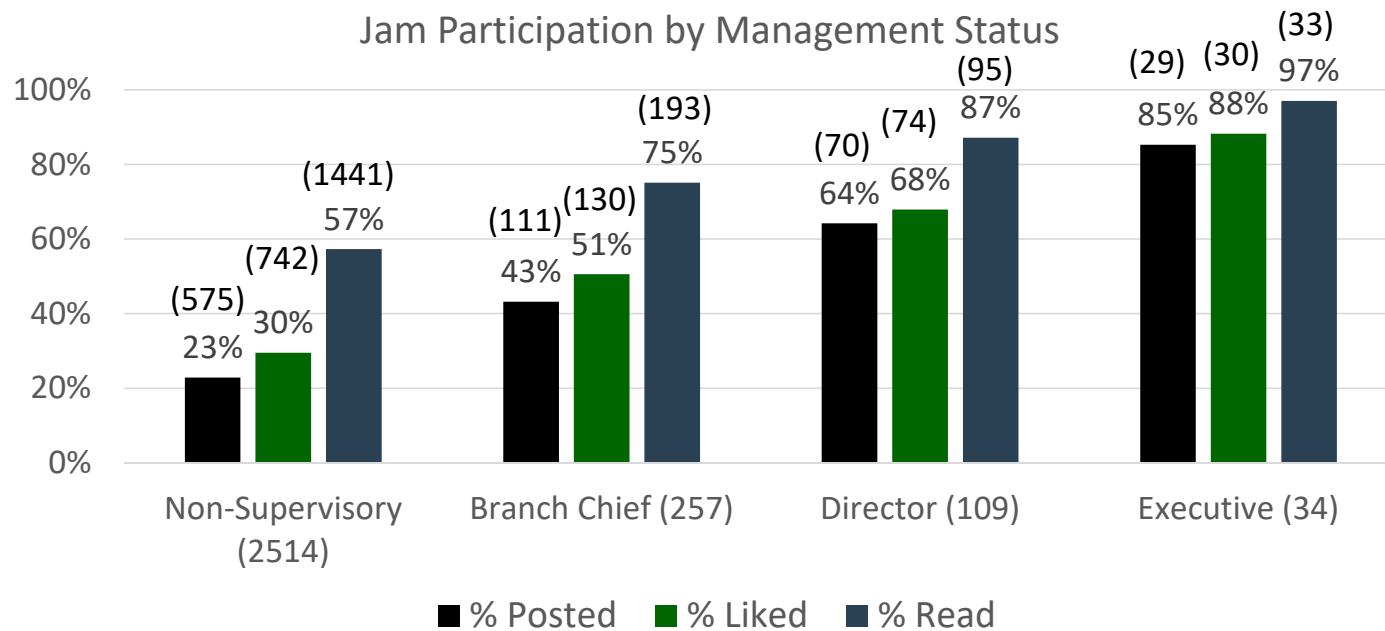
Percent of Posts by Office Shows That All Offices Were Contributing to the Conversation



- Percent of posts by Office shows the proportion of posts each Office contributed to the Jam
- All Offices contributed posts to the Jam and no one Office dominated the conversations



Activity by Management Status Shows Contributions to the Jam from Different Levels of the Organization



Note: Numbers in parentheses reflect total number of people in each category. For example, out of 2514 non-supervisory employees at the NRC, 1441 were reading comments posted in the Jam, 742 “liked” one or more posts, and 575 posted new comments. The numbers within each category are not mutually exclusive and do not add up to equal the total number of people – some of the same people who liked comments also posted comments.

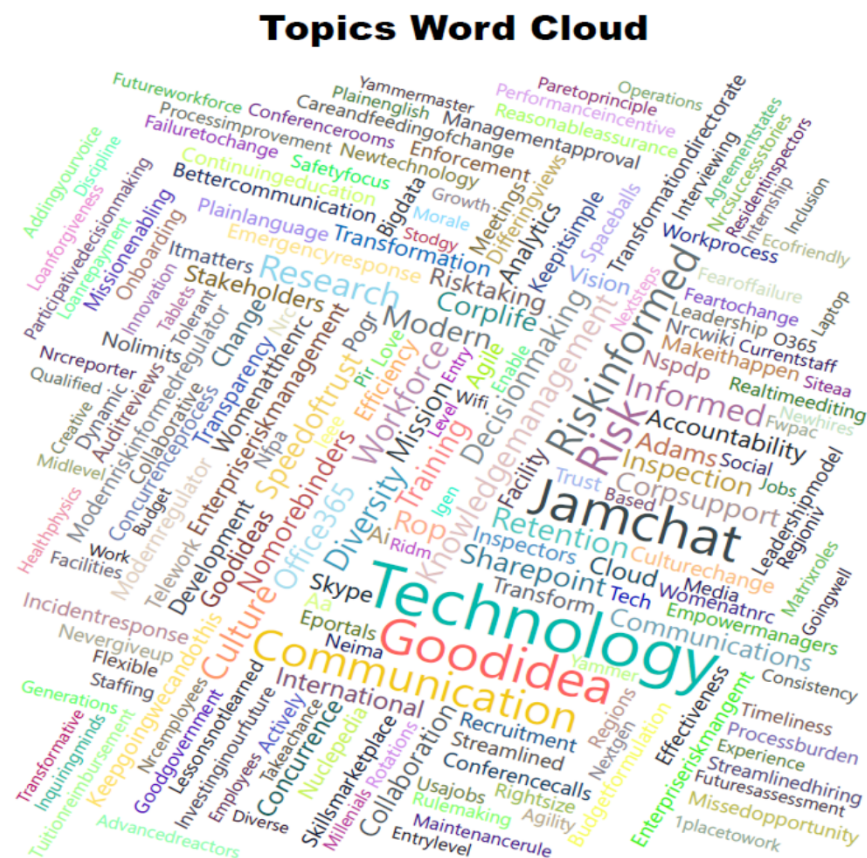


Over 500 Topics were Introduced using Hashtags



Most Frequently Used Topics	# Messages*
Technology	989
Communication	773
Risk	713
Culture	402
Diversity	345
Retention	332

*Note: Multiple hashtags with different versions of same topic were combined for this count (e.g., Risk, Risk-Informed, Risk Informed)



The Jam Main Group, Our Workforce, and Technology had the most Activity

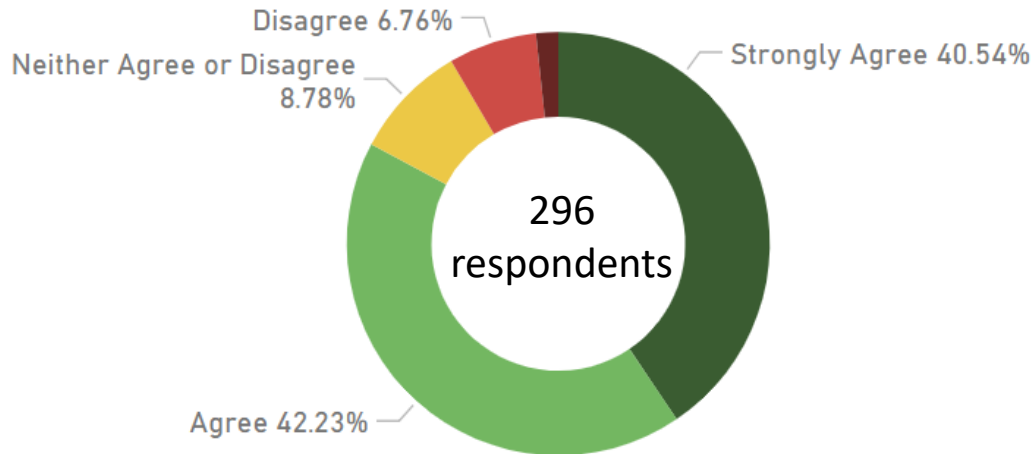
Jam Group	# of Conversation Threads	# of Messages	# of Participants	# of Likes
Main Group	147	1844	503	5691
Our Workforce	40	486	190	1172
Technology	61	521	180	1028
External Stakeholders	17	214	73	371
Risk-Informed	21	155	83	323
Our Mission	12	119	55	314
Decision making	11	100	52	165
Our Business Model	5	49	22	129



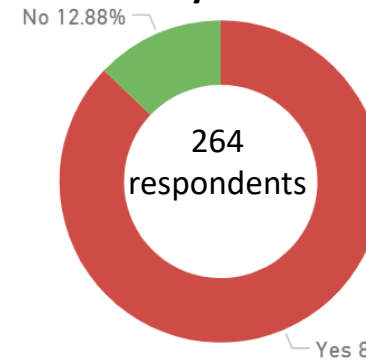
Polls Indicate a Need for Change

During the Jam, both participants and facilitators posted polls that others could respond to. Not all Jam participants responded to every poll. These polls are not statistically representative, but they provide insight into how some people were feeling during the Jam.

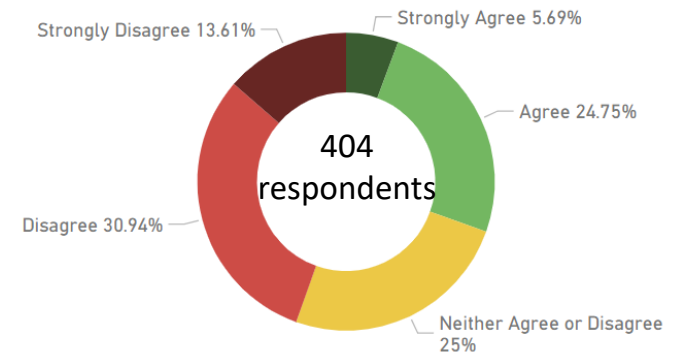
Do you believe that we need to change our culture if we want to be a modern risk-informed regulator?



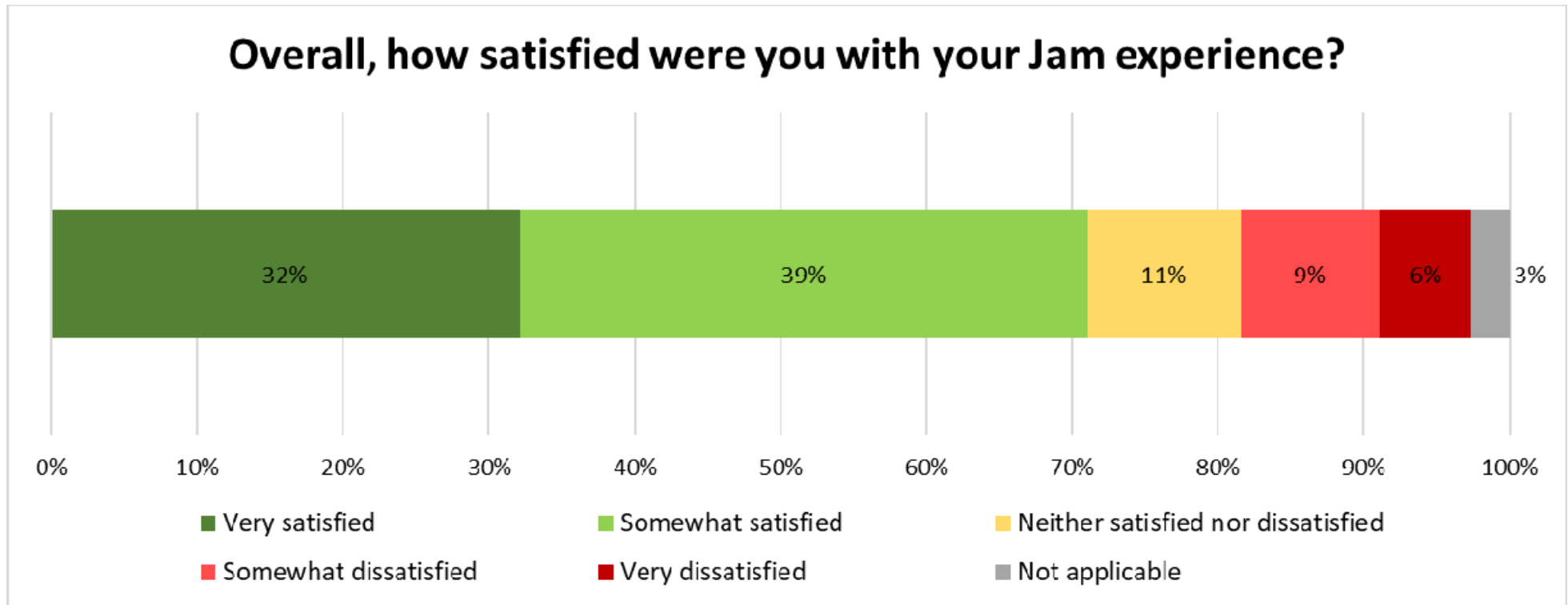
Do you think there is a low morale trend at the NRC in recent years?



To what extent do you agree that career advancement at the NRC is fair?



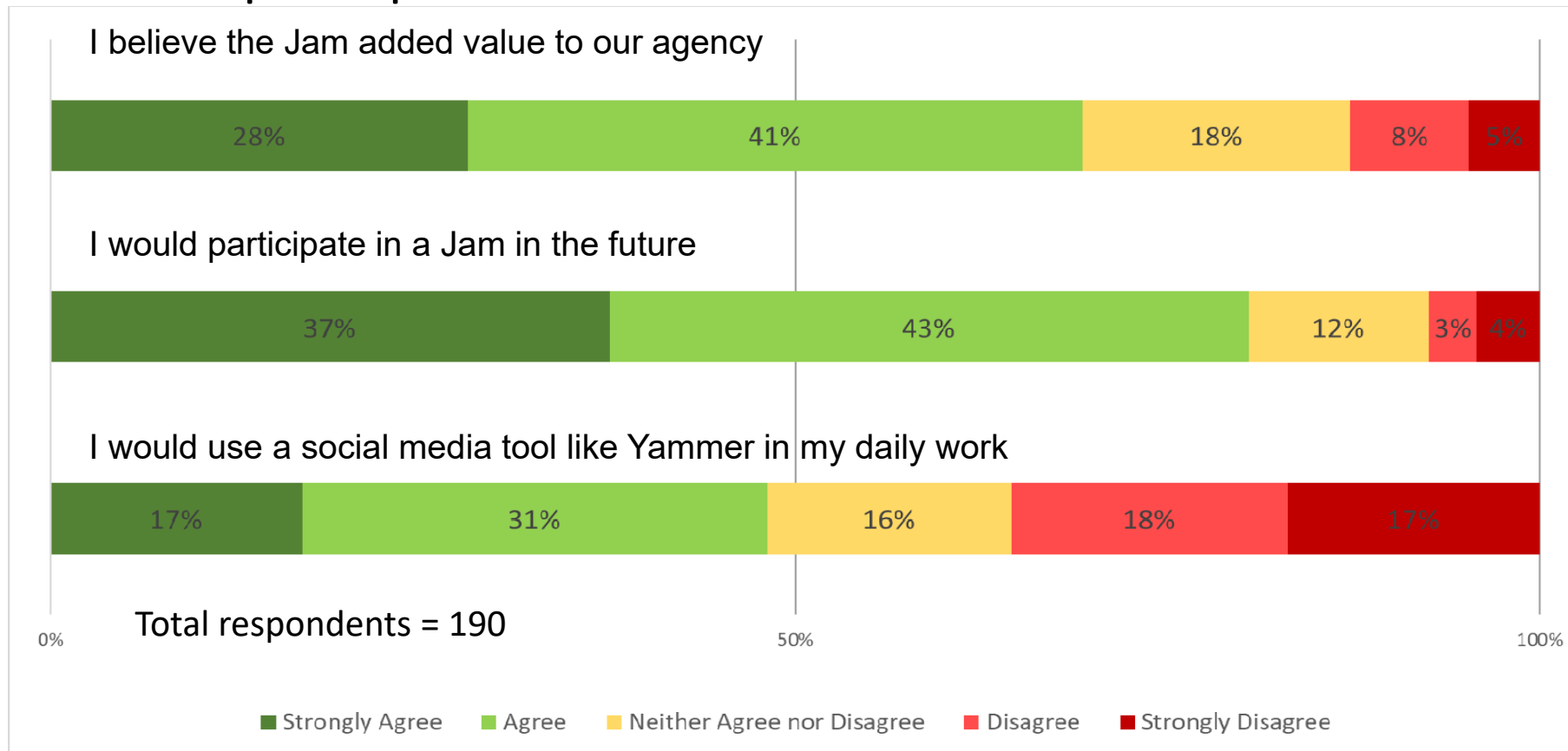
Over 71% of staff who responded to a post-Jam feedback survey were satisfied with the Jam experience



Total respondents = 190



Majority of staff who participated in the post-Jam feedback survey had positive perceptions of value added and would participate in the future



Key Themes

CONSOLIDATION OF REAL-TIME THEMATIC INSIGHTS

The following slides present themes that were captured by the Futures Jam team in real time during the Jam from June 18-20, 2019. The themes do not reflect direct quotes from individuals, but were documented to capture sentiments shared across one or more conversations during the Jam. Each slide presents an overarching theme (Vision, Decision making, Workforce, Technology, Culture, External Engagement, How we Work, Leadership), followed by bullet points to illustrate various topics that came up over the course of the three day Jam.



Vision

- Define risk-informed
- Need better understanding of all the agency initiatives and how they relate to each other
- Promote/advertise what the NRC does
- Empower staff



Decision making

- Push decision making to lowest level
- Consider diverse viewpoints to make better decisions
- Explain "why" a decision was made
- Risk-inform our concurrence process



Workforce



- Matrix organization to leverage resources
- Increase developmental opportunities
- Promote career advancement opportunities
- Communicate expectations for different grades
- Reward and recognize depth of experience
- Maintain work-life balance
- Provide greater opportunities for staff development in leadership roles
- Clarify succession planning
- Identify knowledge/skills gaps to prepare for the future
- Use the skills marketplace to advertise opportunities



Technology

- Enable e-concurrence
- Increase use of knowledge management databases
- Increase mobility to work from anywhere, especially inspectors
- Leverage wi-fi and cloud technology for collaboration
- Use AI to connect related information in disparate data sources
- More communications/training on use of SharePoint
- Improve search capability in ADAMS
- More training on Office 365
- Increase use of Skype, including outside NRC
- Increase efficiency and streamlining in technology and work processes
- Improve ways to share files and communicate with external stakeholders/contractors securely
- Use IT to help standardize budget process



Culture

- Reward trying new things and reduce fear of failure
- Communicate clear expectations from Leadership
- Facilitate teamwork
- Empower and trust our staff
- Recognize desired behaviors to facilitate change
- Increase ownership/accountability at all levels
- Take time to celebrate accomplishments
- Show people their efforts are appreciated
- Promote/advertise how the NRC helps the country by carrying out its mission
- Motivate Self-learning



External Engagement



- Improve communications with stakeholders
- Balance plain language with ensuring message is technically sound
- Develop tools to enhance communications around challenging topics
- Increase communication about what the NRC is and what we do
- Use technology to improve stakeholder access to information
- Use new technologies for public meetings (e.g., Skype)



How We Work

- Risk-inform concurrence process
- Automate licensing process
- Focus on enabling inspectors to use risk insights
- Help identify the most important information for inspection
- Push decisionmaking to lowest level
- Clarify expectations and communications
- Increase staff exposure to different parts of NRC to have better understanding of our mission
- Greater standardization in budget process
- Internal budget oversight based on metrics
- Improve tracking of resources needed to perform specific jobs/tasks



Leadership

- Ensure follow-through
- Facilitate teamwork
- Trust and support staff
- Be respectful, be humble, leader servant
- Recognize accomplishments
- Recognize desired behavior to facilitate change
- Be accountable
- Stay open to feedback
- Stay objective
- Communicate clear expectations



How the Jam Results were Used

- Jam results provided a source of rich qualitative data to better understand staff perspectives on how the agency can become a more modern, risk-informed regulator
- Jam participation demonstrated high staff engagement
- Insights from the Jam were used along with the Futures Assessment, agency-wide surveys, and other ongoing agency activities to inform the NRC's transformation efforts
 - As a result, the following focus areas were identified:
 - Focus on our People
 - Accept Risk
 - Use Technology
 - Innovate

