Opening Remarks

Darrell J. Roberts
Deputy Executive Director for Materials, Waste, Research, State, Tribal, Compliance, Administration and Human Capital Programs
Human Capital and Small Business and Civil Rights Culture Culture Initiatives

• Knowledge Management
• Diversity and Inclusion
Presenters

• Larniece McKoy Moore, Esq., Technical Assistant, Office of Small Business and Civil Rights
• Mary Lamary, Chief Human Capital Officer
• Bi Smith, Chief, Policy, Labor and Employee Relations Branch
• Latonya Mahlahla, Chief, Specialized Technical Training and Support Branch
• Dafna Silberfeld, Chief, Learning and Talent Development Branch
• Alexus Willis, General Engineer, Nuclear Regulator Apprenticeship Network
Civil Rights and Diversity and Inclusion Update

Larniece McKoy Moore, Esq.
iCARE Lead
Office of Small Business and Civil Rights
• Assessing Equal Employment Opportunity Trends
• Supporting and Engaging the NRC Community
• Working Together to Enhance the Culture & Accomplish the Mission
All Complaints (Informal and Formal) Filed FY 2017 – FY 2021 (As of March 31, 2021)

- FY 2017: 24 Informal, 19 Formal
- FY 2018: 22 Informal, 20 Formal
- FY 2019: 31 Informal, 19 Formal
- FY 2020: 33 Informal, 25 Formal
- FY 2021: 11 Informal, 6 Formal
EEO Complaints Filed During FY 2021 by Bases (As of March 31, 2021)

FY 2020
- Race 22% (11)
- Reprisal 22% (11)
- Sex 20% (10)
- Age 20% (10)
- National Origin 6% (3)
- Disability 6% (3)
- Marital Status 2% (1)
- Equal Pay 2% (1)

FY 2021
- Race 25% (4)
- Sex 25% (4)
- Reprisal 25% (4)
- Age 13% (2)
- National Origin 6% (1)
- Color 6% (1)

The information presented is based on the bases raised in the formal complaints. The bases alleged may or may not have been accepted or dismissed. That is a legal determination made based on a review of relevant regulations and EEOC decisions.
The information presented is based on the issues raised in the formal complaints. The issues alleged may or may not have been accepted or dismissed. That is a legal determination made based on a review of relevant regulations and EEOC decisions.
Summary of ADR Program Activities for Pre-Complaints (Informal) as of March 31, 2021

![Graph showing the comparison of ADR resolutions, participation, rejected, and offered from FY 2017 to FY 2021.](image-url)
Inclusion, Support & Engagement During Difficult Times and on Difficult Topics.
Initiative on Civility, Awareness, Respect, and Engagement

iCARE
Working Together... to Enhance the Culture & Achieve the Mission
Overview on Human Capital and Strategic Workforce Planning

Mary Lamary
Chief Human Capital Officer
Office of the Chief Human Capital Officer
## Attrition Rates by FY & Age Group

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 30</td>
<td>4.3%</td>
<td>2.5%</td>
<td>7.7%</td>
<td>9.1%</td>
<td>4.9%</td>
<td>2.7%</td>
</tr>
<tr>
<td>30-39</td>
<td>5.9%</td>
<td>5.6%</td>
<td>4.7%</td>
<td>3.5%</td>
<td>5.5%</td>
<td>1.1%</td>
</tr>
<tr>
<td>40-49</td>
<td>6.4%</td>
<td>3.5%</td>
<td>2.9%</td>
<td>3.4%</td>
<td>3.3%</td>
<td>1.1%</td>
</tr>
<tr>
<td>50-59</td>
<td>8.1%</td>
<td>4.7%</td>
<td>3.1%</td>
<td>4.8%</td>
<td>3.9%</td>
<td>1.6%</td>
</tr>
<tr>
<td>60 and Over</td>
<td>23.5%</td>
<td>16.9%</td>
<td>14.8%</td>
<td>16.3%</td>
<td>15.0%</td>
<td>17.6%</td>
</tr>
</tbody>
</table>

*Data as of March 2021
### Risk Reduction – Retirement Eligibility

#### All Staff

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Eligible</th>
<th>Retirements</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>847</td>
<td>228</td>
<td>26.9%</td>
</tr>
<tr>
<td>2017</td>
<td>817</td>
<td>130</td>
<td>15.9%</td>
</tr>
<tr>
<td>2018</td>
<td>826</td>
<td>106</td>
<td>12.8%</td>
</tr>
<tr>
<td>2019</td>
<td>820</td>
<td>125</td>
<td>15.2%</td>
</tr>
<tr>
<td>2020</td>
<td>826</td>
<td>116</td>
<td>14.0%</td>
</tr>
<tr>
<td>2021</td>
<td>824</td>
<td>55*</td>
<td>6.7%</td>
</tr>
</tbody>
</table>

#### Technical Staff

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Eligible</th>
<th>Retirements</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>519</td>
<td>115</td>
<td>22.2%</td>
</tr>
<tr>
<td>2017</td>
<td>498</td>
<td>68</td>
<td>13.7%</td>
</tr>
<tr>
<td>2018</td>
<td>499</td>
<td>66</td>
<td>13.2%</td>
</tr>
<tr>
<td>2019</td>
<td>480</td>
<td>73</td>
<td>15.2%</td>
</tr>
<tr>
<td>2020</td>
<td>469</td>
<td>60</td>
<td>12.8%</td>
</tr>
<tr>
<td>2021</td>
<td>468</td>
<td>28*</td>
<td>6.0%</td>
</tr>
</tbody>
</table>

*Data as of March 2021*
The Human Side of Human Capital Management During COVID-19 Pandemic: Telling the Story on How We Support NRC Workforce

Bi Smith
Policy, Labor and Employee Relations Branch
Office of the Chief Human Capital Officer
Telework and Work Schedules

• Telework Flexibilities
  o Mandatory: approximately 98% of the workforce
  o Maximum: approximately 94% of the workforce

• Work Schedule Flexibilities
Leave

• Excused Absence
• Emergency COVID-19 Leave
  • First Coronavirus Response Act – April 2020 through December 2020
  • American Rescue Plan Act of 2021 – March 2021 through September 2021
• Annual Leave
OCHCO Services

• Fitness Center
• Health Center
  • Telehealth services
  • Flu Shots
  • 286 vaccines administered at Headquarters
  • 167 vouchers provided to regions
• Employee Assistance Program
Staffing

• Virtual orientation process
• New Hires: 227
  • 149 permanent hires
  • 78 temporary hires
• Data from March 2020 – April 2021
Student Hires

• Summer Student Internships
  • 2020: 55 students
  • 2021: 60 students

• Cooperative Education (Co-Op) Program: 27 students in 2021
Nuclear Regulator Apprenticeship Network (NRAN)

- 2020 cohort: 23 graduates
  - 35% graduated from Minority Serving Institutions (MSIs)
  - 17% graduated from Historically Black Colleges and Universities (HBCUs)
- Beginning to plan for 2022 cohort
Recruitment

• 26 recruitment events in CY 2020
  • 85% of the events were held in a virtual environment
  • 62% were focused on attracting diverse candidates
  • 15% were hosted by HBCUs
Training

• 50 courses converted to virtual
• 377 training sessions given
  • 84 technical courses
  • 293 professional development and leadership courses
• 10,752 training completions
• Data from March 2020 – March 2021
Employee Journey: Supporting and Engaging our Workforce Today and in the Future

Latonya Mahlahla
Human Resources Training & Development
Office of the Chief Human Capital Officer
Employee Development: Resources, Process and Tools

• Technical and Professional Training
• The NRC Guide to Career Enhancement
• The Employee Journey Website
• Competency Modeling
• Individual Development Plans (IDPs)
Employee Journey: Skills for Today and in the Future

• Learning & Development
  – Technical Training for formal qualification programs, office qualifications and employee development
  – Professional training for foundational skills and leadership development
# Technical Training Professional Development Course Options

## Professional Training Menu

<table>
<thead>
<tr>
<th>Course</th>
<th>Number of Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Probabilistic Risk Assessment</td>
<td>17</td>
</tr>
<tr>
<td>Physical &amp; Cyber Security</td>
<td>10</td>
</tr>
<tr>
<td>Fuel Cycle</td>
<td>8</td>
</tr>
<tr>
<td>Engineering Support</td>
<td>10</td>
</tr>
<tr>
<td>Regulatory Skills</td>
<td>14</td>
</tr>
<tr>
<td>Health Physics</td>
<td>30</td>
</tr>
<tr>
<td>Reactor Technology</td>
<td>25</td>
</tr>
</tbody>
</table>

---

![Bar chart showing the number of courses for each category](chart.png)
Training Delivery Methods

IN-PERSON
ON LOCATION

VIRTUAL
SCHEDULED ONLINE

LEARNING & DEVELOPMENT

ON-DEMAND
ONLINE ANYTIME

HRID CLE
TMS
Taking Charge: Intentional Career Development

NRC Guide to Career Enhancement

How does the NRC prepare for the workload of the future?
How do I know where the future workload will be?
How can I develop the skills I need to achieve my career goals?

THE FUTURE IS NOW
Understand Skill Needs for Potential New Roles

• Explore Careers at the NRC with expected workforce gaps
• Stay engaged and understand agency needs
• Learn more about requirements for various positions
• Connect to other employee resources
Employee Journey: “Explore The Possibilities”

- Launched in December 2020 to support Strategic Workforce Planning
- Identifies 10 positions with future workforce gaps based on projected attrition
- Learn more about requirements for various positions
SWP – High Demand Careers

*1,824 site visits*
Competency Models Support Employee Development

• Provides an opportunity to explore available models for agency positions
• Employees can compare their skills to competencies identified in a competency model
• Can use the tool to build a development plan to close any identified gaps or increase the skills in the current position
Reflect and Formalize a Plan

• Reflect on Personal Priorities
• Individual Development Plan
  – Discuss career goals with your supervisor
  – Document your accomplishments
  – Consider Rotations, Career mentoring, NRC Open Opportunities
Transformation and Modernization: Knowledge Management and Nuclepedia

Dafna Silberfeld
Learning and Talent Development Branch
Office of the Chief Human Capital Officer
NRC’S Knowledge Management Program

NRC’s KM Policy

• Established in July 2006 with SECY-06-0164: “The U.S. NRC KM Program” ML061550002

• The policy established a foundation for the agency’s KM Program, a system of governance and roles and responsibilities.

The program is managed out of the Office of the Chief Human Capital Officer and guided by the NRC KM Strategy (ML20023B283).
NRC’s Knowledge Management Cycle

Components that make up the NRC’s KM Cycle begins with the Knowledge we acquire and create

- **People**: Identify knowledge and experience
- **Process**: Capture and collect knowledge
- **Technology**: Access tools to use and apply knowledge
Office of Nuclear Security and Incident Response

KM Cycle Example

GOAL: Address the critical knowledge gap resulting from attrition/retirement of Emergency Preparedness Specialist-Licensing
The NRC’s Internal Wiki

837 current users
509 person pages
4663 pages created

Welcome to Nuclepedia, the NRC’s knowledge resource wiki. Nuclepedia is a continuously evolving online encyclopedia of nuclear regulatory information including articles, documents, graphics, animations, and presentations. Everyone is invited and encouraged to contribute their experience, knowledge and expertise in the form of articles, discussions or editing of material submitted by others.

Search Nuclepedia

What are you looking for? Find it!

OR you can browse by Category

New to Nuclepedia?
Discover what Nuclepedia is all about. Learn what you should know before you dive in and start exploring the wiki and adding/editing pages.

How to Use the Wiki?
Find out how to effectively use Nuclepedia in order to share and acquire knowledge by exploring information and adding/editing content.

Featured Article
The Critical Knowledge Summary Initiative page is a summary of key nuclear topics and events developed for initial Nuclepedia content.

Needed Pages
Know of a topic or subject that should be included in the wiki but don't have the content? Add it to the Requested Pages list so someone can create it.

IMPORTANT: Before exploring Nuclepedia, please be sure to Log in first before you edit or add content to the wiki.
To log in, click "Log in" above or at the top-right of the browser window. On the login page, click the "NRC Staff Single-Sign-On" button (no password is needed).
Also, please note that Google Chrome is the optimal web browser for using Nuclepedia. Internet Explorer may have issues displaying some of the content.
Office of Research Seminar Series

Richard Lee's Knowledge Management Seminar Series

Richard Lee was the Branch Chief for the Fuel & Source Term Code Development Branch (FSCB) from 2007-2020. Beyond his role as Branch Chief, his career at the NRC spanned over 40 years with profound technical discipline and specialization across neutronics, nuclear/reactor systems, accident analysis (thermal-hydraulics, neutronics, severe accidents and source term), nuclear behavior, severe accident phenomenology and radiological source term.

A seminar series was initiated to capture Richard Lee’s immense amount of knowledge, attained over his extensive career, to support the agency’s priority for knowledge management. Through the series, Richard shared his knowledge, experiences, perspectives and his thoughts on the critical events, meetings or discussions that shaped the direction of the agency.

Presentations:

- Perspectives on Regulatory Research (video)
- Brief History of Severe Accident Research and Role of International Programs (video)
- Perspectives on Source Terms (video)
- Neutronics and Fuel Research (video)
- Perspectives on Fukushima (video)
- Getting Ready for New Technologies & Conclusions (video)

Additional Information:

Severe Accidents

Severe Accident and PRA Series: A great source of information on PRA and Severe Accident and has links to many documents.

History of Severe Accident Regulation and Research

1. NUREG-1150 (ML120960691), Severe Accident Risks: An Assessment for Five U.S. Nuclear Power Plants, December 1990, Chapter 1
2. NUREG/CR-6042 (ML021080026), Perspectives on Reactor Safety, Revision 2, Pages 27-29
3. NUREG-75014 (ML083570090), The Reactor Safety Study (WASH-1400), October 1975, Executive Summary
4. SECP-05-0077 (ML003684280), Modifications to the Reactor Safety Goal Policy Statement, and associated SRMs (ML003727206)
5. 50 FR 32138 (ML003711521), Policy Statement on Severe Reactor Accidents Regarding Future Designs and Existing Plants, August 8, 1985
6. SECP-89-102 (ML051660712) [NON-PUBLIC]
7. History of Severe Accident Regulation and Research Seminar video (ML101460608) and associated slides (ML101370748)
The New Employee Experience

Alexus Willis
Nuclear Regulator Apprenticeship
Network Branch
HR Training and Development
Office of the Chief Human Capital Officer
My Employee Journey

- Summer Hire
- Co-Op Student
- Member of the NRAN Cohort
What is NRAN?
The Nuclear Regulator Apprenticeship Network (NRAN) is an entry-level program designed to develop well-rounded regulators in areas of projected agency skill needs, through a targeted initial training phase as a cohort, followed by 3 - 4 apprenticeships that focus on mission-direct contributions and experiences.
NRAN Cohort 2020

**Vision:** Excellence in service to the American people and leadership for the next generation of diverse, innovative, knowledgeable, environmentally conscious nuclear regulators.

**Mission:** NRAN anchors the next generation of skillful regulators by fostering diverse and innovative thinking in individuals who strive to uphold and support the NRC mission to protect public health and safety, and the environment.
Initial Training Phase

• Meet and Greets
• Technical and Regulatory Training
• NRC Culture and Organizational Training
• Career Mentor Matching
• Team Projects
• Cohort-Led Team Building Activities
Apprenticeships with mission-direct contributions
Closing Remarks

Darrell J. Roberts
Deputy Executive Director for Materials, Waste, Research, State, Tribal, Compliance, Administration and Human Capital Programs