




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

April 20, 2022

MEMORANDUM TO: Aaron T. McCraw, Team Lead  
Hybrid Environment Assessment and Review Team

Sean E. Peters, Deputy Team Lead  
Hybrid Environment Assessment and Review Team

FROM: Daniel H. Dorman   
Executive Director for Operations

SUBJECT: HYBRID ENVIRONMENT ASSESSMENT AND REVIEW TEAM  
CHARTER

You have been selected to lead the Hybrid Environment Assessment and Review Team (HEART). This Team is tasked to provide recommendations to Agency Senior Leadership on how to optimize organizational health in a hybrid work environment now and in the future. The Team will report to the Assistant for Operations (AO), Office of the Executive Director for Operations (OEDO). Guidance and support will be provided by the HEART Steering Committee. Names of those currently serving on the Team and members of the Steering Committee are identified in the Enclosure.

Organizational health refers to the U.S. Nuclear Regulatory Commission's (NRC) ability to adapt and cope with change, while continuing to meet its important health and safety mission. As stated in the Strategic Plan: Fiscal Years 2022-2026 [NUREG 1614, Volume 8] (Strategic Plan)

“A focus on organizational health is necessary to foster the agency’s ability to carry out its mission. A healthy organization provides the capacity and capability to enhance the agency’s culture, organizational learning, business practices, and strategic management to prepare for an evolving future. Continual improvement in these areas enables the NRC to enhance stewardship of resources, technology, and the workforce to improve performance in achieving its mission. As a modern, risk-informed regulator, the NRC will achieve mission excellence in a diverse, inclusive and innovative environment with a highly skilled, adaptable, and engaged workforce.

A successful outcome of this goal results in an organization and infrastructure that facilitates continuous learning and innovation, knowledge management, diversity and inclusion, technology adoption, and strategic planning, which in turn inspires the NRC’s workforce. Positive results include a culture that creates a sense of belonging, promotes and sustains a strong safety culture, fosters creativity and innovation, connects vision with action, and continuously adapts and strives to be a health organization.”

CONTACT: Sherri Miotla, OEDO  
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## **Guidance**

1. In developing the recommendations, the Team should be mindful of the Agency's policy for telework as defined in Management Directive and Handbook 10.166, Telework, and the NRC/National Treasury Employees Union Collective Bargaining. Revision of these documents is not part of this effort.
2. The Team should be familiar with the Strategic Plan, particularly Goal #2 on organizational health. The Team should use the associated performance goals and indicators as a guide when executing this charter.
3. The Team should focus on how best to optimize interactions in a hybrid environment. Recommendations should not revisit the NRC's re-entry decision or our immediate telework posture.
4. The Team is expected to broadly engage NRC staff, managers, and senior leaders in developing its recommendations.
5. The Team members should familiarize themselves with how other government agencies and organizations are enhancing their organizational health. Practices of these organizations should be considered when developing the Team's recommendations.
6. The Team should consider the Be RiskSMART framework when identifying recommendations.
7. The basis for each recommendation should be clearly stated in HEART reports along with how the recommendation will positively impact NRC's organizational health.
8. Easy to implement actions, identified prior to the final report issuance that should be considered for early implementation, should be brought to the attention of the AO on a real-time basis.
9. At a minimum, the Team shall update the Steering Committee at least monthly. In addition, the Team Lead and/or Deputy should provide routine updates at least once per week during the daily OEDO operations meeting. Ad hoc meetings should be scheduled as needed.

## **Deliverables**

The Team shall provide by May 9, 2022,

1. An Action Plan, with milestones, for executing this task.
2. An estimate of resources needed to complete this tasking by September 30, 2022, to include any request for additional full-time support.
3. A Communication Plan that covers the period from the date of this memo to September 30, 2022. This Plan should be consistent with OEDO Procedure 0215, Communications Plan, (Agencywide Documents Access and Management System Accession No.: ML M20181A274). At a minimum the Plan should include key messages, identification of the target audience, and projected dates for briefings and issuance of the final report to the Executive Director for Operations (EDO).

The Team shall provide by June 24, 2022, and September 1, 2022,

1. An update to the EDO on the Team's activities, to include any draft recommendations.

The Team shall provide by September 30, 2022,

1. A final report summarizing the Team's activities and recommendations on optimizing organizational health in a hybrid environment.
2. A strategy for (1) implementing proposed recommendations and (2) communicating the results of the effort to all stakeholders.

This charter may be modified should you develop significant, new information that warrants a change.

Enclosure:  
As stated

Hybrid Environment Assessment and Review Team  
And Steering Committee Membership

**HEART TEAM**

Team Lead: Aaron McCraw (Part time until June. Full time June until report is finished.)

Deputy Team Lead: Sean Peters (Full time until report is finished and potentially through initial implementation/role out of the recommendations.)

Part Time –

Dan Frumkin, Office of the Chief Information Officer

Patrice Reid, Office of the Executive Director for Operations

Allison Robinson, Office of the Chief Human Capital Officer

Fanta Sacko, Office of Nuclear Security and Incident Response

Neil Sheehan, Office of Public Affairs, Region I

Rebecca Susko, Office of the General Counsel

Alexus Willis, Nuclear Regulatory Apprenticeship Network

**HEART STEERING COMMITTEE**

Darrell Roberts, Chair, Office of the Executive Director for Operations

David Castelveter, Office of Public Affairs

James Corbett, Office of Administration

Mary Lamary, Office of the Chief Human Capital Officer

Ray Lorson, Region I

John Lubinski, Office of Nuclear Material Safety and Safeguards

Cathy Scott, Office of the General Counsel

Andrea Veil, Office of Nuclear Reactor Regulation

Enclosure