



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

July 14, 2022

MEMORANDUM TO:

Bernice C. Ammon
Deputy General Counsel
for Licensing, Hearings, and Enforcement

Stephanie Coffin, Deputy Director
Office of Nuclear Regulatory Research

Eric Dilworth
Deputy Chief Human Capital Officer

Scott Flanders
Deputy Chief Information Officer
Office of the Chief Information Officer

Mike King
Deputy Director for Reactor Safety Programs
and Mission Support
Office of Nuclear Reactor Regulation

Raymond K. Lorson, Deputy Regional Administrator
Region I

David Pelton, Deputy Regional Administrator
Region II

FROM:

Daniel H. Dorman
Executive Director for Operations

A handwritten signature of Daniel H. Dorman in black ink.

Signed by Dorman, Dan
on 07/14/22

SUBJECT:

**CHARTER FOR THE WORKING GROUP ON ASSESSING THE
NRC TELEWORK POLICY AND IMPLEMENTATION**

You have been selected as a senior management working group to assess U.S. Nuclear Regulatory Commission's (NRC) telework policy and its implementation. The group is tasked with providing recommendations for ensuring the Agency's telework policy has sufficient flexibility to meet mission needs. The program should be implemented fairly and equitably, consistently, and with transparency. The team will report to me. Guidance and support will be provided by me and the Deputy Executive Directors for Operations.

CONTACT: Marissa Bailey, OEDO/AO
301-415-1712

Background

Since re-entry in November 2021, the NRC has enabled significantly greater use of telework than before the COVID-19 public health emergency. Up to six telework days per pay period (or 60/40), with only the first line supervisors' approval, is now the norm for most positions. Also, compared to before the pandemic, nearly twice as many staff have been approved for full-time telework.

Rather than seeing NRC's current telework program as an expansion of telework flexibilities, many staff see it as a scaling back from the flexibilities they had throughout most of the pandemic. Other staff have voiced their perception that senior management has not provided a clear and cogent basis for requiring most staff to work in-office at least 4 days per pay period. In addition, rigid implementation of designated in-office days has limited the value and created confusion around the purposes for being in the office. Several staff members have expressed concern regarding an apparent lack of consistency and transparency in the way full-time telework is authorized, particularly across different offices and regions. Staff have also asserted that collaboration and team-building, two of the stated drivers for requiring in-office presence, can be achieved just as effectively in virtual meetings, training sessions, drop-ins, etc. Conversely, other staff have noted that our limited in-office presence has been detrimental to the on-boarding, training, and integration of new staff.

Guidance

The working group has a broad mandate to wholistically assess NRC's telework program and develop recommendations to address the challenges above and any other associated issues. At a minimum, the group should:

- Develop key messages around hybrid work including the benefits to the organization of remote work and the benefits to the organization of in-person engagement.
- Evaluate the implementation of hybrid (combination of virtual and in-office) work schedules, including how to provide flexibility in scheduling in-office work to support effective collaboration, mentoring, difficult conversations, etc.
- Evaluate the implementation of full-time telework within the commuting area, including consideration of the level of approval and ways to ensure transparency and consistent implementation for similar work throughout the agency. Evaluate the use of the term "rare" in existing policy and practice.
- Evaluate consideration of the agency interests and level of approval related to authorizing full-time telework outside the commuting area.
- Evaluate impacts of telework (with particular focus on onboarding, knowledge management, and organizational health) and identify specific examples for people to come into the office.

This working group should not duplicate activities currently underway by the Hybrid Environment Assessment and Review Team (HEART) and should leverage HEART's work as appropriate to inform the ultimate recommendations.

The team may select a chair or co-chairs from among its members at its discretion.

Deliverables

1. Provide Monthly Updates
2. Provide Draft Recommendations by September 16, 2022
3. Provide Final Recommendations by October 28, 2022

SUBJECT: CHARTER FOR THE WORKING GROUP ON ASSESSING THE NRC TELEWORK
POLICY AND IMPLEMENTATION DATED: July 14, 2022

ADAMS Accession No: ML22194A933

OFFICE	OEDO/AO	OEDO/EDO
NAME	MBailey	DDorman
DATE	07/ 14 /22	07/ 14 /22

OFFICIAL RECORD COPY