U.S.NRC
United States Nuclear Regulatory Commission
Protecting People and the Environment

Human Capital Operating Plan

Fiscal Years 2023–2026

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Introduction

In collaboration with the agency's senior management team, the Chief Human Capital Officer (CHCO) established this Human Capital Operating Plan (HCOP) for the U.S. Nuclear Regulatory Commission (NRC) to measure success in achieving the human capital (HC) priorities aligned to the agency's strategic goals and diversity efforts. The NRC's "Inclusive Diversity Strategic Plan Fiscal Years 2021–2026," dated February 23, 2021, guides the agency's diversity and inclusion efforts associated with HC activities.

The HCOP's HC priorities were developed during the formulation of the agency's internal annual performance plan consistent with the Government Performance and Results Act Modernization Act of 2010 and Title 5 of the *Code of Federal Regulations* (5 CFR) 250, "Personnel Management in Agencies," Subpart B, "Strategic Human Capital Management." As part of the HCOP development process, insights were gained from reviewing various documents such as the Office of Personnel Management (OPM) HCOP guidance. This information facilitated development of the NRC HCOP framework.

The HCOP serves as a tool to guide agency efforts to manage HC through the implementation of two HC priorities. These priorities focus on (1) promoting an organizational culture that, through strategic partnerships and collaboration across the NRC, recruits, attracts, develops,

and retains a diverse and highly qualified workforce that maximizes individual and organization potential and promotes strategies to close skill gaps, now and in the future, to ensure that the agency remains an employer of choice in support of the NRC mission, and (2) modernizing the agency's human resources (HR) processes and practices, HR information technology systems, and data analytical capabilities to enhance the delivery of services.

Enclosure 1 of the HCOP guides the agency's HC in support of the agency's strategic objectives for fostering organizational health. Also, it shows the alignment of the HC priorities and actions to two Governmentwide Federal workforce priorities established by the OPM, including with regard to recruitment, succession planning, knowledge transfer, leveraging technology, and modernizing information technology processes. The HCOP covers fiscal years (FYs) 2023–2026, with annual reviews and updates as needed.

Enclosure 2 provides a crosswalk to show how the NRC's HC priorities and strategies follow the OPM's HC Framework systems and standards. The framework includes strategic planning and alignment, talent management, performance culture, and evaluation.

Agency Overview[1]

The NRC is an independent agency established by the Energy Reorganization Act of 1974 that began operations in 1975 as a successor to the Atomic Energy Commission. The NRC's mission is to license and regulate the Nation's civilian use of radioactive materials, to provide reasonable assurance of adequate protection of public health and safety, to promote the common defense and security, and to protect the environment.

The NRC is headed by five Commissioners appointed by the President of the United States, and confirmed by the U.S. Senate, to serve staggered 5-year terms. The President designates one of the Commissioners to serve as Chair. The Commission as a whole formulates policies and regulations governing the safety and security of nuclear facilities and radioactive materials, issues orders to licensees, and adjudicates legal matters brought before it.

The NRC's overall responsibility is to protect public health and safety in the civilian uses of radioactive materials. It has the following main regulatory functions:

- Establish standards and regulations.

- Issue licenses, certificates, and permits.

- Ensure compliance with established standards and regulations.

- Issue adjudicatory decisions.

- Conduct research and risk and performance assessments to support regulatory decisions.

The NRC carries out these functions to regulate nuclear power plants, fuel cycle facilities, and other civilian uses of radioactive materials, such as nuclear medicine programs at hospitals and academic activities at educational and research institutions. The agency also regulates such industrial applications as gauges, irradiators, and other devices that contain radioactive material. In addition, the NRC licenses the import and export of radioactive materials and works closely with its international counterparts to enhance global nuclear safety and security.

Strategic Alignment

The agency's strategic plan, covering FYs 2022–2026, provides the blueprint for the agency to plan, implement, and monitor the work needed to achieve its three strategic goals: (1) ensure the safe and secure use of radioactive materials, (2) continue to foster a healthy organization, and (3) inspire stakeholder confidence in the NRC.

The NRC's strategic plan sets the strategic direction of the agency and is a vital component in its decision-making processes. Each strategic goal has supporting objectives, strategies, and key activities that will be used to achieve that goal.

The agency's strategic plan includes organizational goals beyond the agency's mission-based goals, which focus on safety and security. Specifically, the strategic plan now includes goals around fostering organizational health to better serve the agency over the next 4 years.

By strategically managing the workforce and implementing the strategic objectives to meet the goals (figure 1) associated with HC priorities, the NRC will ensure appropriate technical capacity and its ability to respond promptly to shifts in agency priorities to meet the demands of a changing environment with speed and flexibility by creating a more agile workforce.

[1] Source: NUREG-1614, Volume 8, "Strategic Plan Fiscal Years 2022–2026," April 2022

Goal 1

Ensure the safe and secure use of radioactive materials

Goal 2

Continue to foster a healthy organization

Goal 3

Inspire stakeholder confidence in the NRC

Objective 2.1

Foster an organizational culture in which the workforce is engaged, adaptable, and receptive to change and makes data driven and evidence-based decisions.

Objective 2.2

Enable the workforce to carry out the agency's mission by leveraging modern technology, innovation, and knowledge management to support data-driven decisions in an evolving regulatory landscape.

Objective 2.3

Attract, develop, and maintain a high-performing, diverse, engaged, and flexible workforce with the skills needed to carry out the NRC's mission now and in the future.
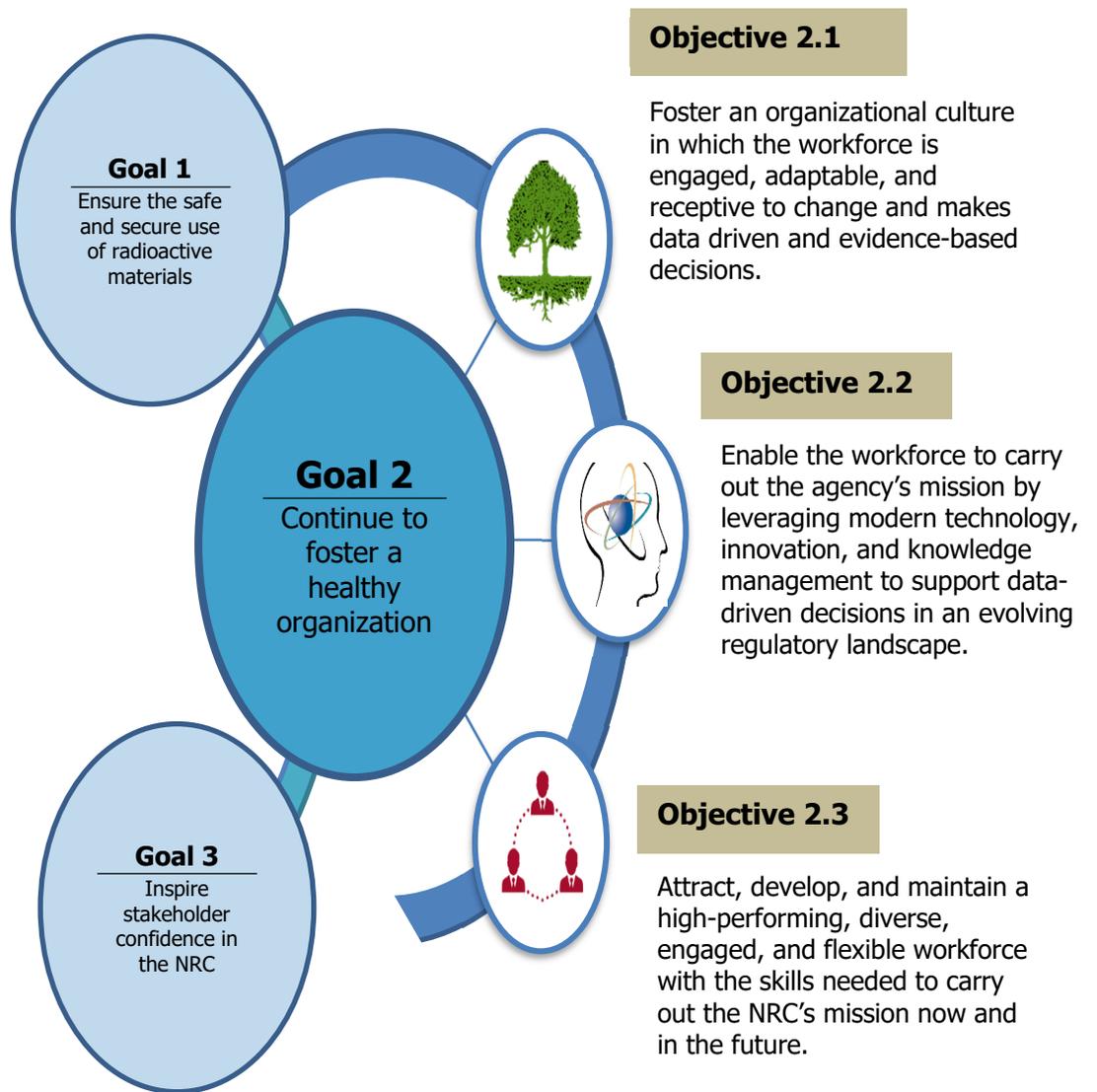
Figure 1 - Overview of the Agency's Strategic Goals and Goal 2 Objectives

NRC Plans to Close Skill Gaps

The agency's approach for closing skill gaps focuses on ensuring that the NRC has a highly trained workforce that is knowledgeable about the regulatory processes that govern agency actions and the regulatory principles inherent in making the agency a strong and independent regulator.

The NRC's HC priorities and actions are designed to position the agency for success now and in the future. The agency continues to integrate strategic workforce planning (SWP) into its business processes to improve its ability to forecast and mitigate skill gaps. Its SWP process was designed to establish a consistent approach to manage HC. The agency is using the mission-critical occupations and full-time equivalent (FTE) forecasting analysis models to closely monitor attrition and potential skill gaps in the areas of cybersecurity, health physics, auditing, engineering. An evaluation of the agency's SWP process by Pacific Research and Evaluation is scheduled to begin in FY 2023. In addition, the agency plans to integrate its SWP tool with its Budget Formulation System, which will support both short-term and long-term workforce planning.

Workforce Analysis

Analyses of the NRC workforce indicate that 42 percent of staff members are eligible to retire within the next 5 years. However, the average number of years past retirement eligibility is 5.12 years, which shows that people are staying longer than their retirement eligibility date (Figure 2 – Average Years Past Retirement Eligibility by Fiscal Year).
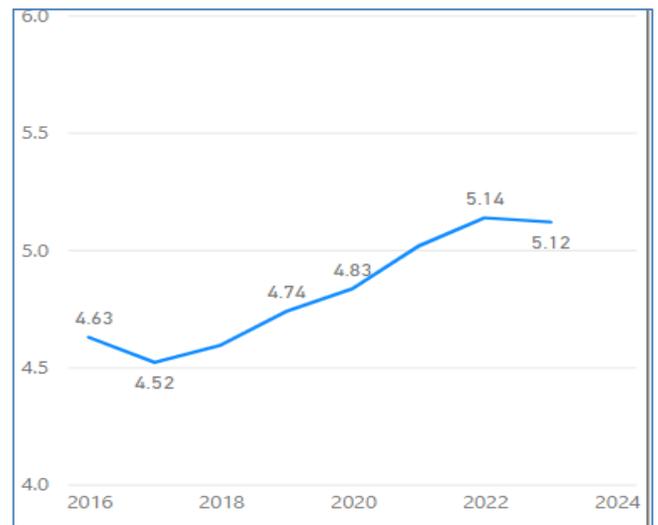

Figure 2 - Average Years Past Retirement Eligibility by Fiscal Year

The attrition rate for FY 2022 was 9.3 percent, which is higher than in FY 2020 and FY 2021. Most separations were due to retirement.

In FY 2022, the agency launched an aggressive hiring campaign and experienced success in bringing in significantly higher numbers of new staff compared to the past few years. Hiring activity last year led to a more balanced distribution of age groups in the agency overall. An increased focus on hiring again this year aims to reduce or eliminate a staffing deficit through the implementation of agencywide strategies to streamline and prioritize hiring to achieve 99 percent of the FY 2024 allocated FTE.

The NRC is also experiencing challenges with filling positions in the corporate support areas of HR, information technology, and financial and administrative services. The agency is looking at expanding its technical intern programs to support hiring in these areas. To successfully compete for talent in these areas, the agency continually reviews options such as telework and incentives that may be needed to help fill critical vacancies.

The NRC has implemented several key hiring strategies to address the impact of potential losses in leadership and technical and regulatory expertise by strengthening its candidate pipeline. Two such

strategies continue to be the agency's Nuclear Regulator Apprenticeship Network (NRAN) program and its reinvigorated cooperative education program. These programs are supported by the NRC's engagement in a robust summer hire program. HC strategies and activities are managed by the agency's HC Council, comprising senior leaders from across the agency.

The HC Council provides agencywide perspectives on hiring and workforce priorities and strategies to address potential gaps identified through the NRC's SWP process and HC data analysis efforts. The Council members communicate in an open and transparent manner during monthly meetings, which facilitates cross-agency collaboration to achieve mission objectives.

In addition, the NRC judiciously uses recruitment and retention flexibilities and incentives to keep highly skilled technical staff on board when a loss of expertise could adversely impact mission accomplishment.

To improve its hiring and time-to-hire metrics, the NRC has developed a framework that includes the following activities, some of which are already underway as outlined in enclosure 1:

Improve Preparation and Planning

- Support the agency HIRENRC initiative (a cross-organizational collaborative effort that engages a broad array of NRC internal stakeholders to expand the NRC's hiring capabilities) to collect hiring plans for FY 2023 and prioritize hiring by identifying streamlining activities, such as direct hiring, shared certificates, and noncompetitive hiring authorities for veterans and people with disabilities.

Enhance Activities for Sourcing and Attracting a Diverse Applicant Pool

- Leverage Equal Employment Opportunity Advisory Groups to identify University Champions for minority-serving institutions and review

recruitment proposals submitted to the Office of the Chief Human Capital Officer (OCHCO).

- Launch nationwide recruitment and marketing activities, including expanding online job postings, focusing email blasts, and leveraging social media.

- Increase participation in career fairs with a focus on expanding diversity.

- Enhance ability to track return on investment for recruitment activities to direct resources to the most effective events and media buys.

- Remove the requirement to use USA Jobs resume builder and allow for uploading of PDF or Word resumes and answering technical questions.

- Refresh recruitment campaign materials.

Reduce Number of Days Needed for Screening, Selecting, and Onboarding Candidates

- Continue to educate hiring managers on procedures and OPM time-to-hire metrics through a variety of tools, such as workshops, Nuclepedia pages, and guides.

- Increase the use of "HIRENRC Tiger Teams" to interview candidates for multiple positions to reduce the time needed to interview and make selections.

- Expand the use of electronic certificates generated by Monster Government Solutions (MGS) for hiring managers to record information pertaining to applicants directly into the MGS platform and to streamline the management of best qualified applicant listings. In addition, this will allow OCHCO the ability to centralize recruitment and selection data collection in one location and produce accurate recruitment and selection reports.

The modernization of the NRC's HC processes, and technology is another important strategy to deliver positive employee experiences, which aid in attracting and retaining the best talent. The NRC is focusing agency efforts on improving time to hire by fully using the U.S. Department of the Interior's Workforce Transformation and Tracking System to improve data collection and communication with applicants. It is also expanding use of the Monster Enterprise Hiring Management system by continuing to implement the classification module to improve the efficiency and effectiveness of the agency's classification system and position description libraries. The NRC is also focusing on improving the Talent Management System (TMS) for providing real-time and on-demand data analytics and reporting, and planning for acquisition steps for the next Learning Management System. Also, developing and implementing tools to continue efforts to automate and integrate HR systems such as recruitment, selection, and hiring processes, including declinations, onboarding, employee relations, telework; and enhancing FTE reporting.

The NRC's HC evaluation system contributes to organizational performance by monitoring and evaluating outcomes of HC management strategies, policies, programs, and activities. The NRC conducts quarterly reviews to monitor progress of HC performance indicators and planned actions to achieve them. Also, the NRC has a performance management system that differentiates staff levels of performance, managers provide feedback and links individual performance to organizational goals.

The evaluation system ensures compliance with merit system principles and has a defined process for identifying, implementing, and monitoring process improvements. OCHCO monitors workforce data included in the HC dashboard, as well as data from other sources such as the Federal Employee Viewpoint Survey (FEVS) and the HC benchmarking initiative (FEDSTAT) to support operational decisions. The HC dashboard allows agency leaders to monitor the state of the workforce, progress toward their goals, and impact that actions taken have on the makeup of their office or the agency.

Training and Development

The NRC's training program is a catalyst that helps the agency achieve the goals and strategies in Priority 1 of the President's Management Agenda and in NRC Strategic Goals 1 and 2 (see enclosure 1). Through work on knowledge management, technical training, leadership and professional development training, and the organizational culture, the competency-based training program helps shape the performance of the NRC workforce that accomplishes mission needs.

Competency-Based Training

The NRC's competency-based training initiative continues with many core competency models built for the staff. With greater use of the models and therefore more familiarity with the competency assessment data, workforce skill gaps can be identified and augmented. Staff members are empowered to use the models as a tool to own and expand their careers and develop the skills needed to do a quality job in the service of the Nation. The development of a competency-based training program will enable the closing of skill gaps for the core mission-critical positions that are identified in the SWP process. By using the competency models and focusing on a competency-based approach to training, over time the agency will enable the upskilling of staff in critical areas, when needed, thus increasing the agility of the agency workforce. Additionally, a competency-based pilot initiative is

in progress to reduce the time to competency for a qualification program.

Knowledge Management

The NRC's knowledge management program continues to grow and mature and is seen as a tool for managing efficiency, productivity, and critical information at the NRC. It is a learning tool that facilitates the building of workforce performance knowledge. Activities are planned at the agency level and are also accomplished within each office. The NRC continues to build a tool modeled on the Media Wiki platform to capture important information to support the agency's knowledge management efforts. The information resource is envisioned to grow into another learning and development tool to enhance informal and collaborative learning at the NRC.

Nuclear Regulator Apprenticeship Network

The Nuclear Regulator Apprenticeship Network (NRAN) training program continues to evolve to support the needs of the next generation of regulatory experts. The NRC offers this program for entry-level staff in the STEM disciplines. The training program focuses on the technical and regulatory aspects of the mission and uniquely integrates best practices such as culture immersion and on-the-job experiential learning through apprenticeships. A second NRAN cohort began in July 2022.

Leadership Development

The NRC has a succession planning strategy that encompasses the development of a leadership pipeline at all staff levels. The Leaders Academy empowers the staff with learning tools to strengthen individual performance and provides specific competency-based development programs for each level of leadership. The Leaders Academy has two programs: Leaders at All Levels and Aspiring Leaders. The Leaders at All Levels certificate program is designed to provide staff at Grades 7 through 12 the fundamental leadership competencies that support self-awareness and self-management. The Aspiring Leaders certificate program is open to staff at Grades 13 through 15 and is intended to guide staff members in exploring their interest in becoming future supervisors.

The supervisory refresher training program at the NRC focuses on improving performance management, coaching for performance, and creating the agency's desired culture. The agency developed a leadership model that provides a more comprehensive set of behavioral expectations for all NRC employees to improve staff engagement, trust, and productivity in an environment of resource challenges. The leadership model is an anchor in the agency's culture and is used in the Leadership Academy programs.

Leadership development is also enabled through other tools and programs at the NRC. These include the individual development plan (self--developed career progression planning); a self--driven mentoring program; the NRC Ambassador program that helps onboard new employees through the help of ambassadors who offer insights into agency culture, share knowledge, and help new employees overcome the challenges of starting a new job; and the Guide to Career Enhancement tool that enables career explorations. Additionally, the agency periodically holds a Senior Executive Service Candidate Development Program class; a class is starting in January FY 2023.

Technical Training

Specialized technical and regulatory training is a key component of the NRC's training program that focuses on providing staff members with the ability to do a good job with the tools, work environment, and resources they need to succeed. Meeting mission needs with qualified staff is a focus that continues, and the backlog of staff needing technical and qualification training who were affected by Coronavirus Disease 2019 (COVID-19) conditions has been addressed. During the pandemic, the increased use of training technologies and blended training delivery solutions for online and distance learning to deliver quality

learning at best cost, when and where needed, enabled the agency to effectively deliver training to the workforce. The mix of these strategies for in-class, virtual, and blended learning will continue to evolve over the next few years for the technical training program.

Fostering Engagement and Collaboration

The NRC prides itself on the high caliber of its diverse, results-oriented, and high-performing workforce and strives to continuously improve the agency's organizational climate. Survey results from both the annual Federal Employee Viewpoint Survey (FEVS) and triennial Safety Culture and Climate Survey (SCCS) are used to develop action plans and to engender and create a culture of respect and belonging.

Employee engagement is a continued focus. As such, the NRC launched the agency Desired Culture Initiative, to align the culture with the transformation vision of being a modern, risk-informed regulator. The initiative takes a holistic approach to assessing the NRC's culture by incorporating insights from a variety of data sources, including FEVS and NRC SCCS results, the Organizational Culture Inventory, and qualitative feedback received through culture assessment focus groups and insights from other transformation activities. Using these data, the agency developed an approach to better attain the desired culture and target change efforts going forward.

Led by the agency culture team, a change agent network of over 200 people from across offices and regions continues to collaborate, communicate, and foster an active community of practice in which the staff can readily model the NRC's desired culture. Additionally, the NRC created coaching aids and conversation guides to equip supervisors with tools to create safe spaces and dialogues with trust. The

agency also developed five curriculum tracks to highlight key concepts and behaviors that are fundamental in supporting the cultural shifts. Over the next few years, the initiative will focus on onboarding, equipping senior managers with the tools to create safe spaces where mutual support and shared leadership can be modeled, and administering a full re-survey of the NRC's culture norms and expectations to identify how much progress has been made in the last 2 years.

The Time is Now.
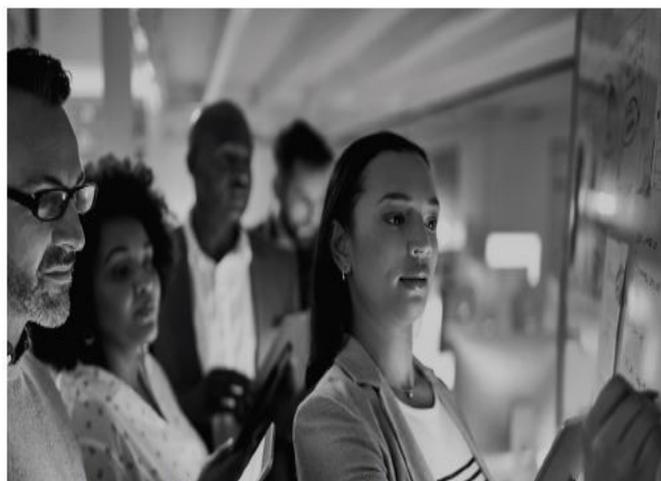
Enclosure 1

This enclosure lays out the strategy of the U.S. Nuclear Regulatory Commission (NRC) Office of the Chief Human Capital Officer (OCHCO) for addressing fiscal year (FY) 2023–2026 strategic plan objectives with human capital (HC) priorities and associated actions with milestones and supporting performance indicators.

NRC Strategic Plan Goal/Objectives
• Directly supports Strategic Goal 2—Continue to foster a healthy organization.

• Objective 2.1: Foster an organizational culture in which the workforce is engaged, adaptable, and receptive to change and makes data-driven and evidence-based decisions; Objective 2.2: Enable the workforce to carry out the agency's mission by leveraging modern technology, innovation, and knowledge management to support data-driven decisions in an evolving regulatory landscape; and Objective 2.3: Attract, develop, and maintain a high-performing, diverse, engaged, and flexible workforce with the skills needed to carry out the NRC's mission, now and in the future.

• Also indirectly supports Strategic Goal 1—Ensure the safe and secure use of radioactive materials, Strategy 1.1.3: Uphold high-quality standards and technical proficiency; Strategy 1.2.3: Leverage institutional knowledge, including that of Agreement States, to identify key areas for regulatory improvement; and Strategy 1.3.1: Ensure that the NRC maintains its readiness to respond to incidents and emergencies involving NRC-licensed facilities and radioactive materials, other events of domestic and international interest, and public health emergencies or other emergencies involving the NRC's facilities and workforce.

Human Capital Priorities	Human Capital Actions	Responsible Party/ Resources	Milestones/Due Dates	Governmentwide Federal Workforce Priorities
HC Priority 1 Workforce: Promote an organizational culture that, through strategic partnerships and collaboration across the NRC, recruits, develops, and retains a high-performing, diverse workforce that maximizes individual and organization potential. Promote strategies to close skill gaps, now and in the future, becoming an employer of choice in support of the agency's mission to become a modern, risk-informed regulator that provides reasonable assurance of adequate protection of	Continue to implement and evaluate the NRC Ambassador program to assist with new employee onboarding.	OCHCO Training Division (HRTD) with other office engagement	ongoing	Priority B— Recruitment, Succession Planning, & Knowledge Transfer
	Promote the career mentoring program to help staff members achieve their goals.	OCHCO HRTD	ongoing	
	Provide informal and collaborative learning experiences through NRC Open Opportunities.	OCHCO HRTD	ongoing	
	Support formal evaluation activities of the knowledge management program.	OCHCO HRTD	9/30/2023	
	Implement recommendations resulting from the knowledge management program evaluation.	OCHCO HRTD with other NRC offices engagement	2024 and ongoing	

Human Capital Priorities	Human Capital Actions	Responsible Party/ Resources	Milestones/Due Dates	Governmentwide Federal Workforce Priorities
public health and safety, and to promote the common defense and security, and to protect the environment.	Engage in officewide activities that promote a positive work culture and are reflected in raised Federal Employee Viewpoint Survey scores in targeted areas for OCHCO.	OCHCO-wide	ongoing	
	Develop and implement a strategy to prioritize and streamline hiring processes to improve full-time equivalent utilization. This strategy will include the activities as described in the Human Capital Operating Plan, on page 7.	OCHCO in collaboration with agency senior leaders, including the agency Equal Employment Opportunity/ Diversity Officer in the Office of Small Business and Civil Rights	9/30/2023	
	Complete evaluation of the Strategic Workforce Planning process.	OCHCO and the Office of the Executive Director for Operations (OEDO) with support from the Office of the Chief Financial Officer (OCFO) and the Office of the Chief Information Officer (OCIO)	6/30/2023	
	Recruit, hire and retain a total of 400 new employees by the end of FY23.	OCHCO HROP in collaboration with agency hiring managers with support from HIRE NRC tiger teams and PMDA/DRMA Directors	9/30/2023	

Human Capital Priorities	Human Capital Actions	Responsible Party/ Resources	Milestones/Due Dates	Governmentwide Federal Workforce Priorities
	Implement changes to Strategic Workforce Planning to improve short-term and long-term workforce planning.	OCHCO and OEDO with support from OCFO and OCIO and collaboration from agency managers and supervisors	Begin in 2023	
	Provide support to the HIRENRC initiative, which includes communicating across organizations to identify best practices and challenges; identifying areas of collaboration; working together on the highest hiring priority tasks and activities; executing forward-leaning recruitment strategies; measuring and monitoring success; identifying similar vacant positions where job announcements can be posted to allow for more selections and shared certificates across the NRC; and considering longer term process improvements.	OCHCO Operations Division (HROP) with support from HIRENRC teams and Program Management, Policy Development and Analysis (PMDA) Directors	Ongoing	
	Continue the education of hiring managers through workshops, tools, and guides to enhance understanding of the NRC hiring and interview processes and noncompetitive hiring options to increase the hiring of veterans and people with disabilities, including people with targeted disabilities.	OCHCO HROP	Ongoing	
	Implement quality control activities to ensure actions are processed in a timely and accurate manner.	OCHCO HROP	Ongoing	
	Implement all tier 1 priority recommendations from the HIRENRC position description working group.	OCHCO HROP	3/31/2023	
	Evaluate other HIRENRC recommendations for future implementation.	OCHCO HROP	Ongoing	
	Collaborate with the agency's Equal Employment Opportunity advisory groups to increase the agency's presence at minority-serving institutions by continually expanding outreach and recruitment through University Champions and on-campus presence to recruit a more diverse applicant pool for the agency's student and entry-level hiring.	OCHCO HROP and Office of Small Business and Civil Rights	Ongoing	
	Engage with hiring managers to obtain feedback on the hiring process to facilitate improvement.	OCHCO HROP	9/30/2023 and ongoing	

Human Capital Priorities	Human Capital Actions	Responsible Party/ Resources	Milestones/Due Dates	Governmentwide Federal Workforce Priorities
	Recruit, hire, and onboard new summer students; convert co-ops to permanent positions and convert students to co-ops.	OCHCO HROP	9/30/2023	
	Complete a Performance Appraisal Assessment Tool (PAAT) of the FY 2022 General government (GG)/Senior Level Service (SLS) performance appraisals.	OCHCO HROP	3/31/2023	
	Prepare and conduct an OPM Human Capital Evaluation review.	OCHCO HCOP	6/30/2023	
	Begin the process for midterm bargaining by identifying articles to negotiate and the bargaining team.	OCHCO HROP	6/30/2023	
	Continue the development of competency models and implement competency assessments for new employees to support career development.	OCHCO HRTD with collaboration from all offices	Ongoing	
	Provide employees with external training, professional and leadership training, and technical training, including qualification training to support an employee's continued growth.	OCHCO HRTD with collaboration from all offices	Ongoing	
	Implement the Nuclear Regulator Apprenticeship Network management directive and handbook.	OCHCO HRTD	9/30/2023	
	Launch the Senior Executive Service Candidate Development Program for the next cohort.	OCHCO HRTD	2023	
	Complete development and implementation of a pilot of a competency-based qualification for Inspection Manual Chapter 1245, Appendix C1, to provide learning and developmental opportunities for staff in qualification programs.	OCHCO HRTD, Office of Nuclear Reactor Regulation, and regional offices	2024	
	Recognize and appreciate employees for their contributions to the organization's success through several recognition programs across the agency that support this goal, including special act awards, performance awards, knowledge management digital badges, nonmonetary awards (Gumby, Busy Bee, and Wise Owl), and the agency's highest recognition, the NRC Distinguished and Meritorious Service Awards.	OCHCO	Ongoing	
Performance Indicators and Target(s)				

Human Capital Priorities	Human Capital Actions	Responsible Party/ Resources	Milestones/Due Dates	Governmentwide Federal Workforce Priorities
Human Capital Priority 1 • Leverage technology and resources across the agency to onboard within 1% of the agency's FY 2024 allocation. (objective and key result) Hire 300 new employees by 6/30/2023 and 100 more by 9/30/23. • Percentage of nonretirement attrition. Annual Target: ≤2% (objective and key result) • Percentage of time-to-hire process improved. Develop baseline by 12/31/2023 and implement plan by 6/30/2023 for FY 2023 • Percentage of late actions reduced. Annual target: 10% • Percentage of summer positions filled. Annual target: 90% • Percentage of summer hires converted to co-ops. Annual target: 20% • Number of learning sessions conducted for HROP staff. Annual target: 4 • Percentage of key HC indicators met. Annual target: ≥75% in FY 2023 and 80% in FYs 2024–2026 • Percentage of Ambassador program project milestones completed. Annual target: ≥85% • Percentage of career mentoring program project milestones completed. Annual target: ≥85% • Percentage of agency employees who say, "I recommend my organization as a good place to work," on question 43 of the Federal Employee Viewpoint Survey. Target: ≥80% (objective and key result) • Percentage of FY 2022 competency-based qualification development milestones completed (for Inspection Manual Chapter 1245): Annual Target: ≥70% • Planned external training completions: Annual Target: ≥ 70% • Training: Learner Engagement Index (1–10): Annual Target: ≥7 #1. Satisfaction survey results from students (≥3.5) #2. Course enrollment vs. completions (> 90%) #3. Competency model engagement (annual percentage of completed assessments > 25%) #4. Pass/fail rate for courses with exams (> 90%) NRC benchmarking Human Capital Customer Satisfaction Survey Results Annual Target: > Government median score				
HC Priority 2: Modernization: Modernize agency human resources (HR) processes and practices, HR information technology systems, and data analytical capabilities to enhance the delivery of HR and Training and Development (T&D) services.	Improve time to hire by fully using the U.S. Department of the Interior's Workforce Tracking and Transformation System to improve the integration of systems used to manage the hiring and onboarding processes.	OCHCO HROP and OCHCO Human Capital Analysis Branch (HCAB)	9/30/23	Priority A— Leveraging Technology & Modernizing Information Technology Processes
	Expand the use of electronic certificates generated by Monster Government Solutions (MGS) by allowing all hiring managers to record their determinations of applicants' selections directly into the MGS platform.	OCHCO HROP	6/30/2023	
	(1) Develop a variety of knowledge management tools, job aids, and tutorials for the staff, (2) address the challenge of onboarding new HROP staff, and (3) focus on broadening the transfer of knowledge and awareness of tools and technology within OCHCO for internal staff.	OCHCO HROP	Ongoing	

Human Capital Priorities	Human Capital Actions	Responsible Party/ Resources	Milestones/Due Dates	Governmentwide Federal Workforce Priorities
	Improve communication on the status of HR actions, to include job analysis and other HR transactions, such as temporary and permanent promotions, change to lower grades, and change in duty station, by implementing one technological improvement to share status information with agency managers.	OCHCO HROP with support from OCHCO HCAB and OCIO	9/30/2023 and ongoing	
	Expand use of the Monster Enterprise Hiring Management system by improving the implementation of the classification module and position description libraries.	OCHCO HROP and OCHCO HCAB	Ongoing	
	Develop and implement tools to continue efforts to automate and integrate HR systems, to improve tracking of employee relations, labor relations, harassment, and reasonable accommodations activities and to streamline data interfaces to other systems.	OCHCO HROP and OCHCO HCAB with support from OCIO	Ongoing	
	Develop detailed project plans with market research, demonstrations, communications and change management plans, test plans, etc., and award the new Learning Management System (LMS) contract.	OCHCO HCAB with support from OCHCO HRTD and OCHCO HROP	2023-2024	
	Provide reports, tools, and automation solutions to better manage and record the agency's telework requirements.	OCHCO HROP with support from OCIO	ongoing	
	Enhance full-time equivalent reporting.	OCHCO HCAB with support from OCFO	ongoing	
	Deploy Westinghouse technology for Glass Panel Simulator (GPS) to instructors.	OCHCO HRTD	ongoing	
	Develop recommendations for a feasibility study for augmented reality/virtual reality/mixed reality.	OCHCO HRTD	2024	
	Continue to develop and enhance agency HC and training dashboards to provide data necessary to support decision-making and to provide real-time, on-demand data analytics and reporting.	OCHCO HCAB with support from OCHCO HRTD and OCHCO HROP	ongoing	
	Develop analytical data for Nuclepedia.	OCHCO HCAB with support from OCHCO HRTD	9/30/2023	

Human Capital Priorities	Human Capital Actions	Responsible Party/ Resources	Milestones/Due Dates	Governmentwide Federal Workforce Priorities
Performance Indicators and Target(s)				

Human Capital Priority 2
- Percentage of LMS development and support milestones completed. Annual Target: ≥85%
- Percentage of Percipio migration to TMS project milestones completed. Annual Target: 85%
- Number of HC and training process or system enhancements implemented. Annual target: 4
- Number of new HC and training dashboards or enhancements to existing dashboards implemented. Annual target: 4
- Percentage of project plan milestones completed to deploy Westinghouse technology (e.g., glass panel simulator) for instructor use. Annual target: ≥85%
- Percentage of project plan milestones for a feasibility study of augmented reality/virtual reality/mixed reality for training. Annual target: ≥85%

Enclosure 2

This enclosure provides a crosswalk of U.S. Nuclear Regulatory Commission (NRC) human capital (HC) priorities and strategies to human capital framework (HCF) systems and standards.

- • = *Direct (strategy outcomes directly and measurably execute an HCF system standard)*
- o = *Indirect (strategy outcomes provide secondary or collateral support of an HCF system standard)*

Agency Human Capital Strategies	Strategic Planning and Alignment			Talent Management			Performance Culture			Evaluation System	
	Integrated Strategic Planning	*Measurable and Observable Performance Targets*	*Open Communication and Effective Collaboration*	*Current and Future Workforce Needs*	*Attract, Hire, Develop, and Retain Talent*	*Closing Skill Gaps*	*Culture of Engagement and Collaboration*	*Diverse, Results-Oriented, High-Performing Workforce*	*Robust Performance Management*	*Compliance with Merit Systems Principles*	*Continuous Process Improvement*
Priority 1: Workforce											
HC Strategy 1a: Attract and retain diverse and highly qualified candidates across the NRC workforce.	○	○	●	●	●	●	○	●	○	○	●
HC Strategy 1b: Forecast and plan for the workforce needed to meet the mission, including a pipeline of early talent using student and other feeder programs.	●	●	●	●	●	●	○	●	○	○	●
HC Strategy 1c: Ensure HR policy, procedures, and practices are current and comply with various regulations, EOs, and federal guidance issued by such bodies as OPM, SFWTF and/or CDC.	●	●	●	●	●	●	●	●	●	●	●

Agency Human Capital Strategies	Strategic Planning and Alignment			Talent Management			Performance Culture			Evaluation System	
	Integrated Strategic Planning	*Measurable and Observable Performance Targets*	*Open Communication and Effective Collaboration*	*Current and Future Workforce Needs*	*Attract, Hire, Develop, and Retain Talent*	*Closing Skill Gaps*	*Culture of Engagement and Collaboration*	*Diverse, Results-Oriented, High-Performing Workforce*	*Robust Performance Management*	*Compliance with Merit Systems Principles*	*Continuous Process Improvement*
HC Strategy 1d: Provide learning and development opportunities, including upskilling and reskilling, that enhance knowledge and skills and develop skills needed to meet the mission.	○	●	●	●	●	●	●	●	○	○	●
HC Strategy 1e: Strengthen Office of the Chief Human Capital Officer (OCHCO) programs and policies to enhance the employee experience.	○	●	●	●	●	●	●	●	●	○	●
HC Strategy 1f: Continue to strengthen OCHCO's culture so that employees feel comfortable, supported, and valued.	○	●	●	●	●	●	●	●	●	○	●
Priority 2: Modernization											
HC Strategy 2a: Leverage and optimize technology to improve efficiency or customer service delivery.	○	●	○	○	○	○	○	○	○	○	●
HC Strategy 2b: Enhance use of data analytics to support decision-making.	●	●	○	○	○	○	●	○	●	○	●