

Human Capital Operating Plan

FISCAL YEARS | 2023 - 2026



Abstract

The U.S. Nuclear Regulatory Commission (NRC or the agency) is an independent agency established by the Energy Reorganization Act of 1974, which began operations in 1975 as a successor to the Atomic Energy Commission. The agency is required by The Government Performance and Results Act Modernization Act of 2010 (GPRAMA) to indicate how human capital management will support agency strategic goals within their Agency Strategic Plan and Annual Performance Plan. The increased visibility and improved integration of strategic human capital planning within the Agency Strategic Plan is intended to enhance organizational outcomes by streamlining the strategic alignment of people with mission. The revised rule for Strategic Human Capital Management (5 CFR 250, Subpart B) reinforces this by requiring each CFO Act agency to have a Human Capital Operating Plan (HCOP). This HCOP is a planning document that provides details about how human capital (HC) strategies are being implemented in support of the [NRC Strategic Plan](#).



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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 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 human capital activities.

The HCOP's human capital 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 human capital through the implementation of two human capital 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.

Appendix A of the HCOP outlines the human capital focus areas over the next several years that the NRC is engaging in to achieve the human capital priorities. These activities support the agency's strategic objectives for fostering organizational health. Additionally, these human capital activities align with two Governmentwide Federal workforce priorities established by the OPM, focused on 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.

Appendix B provides a crosswalk of the NRC's human capital priorities and strategies aligned with the OPM's HC Framework systems and standards. The framework includes strategic planning and alignment, talent management, performance culture, and evaluation.

Agency Overview¹

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.

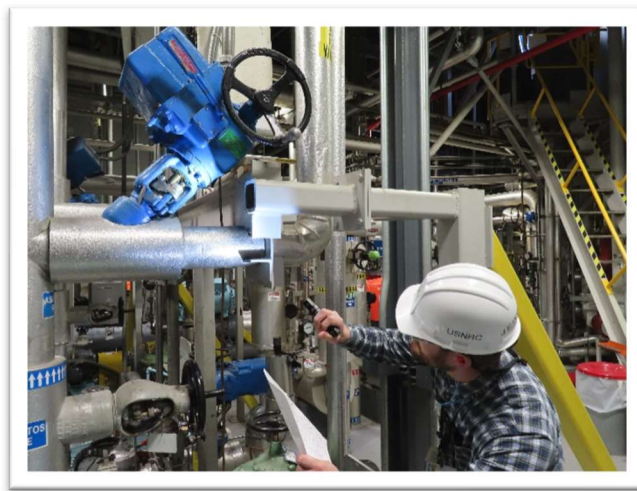
NRC Workforce

The NRC is headquartered in Rockville, MD. The agency has four regional offices, located in King of Prussia, PA (Region I); Atlanta, GA (Region II); Lisle, IL (Region III); and Arlington, TX (Region IV). The agency has a Technical Training Center (TTC) in Chattanooga, TN. The major program offices within the NRC include the following:

- The Office of Nuclear Reactor Regulation licenses and oversees existing nuclear power reactors and research and test reactors and the design, siting, licensing, and construction of new commercial nuclear power reactors, advanced reactor technologies, and non-power production and utilization facilities.
- The Office of Nuclear Regulatory Research provides independent expertise and information for making timely regulatory judgments, anticipating potentially significant safety problems, and resolving safety issues. It supports the development of technical regulations and standards and collects, analyzes, and disseminates information about the safety of commercial nuclear power plants and certain nuclear materials activities.

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

- The Office of Nuclear Material Safety and Safeguards licenses and oversees the production of commercial nuclear fuel; uranium recovery activities; decommissioning of nuclear facilities; and the use of radioactive materials in medical, industrial, academic, and commercial applications. It regulates safe storage, transportation, and disposal of high- and low-level radioactive waste and spent nuclear fuel. The office also works with other Federal agencies and State, Tribal, and local governments on regulatory matters.
- The Office of Nuclear Security and Incident Response supports the program offices in overseeing the implementation of agency security policy for nuclear facilities and users of radioactive material and coordinates with other Federal agencies and international organizations on security issues. This office also maintains the NRC's emergency preparedness and incident response programs.
- The regional offices conduct inspections and investigations (in conjunction with the Office of Investigations); take enforcement actions (in coordination with the Office of Enforcement); and maintain emergency response programs for nuclear reactors, fuel facilities, and materials licensees. In addition, the regions carry out licensing for certain materials licensees.



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 includes goals around fostering organizational health to better serve the agency resulting in an organization and infrastructure that facilitates continuous learning and innovation, knowledge management, diversity and inclusion, technology adoption, and strategic planning, which inspires the NRC 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 healthy organization.

By strategically managing the workforce and implementing the strategic objectives to meet the goals (Figure 1) associated with the human capital 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.

Human Capital Priorities Fiscal Years 2023 - 2026

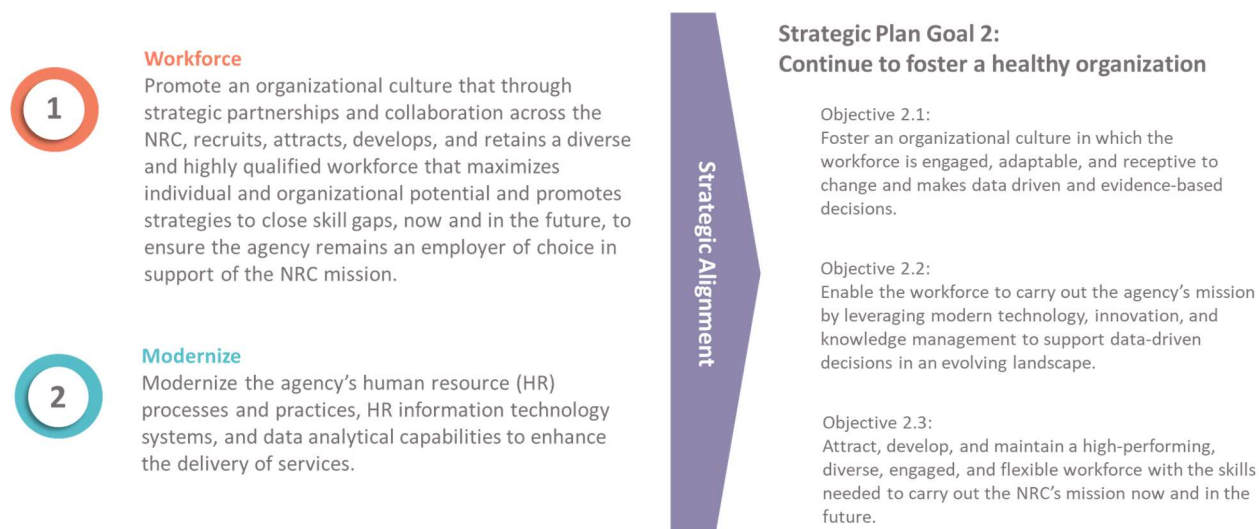


Figure 1 – Strategic Alignment of the HCOP Priorities with the NRC's Strategic Goal and Objectives for Goal 2: Continue to Foster a Healthy Organization

HRStat and the Quarterly Performance Review

Title 5 of the Code of Federal Regulations Part 250, *Personnel Management in Agencies*, subpart B, *Strategic Human Capital Management* (5 C.F.R. Part 250, subpart B) requires alignment of the agency human capital management practices with the agency mission, strategic goals, and strategic planning activities. The rules in 5 C.F.R. Part 250, subpart B:

- Set forth the actions and practices that will better position human capital management to prove its contribution to the agency mission;
- Require agencies to develop their Human Capital Operating Plan (HCOP); and,
- Mandate that agencies conduct a strategic human capital performance evaluation review called HRStat.

HRStat is a quarterly, data driven strategic human capital performance evaluation review process that identifies, measures, and analyzes human capital data to inform the impact of an agency's human capital management on organizational results with the intent to improve human capital outcomes. HRStat measures the progress of the human capital strategies planned in the HCOP which the NRC reviews through the Quarterly Performance Review² meetings. Agendas

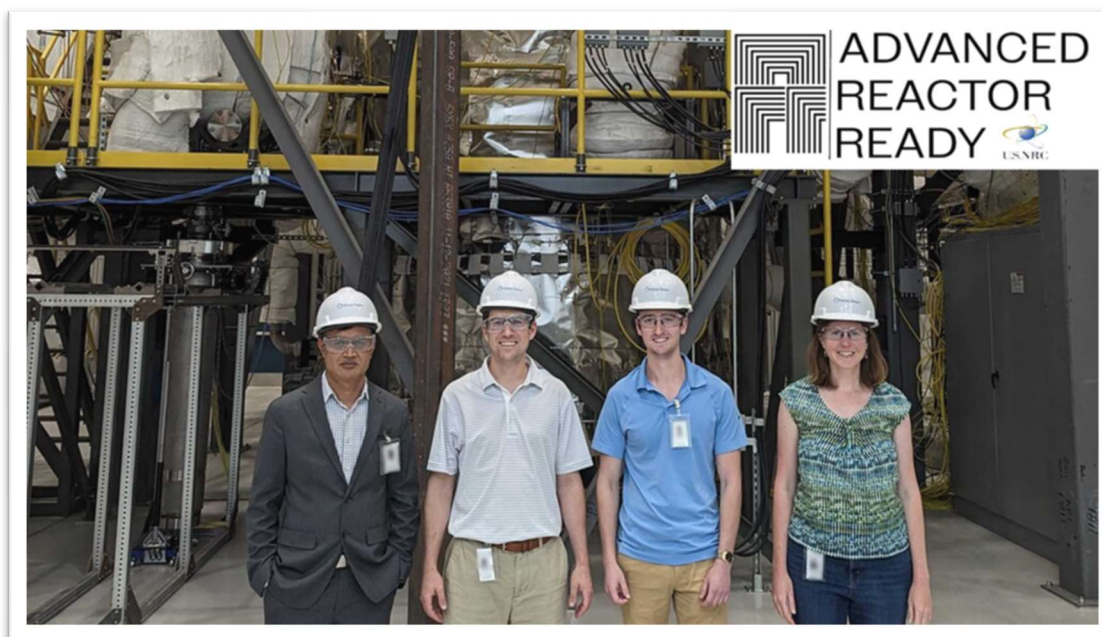
² The OPM allows agencies the flexibility to combine the HRStat quarterly reviews with the agency's quarterly performance management reviews conducted under the GPRAMA. The NRC's Quarterly Performance Review meetings address the multiple facets of GPRAMA compliance, including budgeting, agency performance management, enterprise risk management, and strategic human capital management.

for QPR meetings include discussion of performance indicators, risks, positive change management activities, and accomplishments. Outcome based performance indicators are discussed twice a year at Strategic Alignment Meetings.

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 human capital 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 human capital. 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, and engineering. In March 2023, the NRC evaluation team, together with its contractor, Pacific Research & Evaluation, LLC, finalized a detailed evaluation plan for the SWP evaluation. The purpose of the evaluation is to assess the effectiveness and efficiency of the SWP processes and will compare estimated workloads and staffing projections against actual results. As part of the evaluation, the NRC will engage with internal stakeholders using the SWP process and benchmark against other Federal agencies. The evaluation team conducted interviews, surveys, and focus group sessions; analyzed available datasets; formulated results and conclusions; and is in process of finalizing the evaluation report. The final evaluation report will be available on the [NRC public webpage](#) and recapped in next [Annual Evaluation Plan](#).



Workforce Analysis

Analyses of the NRC workforce indicate that 42 percent of staff members are eligible to retire within the next 5 years. However, at the NRC, most retirement eligible employees continue to work for another 5.12 years, on average, beyond their retirement eligibility date (Figure 2) – Average Years Past Retirement Eligibility by Fiscal Year).

The attrition rate for FY 2022 was unusually high at 9.6 percent, but is not indicative of a high attrition rate trend. In FY 2021, attrition was 6.7%, as many retirement eligible employees continued to work during the pandemic while the agency was on full time telework. In FY 2022, the NRC did experience an expected spike in attrition, 9.6%, which, based on exit survey data, can be attributed to the return to in-person work. In FY 2023 the agency began to see a more normalized attrition rate at 7.4%.

Hiring activity last year led to a more balanced distribution of age groups in the agency overall, with 50% of the workforce under the age of 50. 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 100 percent of the FY 2024 allocated FTE. Through September 30, 2024, the agency is on track to hire over 200 new employees.

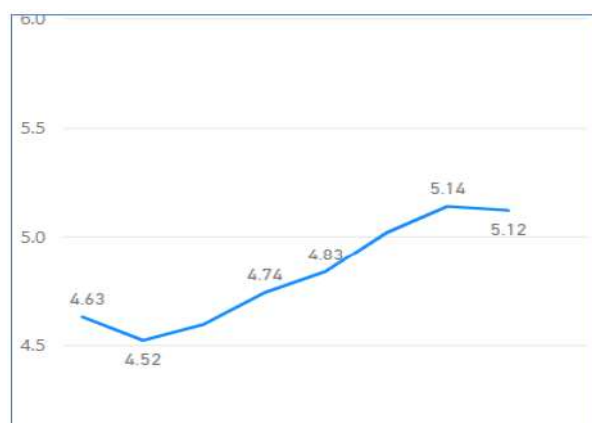


Figure 2 – Average Years Past Retirement Eligibility by Fiscal Year



The NRC is 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 work schedule flexibilities and recruitment incentives that may be used 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.

The agency's Nuclear Regulator Apprenticeship Network (NRAN) program and reinvigorated cooperative education program are two programs in use to bring in entry level talent. These

programs are supported by the NRC's robust summer hire program. The NRC is partnering with various vendors, such as LinkedIn and Handshake, to target recruitment strategies to upcoming and recent college graduates.

Human capital strategies and activities are managed by the agency's Human Capital Council (HCC), comprising senior leaders from across the agency.

The HCC provides agencywide perspectives on hiring and workforce priorities and strategies to address potential gaps identified through the NRC's SWP process and human capital data analysis efforts. The HCC 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:

Improve Preparation and Planning

- Routinely coordinate across the organization through engagement with a broad array of NRC internal stakeholders to discuss and prioritize hiring plans each fiscal year. Inform offices on methods to streamline hiring 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

- Host the NRC's 2nd Annual Career Expo event for multiple audiences, in which hiring managers will conduct invitational interviews and extend tentative job offers, resulting in a significantly accelerated hiring process.
- 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, focused email campaigns, and leveraging social media posts.
- 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.

Reduce the 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 panel interviews for hiring managers to interview candidates for multiple positions to reduce the time needed to interview and make selections.

Modernize Human Capital Processes

The modernization of the NRC's human capital 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 utilizing the U.S. Department of the Interior's Workforce Transformation and Tracking System (WTTS) to improve data collection and communication with applicants. NRC expanded use of the Monster Enterprise Hiring Management system by implementing 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 human resource systems such as recruitment, selection, and hiring processes, including declinations, onboarding, employee relations, telework; and enhancing FTE reporting.

The NRC's human capital evaluation system contributes to organizational performance by monitoring and evaluating outcomes of human capital management strategies, policies, programs, and activities. The NRC conducts quarterly reviews to monitor progress of human capital 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.

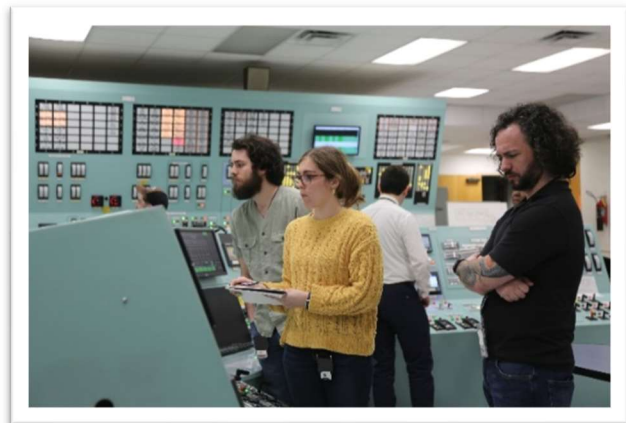
The evaluation system ensures compliance with merit system principles and has a defined process for identifying, implementing, and monitoring process improvements. OCHCO monitors workforce data included in the human capital dashboard, as well as data from other sources such as the Federal Employee Viewpoint Survey (FEVS) and the human capital benchmarking initiative (FEDSTAT) to support operational decisions. The human capital 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 Appendix A). 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 is undertaking a formal effort to evaluate and enhance the SWP process, which will integrate the use of competency assessment data into workforce plans. To date 225 competency models have been built that cover approximately 1600 staff. While some competency assessment data has been collected in past years, in 2023 and 2024 with a large number of new employees joining the agency, the NRC redirected the focus to assessments for new employees. The assessments provide valuable information for the supervisors and are a



tool for learning and development for new employees. The assessments prompt meaningful discussions between the new employee and their supervisors about their competency gaps and the need to gain skills and experience. 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 as identified by SWP, increasing the agility of the agency workforce. Additionally, the agency is revising one of the technical qualification programs to be more competency-based with an emphasis on experiential learning and demonstration of skill to achieve competence. The revision is expected to reduce time to competency for the qualification and is being piloted.

Knowledge Management

The NRC's Knowledge Management (KM) 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. The NRC evaluation team contracted with Pacific Research and Evaluation, LLC, to evaluate the KM program. As a result, the agency has developed a plan based on the initial set of recommendations and actions are underway to enhance the KM program with participation and support of offices across the agency. 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 NRAN training program supports the needs of the next generation of regulatory experts by offering a program for entry-level staff in the STEM disciplines. This early career talent pipeline goes through a cohort-style training program which is eighteen months long. 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. The next cohort is planned to start in 2024.

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 with an NRC developed course to support plan development); a self-driven mentoring program; the NRC Ambassador program with peers who help new employees and 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 that provides training for a cohort that serves as a pipeline for aspiring executives in federal government; a class is starting in January 2025.

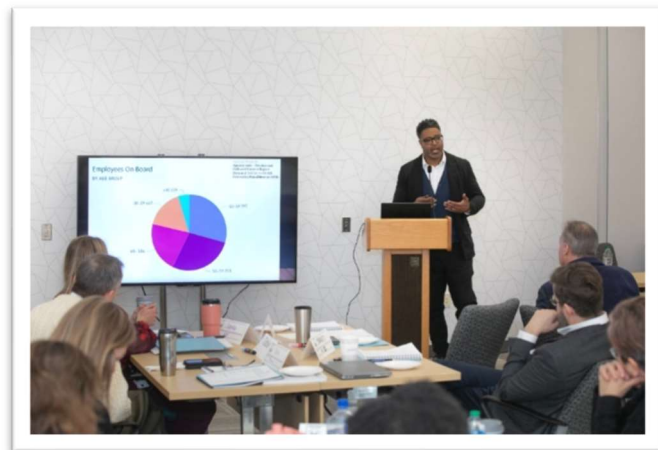
Technical Training

Specialized technical and regulatory training is a key component of the NRC's training program that focuses on providing staff members with the 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 continues and will 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 the Organizational Culture Inventory (OCI) are used to develop action plans and to 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 results, the Organizational Culture Inventory, and qualitative feedback received through culture assessment focus groups and insights from other transformation activities. Using this 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 NRC is committed to improving human capital management within the Agency, with a focus on organizational health that provides the capacity and capability to enhance the NRC's culture, organizational learning, business practices, and strategic management toward meeting the NRC mission.



Appendix A

This appendix 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/Objective

- 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.
- 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.

Performance Indicators and Targets

Strategic Goals 2 focus on organizational health. This goal uses outcome-based performance indicators, which describe the progress toward achieving the intended result. The memorandum "Formation of the Programmatic Senior Assessment Team," dated March 31, 2016 (Agencywide Documents Access and Management System Accession No. ML16067A159), discusses output-based performance indicators that are out of standard to ensure mitigating strategies and determines whether the outcome-based performance indicators are achieving progress toward the intended results. The Programmatic Senior Assessment Team will make this determination during the agency's Quarterly Performance Review or Strategic Alignment Meetings. Outcome-based performance indicators use targets of "heading in the right direction" and can also produce results of "opportunity for improvement" or "heading in the wrong direction."

Focus Areas are aligned with performance goals and performance indicators.

Human Capital Priority 1: Workforce

Promote 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 organizational potential and promotes strategies to close skill gaps, now and in the future, to ensure the agency remains an employer of choice in support of the NRC mission.

FY 2023 Accomplishments

- OCHCO leveraged technology and resources across the NRC in FY 2023 to meet an agency level Objective and Key Result (OKR) related to attracting, developing, and

maintaining a high-performing, diverse, engaged, and flexible workforce with the skills needed to carry out the NRC's mission now and in the future. In FY 2023, OCHCO hired 336 new employees, meeting 88% of the OKR's hiring goal to onboard within 1% of the agency's FY 2024 FTE allocation. Hiring continues to be OCHCO's number one priority.

- Held in-person NRC Career Expo in May 2023, and multiple externally facing virtual information sessions throughout the year focused on entry level and hard to fill job series including resident inspectors.
- Implemented retention incentives for difficult to fill technical positions in the agency such as resident inspectors.
- At the NRC's Technical Training Center, located in Chattanooga TN, 160 instructor led-virtual and in-person technical courses provided training to over 1815 students. Over 343 students enrolled in on-line technical training. For professional and leadership training, 4,996 students completed training at the Professional Development Center (PDC) located at NRC headquarters in Rockville MD. Course delivery totaled 220 (virtual, hybrid or in-person), a significant increase for the PDC when compared to 151 in the previous year. NRC launched the Senior Executive Service Candidate Development Program (SESCDP) with 24 participants, including 6 participants from other federal agencies.
- Developed and launched "NRC Connect," a new employee program for assimilating new employees into the NRC organizational culture. Through cohort style training sessions, the program strives to increase a sense of workplace community, connect employees with each other, and provide resources and contacts for NRC programs, supporting a healthy organizational culture. This program, in addition to the NRC Ambassador program launched last year, work together to support new employees during those important first few months at a new agency.
- OCHCO supported the larger agencywide organizational health and culture goals by providing direct support to OEDO Town Halls, addressing numerous telework inquiries from customer offices, and providing clarifying information on the agency's telework policies to employees, NTEU representatives, and congressional inquiries.

FY 2024 Focus Areas

- Enhance NRC's technological capability to support Strategic Workforce Planning by increasing automation of data entry, increasing visibility and access of SWP data inputs and reports, and improving the user experience of the SWP tool. Partner with NRC program offices to improve data analytics to create planning dashboards to enhance staffing plans to better anticipate hiring needs to fill mission gaps and to anticipate attrition rates based on historical trends.

Performance Goal 2.3.1: Develop and maintain a high performing workforce.

Performance Indicator: Measures, milestones, or deliverables established on an annual basis to maintain an adaptable and skilled workforce through workforce planning and staff training and development.

Business Line		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
All Business Lines	Target	N/A	N/A	Heading in the right direction	Heading in the right direction	Heading in the right direction
	Actual	N/A	N/A	Opportunity for improvement		

- Leverage knowledge management, mentoring, training, and leadership and technical development programs to enhance the skills and competencies of the workforce in support of the mission.

Performance Goal 2.2.1: Enhance innovation, knowledge management, and data-driven and evidence-based decision-making.

Performance Indicator: Measures, milestones, or deliverables established on an annual basis for the development, modernization, and enhancement of agency operational and information technologies to support the mission.

Business Line		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
All Business Lines	Target	N/A	N/A	Heading in the right direction	Heading in the right direction	Heading in the right direction
	Actual	N/A	N/A	Heading in the right direction		

- Evaluate and prioritize recommendations from PRE evaluations on KM and SWP. Begin implementation of highest priority recommendations.

Performance Goal 2.3.2: Enhance the agency's decision-making through knowledge management.

Performance Indicator: Measures, milestones, or deliverables established on an annual basis to enhance knowledge management through the identification and capturing of critical information and leveraging the agency's investments in modern information management and technology.

Business Line		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
All Business Lines	Target	N/A	N/A	Heading in the right direction	Heading in the right direction	Heading in the right direction
	Actual	N/A	N/A	Opportunity for improvement		

- Develop OCHCO culture plan to address gaps in the current culture and the desired culture.

Performance Goal 2.1.1: Foster an organizational culture that represents shared values, assumptions, beliefs, and behaviors.

Performance Indicator: Measures, milestones, or deliverables established on an annual basis to foster a desired organizational culture.

Business Line		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
All Business Lines	Target	N/A	N/A	Heading in the right direction	Heading in the right direction	Heading in the right direction
	Actual	N/A	N/A	Opportunity for improvement		

FY 2025 Focus Areas

- Enhance the SWP process to improve the agency's ability to mitigate the gaps between the workforce of today and the mission and human capital needs of tomorrow.
- Continued implementation of PRE evaluation recommendations for KM and SWP.

FY 2026 Focus Areas

- Launch NRAN training program and SESCDP to build the staffing pipeline and support agency succession planning.

Human Capital Priority 2: Modernize

Modernize the agency's human resource (HR) processes and practices, HR information technology systems, and data analytical capabilities to enhance the delivery of services.

FY 2023 Accomplishments

- OCHCO continued to streamline and modernize HR systems and processes to increase access to information, including fully implementing use of electronic e-certs, continuous improvements to the Human Capital Dashboard, improved data capture in WTTS for staffing actions, resulting in effective execution of hiring milestones and improved transparency in the hiring process to improve time to hire.
- OCHCO Implemented data collection in the outreach and recruitment process to benchmark return on investment. Considerable progress was made toward identifying vehicle/platform with capacity for data analytics and tracking hiring actions across the agency to increase transparency and accountability for both HR specialists and hiring managers.
- Developed a new application to automate and track telework status within the agency.

FY 2024 Focus Areas

- Enhance ability to use agencywide data across multiple platforms for trend analysis, responding to external data requests and reporting requirements, and to inform data-based decisionmaking.

Performance Goal 3.2.1: Employ and incorporate high-quality data and information to support agency decision-making processes.

Performance Indicator: Measures, milestones, or deliverables established on an annual basis that identify and disseminate data and evidence used to facilitate programmatic and organizational decision-making and policymaking.

Business Line		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
All Business Lines	Target	N/A	N/A	Heading in the right direction	Heading in the right direction	Heading in the right direction
	Actual	N/A	N/A	Opportunity for improvement		

- Develop Artificial Intelligence (AI) use cases for implementation of AI for (1) AI automated pipelines to capture data, access to AI models to analyze data, and an AI-bot to send continuous insights and (2) AI search capability to reduce inefficiency, difficulty, and friction for the staff in finding and sharing knowledge and information on the agency's vast network.

Performance Goal 3.2.1: Employ and incorporate high-quality data and information to support agency decision-making processes.

Performance Indicator: Measures, milestones, or deliverables established on an annual basis that identify and disseminate data and evidence used to facilitate programmatic and organizational decision-making and policymaking.

Business Line		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
All Business Lines	Target	N/A	N/A	Heading in the right direction	Heading in the right direction	Heading in the right direction
	Actual	N/A	N/A	Opportunity for improvement		

FY 2025 Focus Areas

- Evaluate staffing platforms to determine the best option for NRC's staffing needs.
- Work with OCIO to develop the infrastructure to support implementation of AI use cases.

FY 2026 Focus Areas

- Implementation of new staffing platform based on the FY 2025 evaluation outcome.

Appendix B

The chart below 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)
- = Indirect (strategy outcomes provide secondary or collateral support of an HCF system standard)

		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 System Principles Continuous Process Improvement											
HC Priority	Agency Human Capital Strategies	Strategic Planning and Alignment			Talent Management			Performance Culture			Evaluation System		
1	a	Attract and retain diverse and highly qualified candidates across the NRC workforce.	O	O	●	●	●	●	O	●	O	O	●
	b	Forecast and plan for the workforce needed to meet the mission, including a pipeline of early talent using student and other feeder programs.	●	●	●	●	●	●	O	●	O	O	●
	c	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.	●	●	●	●	●	●	●	●	●	●	●
	d	Provide learning and development opportunities, including upskilling and reskilling, that enhance knowledge and skills and develop skills needed to meet the mission.	O	●	●	●	●	●	●	●	O	O	●
	e	Strengthen Office of the Chief Human Capital Officer (OCHCO) programs and policies to enhance the employee experience.	O	●	●	●	●	●	●	●	●	O	●
	f	Continue to strengthen OCHCO's culture so that employees feel comfortable, supported, and valued.	O	●	●	●	●	●	●	●	●	O	●
2	a	Leverage and optimize technology to improve efficiency or customer service delivery.	O	●	O	O	O	O	O	O	O	O	●
	b	Enhance use of data analytics to support decision-making.	●	●	O	O	O	O	●	O	●	O	●