

# Human Capital and Equal Employment Opportunity Commission Briefing

JUNE 17, 2025





## Opening Remarks

Mirela Gavrilas

Executive Director for Operations



# Human Capital Management and Time to Hire

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Jennifer Golder

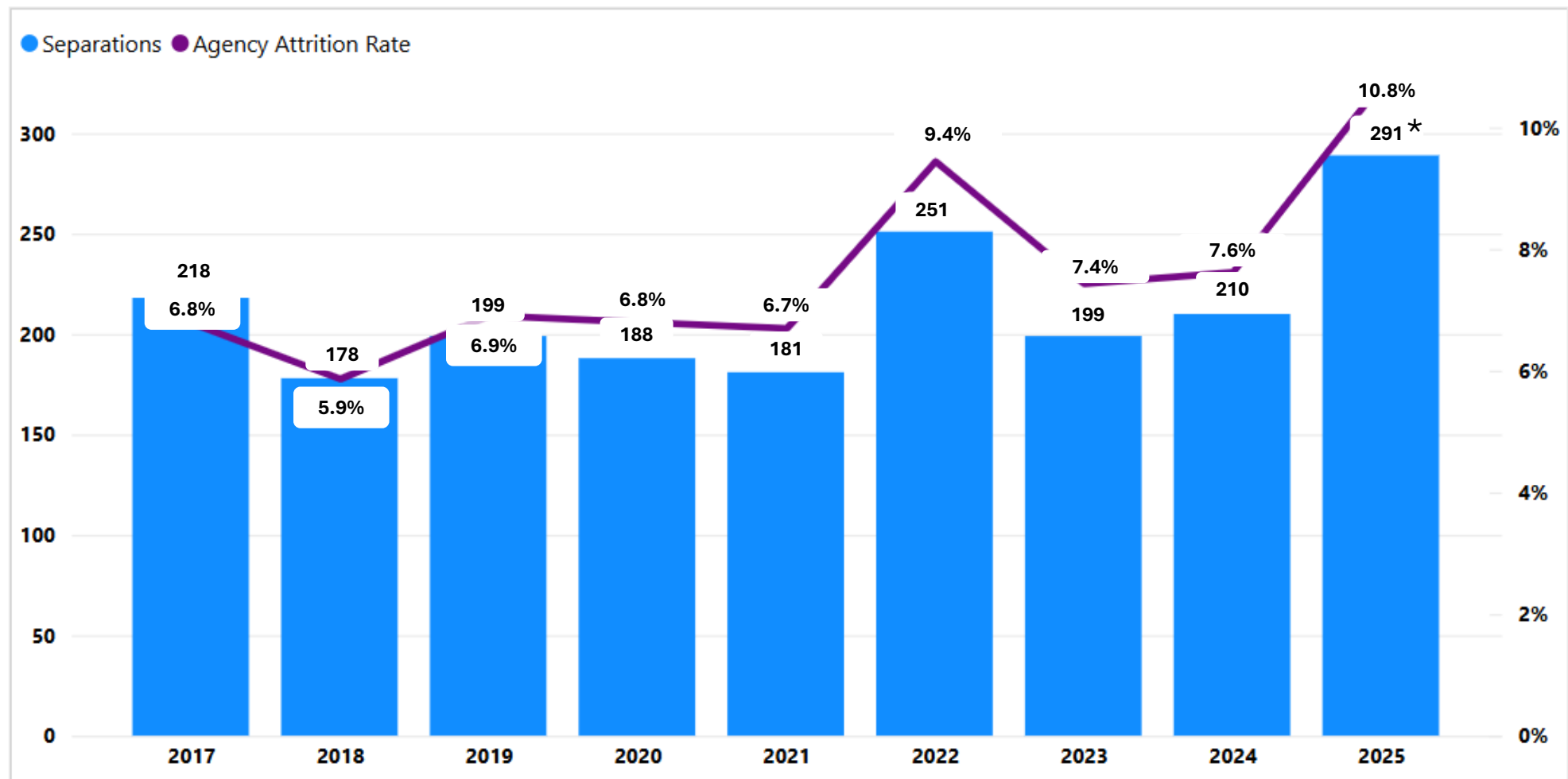
Chief Human Capital Officer

Office of the Chief Human Capital Officer (OCHCO)



# Agenda

1. Opening Remarks
2. Human Capital Management and Time to Hire
3. Enabling Mission Success: Project Management Initiative
4. Workforce Planning: Process, Capabilities, and Key Functions
5. Tracking Agency Staff Qualifications, Specialties and Experience
6. Modernizing Training: Meeting the Demands of Training for Current and Future Staff
7. Enabling Success Through Innovative and Timely Decision-making



\*291 separations include actual separations through 6/3/2025 and projected separations through 9/30/2025

## Losses and Attrition Rate by Fiscal Year



# Merit Hiring Plan and Time to Hire

- NRC assessment conducted in 2025
- OPM Merit Hiring Plan (MHP)
- NRC Time to Hire statistics:

Year	Time to Hire
2023	159 days
2024	137 days
2025	Goal < 80 days

- MHP Implementation Plan development is underway



# Workload and Project Management: Enabling Mission Success

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Caroline Carusone

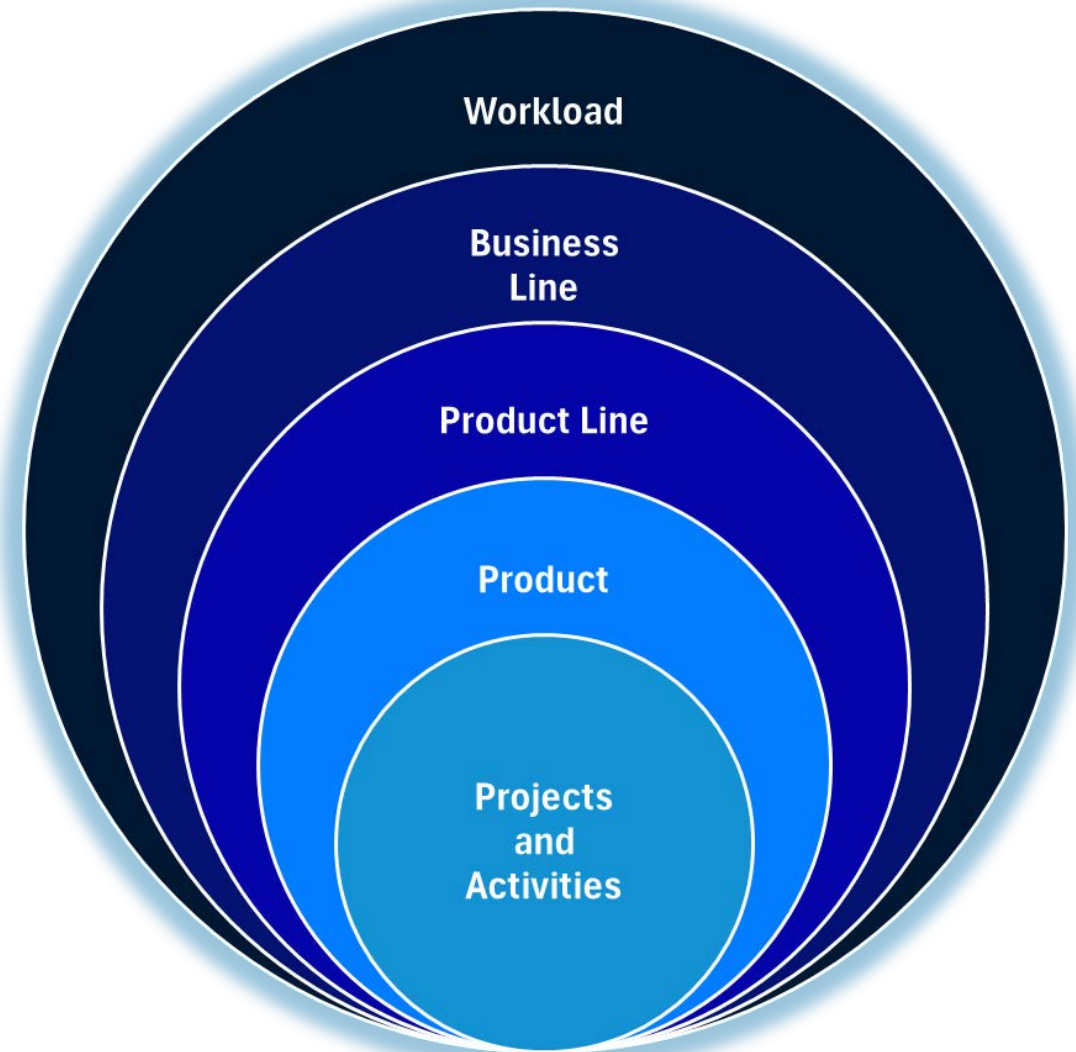
Deputy Director, Office of the Chief Information Officer



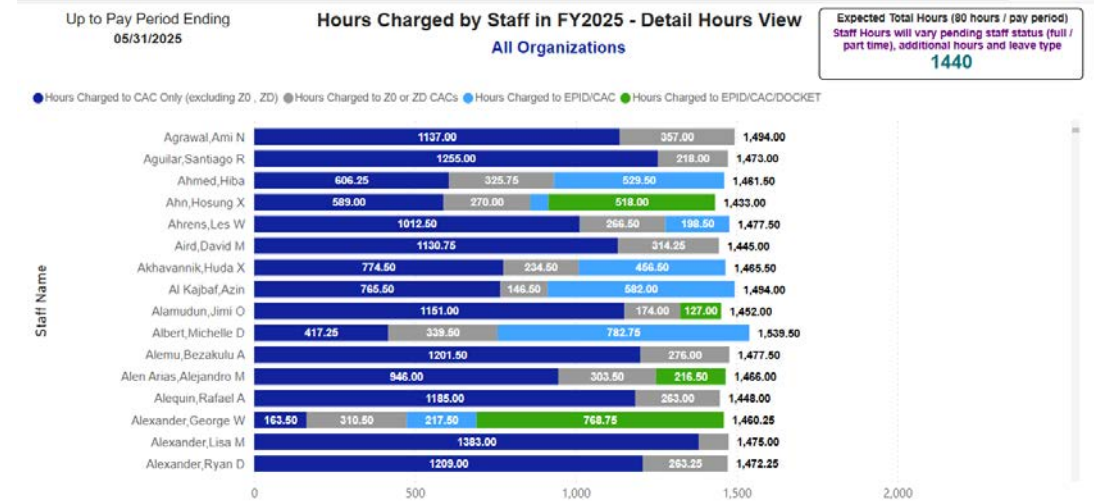
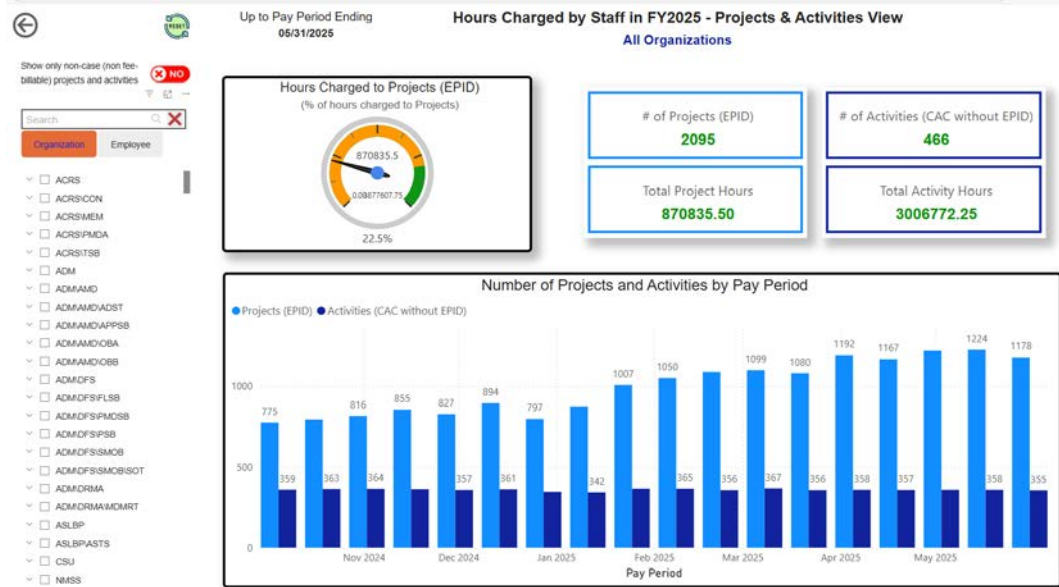
# Agency Project Management Initiative

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- Enhance organizational performance and accountability by uniting program and project management, workload management, and strategic workforce planning under a single, integrated framework
- Establish a governance framework for workload and project management
- Align work activities with budget priorities
- Data driven approach to allocate resources, provide targeted training, and support professional development





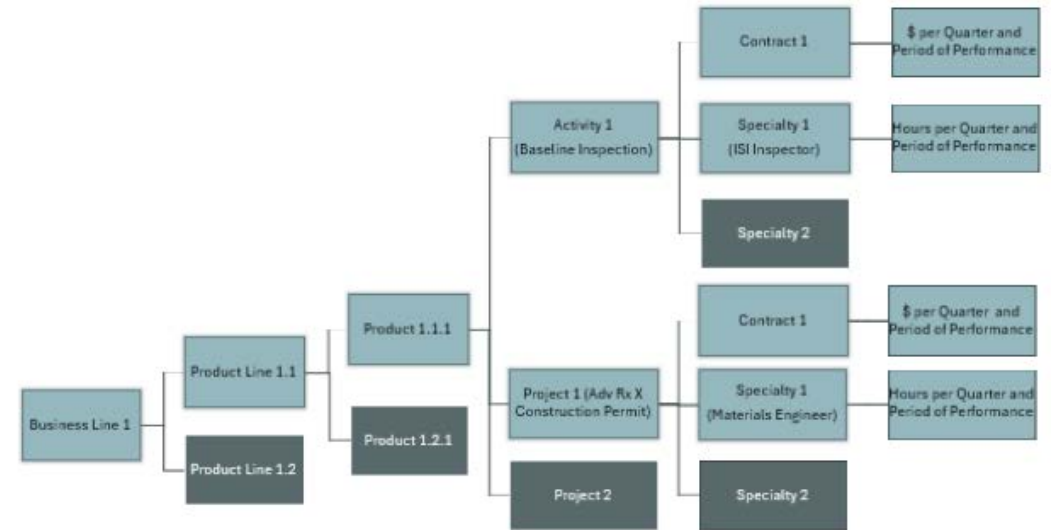


# Workload and Project Management

- Initiative to gain understanding of the baseline workload and priority of agency activities
- Establish clear thresholds for project management activities within the NRC that necessitate specific levels of tracking and reporting for proactive management

# Establishing Common Terminology and Expectations for Projects

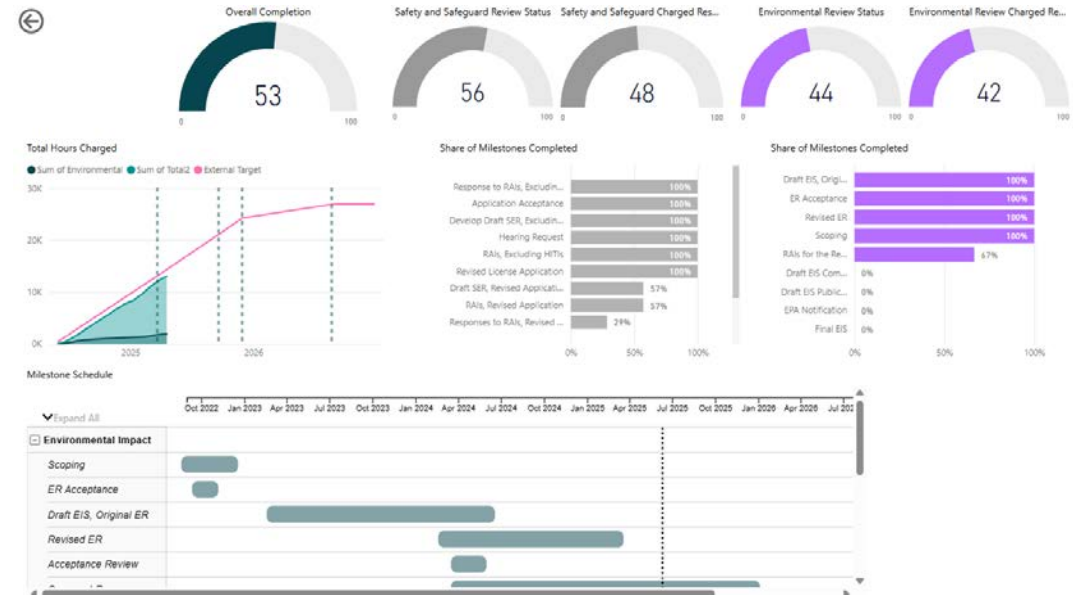
- Alignment with budget
- Enables consistent project representation
- Common prioritization across the agency
- Facilitates enterprise-level insights
- Improves data standardization, quality, and integrity
- Strengthens governance and accountability



Field	Description
Type	Identify whether it is a Project or an Activity
Project or Activity Name	Title of Project or Activity (Focused on Output)
Start Date	The date the project/activity is estimated to begin (leave blank for ongoing activities)
End Date	The expected completion date (not required for ongoing activities)
Total Estimated Staff Hours (per year for activities)	The estimated staff time required per week (use the Estimated Hours calculator to estimate total project resources and hours per contributor)
Total Estimated Contract Support \$	Estimated contractor support if applicable
Approving Organization (office/division/branch)	Organization that approved project/activity; currently 1 FTE = BC; < 4 FTE Div Director; > 4 FTE Office Director
Name of Approver	Name of approver based on threshold established above (will be evaluated by program)
Date of Approval (yearly reapproval for activities)	Date approved; for ongoing activities, annual assessment of activity is required
Priority	Following OEDO Procedure 0601 - Common Prioritization for add/hed process
Type of project (licensing or inspection) or return on investment summary (include ML number for > 2 FTE/\$1,000 K total cost)	Using Cost/Benefit Template - will incorporate into Program/Project Management guidance
Project Justification (Return on Investment)	If previous field selected as "Other," then enter text justification. For projects > X FTE/\$Xk total cost, enter ML # for ROI worksheet. If < threshold, enter statement of justification. Justification should include timing of activity and be focused on the anticipated outcome.
Budget string (up to and including cost center)	BL-PL-P-cost center
CAC	Cost Accounting Code designated
EPID	Requested project/activity ID
Organization (Office/Division/Branch)	Organization - will be able to run reports at all levels (Office, Division, Branch, Staff)
Project Manager	Lead Project Manager for the Project
Business Line	Business Line under which project/activity is budgeted

# Standardized Project Management and Reporting

- Standardization on milestones
- Planned vs. Actual expenditures
- Transparency into major deliverables throughout course of project
- Identification of major contributors and pinch points
- Establishment of leading and lagging indicators





# Workforce Planning: Process, Capabilities, and Key Functions

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Matthew Meyer

Senior Advisor, OCHCO



# Strategic Workforce Planning Begins with Workforce Management

- Fundamental shift in how we manage our current workforce
- Enterprise workforce management system under development – NRC Enterprise eXecution and Utilization System (NEXUS)
- Track and monitor processing times for staffing actions, measure bottlenecks in hiring or reassignments, and ensure accountability in workforce transactions
- Real-time insights into employee capabilities and capacity

Employee Management		
<div>Manage Employee</div> <div>This functionality is used to update employee profile attributes, qualifications, training and specialties.</div>		
Permanent Position Moves		
<div>Reassignment of Employee</div> <div>Moves an employee to a position at the same grade level as their current position.</div>	<div>Change to Lower Grade</div> <div>Moves an employee to a lower graded position.</div>	<div>Early Career Ladder Promotion</div> <div>Promotes an employee to the next higher-grade level within a career ladder. Requires OCHCO pre-approval.</div>
Temporary Position Moves		
<div>Temporary Reassignment</div> <div>The NRC uses the Temporary Reassignment action to place an employee on a Detail assignment.</div>	<div>Temporary Promotion</div> <div>Moves an employee to a higher graded position on a temporary basis. Typically limited to 90 or 180 days.</div>	
Actions Normally at Employee Request		
<div>Change in Work Schedule</div> <div>Changes an employee from full-time to part-time or vice versa.</div>	<div>Change in Work Hours</div> <div>Changes the total number of hours a part-time employee is scheduled to work during a pay period.</div>	<div>Leave Without Pay (LWOP)</div> <div>Places an employee in a nonpay/nonwork status for a specific period of time, typically less than one year.</div>
Early Termination of Temporary Actions		
<div>Early Termination of Consultants &amp; Expert Appointment</div> <div>Terminates employment with the NRC before the not to exceed date of the appointment arrives.</div>	<div>Early Termination of Temporary Promotion</div> <div>Returns an employee to their permanent, lower graded position before the not to exceed date.</div>	<div>Early Termination of Temporary Reassignment</div> <div>Returns an employee to their permanent position before the not to exceed date.</div>
Extension of Temporary Actions		
<div>Extension of LWOP</div> <div>Extends the period of time an employee is in a nonpay/nonwork status.</div>	<div>Extension of Temporary Appointment</div> <div>Extends the end date of a temporary appointment.</div>	<div>Extension of Temporary Promotion</div> <div>Extends the period of time an employee is occupying a higher graded position.</div>

# Specialties – The Foundation for Matching Workforce to Workload

- Specialties define core technical and functional expertise
- Mapped to employees, positions, qualifications, vacancies, and projects
- Enables agency-wide talent matching regardless of location
- Drives consistency and precision in workforce planning

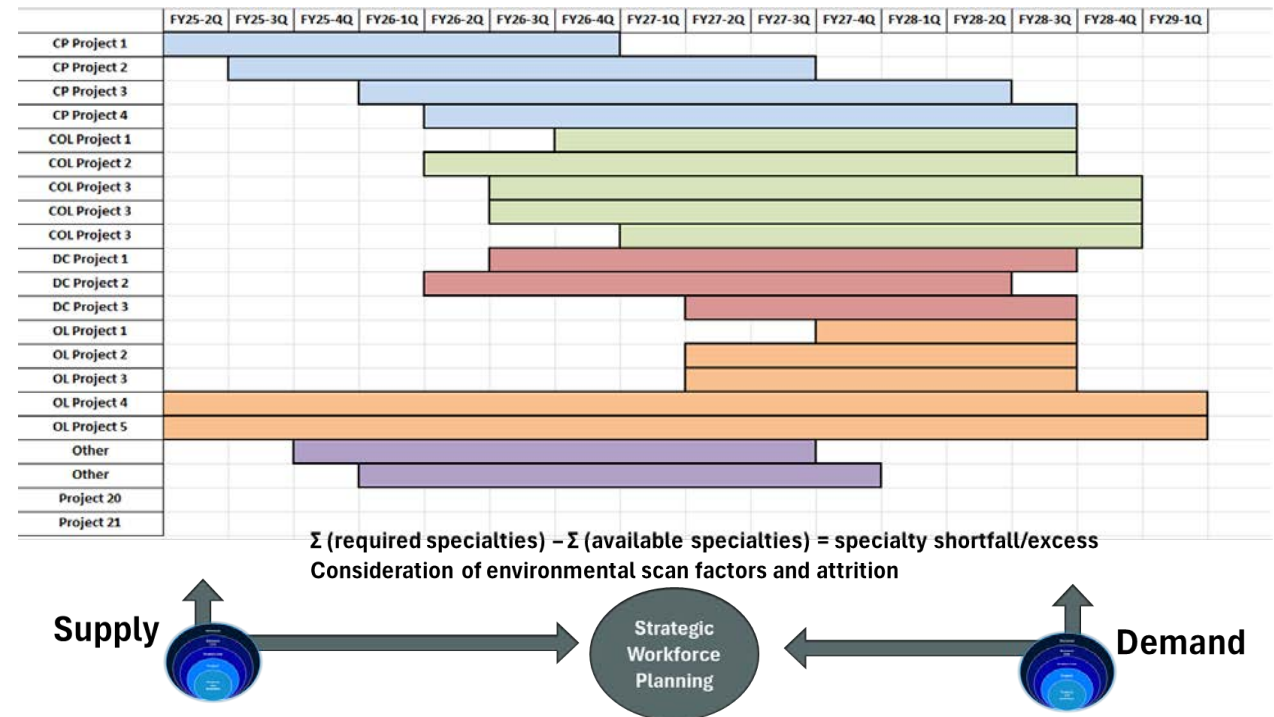
### Project Entry

<b>Project Name</b> Advanced Reactor Safety Analysis	<b>Specialty</b> Mechanical Engineer	<b>Qualification Program</b> Select a program
<b>Project ID</b> PRJ-005	Select a specialty Nuclear Engineer (General) <b>Mechanical Engineer</b> Project Manager Fuel Facility Inspector Fire Protection	Select a program Not Applicable ADM-504 App A – Reactor Technical Reviewer IMC 1245 App C2 – Reactor Engineering Inspector IMC 1245 App D2 – Inservice Inspection Advanced-Level Training <b>ADM-504 App J – Reliability and Risk Analyst</b> ML18302A083 – NMSS Policy and Procedures #1-13
<b>Project Description</b> Analysis of advanced reactor design safety parameters.		
<b>Start Date</b> 06/01/2025		
<b>End Date</b> 12/31/2026		
<b>Estimated Hours</b> 3500		

Save Project

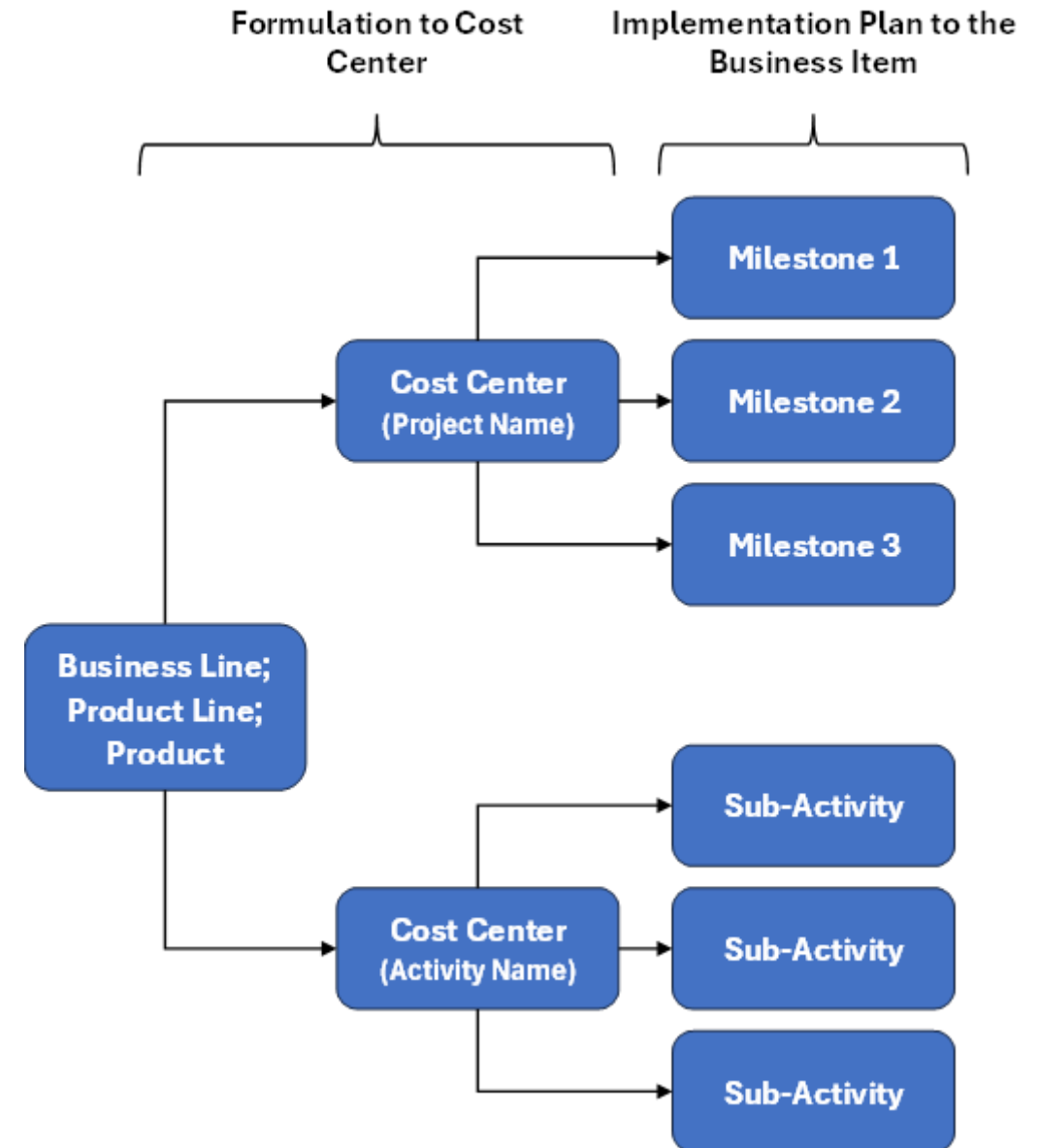
# Forecasting Projects, Activities, and Specialties

- Plan projects and general workload groupings over a 5-year horizon
- Define assumptions (e.g., number of inspections, allegations)
- Use of minimum required data fields to build standardized project profiles
- Align projects to required specialties to assess gaps or surpluses
- Confidence ratings help prioritize and manage uncertainty



# Aligning Forecasts with Budget Formulation and Prioritization

- Current and next two years use finalized budget data for workload planning
- Annual reevaluation process refines assumptions and timelines
- Priority rankings (Add, Shed, Defer) for all projects and activities
- Supports responsive reallocation for emergent priorities



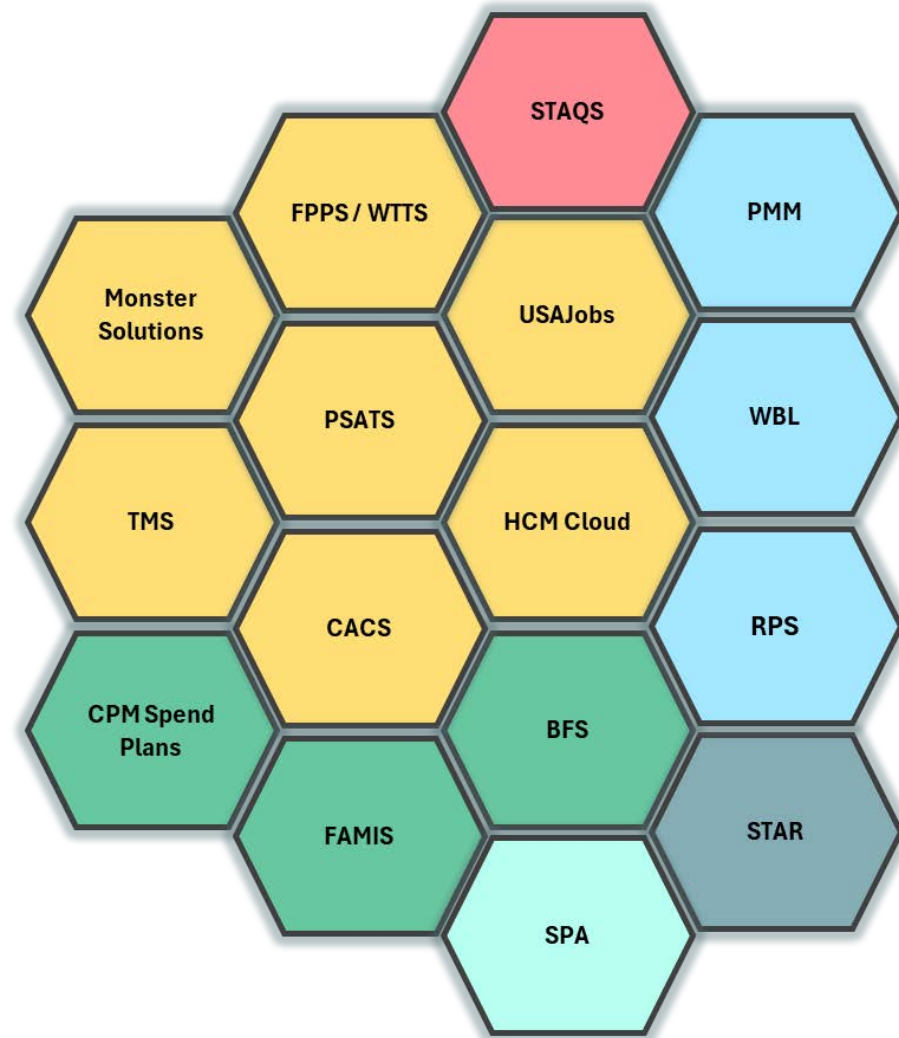


# Integrating Estimated and Actual Hours for Insightful Oversight

- Compare estimated vs. actual labor hours at the project and activity level
- Supervisors can monitor capacity, utilization, and progress in real-time
- New enterprise time codes for cross-cutting activities (e.g., training, hiring, performance management)
- Improved granularity supports future budget formulation and cost estimation

# Enterprise Integration, Analytics, and Capabilities in NEXUS

- Uses data from authoritative systems across the agency
- Enables internal reporting, predictive analytics, and AI modeling
- Supports scenario analysis and quick access to performance insights
- Strong data governance and business process discipline ensure accountability





# Tracking Agency Staff Qualifications, Specialties and Experience

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Angela Randall

Senior Management Analyst, OCHCO

# Tracking Agency Staff Qualifications

- Implementation of a centralized qualification tracking program
- Establishment of a Governance Process





# Tracking Agency Staff Qualifications

- Includes tracking each sign off in the qualification journal throughout the process
- Enables automated refresher training notifications and tracking
- Centralized data allows supervisors to effectively manage their staff workloads



# Employee Profiles: Specialties and Experience

## Employee 1

**Organization:** Office of Nuclear Reactor Regulation (NRR)

**Degrees:** Ph.D., Nuclear Engineering – MIT, B.S., Mechanical Engineering – Georgia Tech

**Specialties (Qualification Program):** Nuclear Engineer: General (ADM-504 App A), Construction Inspection (IMC 1245 App C15), Data Analytics

**Experience:** NuScale Standard Design Approval, Hermes 2 CP (Lead Technical Reviewer), Extended Power Uprate (Oconee), TerraPower, License Renewal – Turkey Point

## Employee 2

**Organization:** Region III – Division of Fuel Facility Inspection

**Degrees:** M.S., Chemical Engineering – University of Michigan, B.S., Chemistry – University of Illinois Urbana-Champaign

**Specialties (Qualification Program):** Fuel Facility Inspector (IMC-1247 App C1), Chemical Engineering (IMC-1246 C01)

**Experience:** TRISO-X, Louisiana Energy Services (Lead Project Manager), SHINE NPUF (Lead Project Manager)

## Employee 3

**Organization:** Office of the Executive Director for Operations (OEDO)

**Degrees:** M.P.P., Public Policy – Georgetown University, B.A., Political Science – University of Maryland

**Specialties (Qualification Program):** Project Manager Licensing (ADM-504 App F), Quality Assurance (IMC-1245 App C1)

**Experience:** TerraPower (Lead Project Manager), Browns Ferry Restart, Palisades Restart

## Employee 4

**Organization:** Office of Nuclear Material Safety and Safeguards (NMSS)

**Degrees:** M.S., Fire Protection Engineering – University of Maryland, B.S., Civil Engineering – Florida State University

**Specialties (Qualification Program):** Fire Protection (IMC-1245 App D3)

**Experience:** NuScale Standard Design Approval, TRISO-X



# Modernizing Training: Meeting the Demands of Training for Current and Future Staff

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Jeff Griffis

Chief, Learning Innovation and Support Branch, OCHCO

# Optimizing Resources in Training



- Staff and supervisors should actively identify when qualification requirements are redundant or unnecessary
- Processes for granting waivers for training requirements are outlined in each qualification program
- Policy reminder sent in recent agency announcement



# Time Savings with New Test-Out Exams

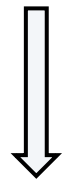
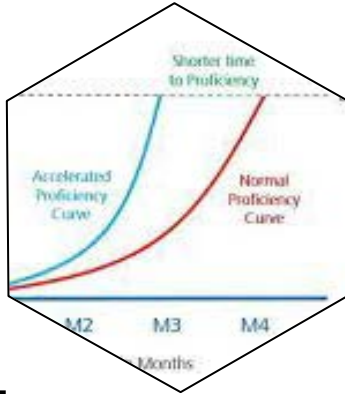
## Test-Out Exams:

- Already implemented for **23 online qualification courses** (blue courses→)
- Can save up to **70 hours** of training time per course
- Will be implemented for **all** mandatory refresher training (green courses →)

E-110 Power Plant Engineering
E-110H Power Plant Engineering for HP Inspectors
F-101S Nuclear Criticality Safety
F-102S Health Physics Practices for Fuel Facilities
F-201S Fuel Cycle Processes
F-204S Uranium Enrichment
F-206S Fire Protection
F-220S ISFSI
H-115S Characterization & Planning for Decom.
H-117S Introductory Health Physics
H-120S MARSAME
H-121S MARSSIM
H-122S Fundamental Health Physics
H-130S Env Monitoring & Air Sampling for RAM
H-202S Radwaste Management
H-301S Health Physics Statistics
H-308S Transportation of Radioactive Material
H-311S Respiratory Protection
H-312S Internal Dosimetry

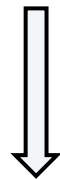
H-317S Medical Uses of Radiation
R-100 Reactor Concepts
R-104P Westinghouse Overview
R-104B GE BWR Overview
H-107 Introduction to Emergency Preparedness
H-203 Emergency Preparedness Technology
P-303 Intro to Accident Consequence Analysis
R-106, Research and Test Reactor Technology
S-119 Introduction to Cyber Security Inspection
Post Fire Safe Shutdown Determination (PFSSD)
Classified Information Awareness Refresher
PII and the Privacy Act Refresher
Cybersecurity Awareness Refresher
NRC Records Management Refresher
Defensive Counterintelligence Refresher
Insider Threat Program Refresher
Continuity of Operations Refresher
Prohibited Securities Refresher
No Fear Act Refresher

# Efficiencies with Competency-Based Qualification (CBQ)



**Time to Competency**

“As capable at Basic qualification as traditional inspectors at Full qualification”



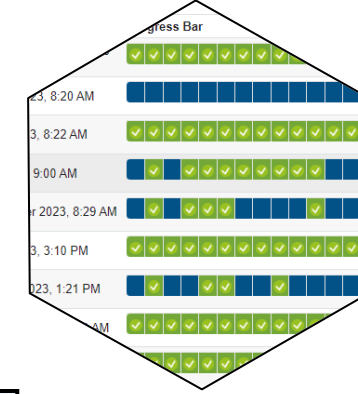
**Time to Basic Qualification**

1-2 months faster to Basic Qualification for Resident Inspectors



**Flexibility in training**

Just what they need, when they need it



**Administrative Burden**

Electronic signature, tracking, and dashboards



**Reduced Time** to Competency



**Job Performance** vs. Training Completion



**Experience** in the Field



# Implementing Competency-Based Qualifications

- Resident Inspector CBQ pilot completed
- New qualification pathway for Resident Inspectors – IMC 1245 *Appendix C-17*
- **Future of CBQ:** CBQ Framework being applied to other qualification programs, including ADM-504 and AAQP

Reactor Training of  
the Future:

Glass Panel  
Simulator (GPS)







Enabling Success  
Through Innovative and  
Timely Decision-making

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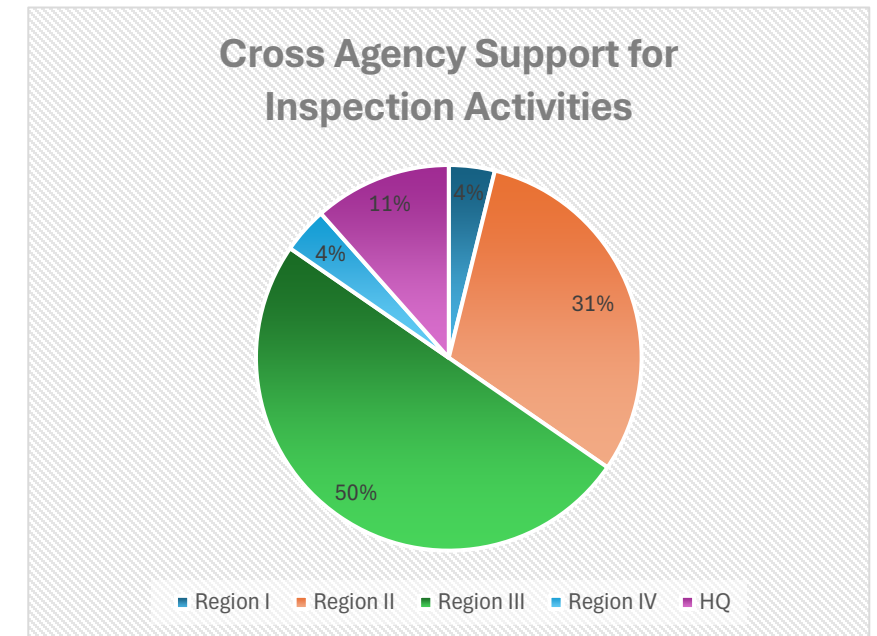
Mohammed Shuaibi

Deputy Regional Administrator, Region III

# Palisades Restart Activities



- Received application to restart a reactor after transitioning to decommissioning
- First of its kind activity world-wide
- Cross organizational effort to develop licensing framework
- Cross organizational support for inspection
- Benchmarked for Crane Clean Energy Center restart work
- Successful implementation providing confidence in process



# Medical Device Licensing

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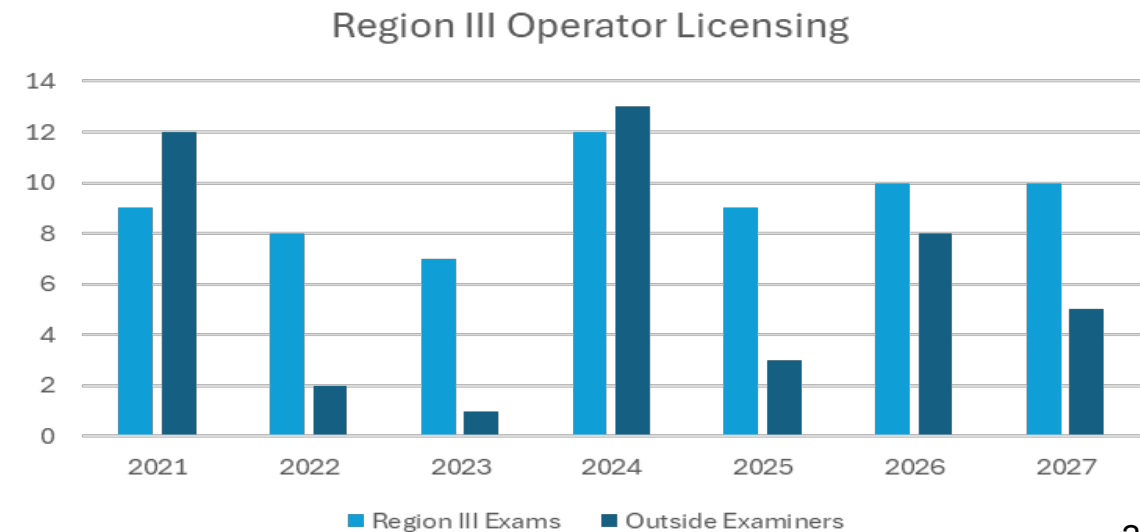
- Licensee identified Gamma Knife beyond service interval
- Cross agency expertise to explore options for continued use
- Timely approval of licensing action, within 12 days from initial contact with licensee
- No delays in treatment of patients



# Operator Licensing Examinations

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- Schedules showed significant peaks for all 4 NRC Regions
- Limited flexibility in rescheduling
- NRC shifted to nation-wide resourcing
- Agency-wide resources utilized to levelize peak demands
- Approach has been very successful
- Exams have provided timely licensing of operators to meet industry needs







# Tiered Inservice Inspection Proficiency Program

- Two-tiered framework
  - General
  - Advanced
- Faster inspector readiness
- Tailored training
- Easier/cost effective training
- More flexibility and agility
- Cross agency collaboration

Thank you

Questions?

