

Human Capital and Equal Employment Opportunity Commission Briefing

May 5, 2026



Agenda

- Opening Remarks and Agency Management Model
- Current State of Human Capital, Agency Reorganization, and Performance Management and Accountability
- Merit Hiring Plan and Managing Workforce Changes
- Leadership Development
- Equal Employment Opportunity (EEO) Complaint Status and Data – Monitoring, Coordination, and Results

Mike King
Executive Director for Operations

Opening Remarks and
the Agency Management Model

Jennifer Golder
Chief Human Capital Officer

Current State of Human Capital, Performance
Management and Accountability, and the Agency
Reorganization



A Year of Transformation and Acceleration

- Data-driven, modernized human capital
- High operational tempo
- Staff resilience & adaptability





Large Scale Operational Challenges

Return to Office Implementation

- Telework bank, IT system integration, automation

October 1, 2025 Federal Government shutdown

- Stopped modernization work, delayed year-end analytics

Despite setbacks → all year-end requirements met

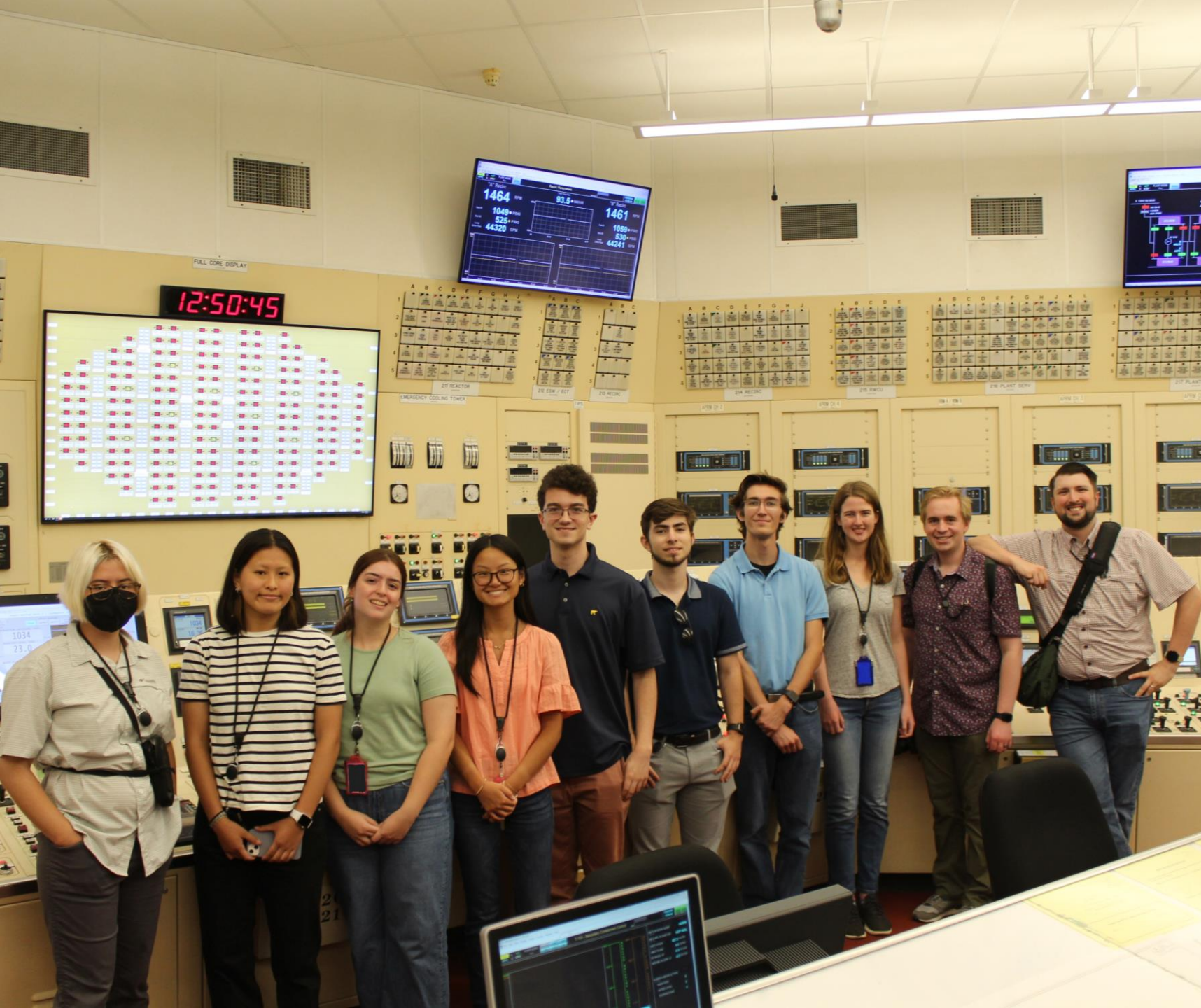
Performance Management and Accountability Framework

- Agencywide accountability framework implemented
- Frequent check-ins becoming standard practice
- Clear expectations and early intervention emphasized
- SES Program recertified; new SES performance standards
- GG performance ratings shifting 5-point → 3-point



Standardized Performance Recognition

- Aligns with OPM Guidance
 - Meaningful distinctions in ratings
 - Uniform, equitable awards
 - Eliminates office administrative burden
 - 89% of staff received performance awards
-



Leadership Development and Strengthening the Pipeline

- Overhauled leadership development programs
- Early career expansion with annual Nuclear Regulator Apprenticeship Network

Training Modernization and Efficiency Gains

Reduced burden + maintained training quality

**29 qualification
test-outs**



**~7,000 refresher
test-outs in FY25**



**~7,400 hours saved
for staff**



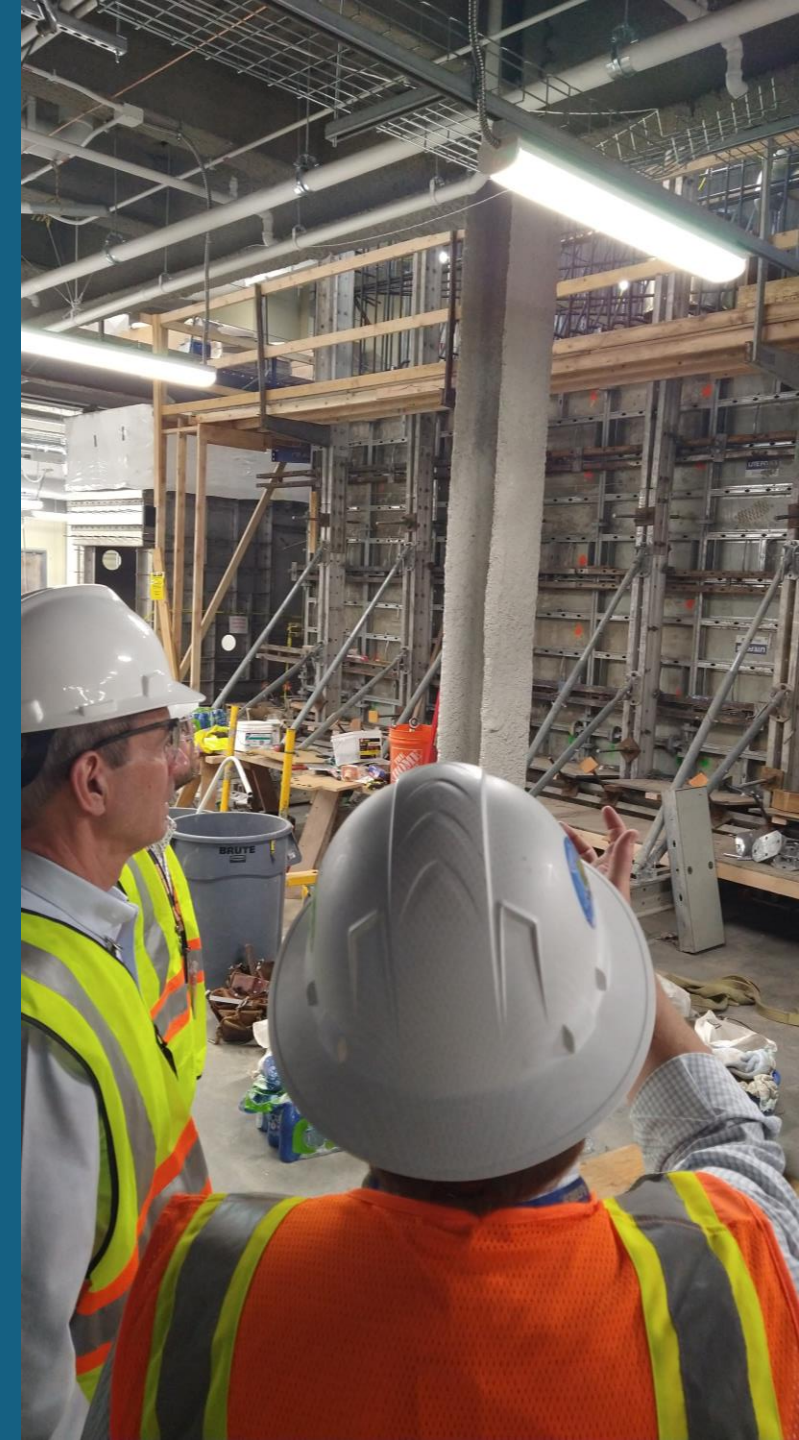
**Mandatory refresher
test-outs expanding to
8 courses**





Qualification Standardization and Readiness

- Standardized Qualification Framework
- Consolidated qualification records
- Shared requirements completed once
- Improved readiness visibility for supervisors & offices



Data Quality Transformation

NEXUS Integration

Driving Modernization

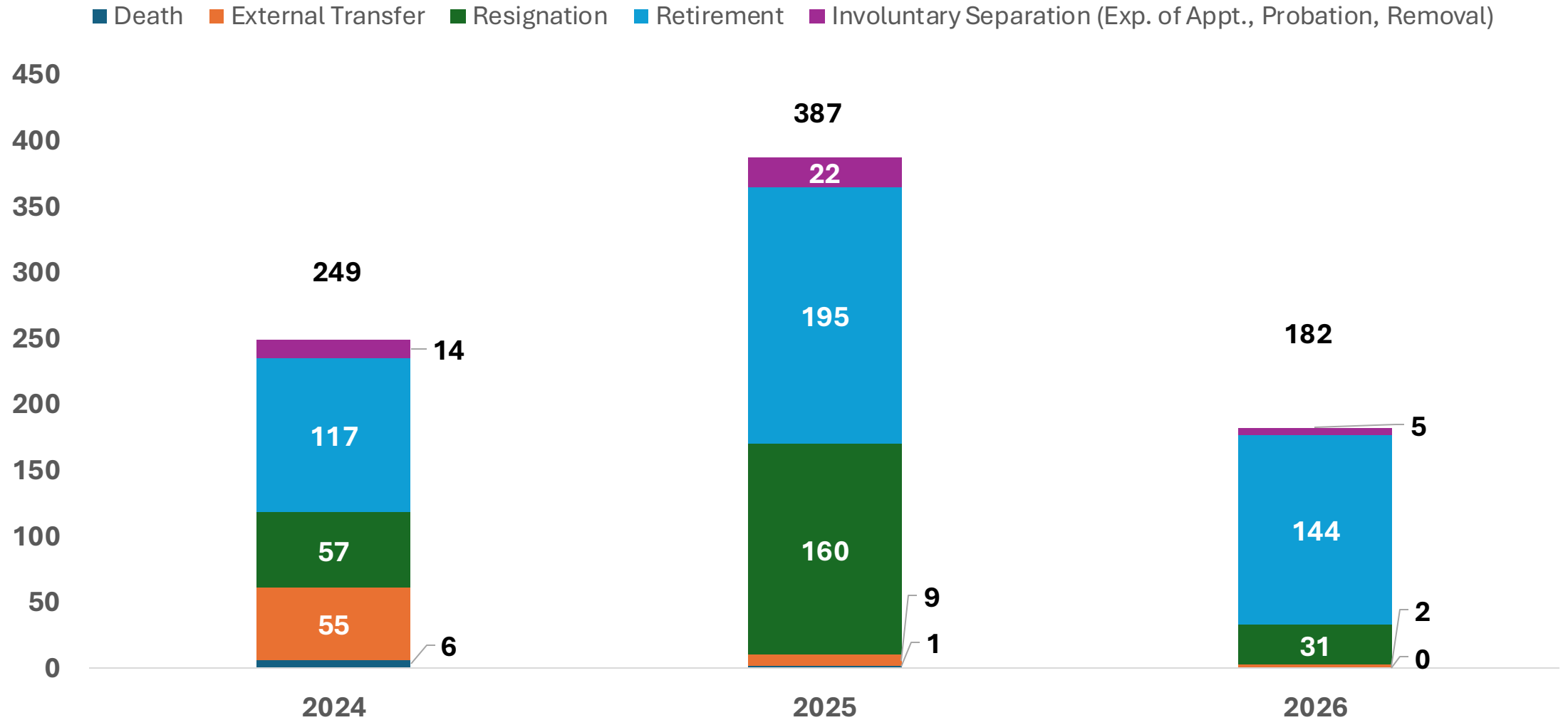
- FPPS lacked validation → significant data error risk
- New NEXUS → FPPS interface enforces validation
- Accurate, reliable personnel actions
- Fewer rework cycles; higher confidence in data
- New human capital dashboard → self-service analytics

Strategic Workforce Planning (SWP)

With NEXUS Deployment:

- Real-time workload & capacity insight
- Rich employee profiles: skills, qualifications, certifications, employment history
- Identify surpluses/shortages quickly
- Advance planning for retirements & mission needs
- Critical enabler for upcoming reorganization

Calendar Year Separations (CY 2026-actuals through 4/4/2026)



Agencywide Reorganization

Purpose

- Faster, risk-informed decision making
- Fewer layers & clearer reporting chains
- Align staff with mission functions
- Support for advanced reactor technologies
- Reduce fragmentation & increase accountability

Outcome: A streamlined, modernized NRC ready for emerging technologies and improved oversight.

Kirk Foggie

Deputy Division Director

Human Resources Operations and Policy

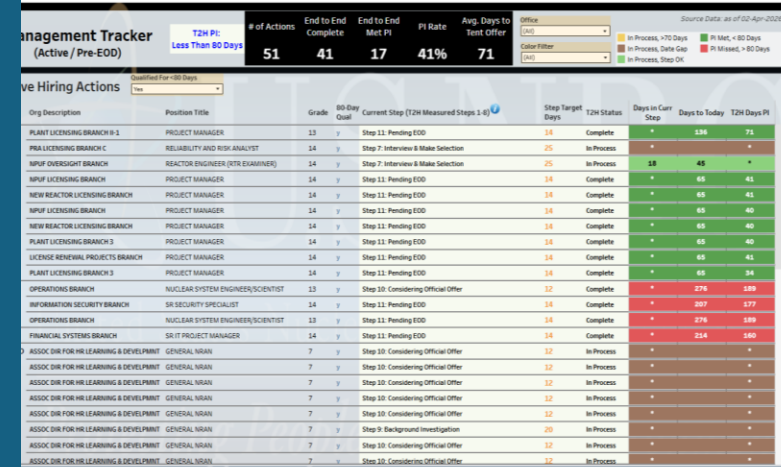
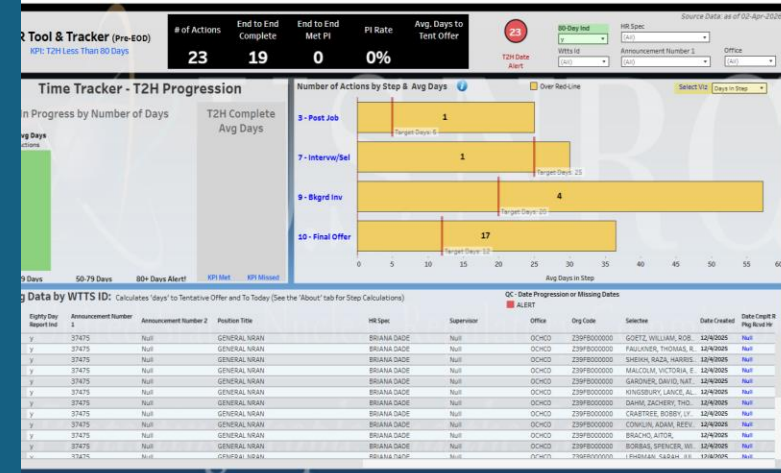
Merit Hiring Plan and Managing Workforce Change

Early Challenges and Operational Impact

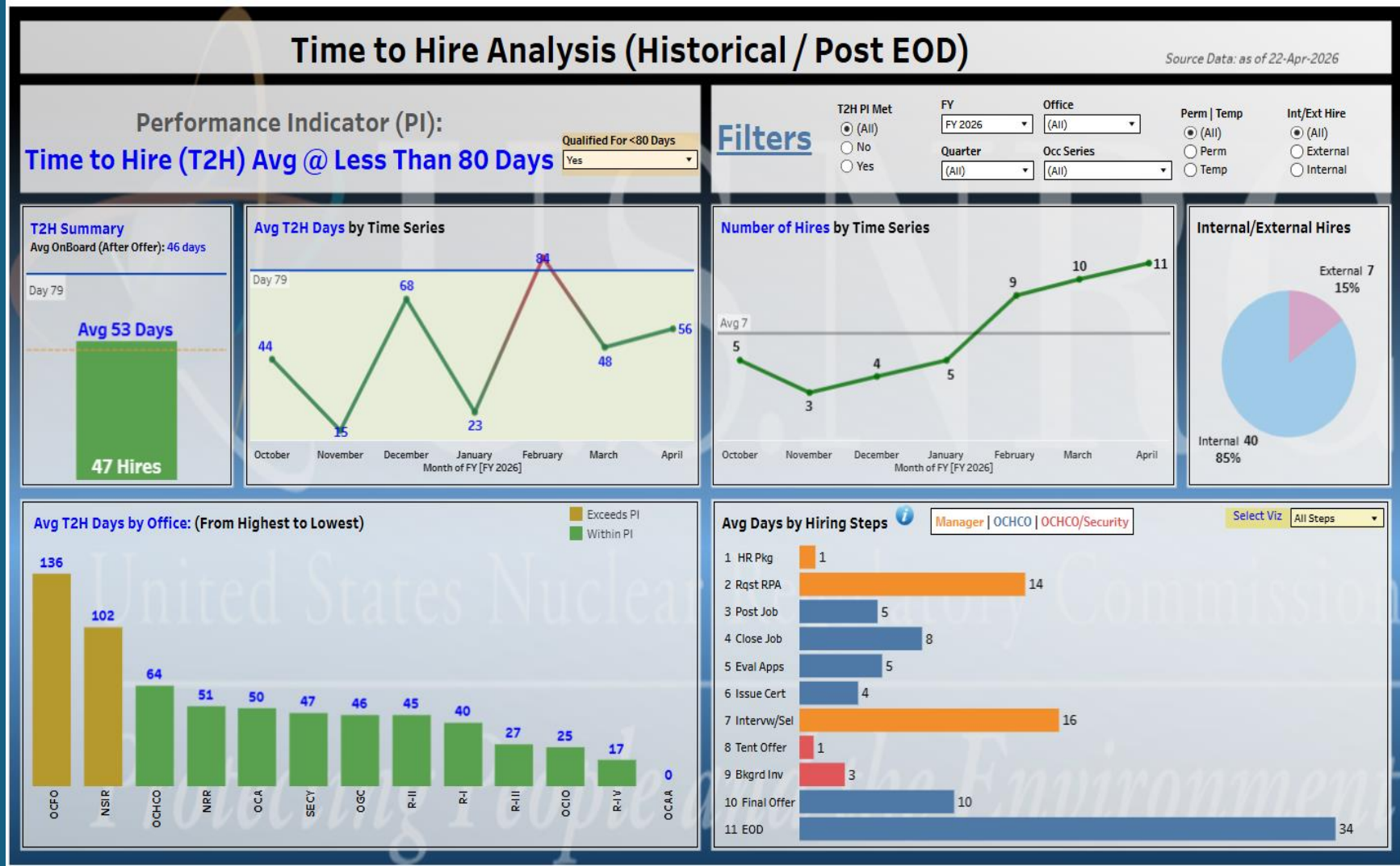


Improving Efficiency and Transparency

- Streamlined hiring process
- Standardized evaluation
- Real-time dashboards
- Clear accountability



Improving Efficiency and Transparency





Transition to USA
Staffing



Better
collaboration



Improved data
integration



Faster application
review

Modernizing the Hiring Platform

Expanding Access to Talent

Direct Hire Authority

NRAN pipeline

Tech Force initiative

Internship conversions



Enhanced
workforce analytics



Real-time staffing
insights



Supports decisions



Aligns resources

Data-Driven Workforce Management

Scott Kelberg

Chief

Employee Development Programs Branch

Leadership Development



Learning How to Lead
Others



Improve Decision Making



Effective Communications
And Strategic Thinking

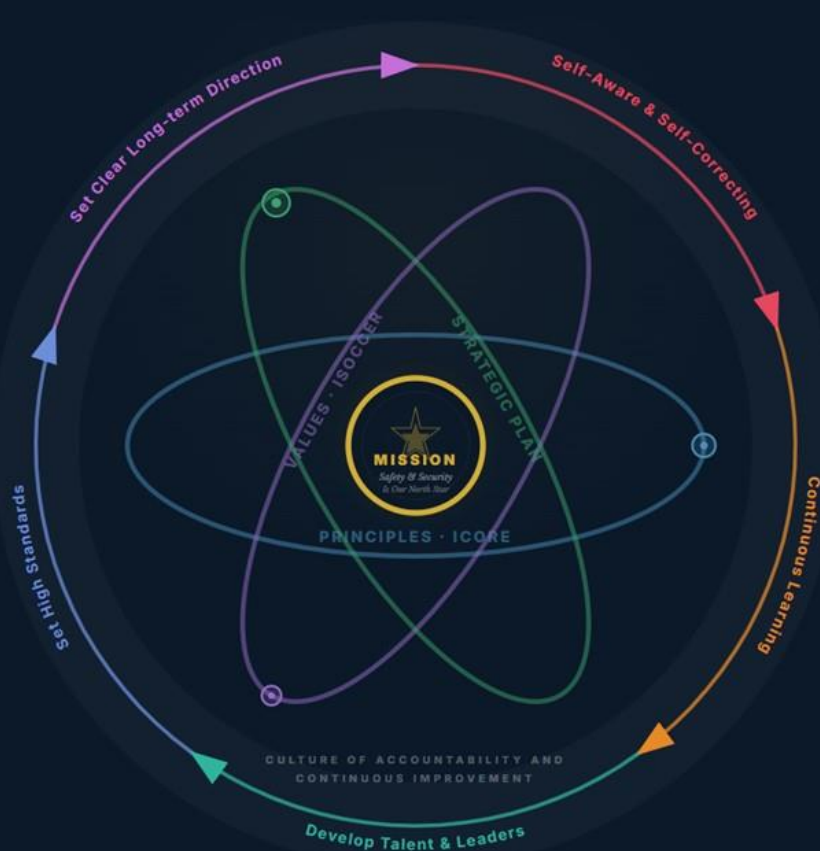
Leadership Development

Alignment with NRC's Strategic Leadership and Operational Excellence Framework

U.S. NUCLEAR REGULATORY COMMISSION

STRATEGIC LEADERSHIP & OPERATIONAL EXCELLENCE

Safety & Security Is Our North Star



MISSION STATEMENT

The NRC **protects** public health and safety and advances the nation's common defense and security by **enabling** the safe and secure use and deployment of civilian nuclear energy technologies and radioactive materials through **efficient** and reliable licensing, oversight, and regulation for the **benefit** of society and the environment.

1 Core Mission Delivery

Safe & secure use of nuclear technologies & radioactive materials

2 Leadership & People

Workforce excellence in nuclear leadership & technical capability

3 Performance & Accountability

Culture of continuous improvement & results

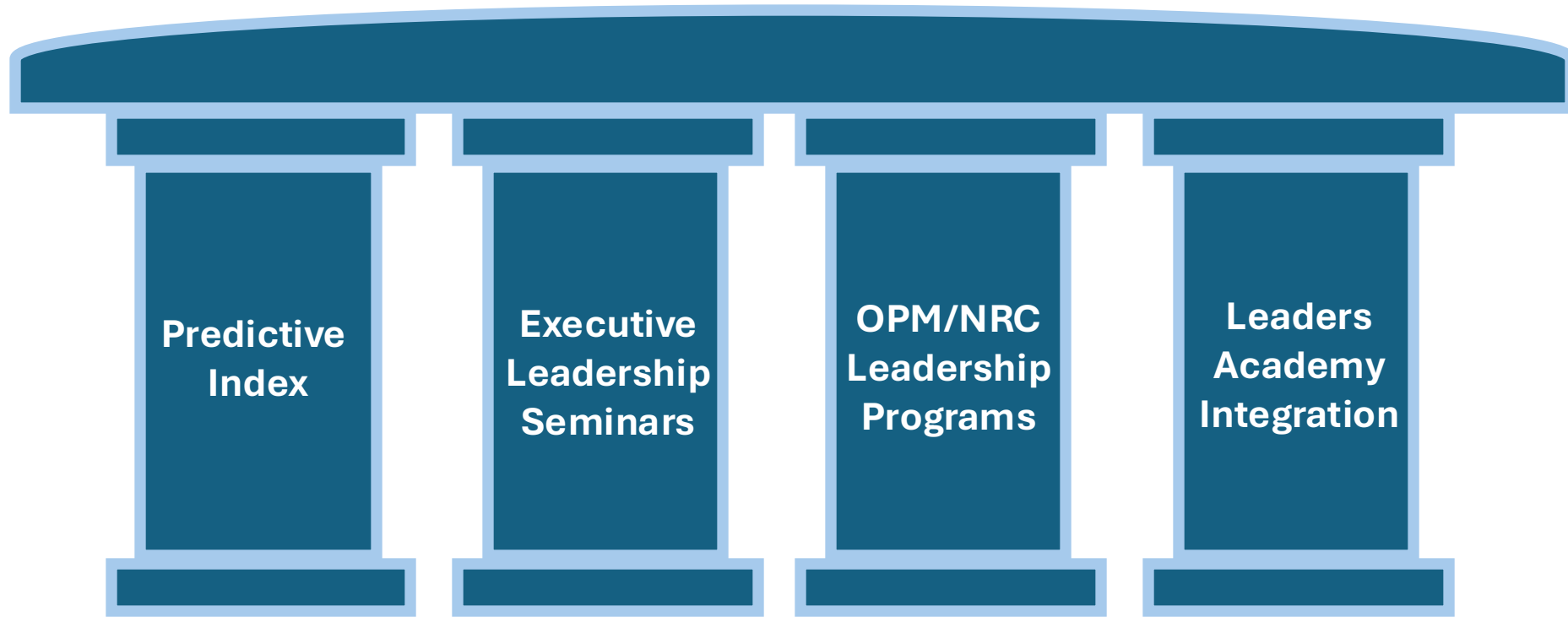
PRINCIPLES OF GOOD REGULATION

- Independence**
Objective, unbiased assessments
- Clarity**
Coherent, logical, practical regulations
- Openness**
Maintained with all stakeholders
- Reliability**
Consistent, dependable framework
- Efficiency**
Best management of resources

ORGANIZATIONAL VALUES

- Integrity**
Ethical, honest decisions & actions
- Service**
Dedicated to serving the public
- Openness**
Transparent, forthright communication
- Commitment**
Ensuring safety and security
- Cooperation**
Working together for shared goals
- Excellence**
Pursuit of quality & improvement
- Respect**
Dignity and courtesy for all

Self-Awareness | Accountability | Continuous Learning | Leadership Development



Leadership Development Tools

Strengthening Leadership Aligned to the NRC Framework

NRC Leaders Academy

LEAD. LEARN. ENGAGE.

Continuous Learning

- OPM's LEAG/SEDP
- Coaching
- Mentoring
- Predictive Index Tool

Developing Leaders

- SES CDP
- Leadership Potential Program
- Aspiring Leaders Certificate Program
- Supervisory Development
- White House Leadership Development Program

SES Facilitation

- The Exchange
- Executive Leadership Seminars
- Nuke Talk
- Executive Watch Party

NRAN

Growth and Impact

OCHCO supports the implementation of the NRC Strategic Leadership and Operational Excellence Framework

Facilitating the completion of the 2024 NRAN cohort

Recruiting and on-boarding for the 2026 NRAN cohort

Establishing a framework for future NRAN cohorts



The 2026 NRAN cohort expanded to 30 applicants starts the annual program meeting the Advance Act requirements.



Reassignment to the Office of Research, the program will benefit from having direct connections to the technical aspects of an NRC regulator.

2024 Post- NРАН Placements

All 8 NRC technical offices/regions were matched with an NРАН apprentice



The matching process prioritized mission needs and then NРАН needs



Offices and NРАН Placed

NRR – 10
NMSS – 2
NSIR – 2
RES – 2



Regions and NРАН Placed

Region I – 2
Region II – 2
Region III – 2
Region IV – 1

Fanta Sacko

Acting Director, Office of Small Business and
Civil Rights

Equal Employment Opportunity (EEO) Complaint Status
Statistics – Oversight, Coordination, and Outcomes

SBCR Mission and Structure

Mission - The Office of Small Business and Civil Rights supports the NRC mission by advancing equal employment opportunities for employees and applicants, ensuring fair processing of discrimination complaints, maximizing small business participation, and enabling equal access to NRC-conducted and financially-assisted programs and activities.

Accountability and Reporting



- Major Statutory Compliance Reports
- Strengthening Internal Accountability & Barrier Analysis
- Achieving Key Disability Employment Milestones

Oversight, Monitoring, and Increased Compliance Demands



- Advancing Internal and External Civil Rights Compliance
- Responding to Congressional Inquiry
- Contributing to Major Regulatory and Policy Developments

Overview of EEO Complaint Processing and Case Management

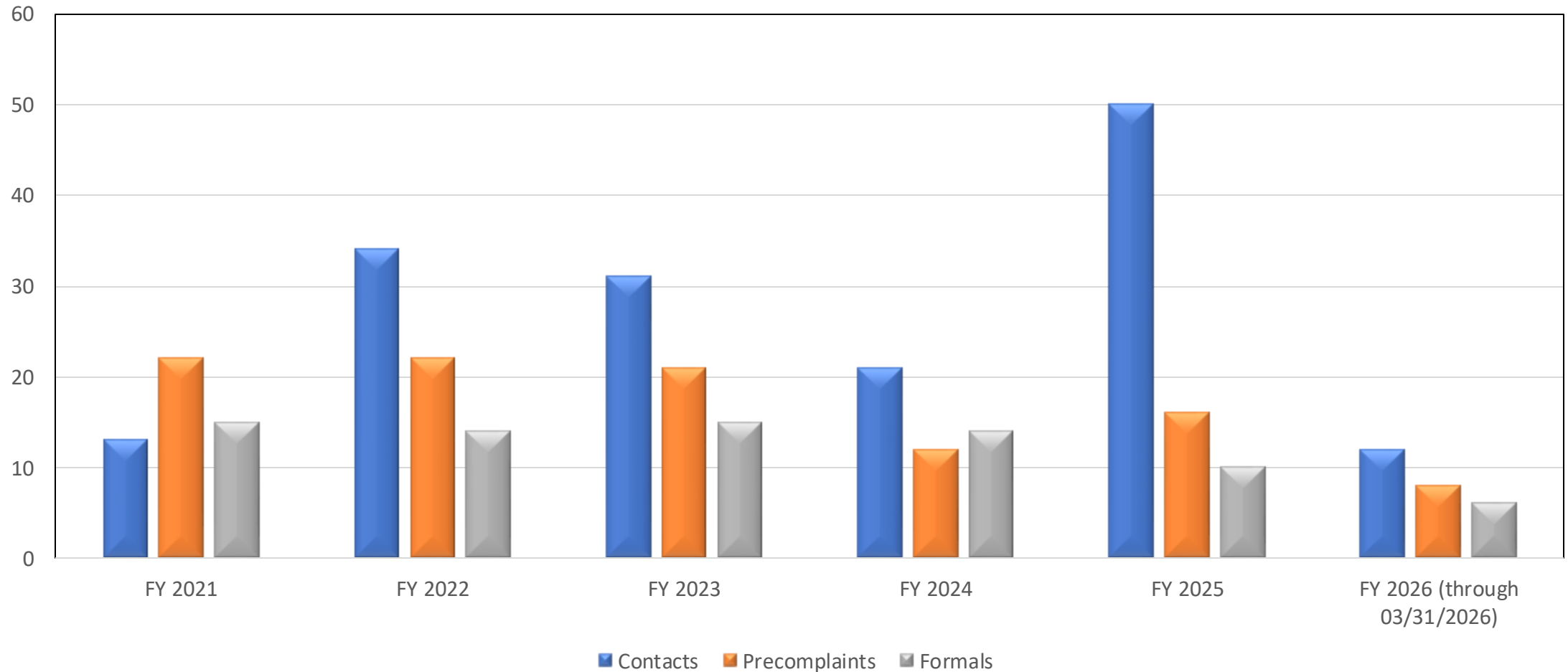


Case
Management

- EEO Complaint Activity
- ADR Program Performance
- Resolution & Closure Trends
- Case Management System:
Entellitrak (ETK)

EEO Contacts, Pre-Complaints, and Formal Complaints

FY 2021 – FY 2026



Top Bases and Issues – FY 2025

Top Bases

- Reprisal (8 complaints)
- Sex (Female) (6 complaints)
- Race (Black or African American) (4 complaints)

Top Issues

- Harassment (7 complaints)
- Terms/Conditions of Employment (6 complaints)
- Performance Appraisal/Evaluation (4 complaints)

Top Bases and Issues – FY 2026

Top Bases

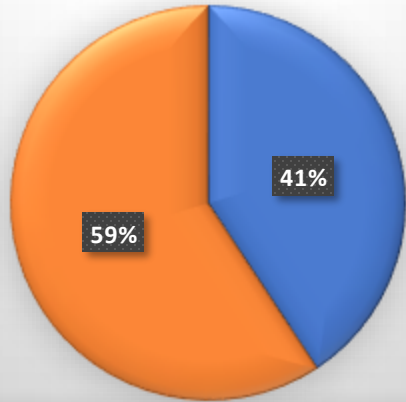
- Reprisal (6 complaints)
- Sex (Female) (4 complaints)
- Age (3 complaints)

Top Issues

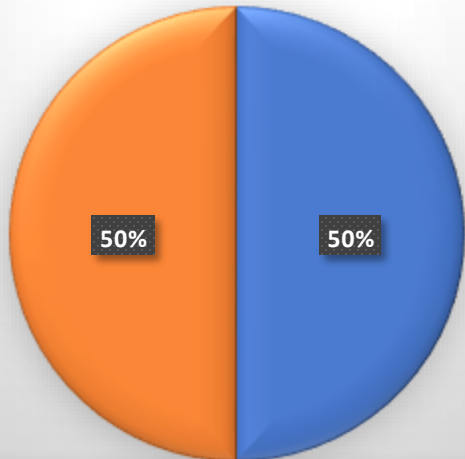
- Harassment (5 complaints)
- Terms/Conditions of Employment (3 complaints)
- Performance Appraisal/Evaluation (3 complaints)

FY 2025 ADR Analysis

Complaint Closures – ADR v. Without ADR



Type of ADR Provided

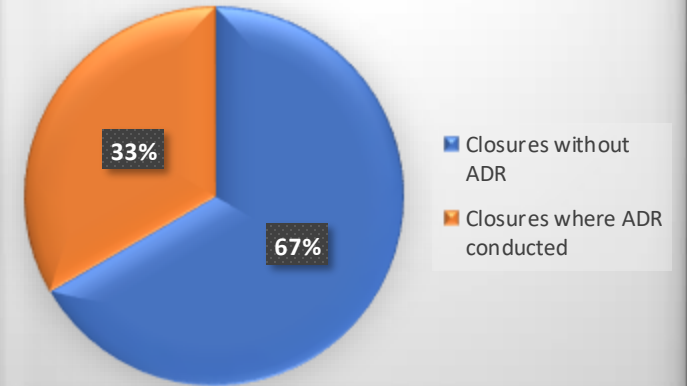


- Closures without ADR
- Closures where ADR conducted

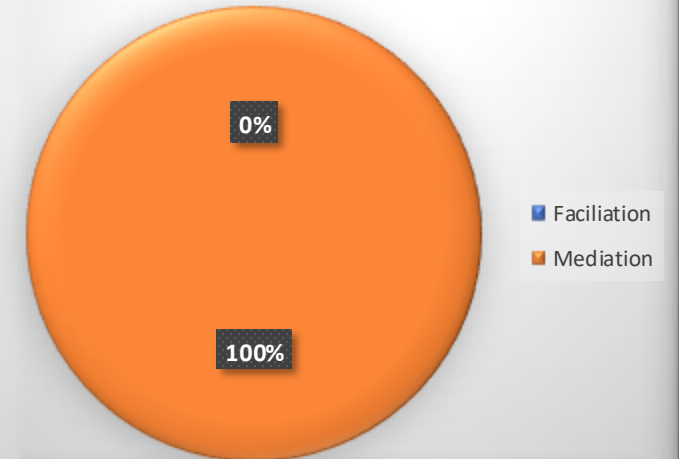
- Facilitation
- Mediation

FY 2026 ADR Analysis

FY 2026 Complaint Closures



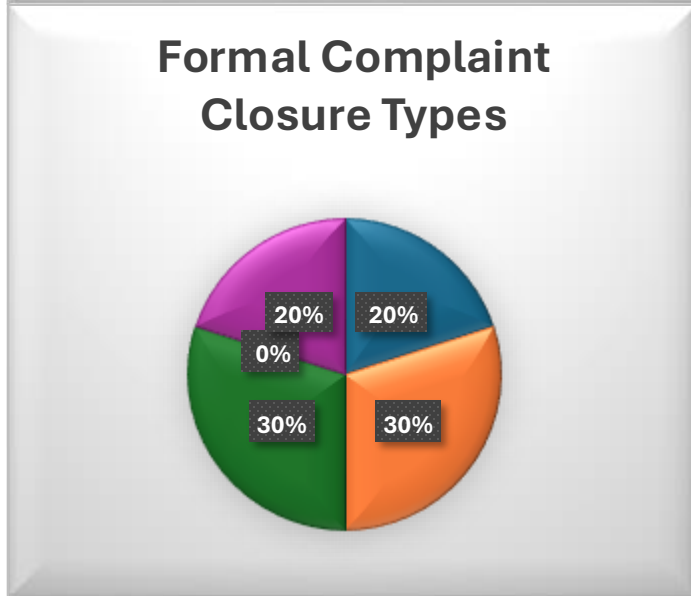
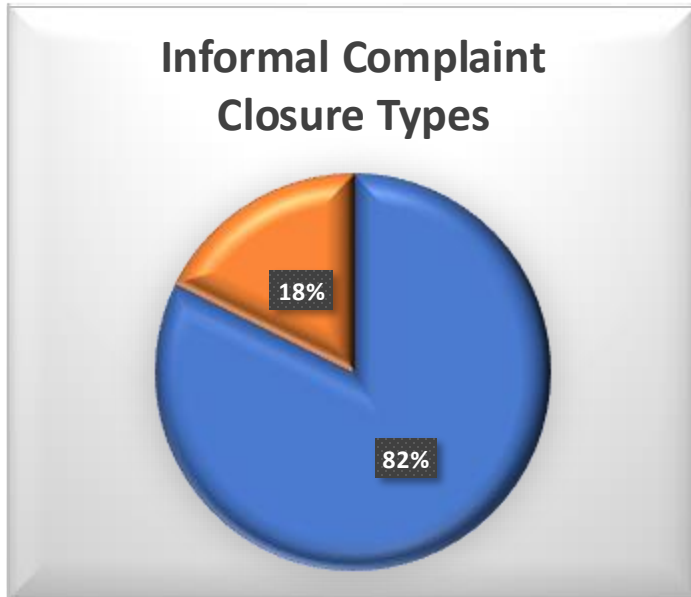
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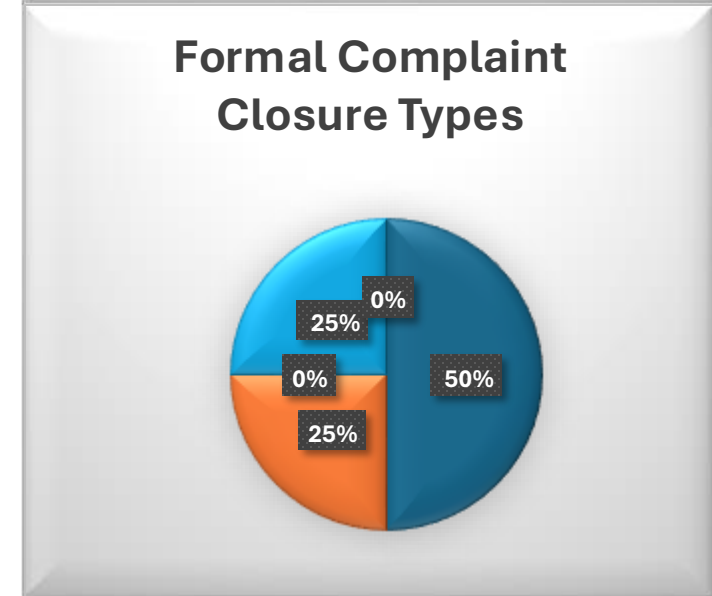
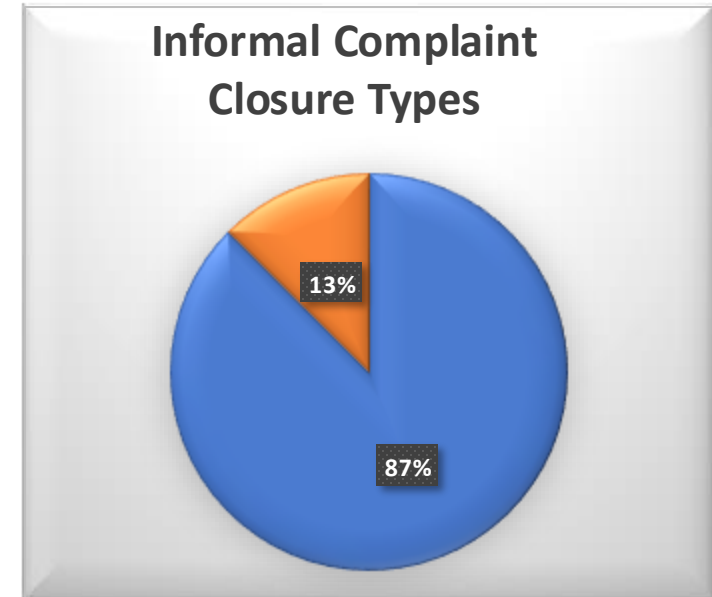
FY 2025 Closure Analysis



- Notice of Right to File
- Withdrawal

- Procedural Dismissal
- Settlement Withdrawal
- Mixed case - Procedural
- Dismissal
- Final Agency Decision- Merit

FY 2026 Closure Analysis



Creating Efficiencies Through Technology

Over 40 ETK Produced Templates, including:

- Counselors Reports
- Formal Discrimination Complaints
- Accept/Dismiss Letters



NRC Forward in Motion

“Meeting the Moment”

- Advancing Mission Aligned Partnerships
- Advancing Domestic Supply Chain Opportunities
- Advancing Mission Focused Collaborations



Strategic Outlook and Emerging Opportunities



- Enhancing Compliance and Program Infrastructure
- Expanding Internal Accountability
- Increasing External Engagement
- Advancing Strategic Agency Priorities



Questions