

UNITED STATES  
NUCLEAR REGULATORY COMMISSION

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BRIEFING ON HUMAN CAPITAL AND  
EQUAL EMPLOYMENT OPPORTUNITY

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TUESDAY,  
MAY 5, 2026

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The Commission met in the Commissioners' Hearing Room,  
at 10:00 a.m. EDT, Ho K. Nieh, Chairman, presiding.

COMMISSION MEMBERS:

HO K. NIEH, Chairman

DAVID A. WRIGHT, Commissioner

BRADLEY R. CROWELL, Commissioner

MATTHEW J. MARZANO, Commissioner

DOUGLAS W. WEAVER, Commissioner

ALSO PRESENT:

CARRIE M. SAFFORD, Secretary of the Commission

MATT POCIASK, General Counsel

NRC STAFF:

MIKE KING, Executive Director for Operations

JENNIFER GOLDBERGER, Chief Human Capital Officer

KIRK FOGGIE, Deputy Division Director, Human  
Resources Operations and Policy Division

SCOTT KELBERG, Chief, Employee Development  
Programs Branch

FANTA SACKO, Acting Director, Office of Small  
Business and Civil Rights

## PROCEEDINGS

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10:00 a.m.

CHAIRMAN NIEH: Good morning, We'll call this meeting to order.

And today's commission meeting will be focused on the NRC's Human Capital and Equal Opportunity Employment Programs.

You know, as America is addressing its urgent need for electricity, nuclear energy is essential to our energy security, and it's a defining moment for the Nuclear Regulatory Commission because our work directly contributes to America's energy security as well as our national security.

And the NRC is increasing its efforts to recruit, retain, and develop our people.

And I do want to recognize the outstanding performance of the NRC staff, particularly the Office of the Chief Human Capital Office and the Office of Small Business and Civil Rights for the amazing work over the last year in the strategic workforce initiatives, including a major reorganization of the Nuclear Regulatory Commission. And I also do want to note, since we're talking about human capital, earlier this morning I presented length of service award to our Executive Director for Operations, Mike King, for 35 years of dedicated service to America.

(APPLAUSE)

CHAIRMAN NIEH: So, thank you, Mike, for your -- it is 35 you got your Navy time and your service to the NRC.

But before we get into the staff presentations, let me see if my fellow Commissioners have any comments they'd like to make.

(NO AUDIBLE RESPONSE)

1 CHAIRMAN NIEH: Okay, I'll turn it over to the staff.

2 MR. KING: All right, good morning Chairman,  
3 Commissioners, colleagues that are joining us here today, and online, and  
4 members of the public that are joining us.

5 I'm Mike King and it's my privilege to serve as the Executive  
6 Director for Operations at the NRC.

7 So, let me extend my thank you for joining us today for  
8 Human Capital Equal Employment Opportunity Commission briefing as well.

9 As the Chairman mentioned, we're at a pivotal moment in  
10 time for the NRC.

11 With the passage of the Advance Act and the signing of the  
12 Executive Order 14300, our agency has been called upon to enable the safe,  
13 secure, and efficient deployment of advanced nuclear reactors and  
14 technologies as a potential solution to meet the nation's rapidly growing energy  
15 needs.

16 Central to our ability to rise to the occasion and meet the  
17 moment is our resilient, committed workforce ever dedicated to the delivery of  
18 our mission with excellence.

19 Our staff at all levels are contributing to significant reforms  
20 across the Agency, making improvements to nearly every aspect of our  
21 operations and sharpening our safety focus.

22 Together, we are writing the next chapter of the NRC as a  
23 bold, innovative, credible, responsive, and capable world leader in nuclear  
24 safety with the urgency America needs.

25 A key piece of this reform is an impending reorganization to  
26 help ensure that our organizational structure, expertise, and leadership are

1 aligned with the demands of a rapidly evolving nuclear landscape.

2 This organizational modernization effort is designed to  
3 streamline decision-making, consolidate functions, and enhance alignment with  
4 our national priorities for the safe and efficient deployment of innovative nuclear  
5 technologies.

6 It's more than just structural changes, it's about empowering  
7 our people, removing barriers to innovation, and fostering a culture that  
8 supports our mission and values.

9 To provide clarity of expectations and accountability during  
10 this pivotal moment, Agency leadership introduced a new strategic leadership  
11 and operational excellence framework.

12 I introduced it during the Regulatory Information Conference  
13 about a month and a half ago, but I wanted to take a moment to mention it  
14 again now to help set the tone of today's briefing.

15 You will hear more about it later in the briefing, but it is a  
16 critical part of our overall efforts in building a culture that is capable of  
17 sustaining high performance while also continuously improving.

18 The framework is grounded in our principles of good  
19 regulation, independence, openness, efficiency, clarity, and reliability, and our  
20 Agency values of integrity, service, openness, commitment, cooperation,  
21 excellence, and respect.

22 It's designed to help embed accountability, continuous  
23 improvement, and strong leadership at every level, ensuring that our mission,  
24 especially safety and security, our North Star, remains at the heart of our  
25 actions, decisions, and culture.

26 We will be rolling out additional guidance to the staff in the

1 near future to align this framework with a collection of ideal behaviors we've  
2 identified to continue to deliver the mission with excellence.

3 Today's briefing will showcase how our human capital and  
4 EEO programs are supporting our reforms and advancing the NRC's mission.

5 We have an outstanding panel of leaders who will provide  
6 insights into their programs and how they're driving progress, strengthening  
7 accountability, and ensuring NRC's continued excellence.

8 I want to thank all of our presenters and staff across the  
9 Agency listening in for their dedication and leadership during this time of  
10 change.

11 With that, it's my pleasure to turn it over to our Chief Human  
12 Capital Officer, Jennifer Golder, to provide her remarks, to introduce today's  
13 panel.

14 Jennifer

15 Next slide

16 MS. GOLDER: Thanks, Mike.

17 Good morning, Chairman, and Commissioners.

18 I appreciate the opportunity to brief you today on the state of  
19 the Agency's human capital programs and the work of the Office of the Chief  
20 Human Capital Officer, OCHCO, the work we've accomplished, and we're  
21 currently focused on since our last briefing in June last year.

22 This has been one of the most challenging and transformative  
23 years the NRC has experienced in decades, and I'm excited to share with you  
24 what we faced, how we've responded, and where we're headed.

25 I also want to introduce our speakers.

26 Following my presentation, Kirk Foggie will discuss the NRC

1 merit hiring plan.

2 Scott Kelberg will follow with a presentation on leadership  
3 development.

4 And Fanta Sacko will present on small business and civil  
5 rights and equal employment opportunity activities.

6 Next slide, please.

7 When we met last year, the Agency had just begun shifting  
8 toward a more modern, data-driven, strategically aligned human capital posture.

9 We were already moving in the same direction as the new  
10 administration toward accountability, transparency, and modernization.

11 With the Administration change, the pace accelerated  
12 dramatically.

13 Next slide, please.

14 In fiscal year 2025, we implemented 15 HR-related executive  
15 orders, executive actions, and OPM memoranda, and delivered 130 reports all  
16 on time.

17 Many of these directives required new policies and  
18 processes, data collection, communication, and internal controls.

19 None of it was plug and play, and every action required  
20 thoughtful interpretation, planning, coordination, and execution.

21 This was the backdrop to a year that would test every aspect  
22 of our human capital infrastructure.

23 Despite the challenges, our staff didn't pause, they adapted,  
24 they stepped up, and in many ways, they delivered more under tighter  
25 deadlines and more scrutiny than ever before.

26 Simultaneously, we implemented the Agency's return to office

1 strategy in partnership with our other mission support offices, the CIO, the CFO,  
2 and the Office of Administration.

3 This included developing new policy as well as data files and  
4 scripts to support the telework bank, integrating telework agreements across  
5 systems, automating updates based on work schedules, hire dates, and  
6 agreement types, reviewing and adjudicating employee requests, and  
7 responding to employee questions.

8 This was a major operational lift that touched nearly every  
9 employee in the Agency.

10 Then, on October 1st, we entered a government shutdown.

11 This hit at the time of the end-of-year analyses and reporting  
12 cycles and in the midst of system development activities, core efforts came to a  
13 halt.

14 We lost productivity during a period when we traditionally  
15 close out the year's most important data and metrics.

16 Yet, we still completed our year-end requirements and  
17 continued modernization work as soon as the Agency reopened.

18 Next slide, please.

19 Shifting to highlights, a major transformation this year was the  
20 implementation of the Agency's performance accountability framework.

21 We developed guidance, communication tools, and training to  
22 help supervisors document expectations, monitor performance, and intervene  
23 early, when necessary.

24 More frequent check-ins are now becoming part of the  
25 culture.

26 Supervisors are equipped to set clear expectations with their

1 staff and to address gaps.

2 For fiscal year 2026, following new requirements from the  
3 Administration and guidance from the Office of Personnel Management  
4 regarding restoring accountability for career senior executives, NRC  
5 implemented changes to executive performance plans.

6 Executives have five new core competencies and  
7 performance standards in alignment with OPM requirements.

8 Further, executives have common core metrics and individual  
9 metrics specific to their own organizations.

10 I'm also happy to share that we received recertification of our  
11 SES appraisal program last year.

12 The general grade performance plans changed from a 5 to a  
13 3-level scale.

14 Branch chief standards align to executive standards, and  
15 further, quarterly progress reviews, as opposed to one at mid-year, are now  
16 required, also in alignment with OPM standards and requirements.

17 The new standards and more frequent reviews will ensure  
18 meaningful engagement and feedback and a more efficient year-end review  
19 process.

20 In June 2025, OPM directed agencies to ensure performance  
21 plans make clear distinctions among what is required to achieve performance at  
22 the various levels, this includes ending rating inflation.

23 Specifically, a fully successful rating must reflect that the  
24 employee is achieving all expectations and is contributing in a meaningful way.

25 For fiscal year '25 performance, OCHCO worked with  
26 supervisors to provide training and guidance on OPM's direction, and this

1 resulted in meaningful distinctions in staff ratings across the Agency.

2 Next slide, please.

3 In addition, we also proactively took the initiative to centralize  
4 the performance award process.

5 Historically, each office managed its own performance awards  
6 budget and process, while like offices, for example, the technical program  
7 offices, attempted to align their award structure, a decentralized process  
8 created inconsistencies and inequities across the Agency.

9 For example, a GG-13 with an outstanding rating could  
10 receive a different award amount, depending on which office she or he was in.

11 Further, this also meant that each office had to  
12 administratively manage their own process, including developing their own  
13 award matrix.

14 Beginning with fiscal year 2025, we centralized the  
15 administration of performance awards.

16 The Agency now has a fair, uniform, streamlined, and  
17 transparent structure and process that also reduces administrative burden.

18 Employees at the same grade and rating will receive the  
19 same award amount regardless of what office they are in.

20 We continue also improving our hiring processes by  
21 implementing OPM's merit hiring plan, revising vacancy templates, and  
22 simplifying the process for applicants and panels.

23 You'll hear more about this from Kirk later in the meeting.

24 He'll also discuss our efforts to recruit externally for critical  
25 positions, as well as how we're creating opportunities for NRC employees to  
26 compete for promotions as well as new positions.

1                   We also modernized our approach to position classification by  
2 reassessing the series we use for job postings.

3                   Instead of defaulting to technical series when they aren't  
4 required, we are opening opportunities to a broader range of NRC employees,  
5 including those in non-technical series.

6                   This increases career mobility and supports employee  
7 retention.

8                   Next slide, please.

9                   You'll also hear from Scott Kelberg about the overhaul of our  
10 leadership development programs.

11                  These changes strengthen our pipeline for supervisory,  
12 managerial, and executive positions, a key priority after the loss of so many  
13 senior leaders this year.

14                  We're committed to developing early career talent and we are  
15 working to try to meet the OPM goal of 30 percent of external hires be early  
16 career, which is defined as up to the GG-9 grade.

17                  Kirk will touch on the summer intern program, and Scott will  
18 provide an update on the Nuclear Regulatory Apprenticeship Network, NRAN.

19                  NRAN is now operating on an annual recruitment cycle with  
20 the launch of the 2026 cohort, our largest to date.

21                  This shift will ensure a consistent influx of new talent and help  
22 us proactively address future workforce needs.

23                  The enhancements demonstrate how NRC is investing in  
24 early career pipelines, which are critical for rebuilding institutional knowledge  
25 and preparing the next generation of experts.

26                  Through these efforts, we're laying a strong foundation for the

1 Agency's future leadership and technical excellence.

2 Next slide, please.

3 One of our most meaningful improvements in efficiency came  
4 from expanding test outs for technical courses and mandatory refresher  
5 training.

6 Test out options are now available for 29 technical courses in  
7 all eight mandatory refresher training courses.

8 These randomized exams use the same validated question  
9 bank as our full course exams, ensuring that anyone who passes demonstrates  
10 subject competency.

11 The new self-service test out feature expands the  
12 longstanding policy that allowed staff and supervisors to request equivalency  
13 exams for instructor-led courses.

14 Nearly 7,000 refresher courses test outs were completed last  
15 year and, on average, a successful test out results in a time savings of half an  
16 hour.

17 This reduces burden, increases flexibility, and maintains  
18 training quality.

19 Next slide.

20 Two years ago, the state of NRC technical qualification  
21 programs was fragmented across the Agency. We could not identify, at a  
22 macro level who had completed any specific technical qualification program.

23 Today, we have a standardized qualification framework that  
24 all qualification owners have agreed to.

25 All records are consolidated and over 80 programs are  
26 cataloged with cross qualification capabilities.

1                   As qual owners continue to refine their programs, we are  
2 assessing collectively where we can eliminate overlaps and consolidate  
3 programs.

4                   Requirements shared across programs are completed once,  
5 not multiple times.

6                   And in the coming months, we'll have automated qualification  
7 tracking, reducing workload and errors.

8                   This is a transformation in readiness and efficiency.

9                   Next slide, please.

10                  Perhaps one of the most important accomplishments this year  
11 is our work to improve human capital data quality.

12                  FPPS, Our Federal Personnel and Payroll System, has no  
13 built-in validation, which creates opportunity for data errors.

14                  We address this vulnerability by building an interface through  
15 NEXUS, the NRC Enterprise Execution and Utilization System, which is  
16 scheduled to deploy soon.

17                  As we briefed the Commission at our last meeting, NEXUS is  
18 an application that will support the full life cycle of workforce management from  
19 staffing plans and qual tracking to project execution and workload monitoring.

20                  The new interface will enable supervisors to initiate personnel  
21 actions in NEXUS.

22                  NEXUS will apply validation logic and, only after passing  
23 validation, will the action be sent to FPPS.

24                  This improves accuracy, reduces rework, and increases  
25 confidence in our foundational workforce data.

26                  We're also developing a new human capital dashboard, which

1 will give supervisors and executives self-service access to workforce metrics.

2 This will reduce manual data calls and improve transparency.

3 Lastly, we're partnering with OCIO and CFO on the transition  
4 to the new Core Human Capital Management System, also known as Core  
5 HCM 2.0.

6 This initiative is being led by OPM across the federal  
7 government and aims to reform and streamline human capital activities into a  
8 centralized, cloud-based suite solution.

9 Agencies will transition to one best-in-class commercial  
10 system that will serve as the federal government's single system of record for  
11 personnel management.

12 As of April 16th, NRC is currently participating in OPM's  
13 preparation and readiness phase, and CIO is serving as the lead for the NRC  
14 integrated project team.

15 And we are in phase two, which means we'll transition in FY  
16 '27.

17 Next slide, please.

18 We're making progress with strategic workforce planning.

19 With the upcoming NEXUS deployment, supervisors will be  
20 able to see staff workload and capacity in real time.

21 Staffing plans, including all positions, will be tied to the  
22 budget.

23 Employee profiles will include their skills, certifications,  
24 qualifications, and specialties.

25 And managers will be able to identify staff surpluses and  
26 shortages at a glance.

1 Next slide, please.

2 Let me start this topic of retention with a lens on attrition.

3 From January 1st, 2025 to April 19th, 2026, a 16-month  
4 period, a total of 510 permanent employees, excluding the Office of Inspector  
5 General separated from the Agency.

6 This slide, this slide that you're seeing on the screen shows  
7 all permanent and temporary losses, but I'll speak to the permanent losses.

8 Sixty-seven percent retired and the majority of the remaining  
9 resigned with a few transferring to other agencies.

10 The total permanent separations also included 112  
11 employees who participated in the deferred resignation program.

12 Many of the people who left over the last year were  
13 long-tenured staff with deep knowledge.

14 To help mitigate the losses, we provided knowledge  
15 management toolkits to supervisors to help them quickly obtain information.

16 In parallel, the Agency saw a wave of senior leaders retire or  
17 leave for industry, individuals who had not only decades of experience, but who  
18 had experience leading at the strategic level, navigating complex decisions, and  
19 collaborating seamlessly across the Agency.

20 Losing that leadership cohort created a knowledge vacuum  
21 that placed tremendous pressure on teams and supervisors.

22 While we experienced high attrition, we did not -- we did take  
23 steps to fill critical positions that were exempt from the hiring freeze.

24 From the beginning of calendar year 2025 to April 19, 2026,  
25 we have on boarded 59 permanent employees.

26 As of April 27, 2026, we have an additional 56 permanent

1 selectees and returnees who were going to be on boarding, and this includes  
2 the NRAN cohort.

3                   Since the hiring freeze was lifted for NRC by OPM in January  
4 of this year, we have posted a number of vacancies open externally, including  
5 notices for direct hire authority, and we are working to quickly fill those  
6 positions.

7                   Beyond hiring, given the significant losses we have  
8 experienced over the last 16 months, retention remains a key priority.

9                   We are addressing this through series flexibility, qualification  
10 streamlining, leadership development, pipeline program expansion, modernized  
11 work processes, and use of retention incentive tools.

12                   Next slide, please.

13                   The NRC is moving forward with one of the most significant  
14 structural transformations in its recent history, with full implementation  
15 scheduled for June 15th.

16                   This reorganization reflects both external mandates and  
17 internal recognition that our structure must evolve to support the future of  
18 nuclear regulation.

19                   While Executive Order 14300 required the Agency to  
20 reorganize, we were already heading down this path.

21                   The work we initiated under the ADVANCE Act made clear  
22 that streamlining our structure, aligning responsibilities more directly with  
23 mission outcomes, and consolidating functions was essential for meeting the  
24 demands of a rapidly changing nuclear landscape.

25                   The reorganization formalizes and accelerates that direction.

26                   At its core, this structure is about enabling the NRC to make

1 faster, more risk-informed decisions, improve efficiency and reduce  
2 unnecessary layers of management, better align technical expertise with  
3 mission responsibilities, support emerging and advanced nuclear technologies,  
4 strengthen oversight of existing reactors while preparing for new designs, and  
5 simplify supervisory chains, and increase accountability.

6                   These changes support national goals for timely licensing and  
7 adoption of innovative technologies, while maintaining the rigor and  
8 independence that define our regulatory mission.

9                   OCHCO is partnering and collaborating with offices and  
10 regions via a rigorous and comprehensive change management plan to  
11 implement the reorganization with an effective date of June 15th.

12                   We're providing templates and guidance for forming new  
13 organizations and managing staff transitions.

14                   We're preparing personnel actions in advance to ensure swift  
15 staff placement on the effective date.

16                   And we're partnering with OCFO, OCIO, and admin to assure  
17 alignment of all follow-on mission support activities including budget, IT, and  
18 space adjustments.

19                   While change of this magnitude is challenging, it also brings  
20 new opportunities for collaboration, career growth, and innovation across the  
21 Agency.

22                   I am profoundly proud of the work our staff has accomplished  
23 over the last year, and I am confident that the foundation we have built will  
24 support the Agency as it transitions into a more collaborative, efficient, and  
25 strategically aligned structure.

26                   And I'm now going to turn it over to Kirk Foggie.

1 Thank you.

2 MR. FOGGIE: Thank you, Jennifer.

3 Good morning, Chairman and Commissioners.

4 Thank you for the opportunity to brief you today on the NRC's  
5 implementation of the Merit Hiring Plan and our efforts to manage workforce  
6 changes in alignment with Administration's priorities.

7 Today, I'll walk you through some of the early challenges, how  
8 we're strengthening our hiring process, and how we're positioning the Agency  
9 to meet current and future workforce needs.

10 Next slide, please.

11 As we began implementing the NRC's merit hiring plan, we  
12 encountered several challenges that are important to acknowledge because  
13 they directly shaped our approach going forward.

14 Early in the process, inconsistent and incomplete hiring data  
15 submissions created delays and required corrections, while differences in hiring  
16 requests were initiated across offices introduced inefficiencies that slowed the  
17 overall process.

18 In addition, communication gaps between hiring managers  
19 and HR specialists led to misaligned expectations, which further delayed hiring  
20 actions.

21 These internal challenges were compounded by broader  
22 external constraints, including the hiring freeze and evolving policy direction  
23 under executive orders, which required the Agency to be more targeted and  
24 deliberate in executing hiring actions.

25 As part of this environment, each hiring action must clearly  
26 demonstrate with mission critical needs and approved workforce plans,

1 reinforcing the importance of precision and discipline in how we approach  
2 hiring.

3 At the same time, hiring managers and HR specialists have to  
4 adjust to new roles and responsibilities, adopt updated expectations under the  
5 merit hiring framework, and consistently use new dashboards and tracking  
6 tools.

7 Ensuring consistent adoption across the Agency requires  
8 focused training and reinforcement.

9 The operational impact was clear, delays in hiring process,  
10 reduced transparency in hiring status, and increased workload pressure on  
11 staff, all of which underscored the need for a more standardized and  
12 data-driven approach.

13 Next slide, please.

14 In response, we implemented targeted improvements that are  
15 already strengthening hiring efficiency and transparency across the hiring  
16 process.

17 We streamline workflows by eliminating duplicative steps,  
18 automating portions of applicant screening, and standardizing the evaluation  
19 criteria to ensure consistency and alignment with merit system principles.

20 These actions directly supported administrative priorities to  
21 improve rigor, excuse me, improve hiring speed while maintaining fairness and  
22 rigor.

23 We are not only moving faster, we are moving smarter.

24 We are also establishing end-to-end hiring dashboards to  
25 provide leadership with real-time visibility and hiring actions.

26 These dashboards clearly show where each action is in

1 process, track time to hire, and highlight bottlenecks requiring attention.

2 The level of visibility enables faster decision making, reduces  
3 the need for manual status inquiries, and strengthens accountability across the  
4 process.

5 Next slide, please.

6 In parallel, we clarified roles and responsibilities between  
7 hiring managers and HR specialists, ensuring clear ownership at each stage.

8 This has reduced delays caused by handoff issues and  
9 improved coordination throughout the hiring life cycle.

10 The result is a more predictable and disciplined process.

11 And our Agency's average time to hire is now 53 days,  
12 demonstrating an effectiveness of our improved process.

13 Next slide, please.

14 An additional key enabler of these improvements will be our  
15 transition to the USA staffing platform.

16 This transition modernizes the Agency's hiring infrastructure  
17 and aligns NRC with government-wide practices.

18 The platform provides a more user-friendly interface,  
19 enhances collaboration between HR specialists and hiring managers, and  
20 supports integrated data analysis and reporting.

21 It also includes greater clarity of application status, timeliness,  
22 and feedback, including regular updates on hiring decisions as part of  
23 government-wide merit hiring plan goals.

24 Improving candidate communication, which is increasingly  
25 critical in a competitive hiring environment.

26 This is a foundational shift in how we are executing our hiring.

1                   In addition, we have adopted the two-page federal resume  
2 requirement, which simplifies application review and allows hiring managers to  
3 more quickly identify qualified candidates, reducing review time while  
4 maintaining a strong focus on relevant skills and experience.

5                   Next slide, please.

6                   Beyond process improvements, we are expanding access to  
7 talent by leveraging hiring flexibilities and strengthening our recruitment  
8 pipelines.

9                   We are leveraging direct hiring authority, Veteran hiring  
10 authorities, and other targeted tools to address critical workforce needs more  
11 efficiently and compete more effectively for talent.

12                  This year, we look to expand the direct hiring postings,  
13 including the resident inspector development program and 11 other technical  
14 roles.

15                  At the same time, we are building sustainable pipelines for the  
16 future.

17                  NRAN now operates annually to support early career hiring  
18 and establishment and establish a consistent development pathway.

19                  We are also exploring broader government initiatives such as  
20 the Tech Force Program and have already selected two candidates through this  
21 effort, bringing in high-demand IT series talent where critical skill gaps persist.

22                  Additionally, our summer intern program remains a key  
23 pipeline.

24                  Over the past two years, 75 interns have converted to co-ops,  
25 25 co-ops have been made permanent federal employees, enabling another  
26 way to bring talent into the Agency and transitioning individuals into long-term

1 roles.

2 We are using multi-year data on intern conversions and  
3 career outcomes to refine recruitment and retention strategies, helping to better  
4 identify high potential candidates, support development, and improve long-term  
5 retention.

6 These investments are critical to rebuilding institutional  
7 knowledge and preparing the next generation of NRC expertise.

8 In parallel, we are updating our management directives to  
9 align policy with these improvements.

10 These updates modernize candidate assessment by  
11 expanding beyond category ranking, enabling a wider range of assessment  
12 methods, and leveraging USA staffing and government-wide tools.

13 They also increase flexibilities by allowing internal candidates  
14 to compete under the direct hire authority, removing unnecessary application  
15 requirements, and giving hiring managers greater discretion in interviews.

16 Together, these changes reduce administrative burden,  
17 accelerate decisions, and reinforce a skill-based, merit-driven process.

18 Taken together, these efforts ensure we are not only filling  
19 current vacancies, but building future-ready workforce.

20 We are also strengthening candidate evaluation through a  
21 skills-based assessment under the merit hiring plan, ensuring selections are  
22 based on demonstrated competencies.

23 And while we are not allowed to use government-wide share  
24 certificates due to being an accepted service Agency, we are maximizing  
25 efficiency by sharing certificates internally across NRC organizations, reducing  
26 duplication and accelerating hiring decisions.

1 Next slide, please.

2 In addition to hiring improvements, the Agency continues to  
3 actively manage workforce changes associated with organizational  
4 restructuring, evolving mission priorities.

5 These changes require deliberate coordination to ensure  
6 resources remain aligned with mission critical work.

7 To support this, we are working to significantly enhance our  
8 workforce analytics and data capabilities.

9 We look to provide leadership with more accurate, timely, and  
10 actionable staffing data along with dashboards that support strategic decision  
11 making.

12 By integrating data with multiple systems and presenting it  
13 clearly, we enable leadership to identify workforce trends, assess risks, and  
14 make informed decisions.

15 This reflects our broader effort to improve data collection and  
16 visualization to drive transparency and performance.

17 Data is now central to how we manage the workforce.

18 As mission priorities evolve, the capability is especially  
19 important.

20 Workforce data will allow leadership to evaluate options,  
21 understand impacts, and make informed decisions aligned with Agency  
22 priorities.

23 We remain committed to strengthening our data capabilities,  
24 advancing efficiency and transparency, and continuing to modernize our hiring  
25 systems.

26 Thank you.

1                   And I will now turn it over to Scott, who will discuss leadership  
2 development.

3                   Next slide, please?.

4                   MR. KELBERG: Thank you, Kirk.

5                   Good morning to the Chairman, the Commissioners, fellow  
6 NRC staff, and members of the public.

7                   My name is Scott Kelberg, and I'm here today to speak with  
8 you about leadership development.

9                   Next slide, please.

10                  Leadership development can be described as the intentional  
11 process of improving a person's ability to lead others, make decisions, and  
12 guide organizations or teams effectively.

13                  It involves building skills like communication, emotional  
14 intelligence, strategic thinking, and adaptability, often through training,  
15 mentoring, real-world experience, and feedback.

16                  As staples of OCHCO's leadership development programs,  
17 NRC plans to prioritize senior executives actively leading other leaders and  
18 investing in NRC's most valuable resource, its people.

19                  Next slide, please.

20                  As Mike King referenced in his remarks, NRC's strategic  
21 leadership and operational excellence framework provides the path for  
22 alignment of NRC leadership on what excellence looks like and provides NRC  
23 staff with the ability to execute with confidence.

24                  As previously mentioned by the Chairman, high-performing  
25 organizations improve their performance and achieve results through a highly  
26 aligned leadership team that operates their core business consistently under a

1 disciplined management model.

2           The model was formed with insights from different  
3 perspectives, including those on leadership, accountability, and sustaining a  
4 high-performing organization from the Institute of Nuclear Power Operations.

5           Since the recent rollout of this framework, OCHCO's  
6 leadership development team has committed to aligning programs and  
7 outcomes to the framework.

8           The framework elements of developing talent and leaders and  
9 continuous learning and the objectives of strengthening and supporting the  
10 NRC workforce and sustaining a culture of accountability and continuous  
11 improvement are represented and supported by the OCHCO leadership  
12 development programs.

13           Next slide, please.

14           OCHCO leadership development programs support the spirit  
15 of the framework by cultivating aligned and consistent leadership behaviors as  
16 key components to sound programs and policy.

17           The programs that I will highlight today include the Predictive  
18 Index Assessment Tool, Executive Leadership Seminars, the Office of  
19 Personnel Management Leadership Development Programs, and the Leaders  
20 Academy concept.

21           In support of the being self-aware and self-correcting  
22 elements of the framework, OCHCO, in partnership with the Office of Small  
23 Business and Civil Rights, Office of the Chief Information Officer, and the Office  
24 of Administration, worked collaboratively to procure a software tool for access  
25 by all NRC employees to assess and better understand employee behaviors  
26 that reflect the unique ways NRC employees contribute to the team and

1 organization.

2 By understanding how these behaviors manifest day-to-day,  
3 NRC leaders can take steps to accommodate people's needs and to make  
4 organizational improvements, especially during this period of NRC  
5 reorganization.

6 Another key component of the leadership development  
7 programs is the executive leadership seminars.

8 On September 25th of 2025, OCHCO sponsored a keynote  
9 presentation and executive seminar facilitation focused on accountability that  
10 was attended by 356 NRC supervisors and executives.

11 The seminar sought to empower leadership teams by  
12 providing expert guidance to build, sustain, and enhance a high-performing  
13 culture that drives engagement, accountability, and long-term success.

14 By delivering this executive seminar, OCHCO supported the  
15 development of mission-critical accountability skills for the benefit of a more  
16 effective current supervisory cadre, resulting in a more accountable workforce  
17 and a more confident and competent executive leadership cadre.

18 OCHCO plans to explore future executive leadership seminar  
19 topics and weave them into the Leaders Academy curriculum, which I will speak  
20 to shortly.

21 OCHCO stands ready to implement future seminar topics at  
22 the direction of NRC senior leaders.

23 By announcing and staffing leadership development  
24 programs, such as the Office of Personnel Management's Performance  
25 Management for Supervisors Training, Senior Executive Development Program,  
26 and OPM's Leadership for an Efficient and Accountable Government Program,

1 OCHCO is supporting the framework elements of continuous learning and  
2 developed talent and leaders by building a strong foundation for advancement  
3 to senior executive service roles and by inspiring action, sharpening leadership  
4 capabilities, fostering strategic thinking, and strengthening accountability.

5 By completing OPM's Performance Management for  
6 Supervisors training, NRC supervisors are more prepared to set clear  
7 expectations, deliver quality feedback, document fairly, reward excellence, and  
8 take timely action when needed, all while building an engaged, high-performing  
9 team through transparency, accountability, and collaboration.

10 In fiscal year 2026, 97 percent of NRC supervisors completed  
11 the performance management training.

12 In fiscal year '26, 57 high-performing GG-14s, GG-15s, and  
13 SES will participate in the SEDP program.

14 This OPM program is a virtual learning opportunity to develop  
15 leaders across the government.

16 OCHCO anticipates NRC SES leaders will be facilitating  
17 in-person SEDP group learning events so aspiring executives in grades 14-15  
18 can learn from and alongside current NRC SES.

19 This developmental opportunity is mandatory for NRC 70+  
20 SES and was announced as a competitive opportunity for GG-14s and GG-15s.

21 There were 77 applicants interested in the SEDP.

22 Although it sounds similar, the OPM Senior Executive  
23 Development Program differs from NRC's Senior Executive Service Candidate  
24 Development Program.

25 Next slide, please.

26 Future planning to meet the spirit of the framework is

1 underway to have an NRC Leaders Academy.

2                   The Leaders Academy is being designed and developed  
3 around three major elements, one, continuous learning, two, developing  
4 leaders, and three, SES facilitation, and will promote the Lead, Learn, and  
5 Engage tag line.

6                   The Academy concept supports the NRC's fiscal year 2026  
7 through 2030 strategic plan goals and seeks to influence leadership behaviors  
8 to support organizational stability and continuity, and enhance leadership  
9 credibility and culture, which is critical during periods of policy change,  
10 workforce shifts, and modernization.

11                   The Academy will promote learning and engagement  
12 activities among NRC executives and employees to share unique perspectives,  
13 experiences, and leadership insights with staff of all levels so many can benefit.

14                   The Academy concept reflects the continuous learning and  
15 continuous improvement elements of the framework by promoting SES-led  
16 learning group opportunities, such as a Nuke Talk, which is similar to a TED  
17 Talk format.

18                   And the Exchange, which matches up SES with groups of  
19 GG-7s through GG-15s, and which will afford learning and trust building  
20 opportunities direct from SES, as well as with the executives leading and  
21 facilitating group learning events for an immediate blended learning experience.

22                   The Academy aims to develop leaders at all organizational  
23 levels, for aspiring leaders and current supervisors to SES candidates to  
24 strengthen understanding of topics such as strategic leadership and  
25 risk-informed decision making, and to align leadership and teams with the  
26 framework and with NRC's mission of public safety, security, and regulatory

1 excellence, and to promote continuous learning.

2                   Having NRC SES act as facilitators through various platforms  
3 can make a significant impact on the next generation of NRC leaders and  
4 demonstrates leadership commitment and ownership of developing future NRC  
5 leaders.

6                   Other leadership programs under development include a  
7 future senior executive service candidate development program and a  
8 leadership potential program.

9                   Next slide, please.

10                   As you know, since 2020, the NRAN program has been  
11 NRC's developmental initiative aimed at attracting, training, and retaining  
12 entry-level employees in STEM disciplines.

13                   The NRAN program aligns well with the developing talent  
14 element of the framework.

15                   The Agency launched its inaugural NRAN cohort on June  
16 22nd, 2020.

17                   Subsequent cohorts began on July 5th, 2022, and July 1st,  
18 2024.

19                   Introduced in 2020, NRAN follows its predecessor program,  
20 the Nuclear Safety Professional Development Program.

21                   NRAN is currently managed within OCHCO and will be  
22 reassigned to the Office of Nuclear Regulatory Research by June 15th.

23                   The assignment -- the reassignment of the NRAN program  
24 from OCHCO to RES will provide the program benefit of direct integration within  
25 a technical office.

26                   Also being reassigned to RES from OCHCO will be the

1 technical training center staff and the knowledge management team staff.

2 Next slide, please.

3 NRC selects the NRAN cohort of apprentices through a  
4 competitive application process typically posted in the fall.

5 The NRAN program starts with a three-month training period  
6 covering technical, organizational, and regulatory basics.

7 Participants then complete three five-month apprenticeships  
8 for hands-on experience and exposure to the Agency's mission direct work,  
9 developing diverse regulatory skills, competencies, and position experience  
10 under staff guidance.

11 The program also offers mentoring, leadership development,  
12 cultural immersion, and experiential learning.

13 By the end of the 18-month program, the apprentices are  
14 placed in areas throughout the Agency that fill staffing gaps and satisfy the  
15 career goals of the individual.

16 The first NRAN cohort in 2020 had 23 graduates, the second  
17 cohort in 2022 had 25 graduates, and the third cohort in 2024 had 23  
18 graduates.

19 The NRC will welcome 30 new apprentices for the 2026  
20 cohort in July of this year.

21 The increase to 30 apprentices will support NRC mission  
22 succession planning and staffing gaps.

23 The recruitment for the 2027 NRAN cohort will include a  
24 USAJobs posting in October 2026.

25 Through the NRAN program, OCHCO has expanded upon  
26 NRC's investment by developing the next generation of regulators and leaders

1 and has satisfied the requirements of the ADVANCE Act by programming for  
2 annual cohorts beginning in fiscal year 2026.

3 Thank you.

4 I would now like to turn the presentation over to Fanta.

5 MS. SACKO: Thank you, Scott.

6 Good morning, Chairman, Commissioners, NRC colleagues,  
7 and members of the public.

8 Today's briefing provides an overview of SBCR's structure  
9 and the statutory responsibilities that guide our mission grounded in  
10 independence and accountability.

11 SBCR supports the NRC's mission by advancing equal  
12 employment opportunities for employees and applicants, ensuring fair  
13 processing of discrimination complaints, maximizing small business  
14 participation, and enabling equal access to NRC-conducted and financially  
15 assisted programs and activities.

16 SBCR enforces federal statutes and laws that prohibit  
17 discrimination and harassment in the workplace as well as in NRC-conducted  
18 programs and activities, ensuring accountability, fairness, and public trust.

19 You're organized in two main program areas, the Civil Rights  
20 Program, CR, and the Small Business Program, SB.

21 CR consists of two sub-programs which provide oversight for  
22 internal and external civil rights.

23 This includes administering the Equal Employment  
24 Opportunity EEO complaint process, coordinating Agency-wide affirmative  
25 employment compliance, and ensuring equal opportunity EL.

26 SB operates under the Small Business Act to conduct

1 compliance and engagement activities that expand economic opportunities for  
2 small businesses and domestic suppliers.

3 Their responsibilities and profile have grown to include  
4 outreach to Congress as well as collaboration with federal agencies and  
5 Chambers of Commerce.

6 Next slide, please.

7 SBCR plays an important role in Agency transparency  
8 through high visibility reporting to Congress and Equal Employment Opportunity  
9 Commission, EEOC.

10 CR consistently submits key reports, including the No Fear  
11 Act Report, the MD 715, and the Age Discrimination Act Report, all providing  
12 insight into Agency culture, compliance, and oversight.

13 We continue to advance barrier analysis, reinforce  
14 accountability through timely EEO policy statements, and support the Agency's  
15 success in meeting Section 508 disability employment objectives, including  
16 achieving the EEOC's mandatory benchmark of ensuring 12 percent of the  
17 Agency's workforce consists of individuals with disabilities.

18 Through these actions, SBCR continues to reinforce  
19 transparency, accountability, and compliance while ensuring federal  
20 stakeholders maintain confidence in our civil rights and equal opportunity  
21 commitments.

22 Next slide, please.

23 SBCR proactively advances equal opportunity by leading the  
24 EEOC's on-site technical assistance review with support from partner offices to  
25 determine the Agency's compliance with civil rights statutes and requirements,  
26 preparing responses to congressional investigation inquiry regarding the civil

1 rights program integrity, and implementing new requirements under the  
2 Creating Helpful Incentives to Produce Semiconductors Act, also known as the  
3 CHIPS and Science Act of 2022, while strengthening external civil rights  
4 compliance activities.

5           Beyond compliance, SBCR plays a central role in policy  
6 development.

7           This includes leading revisions to NRC's regulations on  
8 non-discrimination in federally assisted programs and activities, specifically 10  
9 CFR Parts 4 and 5, to align with the new executive orders and federal  
10 guidance.

11           We also contribute to several broader federal initiatives, such  
12 as OMB Statistical Policy Directive Number 15 Action Plan, which establishes  
13 standards for collecting and presenting race and ethnicity data.

14           Multiple GAO inquiries related to sexual harassment  
15 prevention in research institutions, government-wide initiatives including the  
16 HBCU plan, Office of Science and Technology Policy Anti-Harassment  
17 Guidelines, and Department of Justice non-discrimination directives.

18           SBCR is enhancing accessibility efforts by establishing a  
19 limited English proficiency translation contract and delivering translation  
20 services ensuring mission critical accessibility needs are met in accordance  
21 with EO 14224 dated March 1st, 2025.

22           Together, these efforts ensure the NRC remains aligned with  
23 administration priorities and maintains strong compliance and credibility across  
24 the federal civil rights landscape.

25           Next slide, please.

26           In the area of EEO complaint processing, our team manages

1 the full life cycle of EEO contacts, pre-complaints, also known as informal  
2 cases, and formal complaints.

3 We provide detailed analysis of issues, basis, and  
4 participation in alternative dispute resolution, ADR.

5 Our team also tracks ADR techniques, outcomes, resolution  
6 rates, and closure trends to identify operational improvements and workforce  
7 needs.

8 The following charts are more than numbers, they represent  
9 hours of communication and cooperation with staff, management, and our  
10 partner officers.

11 Next slide, please.

12 Here we show statistics across the full life cycle of our cases.

13 What stands out is the increase in contacts, which reflects  
14 confidential conversations with employees seeking guidance or entering the  
15 EEO process.

16 As you can see, 2025 contacts were doubled that of 2024.

17 Our FY '26 contacts may be lower than last year based on  
18 previous year's data, but keep in mind that we only have six months of data.

19 Next slide, please.

20 The first half of 2026 has shown to have far more complex  
21 cases than last year, meaning that cases are filed with multiple issues and  
22 bases.

23 Of the 16 cases filed in FY '25, the basis most frequently  
24 alleged was reprisal and the most frequently alleged issue was harassment.

25 So far in FY '26, we are seeing similar trends, reprisal  
26 remains at the top as those harassment.

1 Next slide, please.

2 ADR remains a key tool in supporting open communication at  
3 NRC. ADR is more than just mediation, it includes facilitated discussions and  
4 counseling, all aimed at achieving efficient and constructive resolutions.

5 Here, you can see the difference in case closures with and  
6 without ADR, as well as the types of ADR we engaged in during FY25.

7 In FY26, it's a little early to draw any conclusions as there are  
8 several cases in the ADR pipeline that will change the lower right graph.

9 Our FY '25 and FY '26 numbers are in line with FY '24, where  
10 ADL occurred in 68 percent of all closures.

11 Next slide, please.

12 On the upper left side of this slide are the numbers for  
13 informal complaint closures, 18 percent of the cases were withdrawn, and 82  
14 percent of the cases resulted in notices of right to file a formal complaint.

15 The more important figure here is the 18 percent withdrawal  
16 rate. While people withdraw for various reasons, a good number of them was  
17 due to our team successfully resolving the complainant issue without the need  
18 of a settlement.

19 The lower left shows the various closure types for formal  
20 complaints.

21 The graphs on the right show where we are with case  
22 closures in FY '26.

23 Next slide, please.

24 To improve efficiency, SBCR is maximizing the use of  
25 IntelliTrack ETK system through pre-populated case-specific templates that  
26 reduce administrative burden and improve accuracy.

1                   Our team is leading the federal workforce with these  
2 templates, and in partnership with the vendor, we will be featured as an  
3 example.

4                   We continue to modernize through single sign-on integration  
5 and automated data transfer solutions in partnership with our IT counterparts.

6                   These improvements allow staff to focus on the Agency's  
7 most valuable asset, our people.

8                   Next slide, please.

9                   As we move forward, I would like to highlight some of the  
10 exciting work the NRC's SB program is doing to help push the boundaries of  
11 space exploration and innovation while strengthening the nuclear supply chain.

12                   Through SB, we've built mission-aligned partnerships that  
13 expand manufacturing opportunities for domestic small businesses.

14                   In collaboration with ASME, the Small Business  
15 Administration, and the Defense Logistics Agency, these initiatives help prepare  
16 new suppliers for certification, and provide access to critical materials,  
17 strengthening the nuclear supply chain, and enabling the safe, secure  
18 deployment of nuclear energy.

19                   The NRC is also leveraging the SB program to collaborate  
20 with NASA to tap into the advanced manufacturing capabilities and rigorous  
21 quality assurance practices of aerospace suppliers to expand opportunities and  
22 strengthen the nuclear supply chain.

23                   Our efforts have elevated the NRC's national visibility and led  
24 to our participation as the featured speaker at NASA's supply chains events last  
25 year alongside NASA's senior leadership, an Atlantic Space Shuttle astronaut,  
26 and members of Congress.

1                   Our involvement with NASA has evolved into a Moonshot  
2 opportunity, supporting the fission surface power project and helping address  
3 supply chain challenges for NASA deploying a nuclear reactor on the moon by  
4 2030.

5                   This partnership brings us full circle to the Agency's origins  
6 under our first chairman, William Anders, the former NASA Apollo 8 astronaut.

7                   Next slide, please.

8                   In conclusion, SBCR remains committed to high-quality  
9 customer service by offering expert guidance on the EEO process and  
10 promoting timely resolution of complaints.

11                  SBCR is enhancing compliance and program infrastructure by  
12 strengthening internal processes with greater emphasis on resolving issues  
13 earlier in the process, revitalizing EEO training for managers, supervisors, and  
14 team leaders by introducing new efficiencies to ensure effectiveness and  
15 consistency, improving metrics, strengthening tracking tools, and updating  
16 external processing manuals to promote transparency, reliability, and alignment  
17 with regulatory requirements.

18                  We are expanding engagement across internal partners to  
19 reinforce accountability and ensure consistent implementation of civil rights  
20 responsibilities at all levels.

21                  We are increasing external engagement to support the  
22 adoption of new administration directives, sharing best practices, and  
23 strengthen relationships with federal oversight bodies.

24                  Finally, SBCR is positioning itself to drive strategic impact  
25 aligned with Agency priorities.

26                  We look forward to seeing you at our December Commission

1 briefing.

2 Thank you.

3 And now, I will turn it back over to Mike.

4 MR. KING: Thanks, Fanta.

5 And in closing, I'll just say, you know, while the technical staff  
6 across the Agency have been very busy over the past several months looking  
7 for ways to streamline our rules and regulations and our guidance, obviously,  
8 our corporate mission support staff have been just as busy in critical areas as  
9 you see here, such as human capital and EEO, which is positioning us well.

10 I echo Jennifer's thoughts of optimism on where we stand  
11 today based on all their hard work.

12 Although we have recently seen significant levels of attrition  
13 as we've illustrated here, given that we've now got direction and we're  
14 proceeding along the path to implement our reorganization, I think we've lifted  
15 the veil of uncertainty, and is -- which is a major source of anxiety for staff  
16 across the Agency.

17 So, that combined with the tools that we've been given for  
18 retention and recruiting incentives, I think we're positioned well to be able to  
19 come out of the reorganization on a good positive trajectory for the Agency  
20 going forward.

21 So, with that, happy to answer any questions you have.

22 CHAIRMAN NIEH: Okay, thank you, Mike, and thank you to  
23 all our presenters for a very informative presentation.

24 So, we'll move to Commissioner questions.

25 And we have Commissioner Crowell, who is participating  
26 remotely, and he's first in the queue for questions.

1 Commissioner Crowell, are you ready?

2 COMMISSIONER CROWELL: Can you hear and see me all  
3 right?

4 CHAIRMAN NIEH: Yes, we can, Great.

5 COMMISSIONER CROWELL: Okay, thank you.

6 And thanks to everyone for the presentations today.

7 Just a moment of levity, Mike, congrats on your 35 years.

8 Many of us say that you were born to work at the NRC, now I'm convinced you  
9 were born at the NRC. So, congrats, that is a -- quite an accomplishment.

10 Stepping back and looking at the topic today, big picture, I  
11 recognize the improvement and I appreciate everyone's work there.

12 I know that many of you have, you know, inherited some of  
13 these challenges that you're now trying to help overcome.

14 So, you know, the pointed questions you may get from me or  
15 my colleagues today, just know that it's all in an effort to help us arrive at the  
16 right place.

17 You know, I do have some concern, you know, even in my  
18 short time on the Commission, three and a half years, we've been talking about  
19 a lot of this stuff, but it hadn't seemed to really change.

20 I do think some legislation and the EEO helped kick us into  
21 overdrive, but I wish that we had, you know, managed our own destiny a little bit  
22 better earlier on.

23 That being said, I'm hoping either Mike or Jennifer can give  
24 me a sense of looking ahead under the reorg scenario.

25 What elements of the discussion today will move to research  
26 so I have a better sense of where things will be living going forward in terms of

1 the presentation today?

2 MS. GOLDER: Commissioner Crowell, thank you for the  
3 question, and I can address that.

4 So, the entirety of the Technical Training Center in  
5 Chattanooga will be moving to the Office of Research.

6 Also, the branch that supports the NRAN program is moving  
7 to research, as well as the two staff members who support the Agency  
8 knowledge management program.

9 So, all of that is being moved to research.

10 We've been working very closely with the Office of Research  
11 to make sure they understand the programs.

12 And we're making some -- we've posted some positions,  
13 notably at the TTC and for the NRAN program.

14 And we are working hand in hand with research to fill those  
15 because we want those programs to flourish in research.

16 And so, we're working very closely to make sure there's a  
17 seamless transition.

18 COMMISSIONER CROWELL: Great and thank you.

19 I think that --

20 MS. GOLDER: And in fact, I'll just add that next week I'm  
21 traveling to the Technical Training Center with John Tappert and Bo Pham will  
22 be there together to introduce them to the technical training staff.

23 COMMISSIONER CROWELL: The leadership development  
24 efforts, will those stay with OCHCO or will those move to research?

25 MS. GOLDER: Yes, the leadership development efforts will  
26 stay with Office of the Chief Human Capital Officer as well as the management

1 of the Professional Development Center, which is located here at headquarters  
2 and the external training program will stay with the office of -- with my  
3 organization.

4 COMMISSIONER CROWELL: Okay, thank you and probably  
5 have more questions on that at some point.

6 You know, a couple a couple things, and I don't know if this is  
7 applicable for this context with OCHCO and admin folks we have here today or  
8 research going forward.

9 But, you know, looking at the presentation -- the materials  
10 today, you know, it's hard to understand in terms of trainings what is mandatory  
11 versus voluntary, what's a training versus a qualification versus a course, what  
12 are NRC programs versus government-wide programs, etcetera.

13 Something that I'll probably be wanting to dig into a little bit  
14 more as the reorg unfolds and we get a better sense of our data.

15 I know my colleagues are going to talk about strategic  
16 workforce planning today as well.

17 And I'm not going to get into that, but that is the, you know,  
18 we've been trying to do strategic workforce planning for a while now.

19 And I'll just say, without looking for a response here, is that  
20 strategic workforce planning has to be more than a data collection and  
21 dissemination effort.

22 It really has to be a strategic effort that points to what we  
23 need, what we don't need, why and how to address those gaps and I hope we  
24 can get there.

25 The 53 days current time to hire is -- that's amazing, that's a  
26 huge improvement. I'd like to know more about what's behind that.

1 But does it include both internal and external hires?

2 MR. FOGGIE: Thank you for the question, Commissioner.

3 The 53 days 53 days' time to hire is only for external hires.

4 That is incorporating with the hiring actions from start to finish  
5 from step one through step 11, all the way up to acceptance of the position.

6 I believe you only asked whether it was internal or external, is  
7 there anything additional to your question?

8 COMMISSIONER CROWELL: That's helpful and I appreciate  
9 that answer.

10 When we -- I would have assumed that for current openings  
11 or postings that we have that we would just post everything and make it open to  
12 anyone who qualifies.

13 Are all of our hiring efforts right now being posted externally  
14 as well as internally?

15 And why not, if there's a reason why we wouldn't post  
16 everything and cast the widest net possible?

17 MR. FOGGIE: Sure, excuse me, thank you for that question  
18 as well, Commissioner.

19 So, what we have done over the last couple of weeks is our  
20 postings are generic postings, and they are both, they're going external, but  
21 internal candidates can apply to those as well.

22 And once we're done with that closing, we do have certs that  
23 show who are internal, who are external.

24 So, they're open to all candidates as long as they're qualified  
25 and they meet the minimal qualifications.

26 MR. KING: And I'll just add, recently, we also posted a sort of

1 a generic supervisory posting, one more for more technical and one for  
2 non-technical.

3 And of course, those are more targeted towards internal staff.

4 And those postings just closed and we had very positive  
5 numbers of staff indicating there's a, you know, not surprisingly a thirst for staff  
6 to be, you know, step into these supervisory roles, which is great.

7 COMMISSIONER CROWELL: Thanks for that, Mike.

8 You know, moving ahead, looking at quals and trainings and  
9 things like that, I hope there will be an assessment as well about what is  
10 duplicative with other offerings in the federal family.

11 There was a mention during the presentation that the OPM  
12 SES Development Program is different from the NRC Senior Executive Service  
13 Candidate Development Program.

14 I don't know what the difference between those two things are  
15 and why both need to exist, but it just strikes me as something that I hope we're  
16 not recreating a wheel where we don't need to.

17 And I'm happy to have anyone address that.

18 MR. KELBERG: Thank you for that question, sir.

19 One of the differences between the OPM program and the  
20 SES Senior Development Candidate Development Program is that the OPM  
21 program is a virtual program, and the SES CDP will have more interaction,  
22 there's more of a cohort feel to it.

23 So, just to give you a sense for some of the initial differences  
24 between the two, one is an OPM program and one would be sponsored and led  
25 and developed by NRC themselves.

26 MS. GOLDBER: I'll add on to that, I'll add on.

1 The OPM program is, as Scott mentioned, virtual.

2 It's also geared for current SES as well as people who are  
3 moving into SES or who aspire to be SES, but it does not provide the  
4 foundation for a person to become qualification review board qualified or  
5 certified by OPM.

6 The NRC SES development program is based on the OPM  
7 standards because they have a very specific framework that we must get  
8 certification for.

9 And that is typically a nine to 12-month program.

10 And at the end of the program, the candidates who complete  
11 the program receive the QRB qualification or certification, so then, they can be  
12 non-competitively considered for SES positions anywhere.

13 But the shorter OPM program that's virtual is a requirement  
14 for all SES, and it's -- they're just -- they're very different so, they're not  
15 duplicative.

16 Thank you.

17 COMMISSIONER CROWELL: Thanks, Jen, I appreciate that.

18 And I understand. I've just got -- I know there are many here,  
19 I'm going to ask my last question, and whoever wants to field it can.

20 But how does the NRAN program, the co-op program, I'm  
21 forgetting the name of our legal program, how does -- how did those efforts get  
22 integrated or factored into strategic workforce planning because obviously that's  
23 kind of our -- where we're building our farm team, so to speak.

24 I just -- if anyone could speak quickly to the nexus between  
25 those programs and our strategic workforce planning write large?

26 MS. GOLDBER: Thank you for the question.

1                   So, our strategic workforce planning effort in this Agency, or  
2 process, helps us identify what we have, what our workload and workforce we  
3 have now, and what it -- what our workload and workforce needs will be in the  
4 future, and also what the gaps are between now and in the future, and take into  
5 consideration retirement eligibility, attrition rates, and skill needs now and in the  
6 future.

7                   And so, the NRAN, as well as the honor law grad program,  
8 they're for early career so that we can spend time training them and bringing  
9 them up to speed and hopefully embedding them into the culture of the Agency  
10 so that they can meet our long-term strategic workforce planning needs.

11                   So, I would say those programs are ways that we address  
12 gaps or potential workload gaps and needs in the future.

13                   COMMISSIONER CROWELL: Thank you and I may I look to  
14 discuss that more with you.

15                   I appreciate the time, Mr. Chairman, and I'll turn it back to  
16 you.

17                   CHAIRMAN NIEH: Thank you Commissioner Crowell.

18                   Commissioner Marzano?

19                   COMMISSIONER MARZANO: Thank you Mr. Chairman --  
20 excuse me.

21                   Good morning everyone and thank you for the presentations  
22 today.

23                   I'll echo and express my sincere appreciation for, you know,  
24 specifically the CHCO office, there was a lot of shifting direction in the  
25 beginning of last year, there was a lot of implementations, add on top of that a  
26 reorg.

1                   And I think what we're doing on the strategic workforce  
2 planning side with the development of NEXUS, I mean, it is all wonderful work.

3                   So, I thank you for your leadership there.

4                   Thank you to the CHCO team for everything that you've  
5 contributed to get us to this point.

6                   So, I just want to make sure that that's very, very clear.

7                   I believe each of us in the Commission unanimously agree  
8 that the Agency's ability to successfully achieve the mission is predicated on the  
9 drive, dedication, and commitment of the individuals who make up the Nuclear  
10 Regulatory Commission.

11                  When faced with one of the most dynamic periods in the  
12 Agency's history, the workforce has consistently demonstrated resilience,  
13 adaptability, and mission focus.

14                  Every day, I witness these outstanding contributions of our  
15 staff across all areas.

16                  Then, as highlighted in the human capital and EEO materials,  
17 the data reveals the challenges that we currently face, a reality that cannot be  
18 ignored.

19                  At a time when the volume of work has never been higher, we  
20 are also experiencing a significant decline in staff numbers, the lowest total  
21 workforce in well over a decade.

22                  This trend is untenable if we are going to achieve timely  
23 licensing and effective oversight, and I think we must correct this in short order.

24                  I think we're well on that path.

25                  I also want to ensure that our people are equipped for  
26 success, which includes fostering a healthy work-life balance to help retain and

1 develop our talented staff.

2 That said, I am encouraged that there is broad consensus  
3 from Agency senior leadership in the Commission to our partners in Congress  
4 and the stakeholder community that acknowledge these realities in order to  
5 ensure that the NRC, as a whole, remains innovative, proactive, and  
6 well-prepared to respond to this new era of nuclear development.

7 So, real quick, I just want to touch on part of this  
8 reorganization effort.

9 I think what we're also undergoing as part of the ADVANCE  
10 Act is a cultural shift, too.

11 I understand, Mike, that there was plans to hold a culture  
12 leader retreat to have, you know, some alignment and understanding of, now  
13 that we have this reorganization in place, you know, where we're going to go  
14 next.

15 So, I was just wondering if there's any plans to restart that  
16 effort and talk a little bit about that?

17 MR. KING: Yes, thanks for asking the question,  
18 Commissioner.

19 Yes, in fact, I have a meeting later this afternoon with the  
20 culture team to kind of talk about our planning for a culture retreat coming up.

21 And as part of the overall effort on rolling out a strategic  
22 leadership and organizational excellence framework, you know, we plan to  
23 leverage the culture leaders and the associated culture reps in each office to  
24 provide valuable boots on the ground feedback on how we're doing.

25 You know, are we moving the needle in the desired culture  
26 direction?

1                   And so, but the first step in that is to make sure that we've  
2 aligned on what are the desired ideal culture we want to achieve, what is the  
3 desired behaviors we want to achieve.

4                   And so, before we have that first, you know, meeting, we  
5 wanted to make sure we align on that.

6                   A couple of weeks ago, we had a bit of a false start where we  
7 had a meeting scheduled, but we regrouped and we're realigning to plan for the  
8 next meeting.

9                   But it is a very important part of this.

10                  COMMISSIONER MARZANO: Yes, I think it definitely is,  
11 especially again, kind of considering the cultural shift and transition was a piece  
12 of the ADVANCE Act, a big piece.

13                  And the NRC already really has a very well-established,  
14 strong culture organized around our principles and values.

15                  So, yes, I think it's a worthwhile effort to kind of move forward  
16 here.

17                  Okay, so, I'd like to move a little bit more to some questions  
18 about attrition, if it's possible to pull up the slide?

19                  Just looking at this chart just real quick to orient myself, these  
20 are total FY numbers for 2024 and 2025?

21                  MS. GOLDER: You said calendar year?

22                  COMMISSIONER MARZANO: Calendar year?

23                  MS. GOLDER: Calendar year from January 1st to December  
24 31st.

25                  And they also, and in hindsight, I would have had a footnote  
26 on here, so I apologize, that represents permanent and temporary losses.

1 COMMISSIONER MARZANO: Okay.

2 Well, one, I appreciate data is everything.

3 And to Commissioner Crowell's point, you know, what we do  
4 with that data and how we act on it, I think is the important part moving forward.

5 And so, I'd like to kind of again scrutinize a little bit the why  
6 behind some of these numbers.

7 I'll note that we're already at 182 in calendar, and it's, you  
8 know, the first quarter pretty much of calendar year 2026, so, I mean, that is a  
9 significant number.

10 I appreciate that, you know, a lot of actions have happened to  
11 give a little bit more uncertainty to where, you know, we can stem this tide.

12 That said, do you project this trend to continue over the rest of  
13 the calendar year?

14 What are you kind of seeing in terms of, you know,  
15 projections for full calendar year '26 attrition?

16 MS. GOLDER: So first of all, I want to mention that the  
17 people that opted into the deferred resignation program in 2025, there were  
18 about 112, 113, the majority of them departed in calendar year 2026, so in the  
19 very beginning of January.

20 So, that --

21 COMMISSIONER MARZANO: So, that number is a little low?

22 MS. GOLDER: That -- the reason we have so many in 2026  
23 is because they all rolled off in calendar year 2026.

24 COMMISSIONER MARZANO: Okay.

25 MS. GOLDER: They would have shown in '25.

26 So, I think we'll have -- we will have -- I'm expecting a higher

1 attrition rate in 2026 for fiscal -- for the calendar year.

2                   It could be similar to 2025, but I do believe it's going to slope  
3 down after, especially I'm not expecting that there'll be another deferred  
4 resignation program, that I'm aware of.

5                   Mike, did you want to add anything?

6                   MR. KING: Yes, I would expect, you know, after the DRP  
7 wave is behind us, now that we've, as I mentioned, we're on the slope of  
8 providing certainty, really focused on retention and recruitment, I think we're on  
9 a good path.

10                  I wouldn't expect the retention numbers to go up, certainly.

11                  COMMISSIONER MARZANO: Yes, I think there's also the  
12 component that there's a hiring freeze, and so our ability to kind of net or  
13 address attrition directly through hiring was somewhat challenged.

14                  But, you know, now that we're getting into that push, you  
15 know, do you find a point at which the imbalance between people separating  
16 and our ability to hire would warrant additional concern and what kind of actions  
17 would be put in place at that point?

18                  MR. KING: Well, a point that Commissioner Crowell made I  
19 think is a really good one and this is key to our strategic leadership  
20 organizational excellence model is, we have to be self-aware, self-correcting.

21                  And so, key to a lot of the improvements we're making is to  
22 make sure we have a more real-time pulse on how we're doing.

23                  So, as we make these postings, if we aren't getting high  
24 quality candidates responding and ability to respond to our postings, then we're  
25 going to adjust.

26                  And given that the ADVANCE Act, Congress has given us

1 some additional tools to be able to take more positive action to increase the  
2 incentives to bring folks in.

3 We also are applying additional incentives to retain the folks  
4 that are still on board that have the talent we need to be able to do the  
5 mentoring and training of the new staff coming in.

6 I think we've got the tools we need and -- but it is important for  
7 us to maintain a very close pulse on what's going on especially with this new  
8 round of hiring we're doing.

9 COMMISSIONER MARZANO: Yes, I think I agree with that.

10 You know, as far as the -- what is driving the staff departures,  
11 what insights or information have you gathered about that?

12 MS. GOLDBER: Thanks for the question.

13 I looked at the recent exit survey information, and the  
14 information shows that telework flexibilities, stress, pay are top issues or top  
15 reasons why people are choosing are choosing to leave.

16 That's been consistent through 2025 and is still remaining.

17 COMMISSIONER MARZANO: Okay.

18 Yes, and I think, you know, it is -- I would suggest or  
19 recommend that we kind of look at a little bit more within our own ability, you  
20 know, our own existing retention strategies, our own authorities to kind of try  
21 and get at those drivers for departures.

22 That said, you know, we may be at kind of the limit of some of  
23 our authority here and requiring us to maybe engage more fulsomely with OPM  
24 or maybe seek additional legislative authorities as well.

25 Just in general for the panel, do you have a couple examples  
26 of where we may be at the limits and where we need to kind of be advocating

1 for the workforce outside of the building?

2 MR. KING: I'll just highlight, you know, we have had to use  
3 increased amounts of retention incentives and given that we have, you know,  
4 some higher graded staff, we are finding ourselves bumping up against  
5 statutory pay limits, aggregate pay limits.

6 And so, that causes pay compression and limits our ability to  
7 have some of the retention effects that we would intend out of those tools.

8 So, there's an area there that potentially could provide some  
9 relief.

10 COMMISSIONER MARZANO: Okay.

11 I think, Jennifer, we've also kind of talked about some of the  
12 other kind of series limitations and things like that.

13 I don't have much time left, and I'll just give a shout out to the  
14 ADVANCE Act, shout out for the NRAN program.

15 It's pretty awesome that that made it in there and I'm a big  
16 proponent of NRAN, would like to see a kind of continued success.

17 One thing I'll leave the panel with right here is, you know, we -  
18 - I think the NSPDP was very successful about delivering some of the leaders  
19 that are now in place at the NRC.

20 You know, as a continually -- a continuous learning culture  
21 that we're trying to establish here, whatever things that worked in the past, one  
22 of the particular things for me is hands-on experience, and I'm a strong  
23 advocate that that really helps develop our talent pool.

24 So, just continue to look for opportunities to kind of really  
25 improve or look to the past and what has worked and maybe how that can  
26 improve the NRAN program moving forward.

1 So, thank you very much, Mr. Chairman.

2 CHAIRMAN NIEH: Thank you, Commissioner Marzano.

3 Commissioner Weaver.

4 COMMISSIONER WEAVER: Thank you, Chairman.

5 Good morning, everyone, thanks for the -- today's briefing.

6 The NRC's important work in licensing oversight and  
7 safeguarding nuclear safety fundamentally relies on having the right people in  
8 the right positions at the right time.

9 An efficient, merit-based hiring process is critical to our  
10 mission. We must be able to bring on highly qualified talent quickly to keep  
11 pace with expanding work on advanced reactors and other emerging  
12 technologies.

13 I'm pleased to see that we're engaged in ongoing efforts to  
14 invest in our employees, from preparing future leaders with strong  
15 decision-making and strategic skills to continue -- continued encouragement of  
16 senior staff to share their knowledge with newer employees by embedding  
17 expectations for knowledge management and mentoring into senior staff  
18 performance plans.

19 With that, I'll turn to a few questions.

20 Just following up on Commissioner Marzano's question  
21 around separations, if we look into calendar year 2027, and I think this is for  
22 you, Jennifer, that's why I'm looking your way, but who -- if you're not the right  
23 one, let me know, what's a normal attrition, right?

24 Because some of these unique things will be gone, we'll have  
25 stability, I hope.

26 What, you know, for an Agency that's in the mid-2000s

1 employees, what should we expect to see, given what you know about how  
2 many retirement eligibles we'll have?

3 MS. GOLDER: Well, the best way to consider attrition is to  
4 look at the last several years.

5 So, if I look back at the last 20 years, for this Agency, our  
6 attrition has ranged between 5 percent to 11 or 12 percent.

7 Generally, or on average, our attrition is around 7 percent.  
8 That's the most frequent rate -- percentage we've had.

9 So, I would expect that, as we move into 2027 beyond, our  
10 attrition will go back to around 7, I would think it would be around 7 or 8  
11 percent.

12 There's only been four years in the last -- four or five years in  
13 the last 20 years where our attrition was 10 percent or more.

14 So, between -- I'd say between 5 and 9 percent, but 7 percent  
15 is the -- probably where we would want to be.

16 COMMISSIONER WEAVER: Thank you.

17 So, Kirk, looking at how we're going to replace those people,  
18 could you -- so, you said 53 days for the external, and I tried to blow up your  
19 slides, it was a little hard to see -- hard to pull, and maybe that was the intent, I  
20 don't know.

21 But what I think is important, I look at my experience of hiring  
22 on, you know, in the private sector and think about the comparisons here.

23 How do we do -- from the time we start the interview process  
24 until we make an offer, right?

25 Because when you interview someone and send them away  
26 and they don't hear from you, right, they're, you know, they're thinking not

1 interested, you know, okay.

2 But when you come back with an offer promptly, I think it  
3 makes a big difference, particularly when we're dealing with a competitive hiring  
4 environment.

5 So, could you just kind of give me some feel for what that  
6 looks like for us?

7 MR. FOGGIE: Sure, sure, thank you for the question,  
8 Commissioner.

9 So, what -- in our hiring steps for time to hire, we actually  
10 have the times broken down for each step.

11 And one of those steps is from the interview process to a  
12 selection to when an offer is made.

13 And in between that time is, once the selection is made to an  
14 offer being made, is between one to three days.

15 And so, if you're in -- as you're saying, you want to make sure  
16 that you are engaging with the applicant.

17 So, if you're engaged within between one and three days,  
18 that's well within the time frame, whether it's public or private, to be in touch  
19 with that individual.

20 It's when it lags on and gets into the weeks, if not months,  
21 because other things are going on.

22 So, because we've built out those time to hire steps, we know  
23 that that next step for the initial offer is supposed to be within one to three days.

24 So, we are staying in compliance with that.

25 COMMISSIONER WEAVER: Great.

26 Do we say anything to the folks who ultimately are not

1 selected or do they just know they're not selected because they never hear  
2 from us again?

3 MR. FOGGIE: So, that's a part of it as well.

4 And so, I mentioned in my presentation that we've moved to a  
5 new platform called USA Staffing, so, that's built into it as well.

6 So, once the candidate is selected, the system pushes out an  
7 auto-generated announcement to those non-selectees --

8 (SIMULTANEOUS SPEAKING)

9 COMMISSIONER WEAVER: Okay, okay, so, there's  
10 something here at least? Okay.

11 MR. FOGGIE: That is correct.

12 COMMISSIONER WEAVER: Thank you.

13 So, I should say, for transparency's sake, Scott and I were  
14 coaches for the Bethesda Chevy Chase football team together and undefeated  
15 season.

16 But I wanted to just say, I'm sorry, Scott, that you're not going  
17 to keep the NRAN because Scott was a -- we had 35 young men in our charge,  
18 and Scott was a tremendous mentor to them.

19 And hopefully whoever gets it in research will have that same  
20 spirit.

21 The NRAN, obviously it's an important process, and I'm -- a  
22 couple of questions.

23 What -- how are we selecting these folks? I mean, what is the  
24 process? Who's doing it? Okay.

25 MS. GOLDER: I'll speak to that.

26 So, we post the vacancy competitively, and we have what we

1 call a tiger team that includes supervisors from the different technical  
2 organizations.

3 And Kirk, correct me if I get anything wrong, but we have a  
4 tiger team that conducts the interviews, and they make the recommendations  
5 for the selections.

6 So, they work together on panels to interview the candidates,  
7 and so, the technical offices are directly involved.

8 COMMISSIONER WEAVER: Okay.

9 And then, how are we doing on looking at retention of the  
10 NRAN folks, like those -- some of the earlier cadres, or maybe even looking  
11 back to NSPDP?

12 I don't know how long the program is, but what's the data  
13 showing with respect to retention once they complete the program?

14 MS. GOLDER: I'll have to get back -- we'll have to follow up  
15 with --

16 COMMISSIONER WEAVER: Okay.

17 MS. GOLDER: --that information.

18 But Scott, if you have something to add, you can share,  
19 please.

20 MR. KELBERG: Sure, nothing specific, Commissioner, thank  
21 you for your question.

22 But we do have that information and how NRAN's been  
23 around since 2020.

24 So, obviously, there's less individuals that are still here.

25 And we -- I think the important part of attrition will -- is that  
26 mentoring in the program so that they want to stay for as long as possible. And

1 we really give them an enrichment program.

2 But we do have that data. We did do an analysis of the  
3 predecessor program and NRAN in terms of how many people are still here.

4 So, we'll be able to provide that to you.

5 COMMISSIONER WEAVER: Yes, I guess it wasn't so much  
6 the numbers as what did it tell you? I mean, what works, what maybe doesn't  
7 work for those folks?

8 Any comments?

9 MR. KELBERG: Sure.

10 I think what really works is the experiential learning that we  
11 referred to, that the Commissioner mentioned, giving them that hands-on  
12 learning.

13 They are required to go out to a region or a site, at least one  
14 of their three rotations or their apprentices.

15 And I think that experience really provides them with, what do  
16 -- you know, gives them the insight in terms of what do I really want to do with  
17 my future?

18 And I think given that enrichment program, giving them that  
19 hands-on experience, whether it's at a site, in a region, or here in headquarters  
20 really provides them with a broad perspective of what they can expect and what  
21 do they want to do.

22 Obviously, we want to fill needed gaps in staffing, so it's really  
23 Agency first when it comes to NRAN.

24 But then, we also want to appreciate what are their goals,  
25 what do they want to do, and at the end of their 18-month program, they really  
26 have that sense, more -- obviously, more than when they started.

1 COMMISSIONER WEAVER: Thank you, Fanta.

2 So, I think I've had a misunderstanding about what the small  
3 business role is maybe for forever, I don't know.

4 What I thought it was, was helping small businesses get  
5 contracts from the NRC.

6 What I -- in listening to your presentation, and particularly  
7 where you talk about space, it looks like it's more than that.

8 Could you, yes, could you tell me a little bit more?

9 MS. SACKO: I'll try and maybe I'll call Tony if I need to.

10 So, yes, we do help small business get contract.

11 We also advise them -- advise small businesses in how to  
12 deal with federal money.

13 Recently, because of the supply chain issue, we started a  
14 new initiative called the Manufacturing Initiative, where we work with small  
15 businesses and understanding that not many have the capability of supplying  
16 nuclear parts.

17 So, we've been working with NASA and their suppliers, it  
18 seems like the gap between aerospace and nuclear is smaller.

19 So, we work with ASME and then, some other organizations  
20 to help close the gap for those small businesses so they can see, okay, I don't -  
21 - I'm not that far from an ISO to an NQA1.

22 COMMISSIONER WEAVER: Okay, thank you.

23 MR. KING: Yes, and this is a great example of how the staff  
24 are really embracing this concept of enabling, you know, in all aspects of how  
25 we do business.

26 I mean, this is a very entrepreneurial effort, but it's squarely in

1 line with the mission of small business.

2 I think it's a great initiative helping with the nuclear supply  
3 chain.

4 COMMISSIONER WEAVER: Yes, yes.

5 MS. SACKO: And we were very instrumental in helping one  
6 of the suppliers for, I think it's, I would say to restart, right?

7 There you go, yes.

8 COMMISSIONER WEAVER: Great, well, thank you for that.

9 I think my time has expired, thank you, Chairman.

10 CHAIRMAN NIEH: Thank you very much, Commissioner  
11 Weaver.

12 It's my turn.

13 Hey, I want to say thank you all to the NRC staff and  
14 leadership, you have achieved incredible results over the last year.

15 It is just amazing how much we've accomplished as an  
16 Agency under extraordinary circumstances.

17 As I mentioned at the outset, we are at a defining moment in  
18 the NRC's history.

19 My appreciation also extends to the regional staff.

20 They have consistently ensured that there are high levels of  
21 safety and security out in the operating fleet, as well as other materials users,  
22 as well as responding timely and promptly to any safety significant events.

23 And I also want to extend my appreciation to the members of  
24 the Commission.

25 You know, this Commission, we are part of the workforce, as  
26 are your teams as well.

1                   And I think we've accomplished an extraordinary amount of  
2 progress toward delivering to America what it needs from the Nuclear  
3 Regulatory Commission and enabling the safe use of nuclear technologies.

4                   So, I want to go to Jennifer first, and as, Fanta, you  
5 mentioned, our workforce is the most important asset we have.

6                   I certainly agree with that, our success in this moment really  
7 depends on our people every day, day in day out, they deliver on a mission  
8 that's essential to public trust and nuclear safety.

9                   So, kudos to your efforts in OCHCO for introducing disciplined  
10 performance management system, I think that is certainly well needed.

11                  I agree with Commissioner Crowell, 53 days is amazing. I  
12 remember how long it used to take when I was an NRC staff member, so, great  
13 job there.

14                  I think the Commissioner questions have focused a lot on the  
15 recruitment and retention, which is really important.

16                  I want to focus more -- a little bit on the people we have.

17                  So, Jennifer, can you tell me about how we intend to develop  
18 our staff, whether we're going to use individual development plans for individual  
19 contributors or executive development plans for our leaders?

20                  MS. GOLDBER: Thanks for that question, Chairman.

21                  So, first of all, all senior executives are required to use  
22 executive development plans and to update them on an annual basis.

23                  And that requirement comes from OPM and is part of our  
24 annual or biannual certification that we receive from OPM.

25                  And so, executives must have executive development plans.

26                  We also have templates and formats for staff to use individual

1 development plans, which is something that we highly encourage.

2 And in the NEXUS application, there are talent profiles that  
3 are being -- we're launching that shortly prior to the reorg being implemented on  
4 June 15th, where all employees will be encouraged to enter information  
5 regarding their specialties, their qualifications, their career history.

6 It will have an opportunity for them to share what their goals  
7 are and what their career goals are.

8 CHAIRMAN NIEH: Okay, thank you.

9 MS. GOLDBER: Okay.

10 CHAIRMAN NIEH: And what I would say -- go ahead, Mike.

11 MR. KING: No, I was just going to say, there are mandatory  
12 elements associated with being a senior executive, but we want to go beyond  
13 that, we want to make it really practically.

14 If we're going to expend effort to develop a plan, we want it to  
15 be meaningful, deliver results, and really focus on the development needs of  
16 not just executive, but staff as well.

17 And so, hopefully, by the end of the fiscal year, we want to  
18 take some of the efforts we're doing on the strategic leadership, organizational  
19 effectiveness model and really going into the next fiscal year, develop EDP,  
20 executive development plans, that are really impactful, that not -- don't just  
21 check the box of OPM requirement, but also really deliver meaningful results.

22 CHAIRMAN NIEH: It's uncanny, I was going to use the word  
23 meaningful, and in my experience at the NRC in the past, I don't think we've  
24 done an outstanding job in leveraging the power of an individual development  
25 plan or an executive development plan.

26 So yes, please make it meaningful.

1                   Leaders have to embrace the concept and the staff have to  
2 see the benefit in how they develop themselves.

3                   Hey, tell me about succession planning. That's another area I  
4 think that's been a gap for the Agency in my experiences.

5                   And I've seen it done elsewhere in other experiences I've had  
6 outside the Agency where, in combination with development plans, a robust  
7 and impactful succession planning process can really position the Agency well.

8                   So, tell us what you're what you're planning there so?

9                   MR. KING: This is also an area where we're evolving rapidly  
10 and we're trying to not reinvent the wheel.

11                   We're benchmarking other entities.

12                   We've had a number of, you know folks that we've reached  
13 out to compare, how do you do succession planning and NPO, as we've  
14 mentioned before.

15                   And so, this is an area where we're ramping up our efforts in,  
16 too.

17                   And the plan is, by the end of the fiscal year, we haven't done  
18 a detailed succession planning in the past 18 months or so because of our, you  
19 know, draw down efforts and our focus on reorganization and reformation  
20 efforts.

21                   But by the end of the fiscal year, our plan is to ramp up those  
22 efforts and to be able to learn those best -- implement some of those best  
23 practices that we're getting from other externals to improve our process there.

24                   CHAIRMAN NIEH: That's great, and I really appreciate that,  
25 Mike.

26                   And again, I said this at the RegInfo conference, I give you

1 and your leadership team a lot of credit for the alignment that you've created in  
2 the organization and the results that you've delivered, especially with the, you  
3 know, the departures that we've had in the Agency.

4                   It's very clear to me that we have a very strong workforce  
5 today, we're going to have one tomorrow through the efforts that you all have,  
6 and then, we're going to grow the future even better.

7                   So, I want to shift to the strategic leadership and operational  
8 excellence model, I love what you're doing there.

9                   Scott, I was listening to your presentation with great interest,  
10 particularly the part related to having leaders being engaged and developing  
11 others.

12                   In my experience, that's probably one of the most important  
13 things a leader can do is to develop another leader.

14                   I think some of the challenges we faced as an Agency, quite  
15 frankly, in our regulatory programs, are questions of leadership, and I think your  
16 efforts will help address that.

17                   And it's very clear to me that there's a new NRC, right, one  
18 that enables, one that operates with more discipline and efficiency, as well as a  
19 strong safety focus.

20                   You know, I have a very intense interest in this management  
21 model that you're developing because I think it is key for the sustainability of the  
22 Agency in conjunction with a strong culture of continuous improvement.

23                   So, Mike, I'll give it to you first here. What does success look  
24 like with this model?

25                   MR. KING: Well, success looks like when, long after we're  
26 gone, the -- all of the energy and efforts we've got into transforming and shifting

1 our culture, all that continues on two or three generations past us. That's what  
2 success looks like to me.

3 Because we've got tremendous momentum and we've made  
4 so much progress in all activities we're doing across the Agency, really focusing  
5 on what matters for safety.

6 Looking for ways to be smarter about how we do business,  
7 having that mind set continue on in a sustainable way is the end goal of  
8 implementing this.

9 And that we adapt, we're able to adjust as an Agency to  
10 changing conditions without somebody having to come in and tell us to do that,  
11 because we're self-aware and we're self-correcting.

12 If the dynamics change, we need to be the first ones that  
13 identify that and we need to be doing our own corrective actions to adjust the  
14 course so that we're ready for the future, no matter what it brings us.

15 CHAIRMAN NIEH: Thank you for that.

16 And hey, my final question is reflecting back, you know,  
17 before I returned back to the Agency.

18 I had an opportunity to be a site vice president, you know, an  
19 operating nuclear reactor, part of a fleet, and, you know, the team was very  
20 aligned with how the company did business.

21 So, I'm thinking about that in the context of our regional  
22 offices and the technical training center.

23 Tell me your thinking about how this management model, this  
24 strategic leadership and operational excellence model is going to be driven into  
25 the regional operations and how we maintain that alignment across the  
26 Agency?

1 MR. KING: Well, I think it starts from the top down.

2 We set a clear vision, established really clear expectations.

3 The strategic plan that's right now before the Commission for  
4 approval identifies three strategic goals for the Agency.

5 Everything trickles down from there, including the mission  
6 above it.

7 And so, the organizational excellence and strategic leadership  
8 model takes those concepts, embeds it throughout the organization with  
9 mechanisms in place to ensure there's regular check-ins with senior leaders  
10 across the Agency to ensure all of our expectations are in alignment, and that  
11 we're monitoring, not only the outcomes for the Agency, but also the behaviors  
12 that resulted in those outcomes.

13 We had a real strength for the Agency for years.

14 We monitor the outcomes, but the behavioral aspects and  
15 making that a part of our DNA of really monitoring our behaviors and what led to  
16 those outcomes is an area of opportunity for us as an Agency.

17 CHAIRMAN NIEH: Okay, thank you for your efforts here,  
18 Mike.

19 Okay, I'll yield back my time.

20 Commissioner Wright

21 COMMISSIONER WRIGHT: Thank you, Chair.

22 And each of the panelists, thank you so much for your  
23 preparation and your presentations today. They're very informative, lots of  
24 information.

25 I want to thank my fellow Commissioners for their questions,  
26 very insightful questions, lots of things that we need to try to figure out going

1 forward.

2 And we have a lot of people in the room today from OCHCO  
3 and from SBCR.

4 And my question really to them is, who's answering the  
5 phones back in the office? I mean, you're all here.

6 Seriously, though, I mean, it, to me, it's the fact that you are  
7 here supporting your leadership is impressive, it means a lot.

8 It means that you care about what you do. You care about  
9 each other, and you support each other. And I hope that we see this in every  
10 business line that's out there, you know, because it is impressive.

11 Gone through a very difficult year, as you know, and so, I  
12 wanted to add my recognition and support for what you did for me last year and  
13 for my fellow Commissioners Crowell and Marzano, as we kind of maneuvered  
14 a lot of stuff during government shutdowns and everything else that we had to  
15 face, not just as an Agency, but, you know, even some of us personally had to  
16 roll off and come back until we had Coach Weaver show back up here and  
17 Chairman Nieh become a part of the team again and take over the leadership.

18 And we're moving forward even further. I mean, I've heard  
19 meet the moment today. I've heard we are in new NRC this morning. I've  
20 heard North Star.

21 It sounds like you're copying my Rick speeches from the last  
22 four years.

23 The only thing I didn't hear, and I'm going to say it, is you're  
24 proving that you got this. All right?

25 So, that does cover four years, does it not?

26 You know, I really do appreciate each of you for what you do.

1 It's that type of camaraderie that we have within this Agency that makes it so  
2 special. And it's an honor for me to be a part of this.

3 I would have never thought in my life that I would get to this  
4 level of service, but here I am. And I'm very grateful to each one of you for how  
5 you support us.

6 I'm going to ask just a couple of questions. All right?

7 NEXUS, we had heard back earlier in the year that it was  
8 going to roll out maybe after the RIC. How close are we for it rolling out?

9 MS. GOLDER: We're very close.

10 So, there were some delays and there was -- the scope  
11 broadened definitely over the last year and we're going to be rolling out -- rolling  
12 it out incrementally in stages over the next several months.

13 We're first focusing on talent profiles, and then, we'll be --  
14 we're finishing up final development on the HR staffing side, and we'll finish  
15 testing and training.

16 And then, our vision is to roll that out later this summer.

17 And then, we'll also be working on the dashboards.

18 So, it's coming and it's going to be fast and we'll be doing  
19 more communication and training over the next several months.

20 COMMISSIONER WRIGHT: Okay.

21 I want to go to the 53 days to hire, because there's something  
22 I didn't hear that previously was something that we heard a lot about.

23 And does this include background?

24 MR. FOGGIE: Background check?

25 COMMISSIONER WRIGHT: Yes.

26 MR. FOGGIE: In the -- right -- in the 53-day time to hire

1 piece, no.

2 So, the 53 days stops after the initial offer.

3 Once you get into the security piece and waiting for the  
4 applicant to provide data back, OPM has stated that that is not something that  
5 they want to track officially for the federal government, but we still track that  
6 internally.

7 COMMISSIONER WRIGHT: And so, what is that number?

8 MR. FOGGIE: Where are we for --

9 COMMISSIONER WRIGHT: Yes, I mean, because what I'd  
10 heard before in previous meetings, if you're just trying to compare apples to  
11 apples, was 130 days.

12 MR. FOGGIE: We were at 130, that is correct.

13 COMMISSIONER WRIGHT: Yes, what are we at right now?

14 MR. FOGGIE: Prior to the hiring freeze.

15 So, from end to end, getting somebody on board, we actually  
16 have it down to 100 days, and I know it was a little small.

17 If you were able to blow it up, we actually show the 53 days  
18 for the OPM time.

19 Above that, we're actually showing what it is from initial to on  
20 boarding the individual.

21 And we are at an average of 100 days.

22 COMMISSIONER WRIGHT: Okay.

23 MR. FOGGIE: Specific to the background check, that's taking  
24 us around 10 days with the Office of Administration right now.

25 COMMISSIONER WRIGHT: Right, okay, so it's an  
26 improvement.

1 MR. FOGGIE: Absolutely.

2 COMMISSIONER WRIGHT: All right, okay, well, that's good,  
3 I just hadn't heard that, I wanted to just check on that.

4 MS. GOLDER: Well, I also want to add that there was  
5 recognition at the OPM level and all the OCHCOs, because we talk on a weekly  
6 basis, that we cannot -- beyond making that offer and the person accepts, we  
7 cannot control --

8 COMMISSIONER WRIGHT: Right.

9 MS. GOLDER: -- the -- whether background or when the  
10 person decides they want to start.

11 A lot of that is -- that is completely outside of any HR  
12 organization's control.

13 But the merit hiring plan has really made a difference in  
14 helping us with the streamlined two-page resumes and the fact that we don't  
15 need panels to do the interviews.

16 COMMISSIONER WRIGHT: All right, thank you.

17 Fanta, I want to come back to you for the last question that  
18 I'm going to have today.

19 So, you spoke, and I want to say it was on page 40, the  
20 IntelliTrack program, ETK, and you said that we were a model.

21 MS. SACKO: Yes.

22 COMMISSIONER WRIGHT: Can you give me a little bit more  
23 meat on that bone?

24 MS. SACKO: Okay.

25 So, IntelliTrack is the complaint tracking system that many  
26 federal -- most federal agencies use. We've made significant improvements to

1 that system.

2 People used to go in and put in information manually, that will  
3 go from staff, complainants, and contractors.

4 But now we've created about 45 pre-populated templates that  
5 take information that's already stored in the system.

6 We've also moved -- so that reduces administrative burden,  
7 improves accuracy and consistency in how we collect information from staff.

8 We've also moved -- we've also made it available to  
9 contractors and instead of spending so much time on paperwork, now they  
10 have more time to spend on the counselees that they are working with.

11 So, because of all those improvements that we've made,  
12 we've -- I mean, people have heard of us and we've been invited to a  
13 government-wide forum to talk about our progress and the efficiencies that  
14 we've gained in making those changes.

15 We'll be invited in June.

16 COMMISSIONER WRIGHT: Good, I hope we're going to  
17 highlight that and some of the social media and stuff that we have, you know,  
18 it's a big thing.

19 Okay, congratulations on that.

20 MS. SACKO: Thank you.

21 COMMISSIONER WRIGHT: Yes.

22 Chair, that's all I got.

23 CHAIRMAN NIEH: Thank you, Commissioner Wright.

24 Well, that concludes a round of Commissioner questions.

25 Again, thank you all for the incredible work that you are doing  
26 for the Agency, and thank you to the staff for their accomplishments, amazing

1 stuff over the last year.

2 The things that you're doing now for our workforce, including  
3 the results that we have achieved for mission outcomes, again, are doing great  
4 things for the country.

5 Next year is going to be about execution and sustainability, so  
6 the things you're doing now are going to really set us up for the future.

7 Before we close out, let me ask any of my fellow  
8 Commissioners have any closing comments?

9 COMMISSIONER WRIGHT: Happy Cinco de Mayo.

10 CHAIRMAN NIEH: Happy Cinco de Mayo from Christopher  
11 Wright.

12 Commissioner Crowell, anything from you?

13 (NO AUDIBLE RESPONSE)

14 CHAIRMAN NIEH: No?

15 Okay, end of meeting.

16 (Whereupon, the above-entitled matter went off the record

17 11:45 a.m.)

18