

September 22, 2009

MEMORANDUM TO: Chairman Jaczko  
Commissioner Klein  
Commissioner Svinicki

FROM: R. W. Borchardt */RA/*  
Executive Director for Operations

SUBJECT: RESPONSE TO STAFF REQUIREMENTS MEMORANDUM  
SECY-06-0144 - PROPOSED REORGANIZATION OF THE  
OFFICE OF NUCLEAR REACTOR REGULATION AND REGION II

This memorandum provides an approach to more efficiently and effectively fulfill Commission direction in Staff Requirements Memorandum (SRM) SECY-06-0144.

In 2006, the Commission approved:

- the reorganization of the Office of Nuclear Materials Safety and Safeguards (NMSS);
- the creation of the Office of Federal and State Material and Environmental Management Programs, including a merger of a portion of NMSS with the Office of State and Tribal Programs;
- the creation of the Office of New Reactors;
- the creation of a Deputy Regional Administrator for Construction in Region II; and
- the reorganization of the Office of Nuclear Reactor Regulation.

The SRM for SECY-06-0144, requires in part that each of the above organizations perform periodic self-assessments, including effectiveness reviews to ensure that they have achieved the level of accountability and effectiveness envisioned by the Commission. The results of the first of those assessments were provided to the Commission in 2008 and indicated that the reorganizations had achieved the envisioned results.

The Deputy Executive Directors conduct operating plan reviews and Senior Performance Official reviews each quarter. Senior Performance Official peer assessments are also completed annually. All of this information is used to inform performance appraisals, and future performance plans for managers and staff. This program ensures a consistent performance assessment across organizations (e.g., Performance Improvement Council; harmonization of Operating Plans in both program and corporate support measures; and self-assessments and lessons-learned reviews by the offices).

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In addition to those performance reviews and self-assessments, there are numerous other communication pathways to provide feedback and actions to ensure the organizations are effective. For example, Office Directors hold periodic meetings with each of you. We hold program briefings and program reviews, which provide broad overviews of office accomplishments, priorities, and potential policy issues. We have numerous topical Commissioner briefs and Technical Assistants' briefings. Finally, many stakeholder groups visit to provide feedback on how the staff is performing relative to their specific areas of interest.

Based on this systematic and comprehensive approach to assessing organizational performance, these organizations have and will continue to: (1) provide for effective organizational focus on the Nation's evolving energy and fuel cycle strategy, 2) provide focus on the safety, security, and emergency preparedness of currently operating facilities, 3) provide for the anticipated new reactor licensing and construction inspection work, (4) successfully elevate the visibility of State and Tribal programs, and strengthen the influence of the Agreement States in decision-making associated with the regulation of radioactive material. This approach is more effective than conducting periodic effectiveness reviews and supports ongoing assessment of whether NRC's organizational structure is achieving the agency's mission. Consequently, the staff plans to sunset the annual effectiveness reviews.

The Deputy Executive Directors and I will continually assess the performance of all organizations that report to us to ensure that NRC meets our strategic goals and performance measures. We will continue to keep the Commission informed of program activities as part of our routine interactions.

SECY, please track.

cc: SECY  
OGC  
OCA  
OPA  
CFO