

Briefing on Human Capital and Equal Employment Opportunity

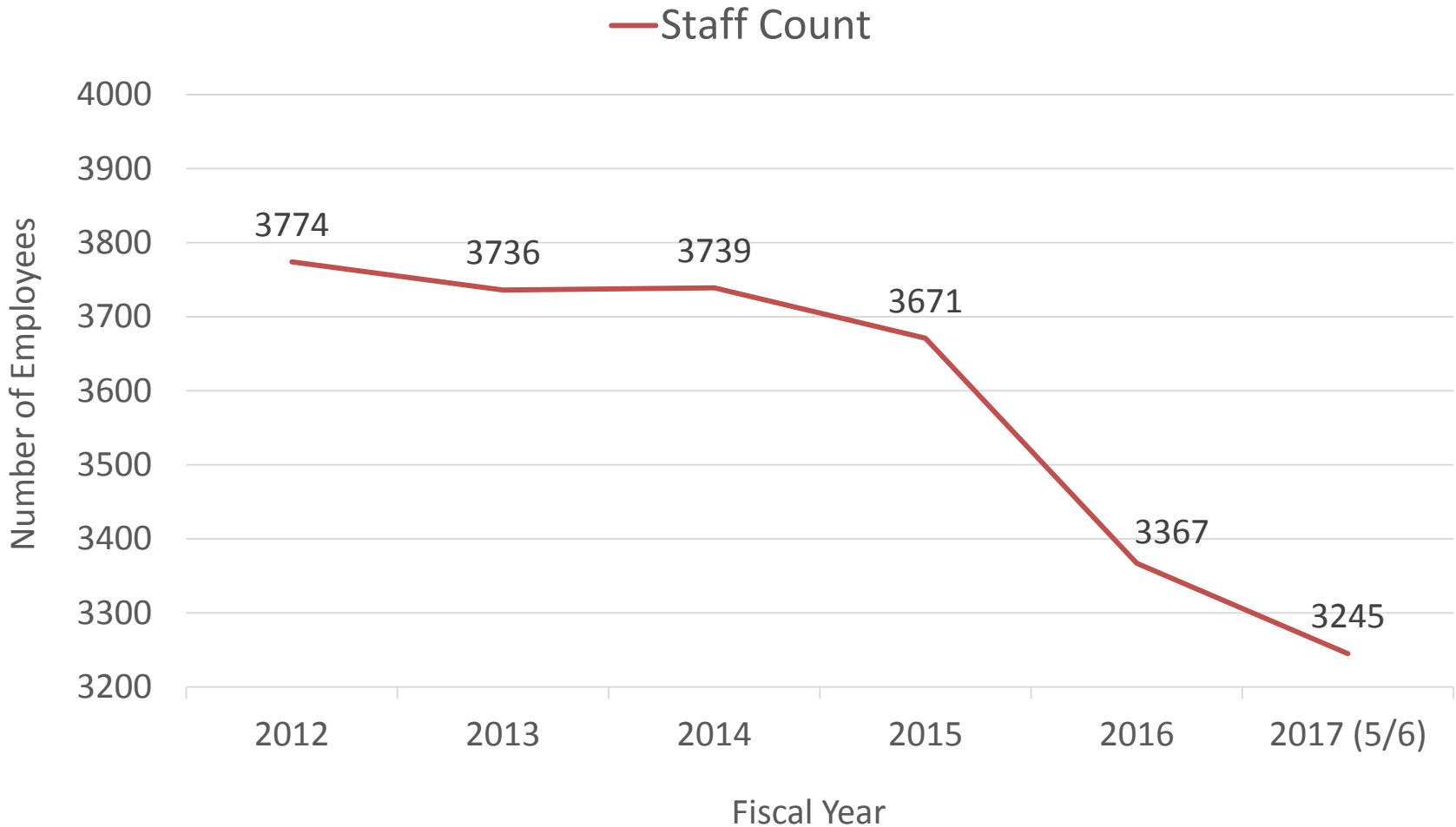
- Commission Meeting
- June 22, 2017



Agenda

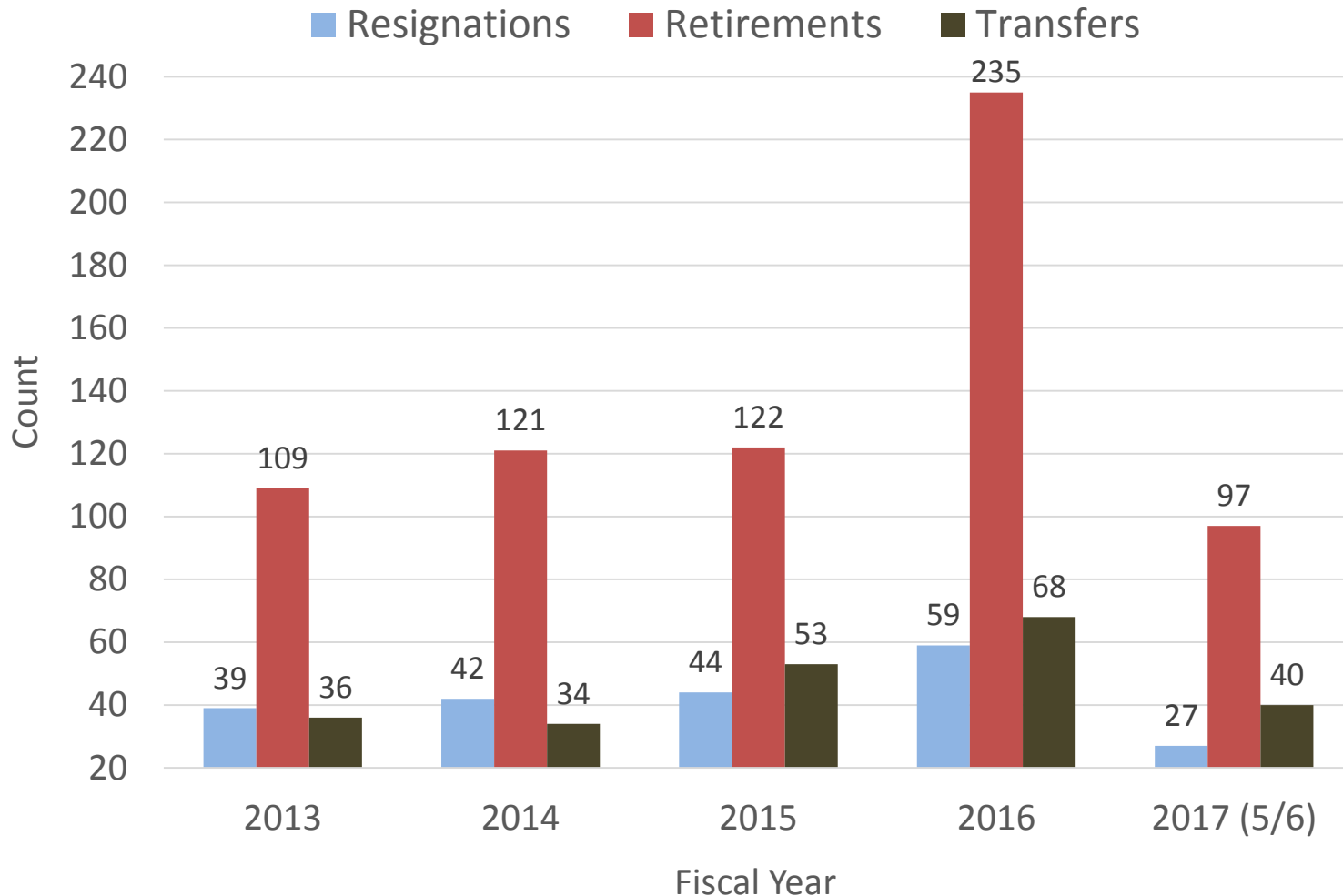
- Key Messages – *Victor McCree, EDO*
- Overview of Human Capital
– *Miriam Cohen, CHCO*
- Strategic Workforce Planning Working Group
– *Christian Araguas, OEDO*
- Strategic Workforce Planning Process
– *Dafna Silberfeld, OCHCO*
- Project (Security) Clearance Review
– *Jason Shay, OCHCO*
- Civil Rights and Diversity and Inclusion Update – *Pamela Baker, SBCR*

Staffing Levels by Fiscal Year



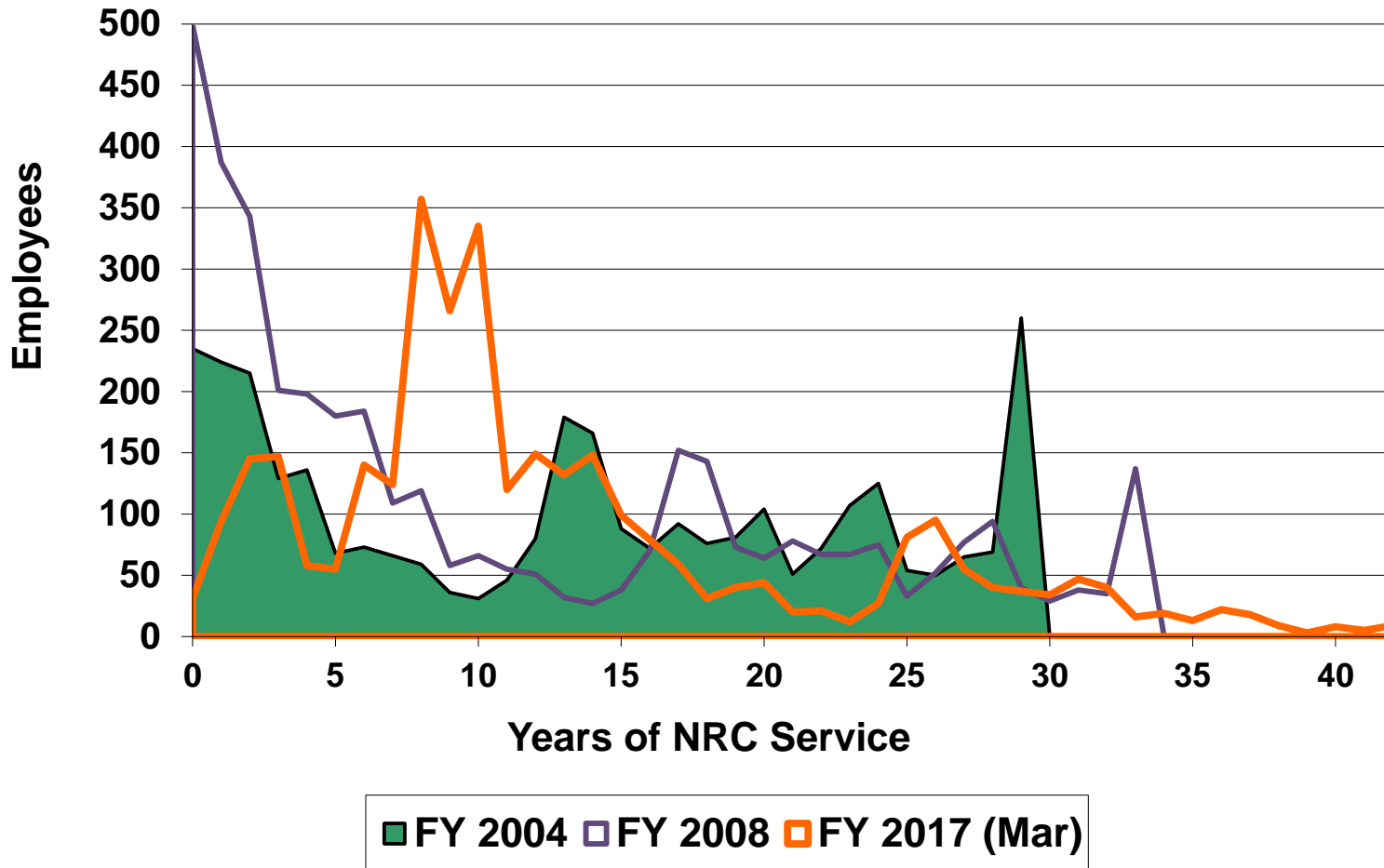
Note: All fiscal year 2017 numbers are as of May 6, 2017.

Five Year Attrition

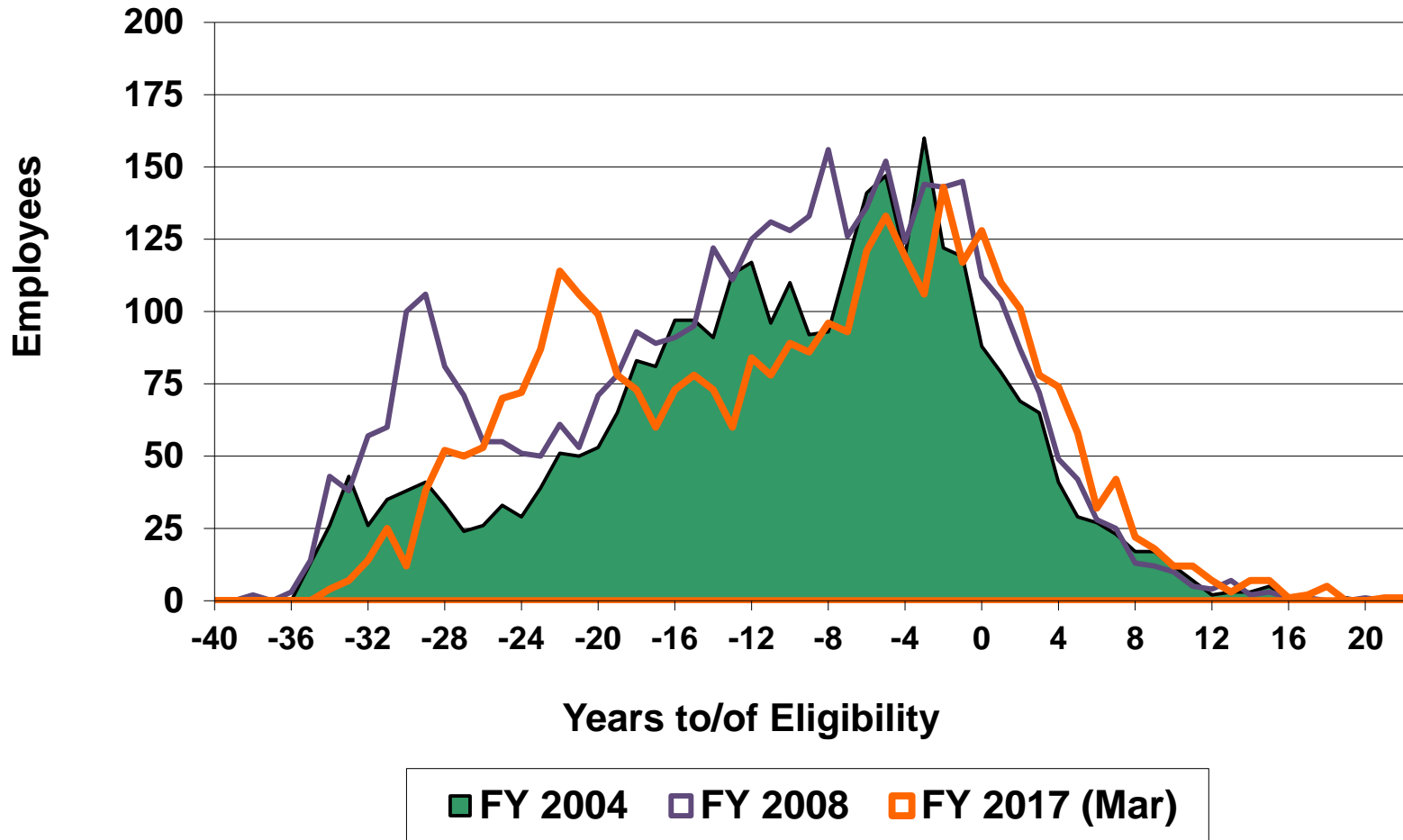


Note: All fiscal year 2017 numbers are as of May 6, 2017.

NRC Service Distribution of Permanent Employees



Retirement Eligibility Distribution of Permanent Employees



Sustaining Engagement Remains a Priority

- Foster a greater climate of trust
- Continue strong rotational program
- Provide opportunities for staff growth
- Continue advancements in learning and development programs
- Continue strong emphasis on diversity and inclusion

NRC is Enhancing its Approach to Strategic Workforce Planning (SWP)

- Executive Director for Operations tasking and formation of working group
- Goals and objectives of the working group

Established and Implemented a Comprehensive Plan to Develop Recommendations

- Identified best practices
- Conducted benchmarking
- Conducted outreach activities
- Collaborated with the National Treasury Employees Union (NTEU)

Incorporated Best Practices into Enhanced Process

- Implement OPM workforce planning model
- Share responsibility between mission organizations and OCHCO
- Leverage existing agency processes
- Pilot new processes

Incorporated Best Practices into Enhanced Process (continued)

- GAO's Key Principles
 - Involve stakeholders
 - Determine the critical skills and competencies
 - Develop strategies to address gaps
 - Build the capability needed
 - Monitor and evaluate

Enhanced SWP Process Steps

1.0 Set Strategic Direction

- Initiate Annual Strategic Workforce Planning Process
- Conduct environment scan
- Conduct workload forecast

2.0 Identify Core Positions and Conduct Workforce Demand Analysis

- Identify core positions
- Perform demand analysis to identify workforce needed

3.0 Conduct Workforce Supply Analysis

- Assess inventory (supply) of current workforce
- Identify inventory (supply) of future workforce

Enhanced SWP Process Steps (continued)

4.0 Perform a Gap Analysis and Risk Assessment to Prioritize Results

- Perform gap analysis
- Perform risk assessment on gaps and surpluses

5.0 Develop and Execute Agency Strategies

- Formulate strategies
- Incorporate into budget formulation/execution
- Execute strategies

6.0 Monitor, Evaluate, and Revise Strategies

- Set performance indicators
- Assess performance
- Adjust plans based on performance feedback
- Communicate progress

SWP Process Enhancement Expected Outcomes

- Set of strategies to ensure the agency has the people with the right skills and knowledge required to accomplish NRC's mission
- Systematic and comprehensive approach for tracking employee skills
- Establish agency-wide goals for the overall workforce size and skills

Recommended Next Steps

- Conduct pilot demonstration in three offices
- Assess results of pilot to determine strengths, challenges, gaps, and scalability
- Develop training for supervisors on strategic workforce planning

Project (Security) Clearance Review (PCR) – Relevant Agency and Federal Directives/Laws Influencing NRC's Clearance Review Process

- SRM-SECY-16-0052
- Executive Order 12968
- 5 CFR Part 1400

Clearance/Access Levels Being Considered at the NRC

Clearance/ Access	National Security Sensitivity Designation	Security Forms	Investigation Level	Reinvestigation Every 5 Years?	Random Drug Testing Pool Designation
SCI	Special Sensitive (National Security)	SF-86	Tier 5	Yes	Yes
Q	Critical Sensitive (National Security)	SF-86	Tier 5	Yes	Yes
L	Non-Critical Sensitive (National Security)	SF-86	Tier 3	Yes	Yes
Public Trust (High Risk)- 1	Non-Sensitive (Public Trust)	SF-85P	Tier 4	Yes	No, unless meets exception to be tested
Public Trust (Moderate Risk)- 2	Non-Sensitive (Public Trust)	SF-85P	Tier 2	Yes	No, unless meets exception to be tested
Public Trust (Low Risk)- 3	Non-Sensitive (Public Trust)	SF-85	Tier 1	No	No, unless meets exception to be tested

Methodology in Determining Appropriate Designations within the NRC

- Utilized Office of Personnel Management's (OPM's) Position Designation Tool
- Conducted Test Phase
- Conducted Pilot Phase

OPM's Position Designation Tool Allows for Systematic and Uniform Designations

- Determine the potential damage to national security
- Determine the potential impact to the efficiency or integrity of the public trust
- Point adjustment for program scope and level of supervision
- Final position designation and investigation

Refined Instructions and Guidance for NRC Designators

- Evaluated and finalized instructions in preparation for Pilot Phase
- Resulted in the elimination of Low Public Trust as a possible designation
- Created NRC Composite Glossary

Utilized Lessons Learned from the Test Phase to Roll Out Pilot Phase

- Five offices participated (ADM, OCHCO, OIP, NRO, and Region IV)
- Held comprehensive informational sessions for designating officials
- Conducted consistency reviews of pilot designations with Subject Matter Experts

Progress Continues but Challenges Remain

- Designating NRC Covered Positions in response to 5 CFR Part 1400
- OPM backlog and investigation delays
- Workforce planning flexibilities

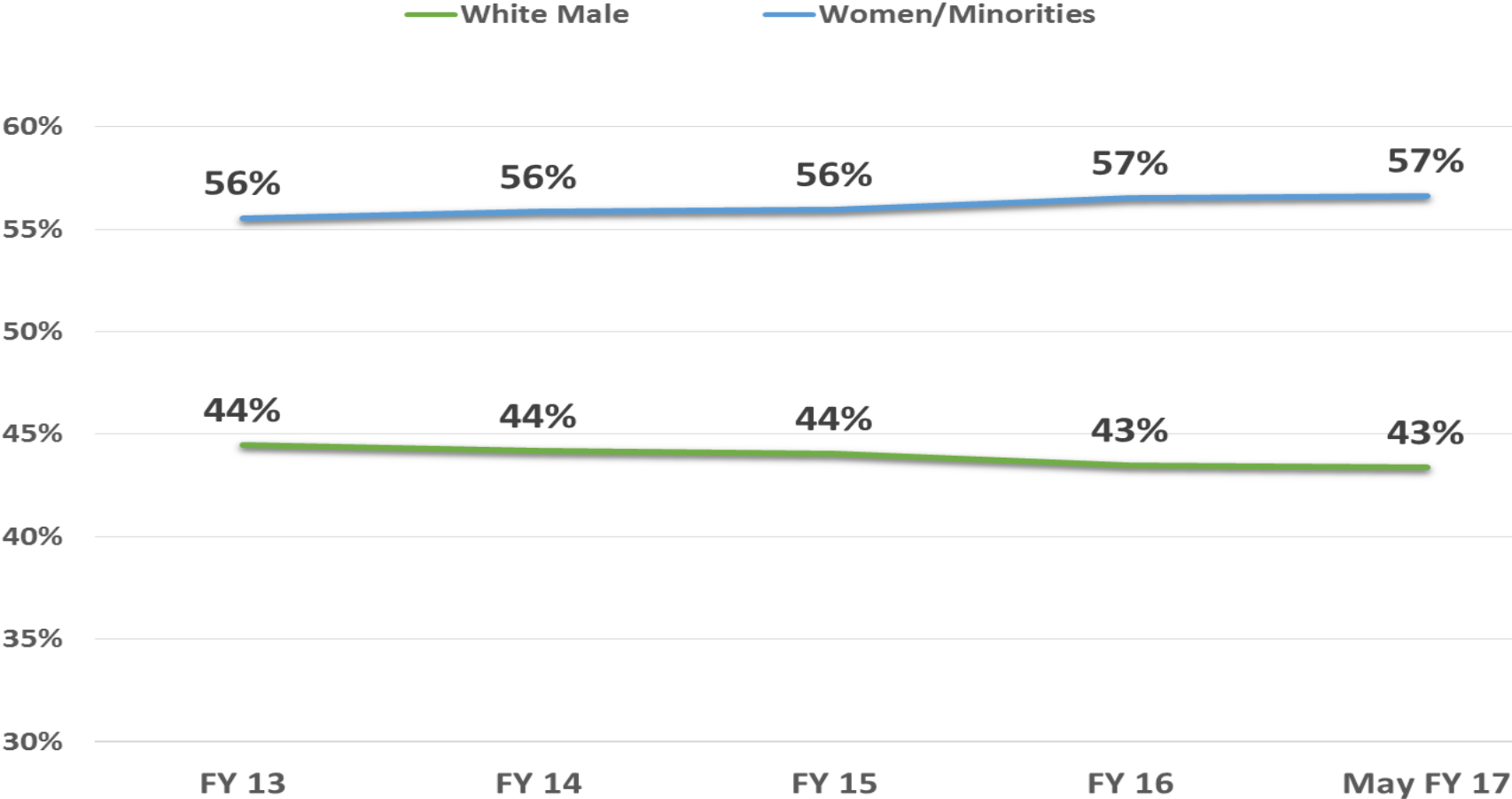
EEO Programs Update – Sustaining through Change

- Agency profile and EEO activity
- Re-organizing SBCR
- NRC EEO and Diversity & Inclusion Community

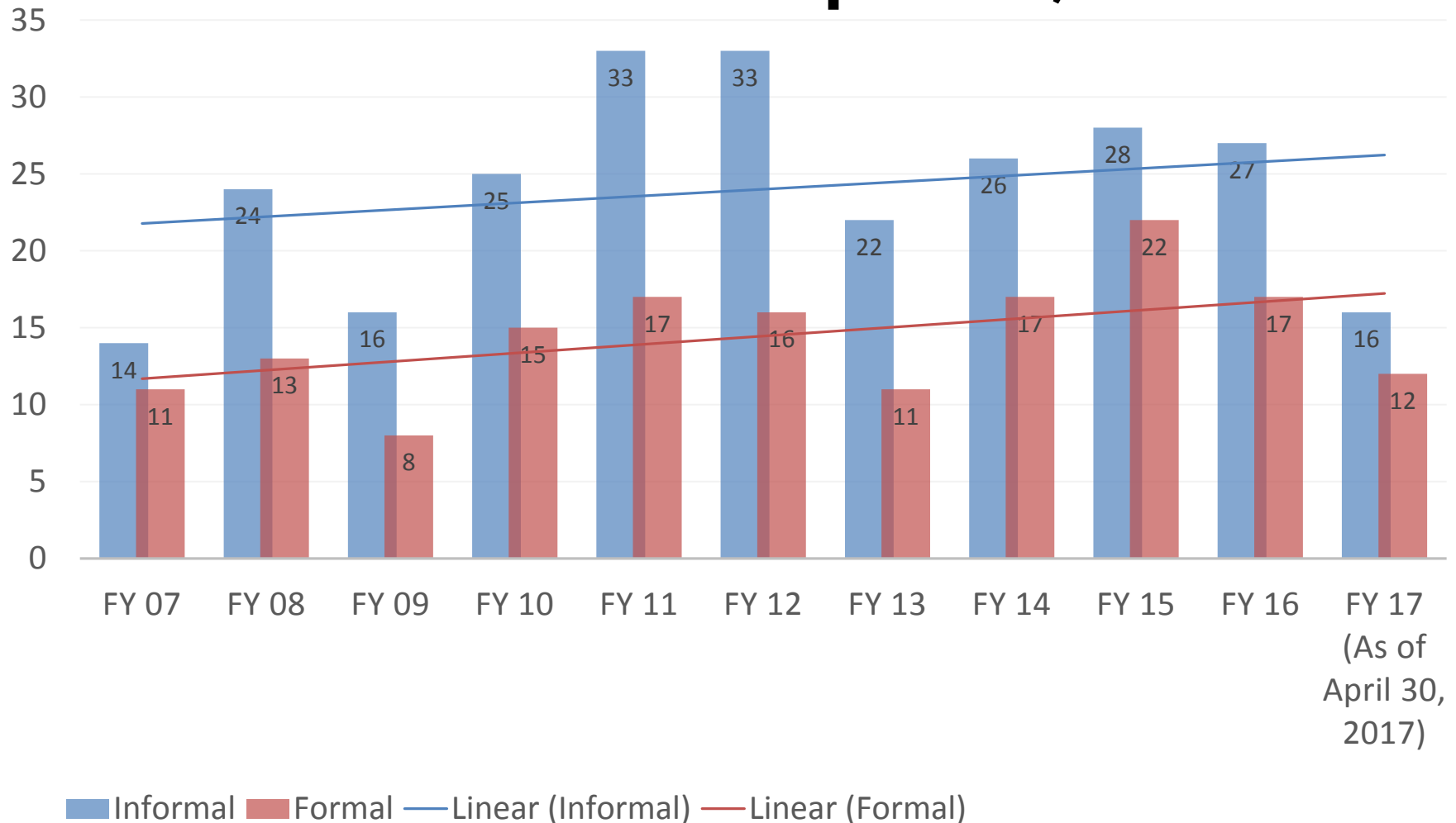
Relative Representation

- Agency downsizing has not impacted our representation
- Number of complaints currently stable
- Increase in complexity continues

Representation of Women and Minorities



All Complaints (Informal and Formal) Filed FY 2007 – April 30, 2017



Re-Structuring SBCR

- Create synergy among EEO programs
- Maintain essential functions
- Enhance strategic outreach
- Employ technology

Focusing on Our Core

- Federal benchmark of model EEO program
- Leverage interagency resources
- Inter-office collaboration
- SBCCR serving a facilitating role

Including the Entire NRC Community

- Internal partners: counselors, committees, affinity and resource groups, and networks
- Expand capacity: DIALOGUE cohorts, re-engaged DMIC and Executive Sponsors
- NRC EEO Conference – “From Diversity to Inclusion: Building on Our Past and Partnering to Last”

Key Messages

- Achieving alignment between expected work and workforce size
- Enhancing the approach to Strategic Workforce Planning
- Progressing though challenges remain for Project Clearance Review initiative
- Continuing to carry out EEO, and Diversity and Inclusion programs

Acronyms

- ADM – Office of Administration
- CHCHO – Chief Human Capital Officer
- DIALOGUE – Diversity Inclusion Awareness Leading Organizational Growth, Understanding, and Engagement
- DMIC – Diversity Management Inclusion Council

Acronyms (continued)

- EDO – Executive Director for Operations
- EEO – Equal Employment Opportunity
- FTE – Full-Time Equivalent
- FY – Fiscal Year
- GAO – U.S. Government Accountability Office

Acronyms (continued)

- NRC – U.S. Nuclear Regulatory Commission
- NRO – Office of New Reactors
- NTEU – National Treasury Employees Union
- OCHCO – Office of the Chief Human Capital Officer

Acronyms (continued)

- OEDO – Office of the Executive Director for Operations
- OIP – Office of International Programs
- OMB – U.S. Office of Management and Budget
- OPM – U.S. Office of Personnel Management

Acronyms (continued)

- SBCR – Office of Small Business and Civil Rights
- SWP – Strategic Workforce Planning