

# NRC INSPECTION MANUAL

IRIB

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## INSPECTION MANUAL CHAPTER 0307 APPENDIX D

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### RESIDENT INSPECTOR RETENTION AND RECRUITMENT PROGRAM MONITORING AND ASSESSMENT

Effective Date: February 12, 2025

#### 0307D-01 PURPOSE

The purpose of this appendix is to provide a necessary, sufficient set of actionable and objective indicators reflecting our ability to recruit and retain resident inspectors in support of effective and efficient site oversight. While Inspection Manual Chapter (IMC) 0307's scope is generally limited to operating reactor oversight, this IMC includes all resident inspectors, whether at operating reactors or other NRC licensed or construction facilities.

#### 0307D-02 OBJECTIVE

- 02.01 Provide instruction to regional and Division of Reactor Oversight staff for the collection of data necessary to assess the health of the resident inspector program to provide decision makers with accurate information.
- 02.02 Establish guidelines for reporting resident inspector program demographics to the Commission.

#### 0307D-03 DEFINITIONS

Resident Inspector (RI). NRC staff stationed at any NRC licensed or applicant facility for the purpose of conducting inspection and oversight activities. Resident inspector can be a general term that refers to both resident and senior resident inspectors.

RI Program Lead. A staff member within the Office of Nuclear Reactor Regulation (NRR) Division of Reactor Oversight (DRO) responsible for monitoring the health of the RI program and implementation of this IMC. This person also chairs the RI Standing Committee. If there is no designated individual, the Reactor Inspection Branch (IRIB) chief and the lead for this manual chapter assume the responsibilities associated with this role.

RI Standing Committee. A community of practice that monitors the health of the RI program, shares best practices, and makes enhancement recommendations as necessary (Charter: ML22206A273).

Senior Resident Inspector (SRI). Senior NRC staff stationed at an NRC licensed or applicant facility for the purpose of conducting inspection and oversight activities.

## 0307D-04 RESPONSIBILITIES AND AUTHORITIES

Regions are responsible for gathering the information described in this IMC and reporting it to the Reactor Inspection Branch (NRR/DRO/IRIB).

The RI Program lead, or if not designated, the IRIB branch chief, is responsible for tabulation analysis, summarization, and reports on the health of the Resident Inspector Program.

## 0307D-05 REQUIREMENTS

### 05.01 Demographics Data

On at least an annual basis, regions will record and report demographics data to IRIB staff. IRIB will maintain the aggregate data. Data collection will be supported by IMC 0307, Appendix D, Demographics Data and Plots Spreadsheet ([ML18351A359](#)) (non-public).

### 05.02 Resident Inspector Development Pool (RIDP) Data

On a regular basis determined by DRO, regions will record and report RIDP data to IRIB staff. Data collections will be supported by IMC 0307, Appendix D, RIDP Data Sheet (ML23236A457) (non-public).

### 05.03 RI Departure Survey

When an RI leaves the RI program, the region will offer the departing RI an opportunity to anonymously complete form 1, "Departure Survey." IRIB will compile and maintain these surveys for data trending purposes.

### 05.04 Regional Report on the Health of RI Recruitment and Retention

Regions will complete form 2, "Health of Regional Resident Recruitment and Retention Program," as directed by DRO.

### 05.05 RI Demographics Tracking and Report

IRIB is responsible for maintaining, tracking, and trending RI demographics from year to year. As directed by SRM-M240711, "Staff Requirements – Briefing on Results of the Agency Action Review Meeting" ([ML24214A296](#)), DRO will submit an annual report on RI demographics [C1].

## 0307D-06 GUIDANCE

### 06.01 Demographics Data

#### a. RI Vacancies

Regions populate the information under the Year Data (e.g., 2018 Data). Leave fields blank which do not apply.

Tables 1a and 1b: RI Vacancies

|      | REGION | POSITION | NAME<br>(RI on<br>1/1/18) | DATE<br>LEFT | REASON FOR<br>LEAVING | COMMENTS | HOW FILLED |
|------|--------|----------|---------------------------|--------------|-----------------------|----------|------------|
| Site | #      | SRI/RI   | Staff                     | Date         | Drop down             |          | Drop down  |

| NAME OF<br>PERMANENT<br>RELIEF | START<br>DATE<br>(Reported to<br>Site) | LAST DUTY<br>STATION | GAP<br>DURING<br>YEAR | TOTAL<br>PERMANENT<br>GAP |
|--------------------------------|--|----------------------|-----------------------|---------------------------|
| <u>Staff 2</u>                 | <u>Date</u>                            | <u>Free text</u>     | Calculated            | Calculated                |

Where:

- Date Left: The date the permanent RI left the current site (may be prior to the calendar year being examined). The Date Left is considered the date of turnover used in the analysis and should be the date found on Standard Form (SF) 52.
- Start Date: The date the permanent RI reported to the site and should be the date found on Standard Form (SF) 52.
- Gap During Year: The time when there is no permanently stationed RI assigned to the site within the calendar year. Includes all time when RI backfilling occurs using temporary assignments or when position gapping occurs. Staff temporarily assigned to the site to provide site coverage using SF-52 are not considered permanent for the purposes of this metric.

Permanent Gap: The time when there is no permanently stationed RI assigned to the site. This includes all time when RI backfilling occurs using temporary assignments or when position gapping occurs. Staff temporarily assigned to the site to provide site coverage using SF-52 are not considered permanent for the purposes of this metric.

The program office will summarize data collections and trends as follows:

- For RIs, turnovers graph by year the number of Lateral Site Transfers, RIs Promoted to SRI, Promotions to non-resident, Retirements, and Resignations
- For SRIs, turnovers graph by year the number of Lateral Site Transfers, Promotions to non-resident, Retirements, and Resignations
- Graph by year the total gap days divided by the fully staffed days (after pilot).

The program office will summarize data collections and trends in the analysis report.

b. Senior Resident Inspector and Resident Inspector Position Filling

Regions enter the information under the Year Data (e.g., 2018 Data) as appropriate. Leave fields blank when not applicable.

Table 2: RI Position Filling

| NUMBER OF STAFF USED TO COVER PERMANENT GAP | COST TO COVER | COMMENTS ON FILLINGS (Describe Challenges) | IF APPLICABLE NUMBER OF QUALIFIED APPLICANTS (1st agency-wide posting, if applicable) | YEARS EXPERIENCE PER CANDIDATE |
|---|---------------|--|---|--------------------------------|
|   |               |  |   |                                |

Where:

- Number of Staff used to Cover Permanent Gap: The number of temporary staff required to fill gapped RI positions
- Cost to Cover: The total travel costs associated with the Number of Staff used to Cover Permanent Gap as tallied in the previous column. Determined by summing the completed travel vouchers for any trips associated with site coverage. Does not include salary.
- Number of Qualified Applicants: The number of applicants identified during the first agency-wide posting for the permanent position.
- Years Experience Per Candidate: Years of experience of each qualified applicant as tallied in the previous column. If individual is in RIDP or RI program, use the sum of their total relevant experience reported. If the individual is not in the program, either determine it from their resume or report it as not available. Enter into the column as comma separated values.

Summarize data collections and trends in the analysis report.

c. RI Experience

RI positions filled by temporary staff (non-permanently assigned staff typically on per diem) or unfilled RI positions on December 31 will be reported as null and noted in reported data. NRC Hire Date, Resident Basis Date, and Current Site Date can typically be used to calculate NRC Time, Current Site Time, and Total Resident Time respectively when service is continuous. Relevant Non-NRC Experience and the calculated NRC Time is used to calculate Total Experience.

Report a snapshot of experience on December 31 of the calendar year. Enter the data shown in the table below. The spreadsheet will calculate the experience totals for continuous service cases.

Table 3: RI Experience

| NAME<br>(RI on<br>12/31/18) | NRC<br>HIRE<br>DATE | RESIDENT<br>BASIS<br>DATE | CURRENT<br>SITE<br>DATE | RELEVANT<br>NON-NRC<br>EXPERIENCE | NRC<br>TIME | TOTAL<br>EXPERIENCE | CURRENT<br>SITE TIME | TOTAL<br>RESIDENT<br>TIME |
|-----------------------------|---------------------|---------------------------|-------------------------|-----------------------------------|-------------|---------------------|----------------------|---------------------------|
|                             |                     |                           |                         |                                   |             |                     |                      |                           |

Where:

- NRC Hire Date: The date the RI was hired by the NRC
  - NRC Time: The total number of years spent at the Nuclear Regulatory Commission (NRC) (calculated in spreadsheet)
- Resident Basis Date: The date the RI first was permanently assigned to any site as a RI. Include resident inspector construction experience.
  - Total Resident Time: The total number of years spent as an RI (calculated in spreadsheet)
- Current Site Date: The date the RI reported to the current site

Current Site Time: The total number of years spent as an RI at the current site (calculated in spreadsheet)

- Relevant Non-NRC Experience: The relevant nuclear power experience acquired outside of the NRC. Examples include operation, engineering, maintenance, or construction experience with commercial nuclear power plants, naval shipyards, U.S. Department of Energy facilities, or the U.S. Navy's nuclear power program.

## 06.02 RIDP Data

Regions fill in the data sheet as directed by DRO with the following guidance.

Table 4: RIDP Data Sheet

| NAME | REGION | RIDP ENTRANCE<br>DATE | RECRUITMENT<br>SOURCE |
|------|--------|-----------------------|-----------------------|
|      |        |                       |                       |

Where:

- RIDP Entrance Date: Is the date the individual began their status as an RIDP as found on an SF-52.
- Recruitment Source: Chosen from the drop-down menu. Select the most appropriate.

Table 5: RIDP Data Sheet Continued

| RELEVANT<br>NON NRC<br>TIME | NRC<br>TIME<br>PRIOR<br>TO<br>RIDP | TOTAL<br>EXPERIENCE | QUAL<br>STATUS | PROGRAM<br>STATUS | DATE<br>BECAME<br>RES OR<br>LEFT |
|-----------------------------|------------------------------------|---------------------|----------------|-------------------|----------------------------------|
|                             |                                    |                     |                |                   |                                  |

- **Relevant Non NRC Time:** The relevant nuclear power experience acquired outside of the NRC. Examples include operation, engineering, maintenance, or construction experience with commercial nuclear power plants, naval shipyards, U.S. Department of Energy facilities, or the U.S. Navy's nuclear power program.
- **NRC Time prior to RIDP:** Enter any NRC experience prior to the RIDP entrance date if it exists.
- **Qual Status:** Chosen from the drop-down menu based on their qualification status at the date of the data sheet.
- **Program Status:** Chosen from the drop-down menu based on their status in the program at the date of the data sheet. Regions will maintain any staff that was in the RIDP anytime during the period of the data sheet, usually since the last time data was collected.
- **Date Became Resident or Left Program:** Date the individual was no longer in the RIDP as determined by an SF-52.

#### 06.03 RI Departure Survey

DRO may generate and utilize a Microsoft Forms survey for form 1, for ease of use by former RIs. If RIs elect to fill out a hardcopy or other format, DRO staff will enter the data into Forms for tracking and trending.

The Office of the Chief Human Capital Officer (OCHCO) is responsible for providing NRC employees who depart the agency with the opportunity to complete an exit survey, including RIs. DRO may coordinate with OCHCO to review exit survey data from former RIs.

#### 06.04 Regional Report on the Health of RI Recruitment and Retention

DRO may generate and utilize a Microsoft Forms survey for form 2, for ease of use by former RIs. If RIs elect to fill out a hardcopy or other format, DRO staff will enter the data into Forms for tracking and trending. DRO may elect to collect additional data or alter questions as necessary, while maintaining certain portions for long-term trending purposes.

## 06.05 RI Demographics Tracking and Report

The program office will provide an annual report to the Commission on the health of the resident inspector program consisting of four high-level summaries, one from each region. The report should include information such as the number of resident inspector positions turned over that year and the number due to turn over in the coming 2 years, the number of qualified candidates who applied for each opportunity that arose and their relevant years of experience, and the number of resident inspectors currently serving under an extension of time and how long those extensions are expected to exist before mandatory rotation can be accomplished. The report should also include the number, locations, duration, and cost of temporary resident inspector placements which are done to compensate for delays in assignment of permanent resident inspectors [C1].

The program office, in coordination with the RI Standing Committee, and as directed by regional, NRR or higher authority, may provide demographics data as necessary for programmatic decision-making.

## 0307D-07 REFERENCES

COMSECY-14-0030, "Proposed Suspension of the Reactor Oversight Process Self-Assessment for Calendar Year 2014," dated August 5, 2014 ([ML14168A532](#))

COMSECY-15-0014, "Proposed Elimination of Annual Reporting Requirements for Specific Evaluations within the Reactor Oversight Process Self-Assessment Process," dated May 7, 2015 ([ML15072A202](#))

SRM-COMGJD-98-001/COMEXM-98-002, "Discussion of Resident Inspector Demographics and the Balance between Expertise and Objectivity," dated April 8, 1998 ([ML003753515](#)) (non-public)

SRM-COMSECY-14-0030, dated September 19, 2014 ([ML14262A078](#))

SRM-COMSECY-15-0014, dated June 18, 2015 ([ML15169B131](#))

SRM-M240711, "Staff Requirements – Briefing on Results of the Agency Action Review Meeting" ([ML24214A296](#))

Attachment 1 – Form 1: Departure Survey

|   |  |                          |  |
|---|--|--------------------------|--|
| <u>Reasons for Leaving the Resident Inspector Program</u>                                   |  |                          |  |
| <u>Circumstances</u>  |  |                          |  |
| <input type="radio"/>   | Promotion  | <input type="radio"/>    | Lateral  |
| <input type="radio"/>   | Other  |                          |  |
| <u>Factors Influencing Your Decision to Leave The RI Program</u>                            |  |                          |  |
| <u>A. Compensation</u>  |  |                          |  |
| Check All Compensation Factors That Influenced Your Decision.                               |  |                          |  |
| <input type="checkbox"/> A0. None of the following factors influenced my decision to leave. |  |                          |  |
| <input type="checkbox"/>  | A1. Pay / Cost of Living                             | <input type="checkbox"/> | A2. Dissatisfaction with Incentives (Retention, Relocation, Awards)      |
| Comments about compensation:  |  |                          |  |
| <u>Factors Influencing Your Decision to Leave The RI Program</u>                            |  |                          |  |
| <u>B. Quality Of Work Life</u>  |  |                          |  |
| Check All Quality Of Work Life Factors That Influenced Your Decision.                       |  |                          |  |
| <input type="checkbox"/> B0. None of the following factors influenced my decision to leave. |  |                          |  |
| <input type="checkbox"/>  | B1. Dissatisfaction with Work Schedule Flexibilities | <input type="checkbox"/> | B4. Dissatisfaction with Telework Opportunities                          |
| <input type="checkbox"/>  | B2. Commute Too Long                                 | <input type="checkbox"/> | B5. Dissatisfaction with Office Environment (Office Space, Safety, Etc.) |
| <input type="checkbox"/>  | B3. Stressful Work Environment                       | <input type="checkbox"/> | B6. Dissatisfaction with General Location (State, City, Town)            |
| Comments about quality of work life:  |  |                          |  |



| <u>Factors Influencing Your Decision to Leave the RI Program</u><br><u>C. Management and Organization</u> |  |                          |  |
|---|--|--------------------------|--|
| Check All Management and Organization Factors That Influenced Your Decision.                              |  |                          |  |
| <input type="checkbox"/>  | C0. None of the following factors influenced my decision to leave. |                          |  |
| <input type="checkbox"/>  | C1. Lack of Opportunity for Career Advancement                     | <input type="checkbox"/> | C9. Favoritism   |
| <input type="checkbox"/>  | C2. Lack of Opportunity for Training and Development               | <input type="checkbox"/> | C9. Inability to Influence Organizational Decisions                                    |
| <input type="checkbox"/>  | C3. Lack of Opportunity for Continuing Education                   | <input type="checkbox"/> | C10. Dissatisfaction with Organizational Culture                                       |
| <input type="checkbox"/>  | C4. Poor Communication   | <input type="checkbox"/> | C11. Dissatisfaction with Employee Accountability (Deliberate misconduct is tolerated) |
| <input type="checkbox"/>  | C5. Work Not Valued / Appreciated                                  | <input type="checkbox"/> | C12. Management Promotes Industry Over Adequate Safety                                 |
| <input type="checkbox"/>  | C6. Skills Not Utilized  | <input type="checkbox"/> | C13. Dissatisfaction with my Immediate Supervisors                                     |
| <input type="checkbox"/>  | C7. Poor Morale  | <input type="checkbox"/> | C14. Dissatisfaction with Senior Leadership in my Region                               |
| <input type="checkbox"/>  | C8. Workload Too Heavy   |                          |  |
| Comments about management and organization:   |  |                          |  |

|   |  |                          |                      |
|---|--|--------------------------|----------------------|
| <u>Factors Influencing Your Decision to Leave the RI Program</u><br><u>D. Personal / Family</u>   |  |                          |                      |
| Check All Personal / Family Factors That Influenced Your Decision.  |  |                          |                      |
| <input type="checkbox"/>  | D0. None of the following factors influenced my decision to leave. |                          |                      |
| <input type="checkbox"/>  | D1. No Desire to Relocate out of the Area                          | <input type="checkbox"/> | D4. Elder Care       |
| <input type="checkbox"/>  | D2. Health   | <input type="checkbox"/> | D5. Pursue Education |
| <input type="checkbox"/>  | D3. Childcare  | <input type="checkbox"/> | D6. Start Business   |
| Comments about personal and family:   |  |                          |                      |
| Of all the factors influencing your decision to leave the RI Program, indicate the <u>One Most Important Factor</u> that resulted in you leaving (indicate the alpha/numeric code). |  |                          |                      |
| What was the <u>Second Most Important Factor</u> that resulted in your leaving the RI Program (indicate the alpha/numeric code).  |  |                          |                      |
| Is there anything that would have changed your decision to leave the RI Program?  |  |                          |                      |

Attachment 2 – Form 2: Health of Regional Resident Recruitment and Retention Program

|   |        |
|---|--------|
| Date:<br>Region:  | Number |
| 1. How many times in the past calendar year did a permanent resident inspector posting need to be reposted due to lack of qualified applicants?   |        |
| 2. How many times in the past calendar year did the region request, and FEPCA approve, a raise in the relocation or retention incentive bonus for a resident position?  |        |
| 3. How many RIs have exceptions to the 7-year maximum tour length limit as of December 31 of the previous year?   |        |
| 4. How many RIs have exceptions to the 4-year minimum tour length limit as of December 31 of the previous year?   |        |
| 5. How many RIs are serving a subsequent non-consecutive tour at the same facility as of December 31 of the previous year?  |        |
| 6. During the last calendar year, describe any noteworthy challenges (e.g., staff departures, hard to fill positions, dwindling RI pool resources, lack of resources to support RI qualifications), improvement ideas, and general observations and insights related to resident retention and recruitment. |        |

Attachment 3: Revision History for IMC 0307 Appendix D

| Commitment Tracking Number | Accession Number<br>Issue Date<br>Change Notice | Description of Change   | Description of Training Required and Completion Date | Comment Resolution and Closed Feedback Form Accession Number (Pre-Decisional, Non-Public Information) |
|----------------------------|---|---|--|---|
|                            | ML19045A287<br>05/21/19<br>CN 19-016            | Initial Issue. Conducted 4-year search and found no commitments. Created to provide a necessary and sufficient set of actionable and objective indicators reflecting the health of our ability to recruit and retain the senior resident inspectors (SRIs) and resident inspectors (RI) in support of effective and efficient site oversight. |  | ML19042A051   |
| C1                         | ML23318A200<br>01/09/24<br>CN 24-002            | Updated to incorporate structural changes to resident inspector program and Division of Reactor Oversight. Made triennial requirement to report resident demographics to Commission a commitment per SRM-COMSECY-15-0014.   |  | ML23319A447<br><br>0307D-2491<br>ML23198A242  |
| C1                         | ML24352A244<br>02/12/25<br>CN 25-002            | Commitments updated to incorporate Commission direction in SRM-M240711, "Staff Requirements – Briefing on Results of the Agency Action Review Meeting" (ML24214A296).   |  | ML24358A173   |