

Response to Request for Information
Representative Greg Walden, Representative Fred Upton, and Representative John Shimkus
Letter dated March 8, 2018

1. What is your vision for this initiative and the nature of the Transformation Team?

This initiative is intended to enhance our ability to evaluate and regulate new and novel technologies. We will accomplish this through identification of potential transformative changes to the NRC's regulatory framework, culture, and infrastructure, to further enhance our effectiveness, and efficiency in how we regulate emerging technologies. As we look to the future, it has become apparent that the introduction and use of new and novel technologies in the nuclear industry (accident tolerant fuels, new materials and new manufacturing approaches, big data, digital instrumentation and controls, and small modular and advanced reactor designs) will challenge our current regulatory framework. This initiative provides an opportunity to implement transformative changes to enable the safe and secure use of new technologies.

2. What are the expected milestones, deliverables, and end products of the Transformation Initiative?

The Transformation Team was established on January 25, 2018. Within 90 days, the team will:

- a) Harvest innovation techniques, ideas, and methodologies to successfully implement transformation, including strategies to enhance and sustain a transformative organizational culture.
- b) Develop and recommend a specific area(s) to initiate transformative change within NRC.
- c) Develop a strategy to promote the success of the specific area(s) recommended for transformation.

The end product is a May Commission paper that describes the team's recommendations, with estimated schedules and resources required to implement the recommendations.

3. How will you define success for the initiative? For example, what, if any, metrics will be used to measure progress in reaching transformational change?

The transformation initiative will be an iterative process and metrics will be used to measure the success of those initiatives approved by the Commission. These measures, will be developed after the Commission provides direction on what actions will be implemented.

4. Provide a list of members of the Transformation Team, including their areas of expertise.

Team membership is as follows:

Name	Title	Team Focus Areas/Expertise
Dan Dorman	Acting Deputy Executive Director for Materials, Waste, Research, State, Tribal, Compliance, Administration and Human Capital Programs	Team Lead
Andrea Kock	Acting Division Director, Division of Materials Safety, Security, State, and Tribal Programs, Office of Nuclear Material Safety and Safeguards	Deputy Team Lead
Mohamed Shams	Branch Chief, Division of Licensing Projects, Office of Nuclear Reactor Regulation	Supervisor
Margaret Bupp	Chief Counsel, Atomic Safety and Licensing Board Panel	Legal
Richard Chang	Project Manager, Division of Decommissioning, Uranium Recovery, and Waste Programs, Office of Nuclear Material Safety and Safeguards	Ideas Screening/Big Data
Zahira Cruz	Project Manager, Division of Decommissioning, Uranium Recovery, and Waste Programs, Office of Nuclear Material Safety and Safeguards	Communications
Candace De Messieres	Reliability and Risk Analyst, Division of Risk Analysis, Office of Nuclear Reactor Regulation	Risk Insights
Bernard Dittman	Digital I&C Engineer, Division of Engineering, Office of Nuclear Regulatory Research	Digital Instrumentation and Controls
Lisa Dimmick	Medical Team Leader, Division of Materials Safety, Security, State, and Tribal Programs, Office of Nuclear Material Safety and Safeguards	Medical/Change Management/Idea Disposition
Robert Gladney	Project Manager, Division of Decommissioning, Uranium Recovery, and Waste Programs, Office of Nuclear Material Safety and Safeguards	Communications/Project Management/Change Management
Matthew Hiser	Materials Engineer, Division of Engineering, Office of Nuclear Regulatory Research	Accident Tolerant Fuel/New Materials
Diane Jackson	Branch Chief, Division of Safety Systems, Risk Assessment, and Advanced Reactors, Office of New Reactors	Advanced Reactors

Laura Kozak	Senior Reactor Analyst, R-III	Regional POC/ Transformational Culture/Risk Insights
Mike Mangefrida	Senior IT Specialist, Governance & Enterprise Management Services Division, Office of the Chief Information Officer	Big Data
Tim Mossman	Branch Chief, Division of Physical and Cyber Security Policy, Office of Nuclear Security and Incident Response	Digital Instrumentation and Controls
Barbara Sanford	Branch Chief, Associate Director for HR Operations and Policy, Office of the Chief Human Capital Officer	Logistics/Communications/ Advanced Reactors

5. Will NRC solicit feedback from outside stakeholders? If so, how will the Transformation Team consider and incorporate feedback into the staff recommendations?

Yes. The Transformation Team engaged (and continues to engage) both internal NRC and external stakeholders (e.g., the nuclear industry, non-governmental organizations, public and private organizations, and Federal agencies such as the Food and Drug Administration and National Aeronautics and Space Administration). The team is assessing and prioritizing each idea to develop recommendations for the Commission of potential area(s) to implement transformation. Following submission of the paper to the Commission, there will be additional stakeholder involvement as transformative changes are implemented.

6. How does this initiative connect to efforts to ensure timely, efficient licensing reviews for existing licensees, for new advanced reactor designs and other nuclear technologies, such as digital instrumentation and control or advanced computing technologies?

The agency has several ongoing efforts to enhance timely, efficient licensing reviews for current licensees and applicants. The transformational efforts will be complementary to these initiatives and the staff intends to continue these efforts while moving forward with any transformational change. The changes sought in the transformation initiative will further timely, efficient licensing reviews for new nuclear technologies such as advanced reactor designs, and other nuclear technologies such as digital instrumentation and controls and advanced computing technologies.