



# Human Capital and Equal Employment Opportunity

Commission Meeting  
October 21, 2020





# **Opening Remarks**

**Margaret Doane**

Executive Director for Operations

# Focus on Our People During COVID-19



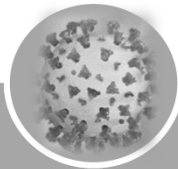
**Over 100 Staying Connected at a Distance Posts**

containing podcasts, pictures, polls, tips, etc.



**Over 30 COVID-related EDO Updates Issued**

Since March 2, 2020



**COVID Task Force provided more than 50 Meetings**

Office, Division, and Regional all hands and town halls



**Issued 3 Polls to inform NRC actions during COVID**

May, June, and September 2020

# Presenters

- Stephen Smith, Civil Rights Program Manager
- Miriam Cohen, Chief Human Capital Officer
- Brendan Cain, Senior Program Administration Specialist
- Brian Green, Team Lead for Human Factors
- Laura Dudes, Region II Regional Administrator



Congratulations





# **Civil Rights and Diversity and Inclusion Update**

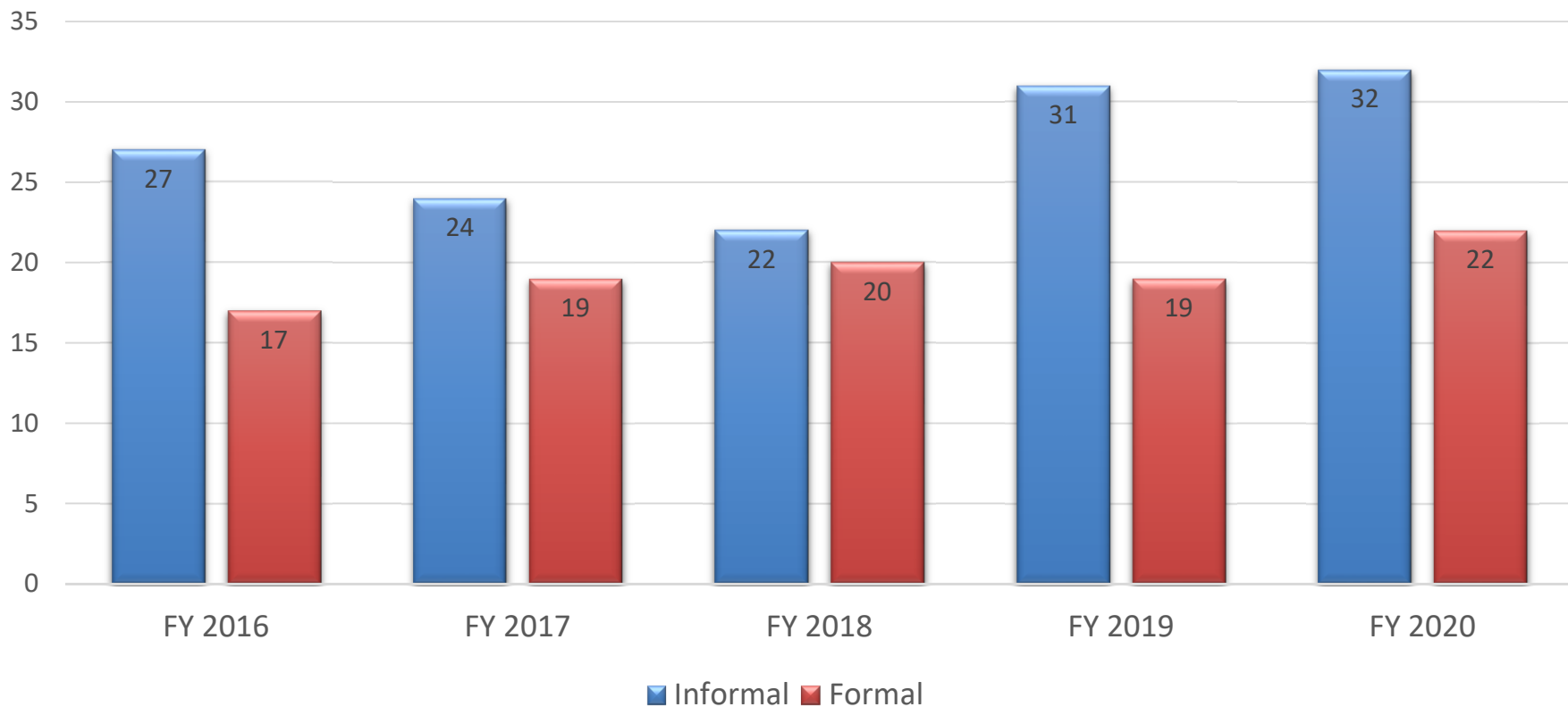
**Stephen Smith**

Civil Rights Program Manager

# Agenda

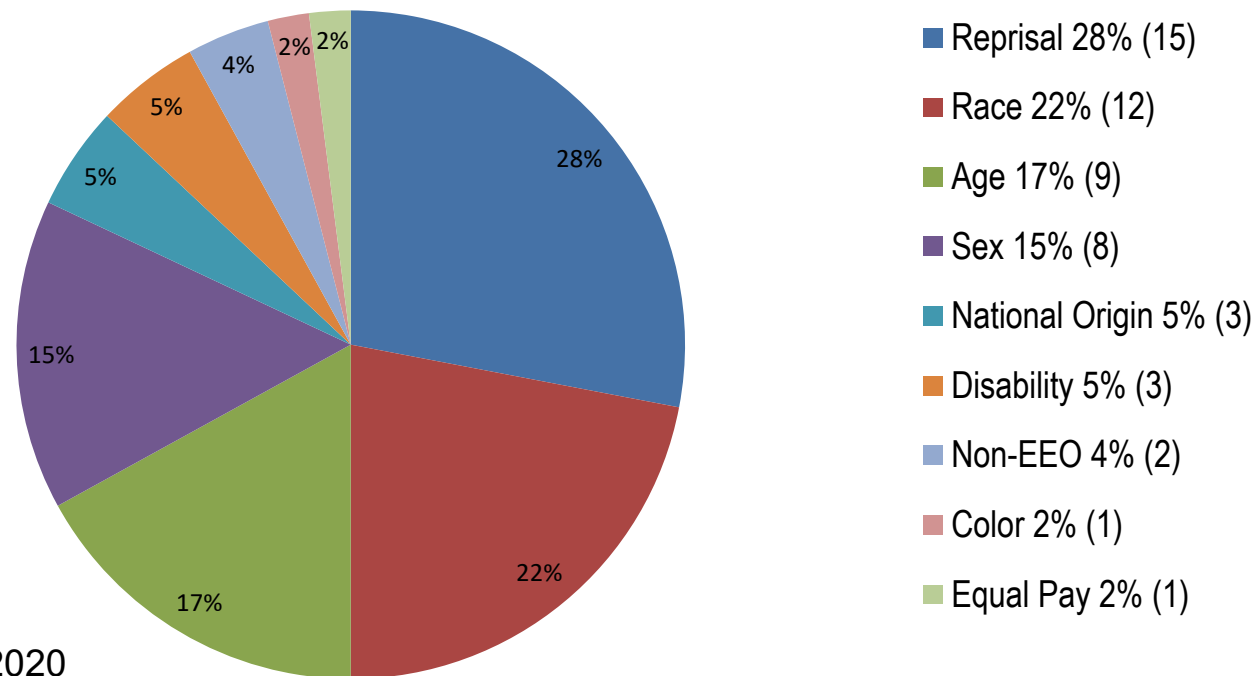
- Equal Employment Opportunity (EEO) Complaint Activities and Trends
- Our Framework to Diversity and Inclusion
- Care About iCARE

# Monitoring and Oversight of EEO Complaint Activity



As of August 31, 2020

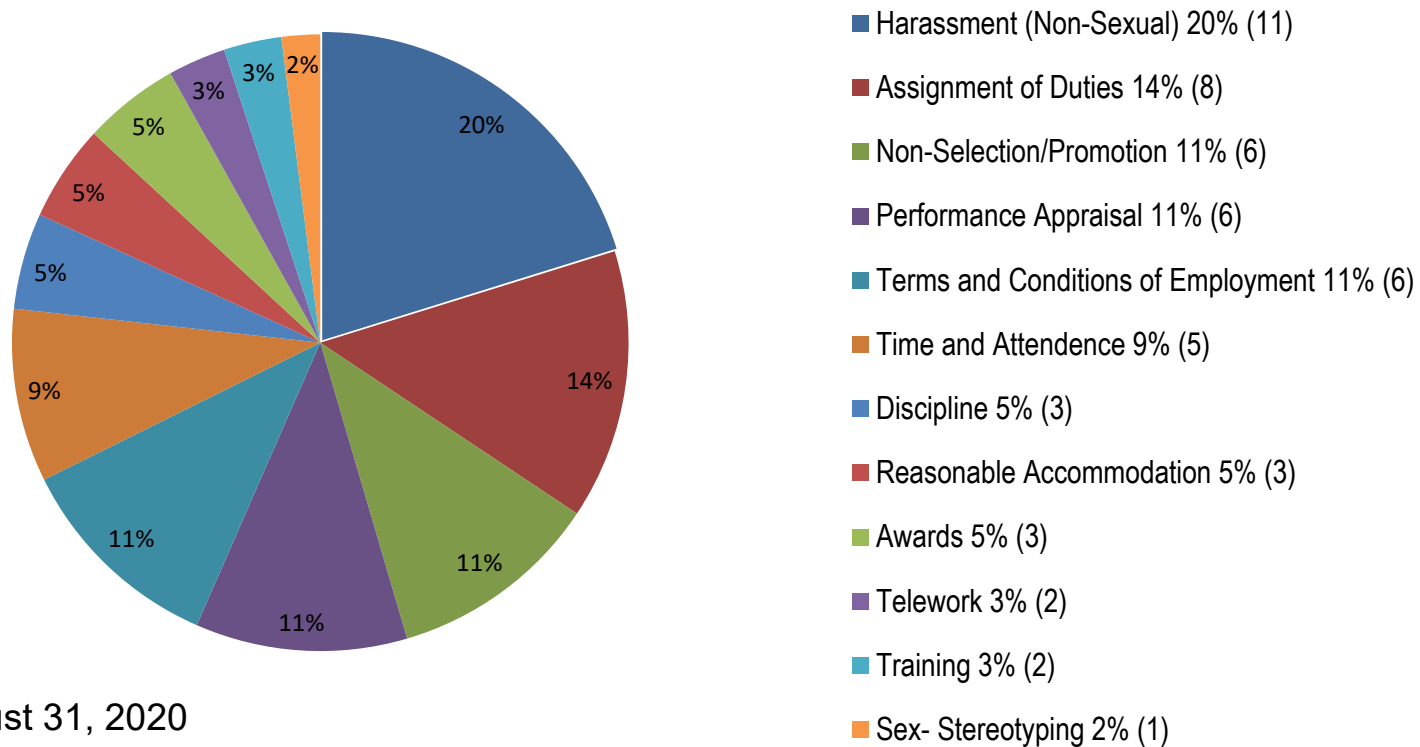
# EEO Complaints Filed During Fiscal Year (FY) 2020 by Bases



As of August 31, 2020

The information presented is based on the bases raised in the formal complaints. The bases alleged may or may not have been accepted or dismissed. That is a legal determination made based on a review of relevant regulations and Equal Employment Opportunity Commission (EEOC) decisions.

# EEO Complaints Filed During FY 2020 by Issues



As of August 31, 2020

The information presented is based on the issues raised in the formal complaints. The issues alleged may or may not have been accepted or dismissed. That is a legal determination made based on a review of relevant regulations and EEOC decisions.

# Our Framework to Diversity and Inclusion



“Our Nation derives strength from the diversity of its population and from its commitment to equal opportunity for all. We are at our best when we draw on the talents of all parts of our society, and our greatest accomplishments are achieved when diverse perspectives are brought to bear to overcome our greatest challenges.”

—Executive Order 13583

<https://drupal.nrc.gov/announcements/yellow/policy-reminder/60565>

# Care About iCARE



**Initiative  
on  
Civility, Awareness, Respect, and  
Engagement**





# **Overview on Human Capital**

**Miriam Cohen**

**Chief Human Capital Officer**



# **Workforce Analytics**

**Brendan Cain**

Senior Program Administration Specialist

# Human Capital Dashboard

- Uses visualizations to communicate data
- Graphics enhance readability
- Informs decision-making

[Demonstration](#)





# **Employee Journey: Developing the Talent Needed to Drive Transformation**

**Brian Green**

Team Lead for Human Factors

# Introduction

- Brian Green, Ph.D.
  - Team Lead for Human Factors NRR & Employee Journey Team Member
  - Previous Positions:
    - NSPDP
    - Human Factors positions in NRO/NRR
    - Career Enhancement Team Member
    - Acting Chief of the Workforce Management & Benefits Branch in OCHCO

# Why focus on Employee Journey?

- Workforce is key to mission success
- Futures Assessment, Futures Jam, Safety Culture & Climate Survey
- Focus on retention & development

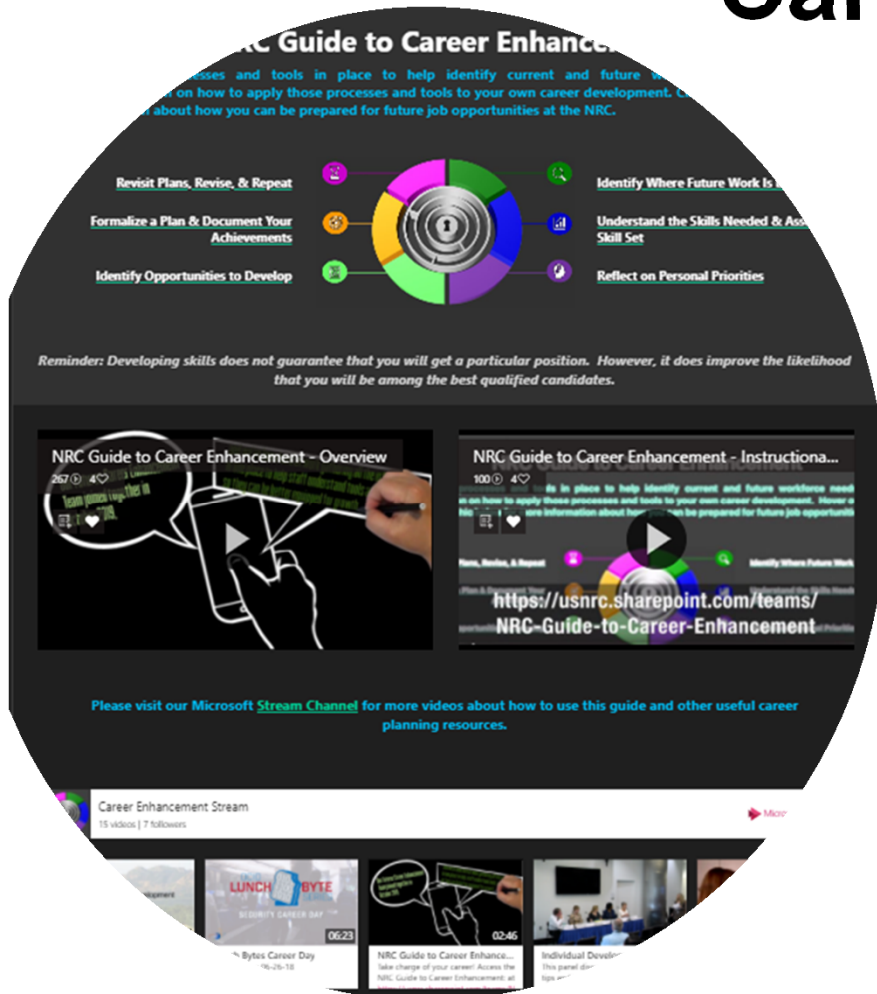
## The Dynamic Futures for NRC Mission Areas



# Career Enhancement (Horizon 1)

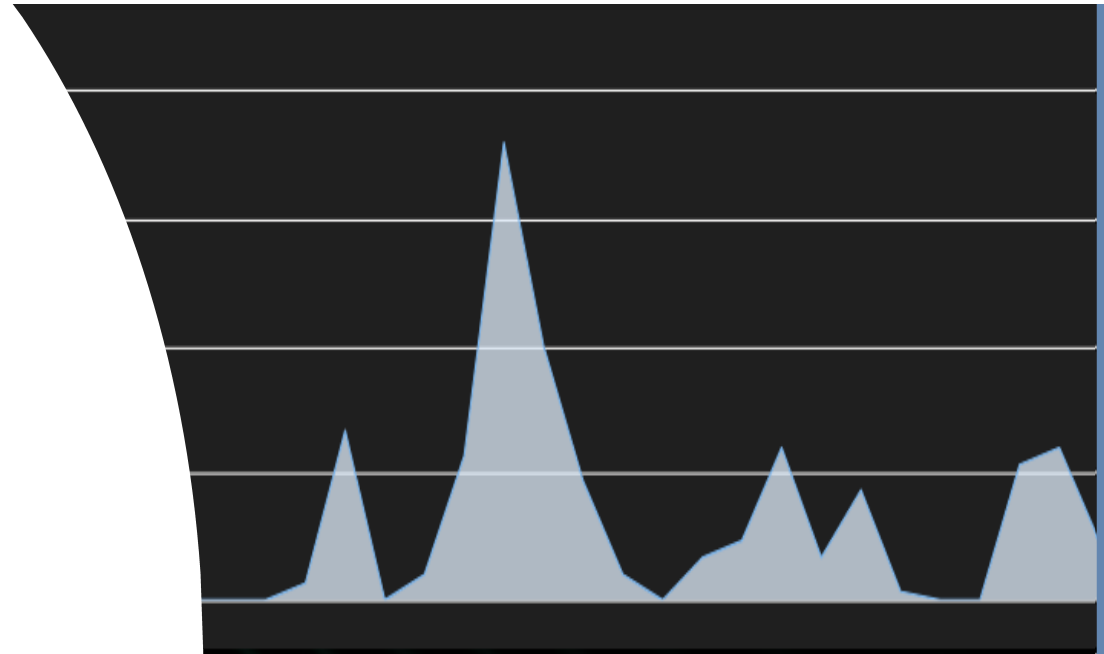
- Goals:
  - Perform human capital assessment
  - Develop communication tool

[Demonstration](#)



# Career Enhancement Successes

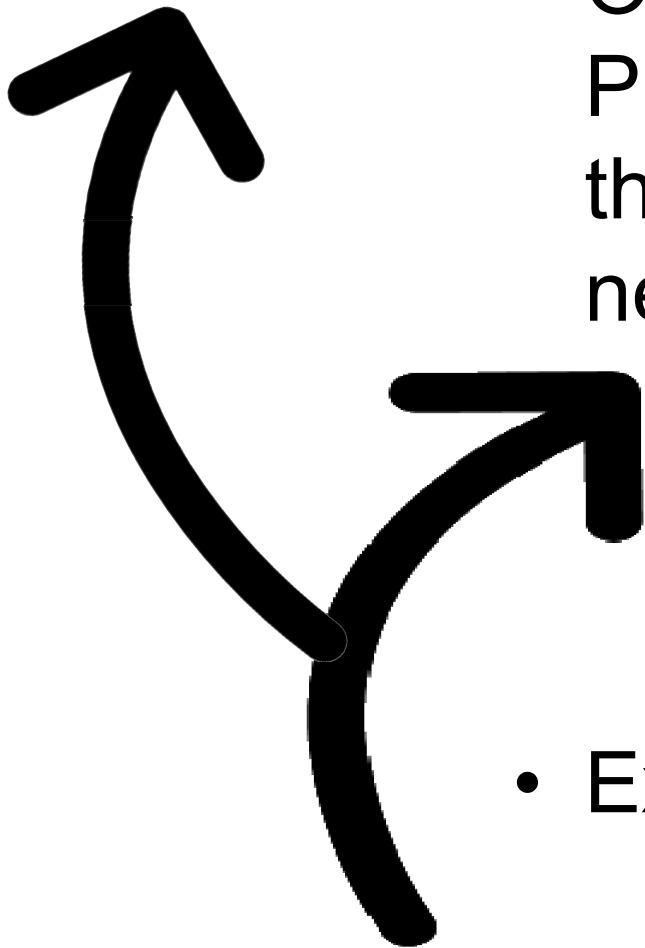
- 19% of staff visited at least once
- More than 4800 total views
- Microsoft Stream Channel: 684 views





# Employee Journey (Horizon 2)

- Online Explore Careers Platform – help staff align their career paths with the needs of the agency
  - Strategic Workforce Planning
  - Competency Models
  - Position Descriptions
  - Staff Testimonials
- Expected December 2020



# Conclusions

**Human capital resources are evolving to support staff needs and make better use of available data.**

- Improve career satisfaction and retention
- Modernize career planning and staff development tools

**Two recent initiatives support this evolution:**

- Horizon 1: NRC Guide to Career Enhancement
- Horizon 2: Employee Journey



# **Strategies for the workforce of the Future**

## **Building talent/capacity for today and tomorrow**

### **A Region II Perspective**

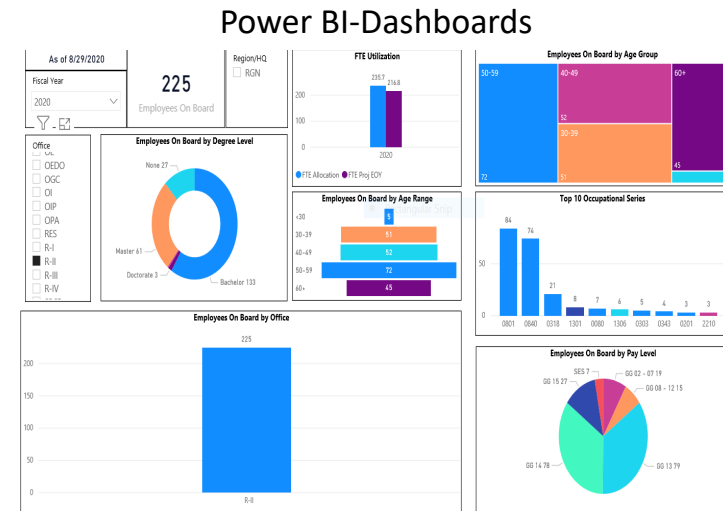
**Laura Dudes**  
**Regional Administrator, Region II**

# Region II-“Mission Focused, Values Centered, People Driven”



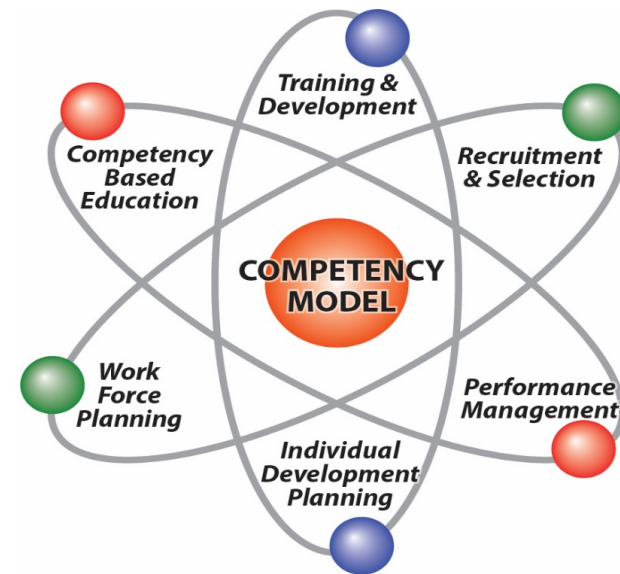
# Strategic Workforce Planning – A Regional Perspective

- Today's workforce
  - Power BI-Dashboards
- SWP Pilot 2017-2020 and beyond-building data for the future
  - Tool for Decision Making
  - Transitioning workforce
  - Select now/place later

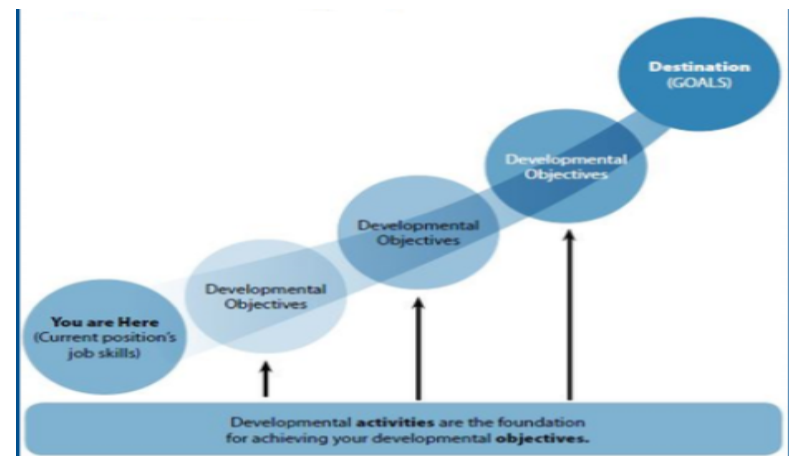


# Intentional, Individual Talent Development

- Competency Models - 100% Complete
- Capacity-cross training, IDPs, Mentoring
- Agility for the Future



Individual Development Plans (IDPs)





# Nuclear Regulator Apprentices Network



## Regulatory Fundamentals

Understand **WHY** the NRC exists



- ✓ Focus on skill development in multiple areas
- ✓ Achieve rapid, tangible, & meaningful results
- ✓ Facilitate engagement & retention
- ✓ Support spectrum of future agency needs

## Technical Fundamentals

Understand **WHAT** the NRC regulates



## Regulatory and Organizational Skills

Understand **HOW** the NRC accomplishes its mission



## Project-Focused Apprenticeship Rotations

Obtain **SKILLS ACROSS MULTIPLE DISCIPLINES** through on-the-job training (NRR, NMSS, RES, Regions)



15 Weeks  
June 22, 2020 Oct. 5, 2020

3 to 4 Apprenticeships, 4-6 months in length

Placement

June 22, 2020 18 - 24 Months Spring 2022

[NRAN Video](#)



# Acronyms

- EEO – Equal Employment Opportunity
- EEOC – Equal Employment Opportunity Commission
- FY – Fiscal Year
- iCARE – Initiative on Civility, Awareness, Respect and Engagement
- IDP – Individual Development Plan
- NRAN – Nuclear Regulator Apprenticeship Network



## **Acronyms (cont.)**

- NRC – Nuclear Regulatory Commission
- NRO – Office of New Reactors
- NRR – Office of Nuclear Reactor Regulation
- NSPDP – Nuclear Safety Professional Development Program
- OCHCO – Office of Chief Human Capital Officer
- SWP – Strategic Workforce Planning