

Commission Briefing on
**Human Capital and
Equal Employment
Opportunity**

June 13, 2023



Agenda

- Opening Remarks
- Overview Of Strategic Human Capital Management
- Fiscal Year 2023 Recruitment Activities To Fill Agencywide Vacancies
- Retention Through The Lens Of Organizational Culture
- Innovation In The Training Process And Future Workforce Needs
- Knowledge Management: The Journey To Effective Knowledge Transfer
- Civil Rights and Diversity Equity Inclusion and Accessibility (DEIA) Update





Strategic Human Capital Management

Overview

Eric Dilworth

Deputy Chief Human Capital Officer,
OCHCO

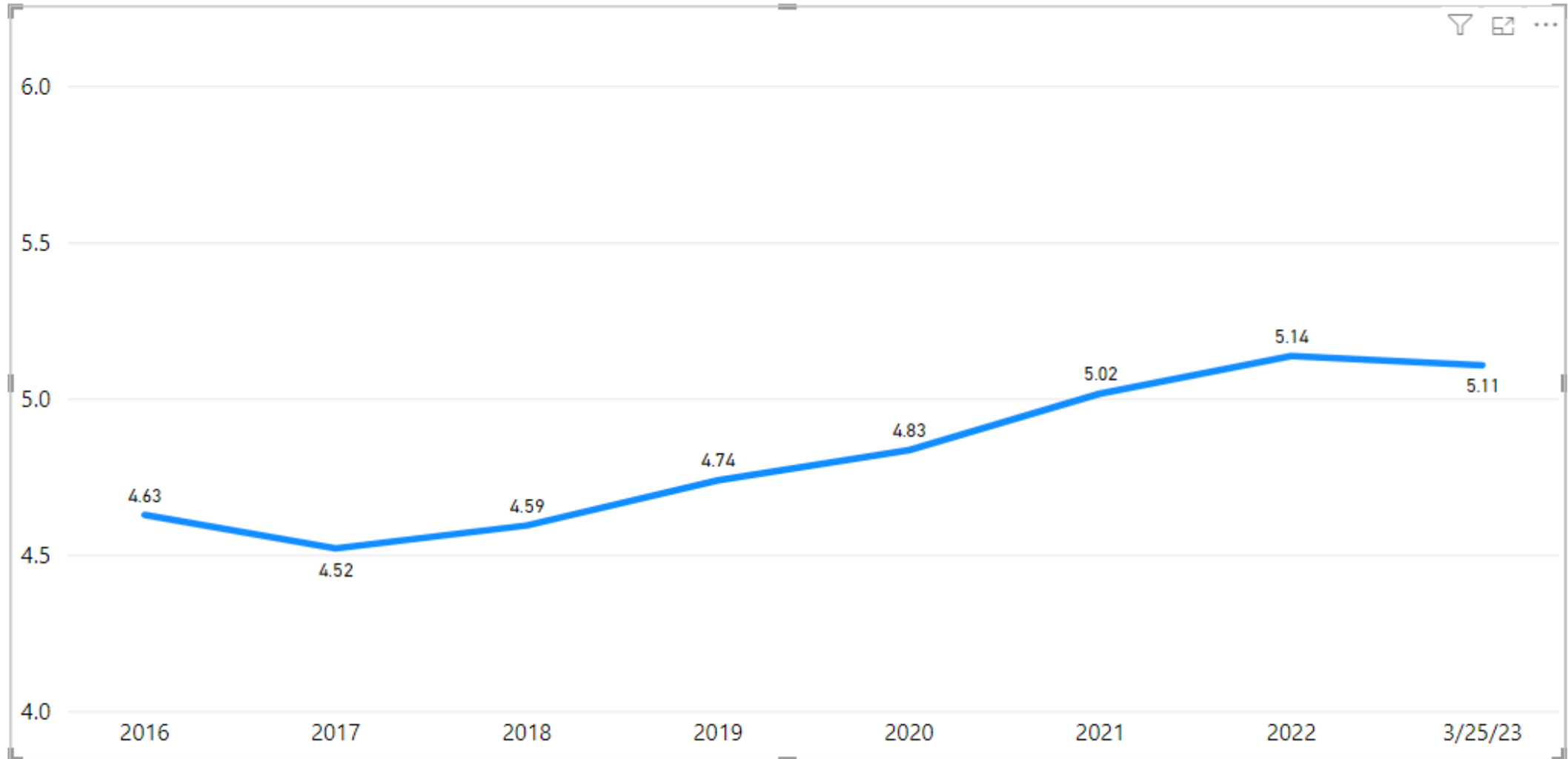
Human Capital Overview

Human Capital Operating Plan

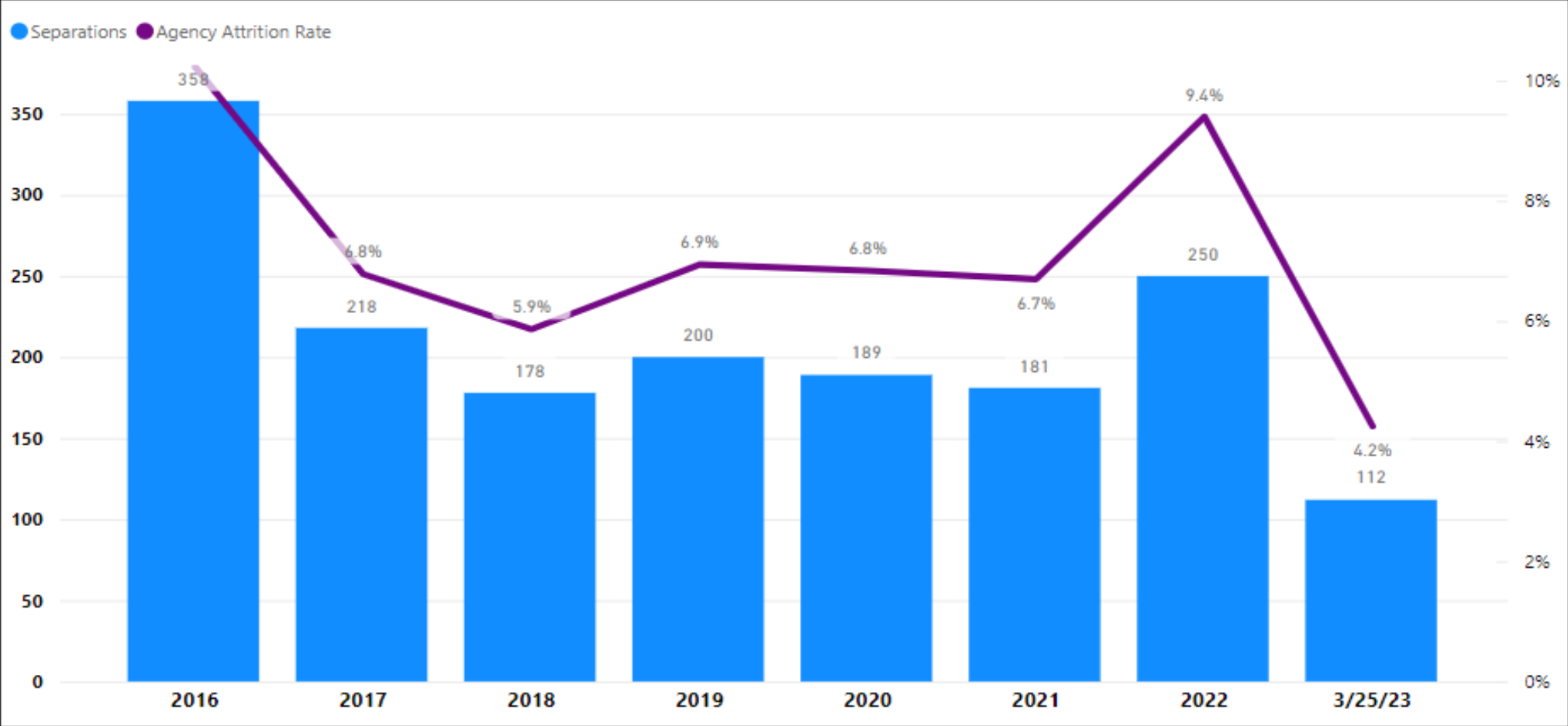
- Workforce Planning
- Recruiting and Hiring
- Identify and Close Skill Gaps
- Modernize Processes
- Data Analytics



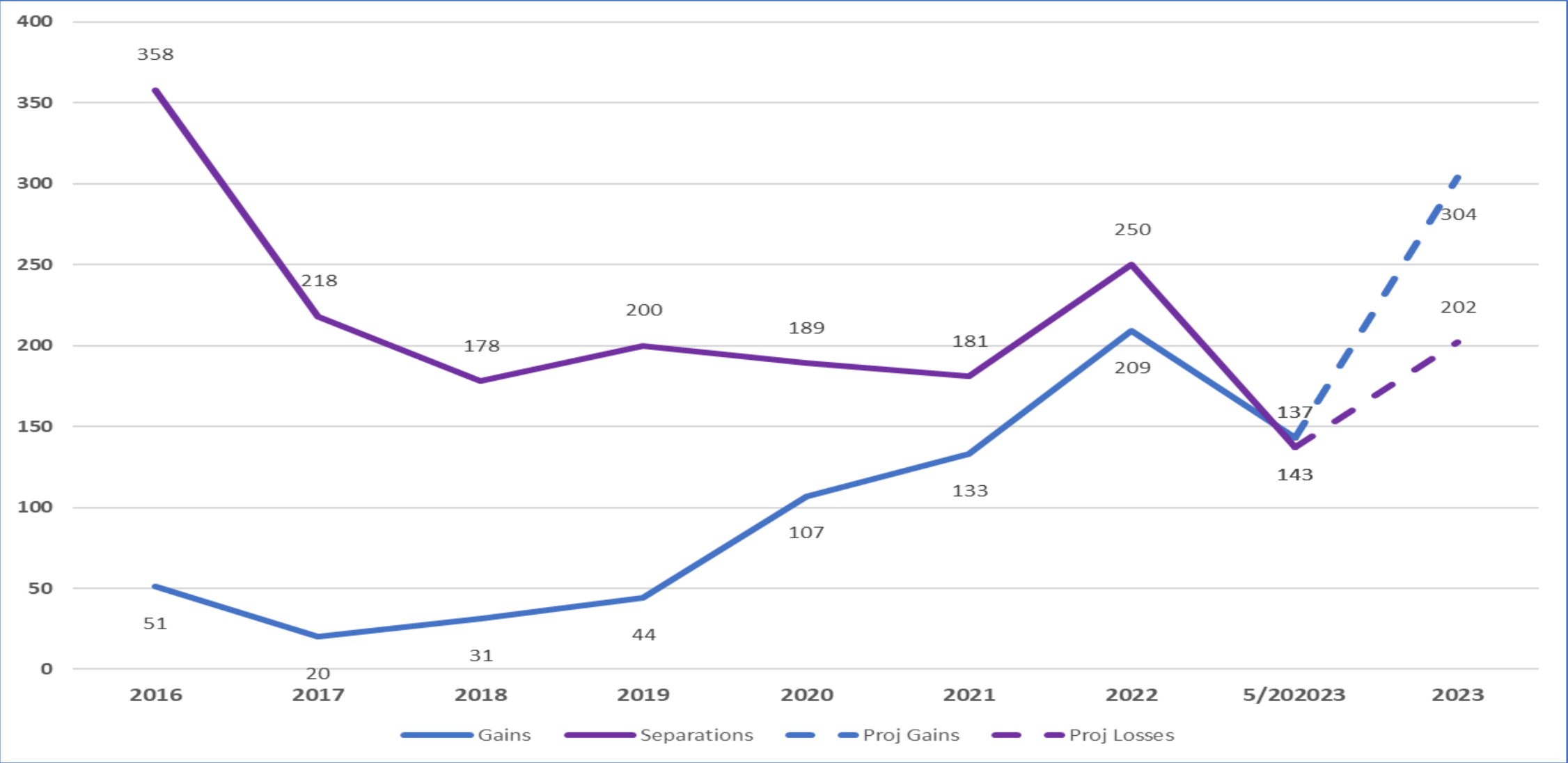
Average Years Past Retirement Eligibility by Fiscal Year



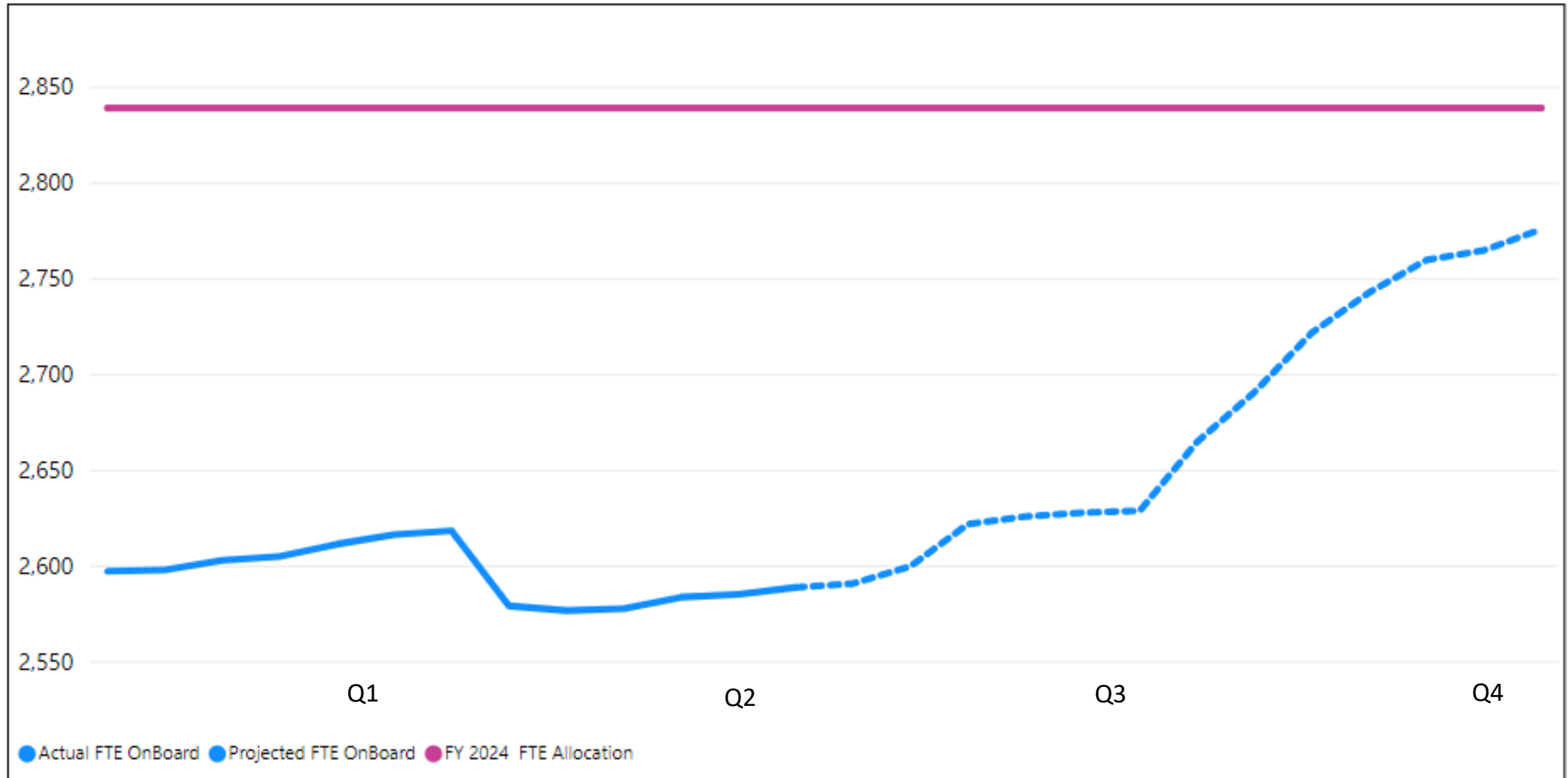
Separations and Agency Attrition Rate by Fiscal Year



Gains and Separations by Fiscal Year



FTE Onboard and Projections



Human Capital Overview

Strategic Workforce Planning

Activities to Meet Hiring Goal

Knowledge Management





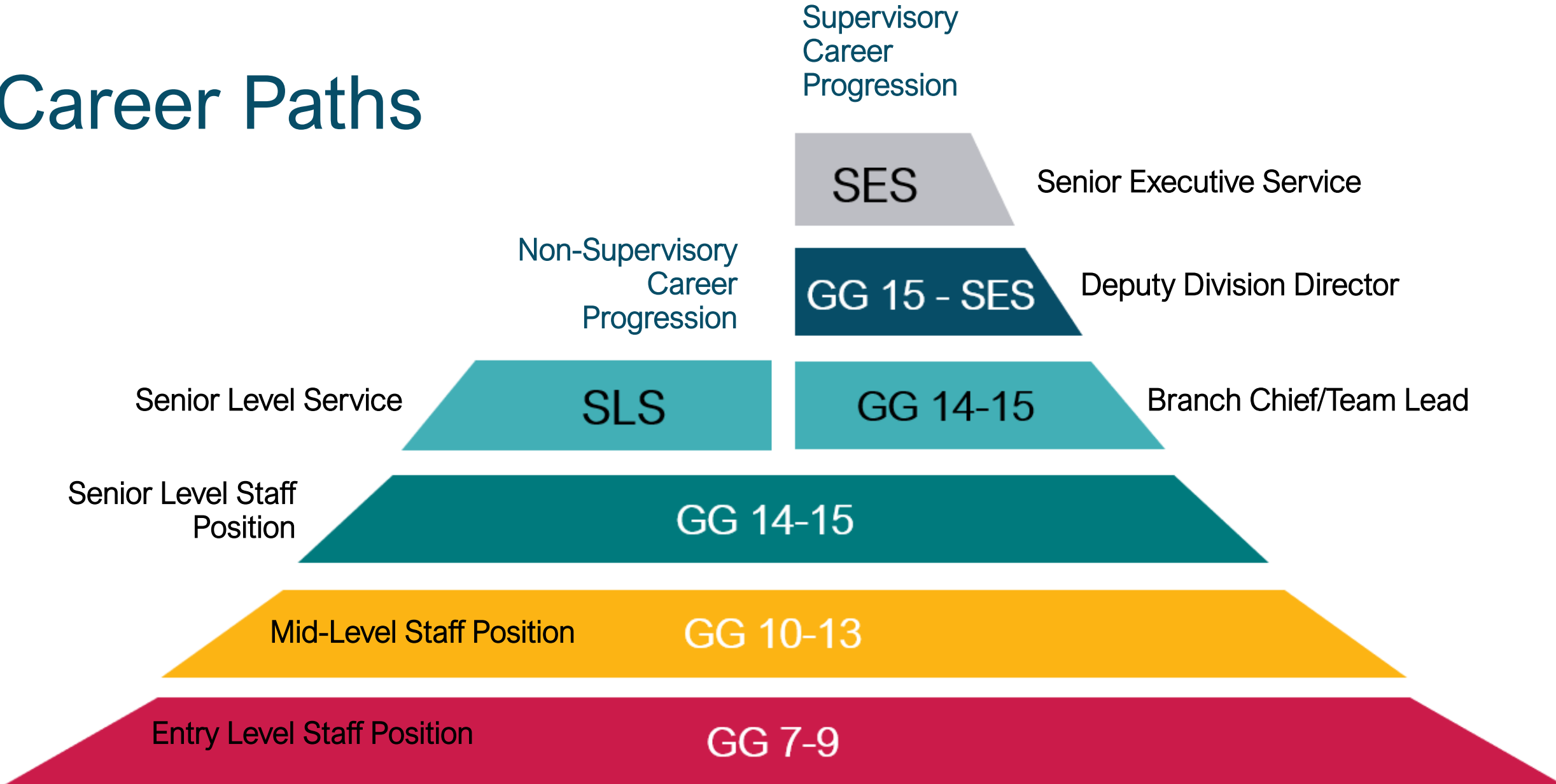
Fiscal Year 2023 Recruitment Activities

To Fill Agencywide Vacancies

Karen Cobbs

Chief, Workforce Management and
Benefits Branch, OCHCO

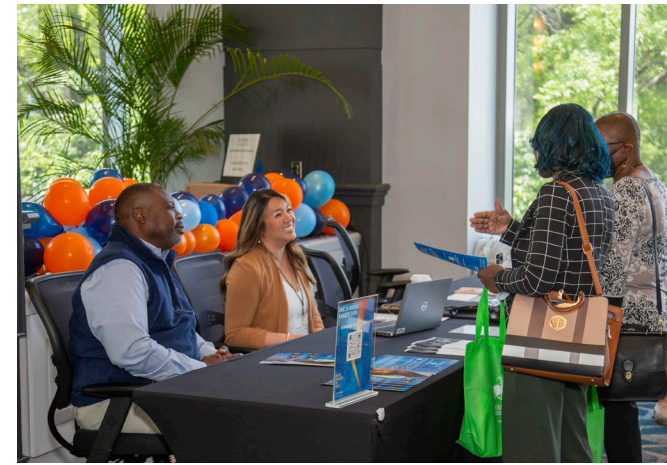
Career Paths



Recruitment

59 Total Recruitment Events
38 Campus Events
21 Professional Events

To increase the diversity of our candidate pool, NRC is conducting targeted outreach with NRC affinity groups and Minority Serving Institutions



Recruitment Events

Spring 2023

Resident Inspector
Virtual Information Session

March 2023

80 Participants

NRC Virtual Information
Session

April 2023

150 Participants

NRC is Hiring!
Career Expo

May 2023

227 Attendees
69 Interviews
56 Letters of Intent
6 Tentative Job Offers

Direct Hiring and Non-Competitive Hiring Authorities

Direct Hire Authority (DHA)

Disabled Veterans

Veteran Recruitment Authority (VRA)

Military Spouses

Schedule A

USAJOBS[®]

DHA and Non-Competitive Positions:

- Engineering/Physical Science
- Acquisitions
- Information Technology Specialist
- Information Security
- Reliability and Risk Analyst



Retention Through the Lens of Organizational Culture

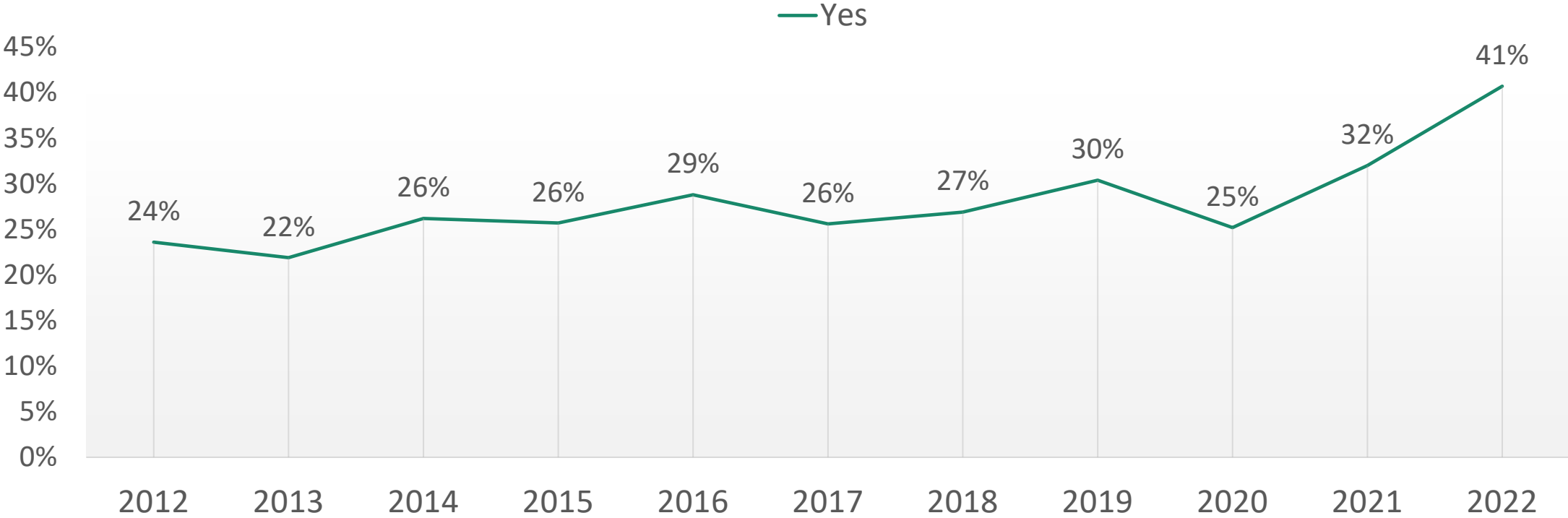
Stephanie Morrow, Ph.D.

Agency Culture Team

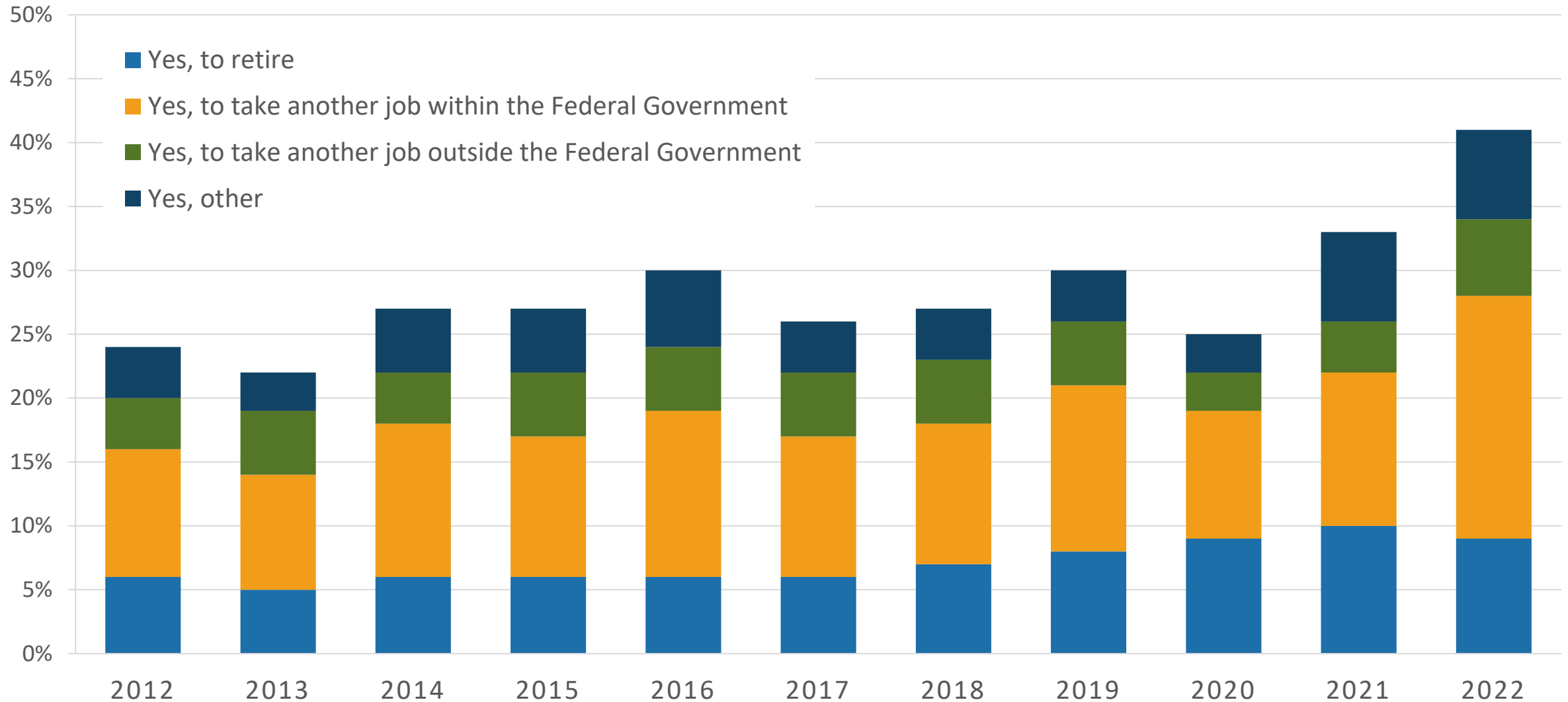


According to FEVS results, more employees are considering leaving than in years past

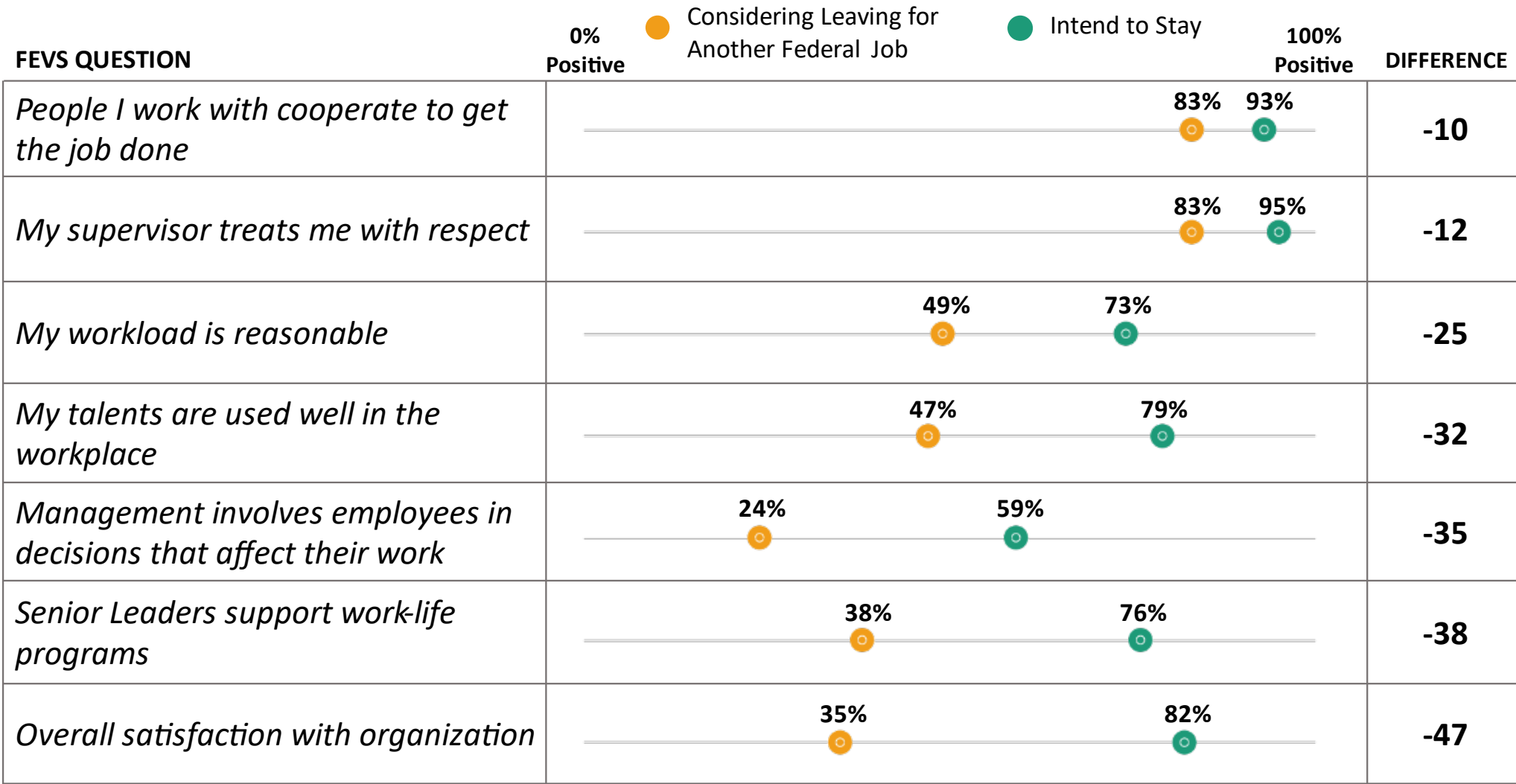
FEVS: ARE YOU CONSIDERING LEAVING YOUR ORGANIZATION WITHIN THE NEXT YEAR, AND IF SO, WHY?



FEVS: Are you considering leaving your organization within the next year, and if so, why?



How do employees who are considering leaving compare to those who intend to stay?



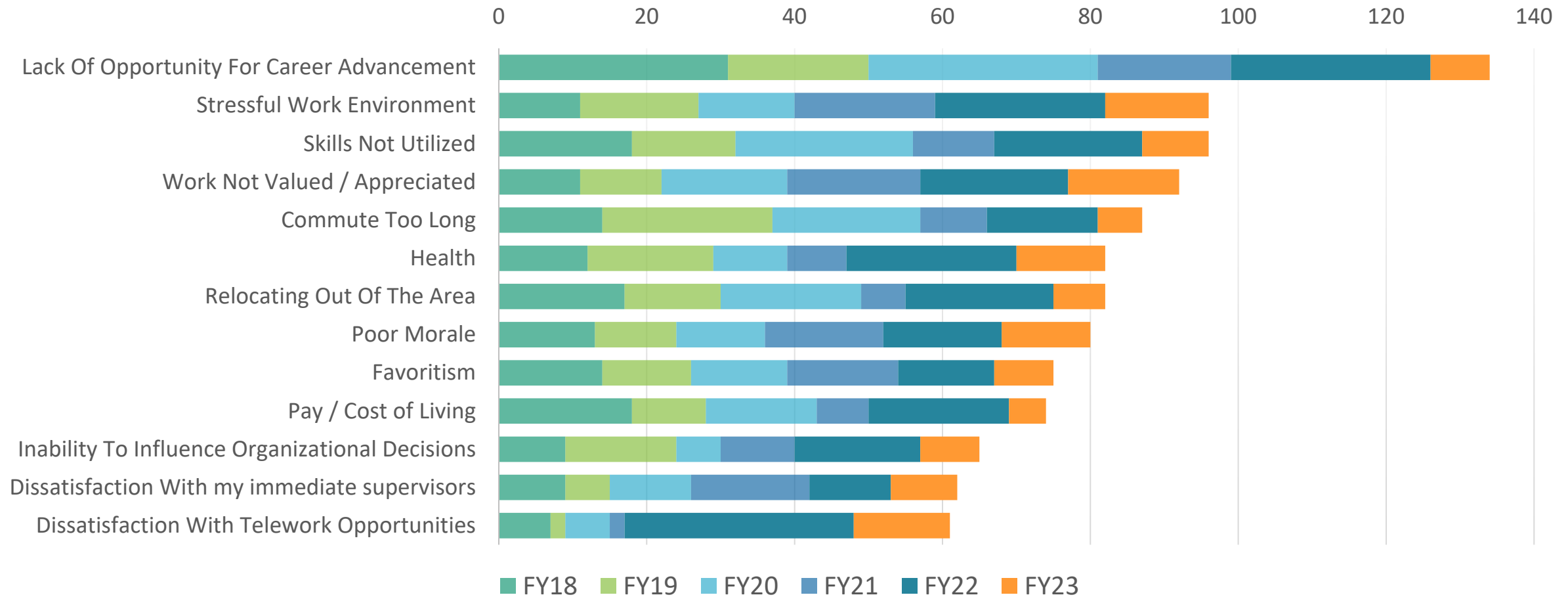
Why Do Employees Leave?



- Compensation
- Lack of career development and advancement
- Lack of workplace flexibility
- Unsustainable work expectations
- Uncaring and uninspiring leaders

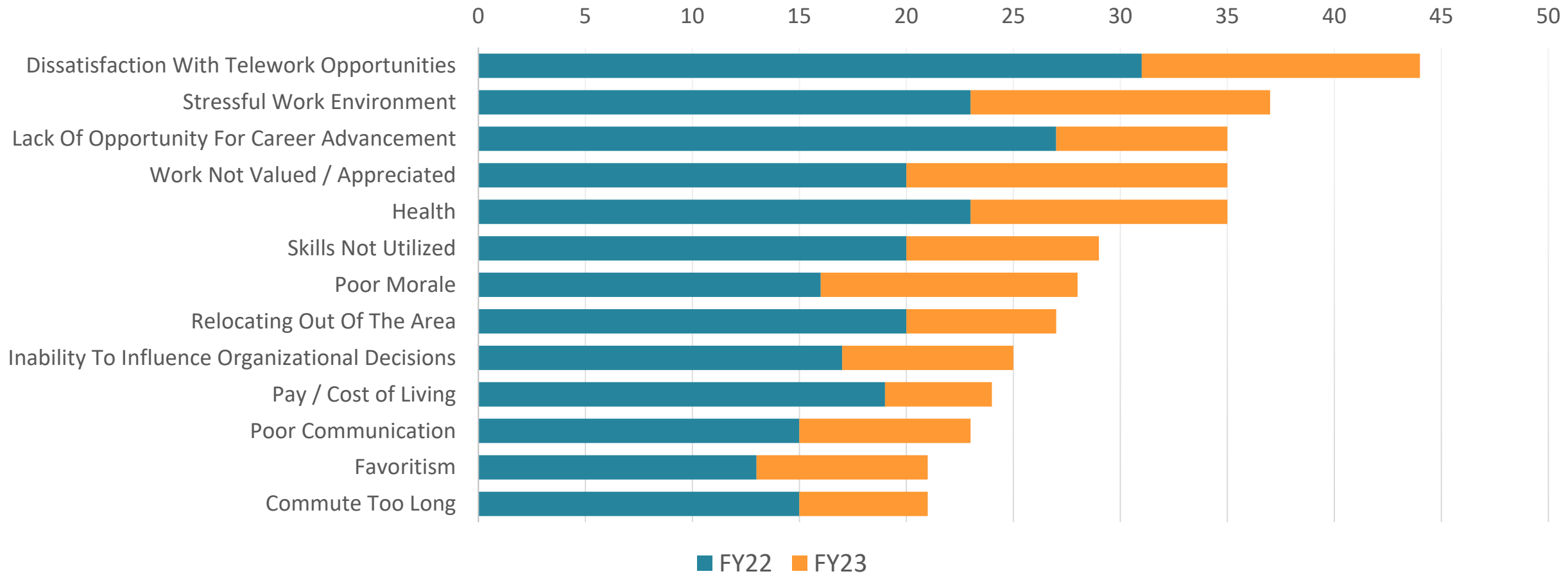
[Source: Society for Human Resource Management – Top Reasons for Turnover](#)

Lack of opportunity for career advancement leading factor for separations over past 5 years



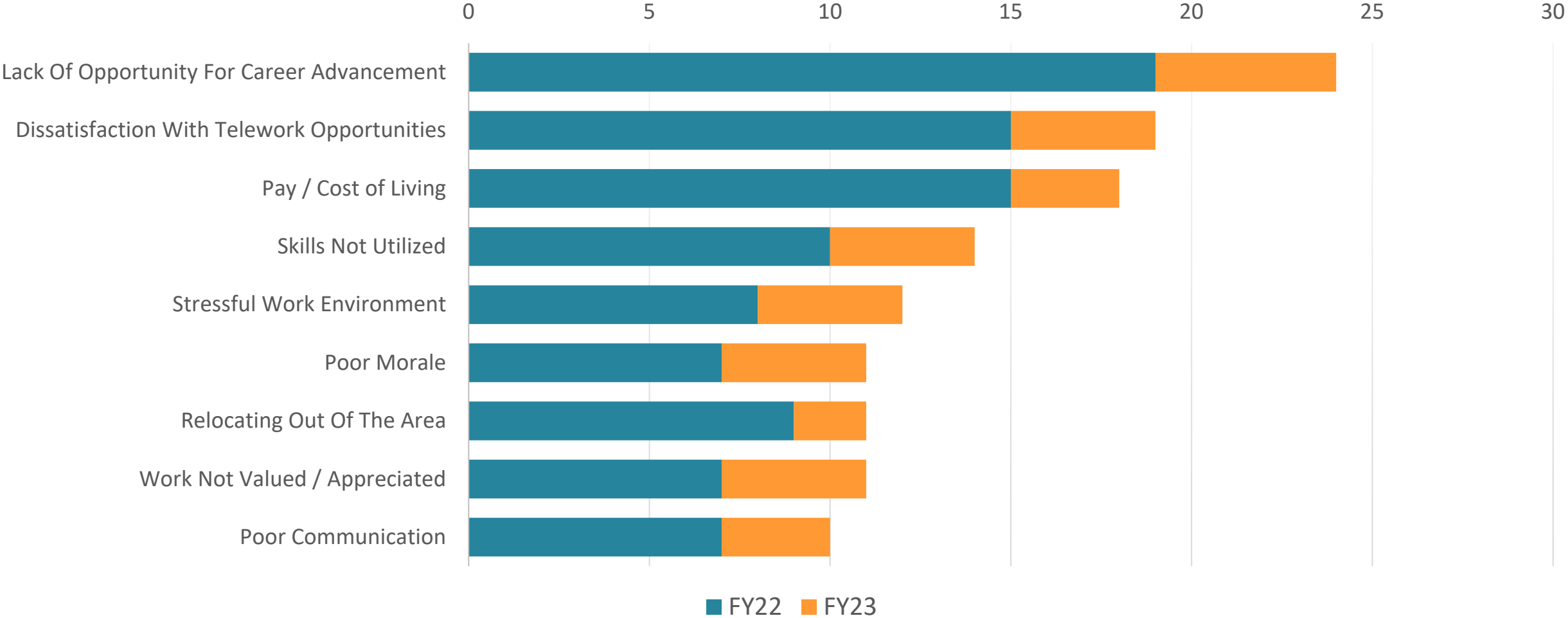
Data from 620 exit survey respondents who separated from the NRC between October 2017 and March 2023.

Most recent data indicates some shifts in most frequent contributing factors for separations



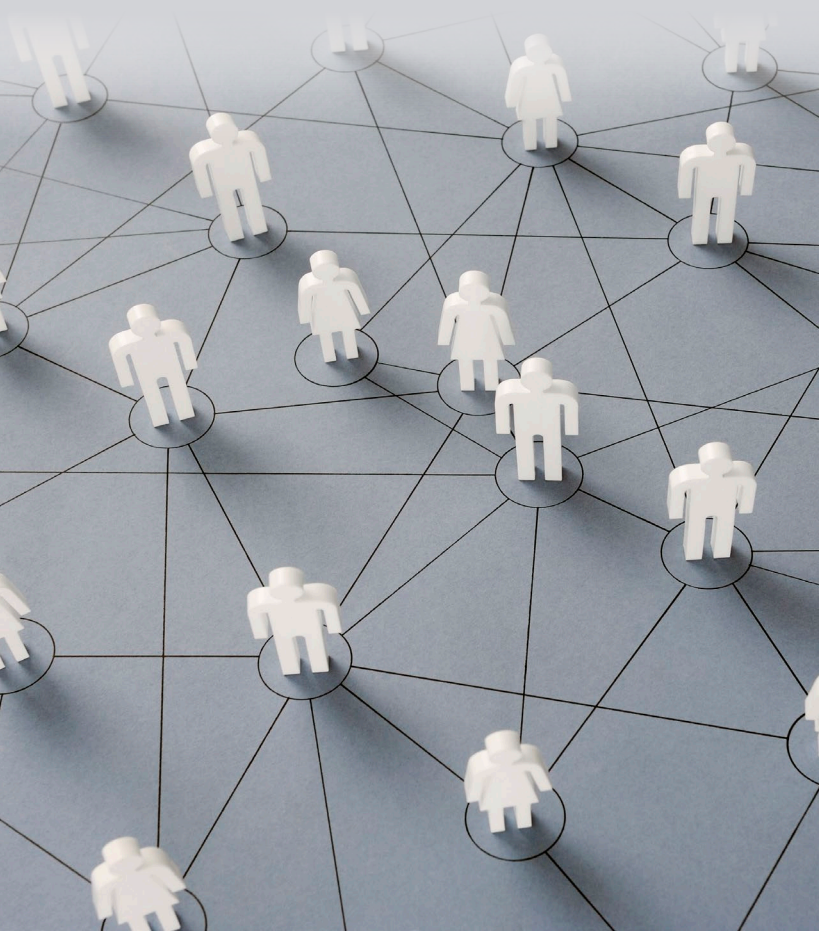
Data from 194 exit survey respondents who separated from the NRC between October 2021 and March 2023.

Career advancement and telework most frequent contributing factors for non-retirement separations in FY22-23



Data from 51 exit survey respondents who separated from the NRC between October 2021 and March 2023.

Why Do Employees Stay?



The more embedded employees are in an organization, the more likely they are to stay.

Three Types of Connections Foster Embeddedness

[Source: Society for Human Resource Management – Retaining Talent](#)

LINKS

Connections with other people, groups, and organizations



FIT

Extent person feels compatible with their job, organization, and community



SACRIFICE

Forms of value person would have to give up if they left a job



Video Link: [https://usnrc.sharepoint.com/:v:/r/teams/
EEOCommissionBriefing/Shared%20Documents/General/NRC%20Retention
%200526%20R7.mp4?csf=1&web=1](https://usnrc.sharepoint.com/:v:/r/teams/EEOCommissionBriefing/Shared%20Documents/General/NRC%20Retention%200526%20R7.mp4?csf=1&web=1)



We Leverage Our Strengths by Focusing on Our People



Offering support and guidance



Building connection



Listening to employees



Providing opportunities for development



Involving employees in shaping the future

The key to retention is fostering an environment where people....

- Find purpose and meaning in their work
- Have opportunities for growth and development
- Feel respected, valued, and connected
- Have flexibility to manage work and life




Innovation In The Training Process

And Future Workforce Needs

Matthew Emrich

Human Resources Training and Development, Reactor
Technology Training Branch, OCHCO

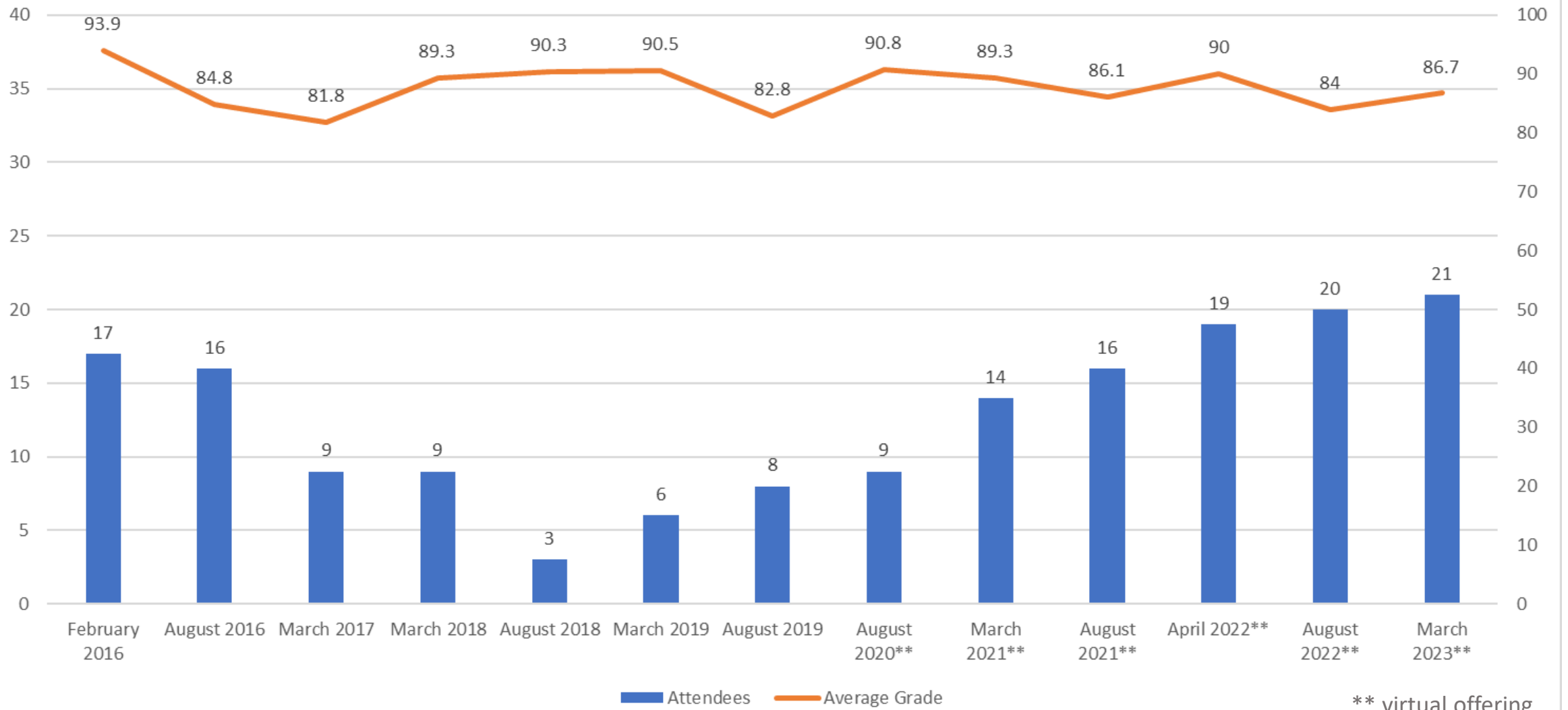




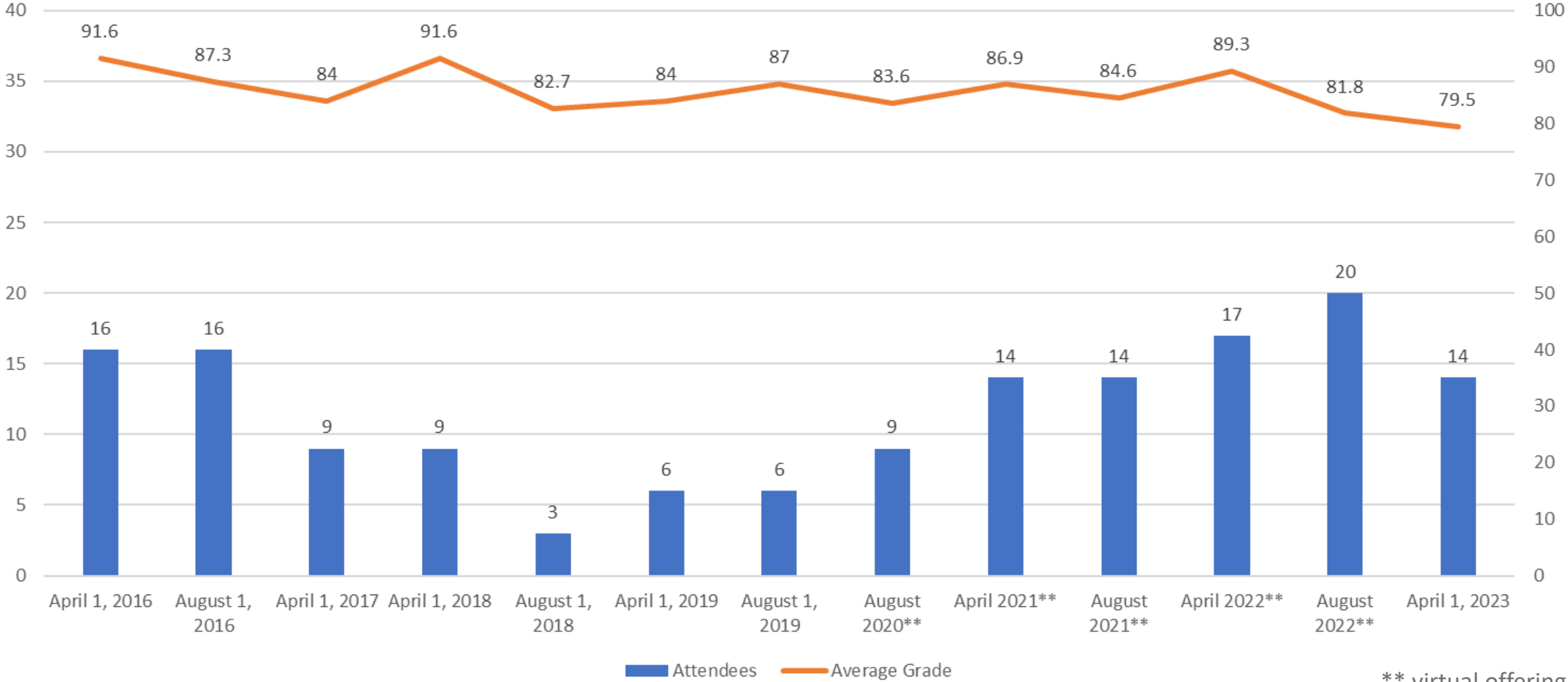
Impact of the Pandemic and Lessons Learned

- In-person vs. virtual offerings
- Current reactor-series training
(4 of 7 weeks in-person)

Attendance and Average Grades: 304P (Westinghouse) 2016-2023



Attendance and Average Grades: 504P (Westinghouse) 2016-2023





Innovative Uses of Training Resources


- Microsoft Office 365 suite
- Collaborative Learning Environment (CLE)

Success Story



2022 GSA Customer Satisfaction Survey

- NRC ranked as the 3rd highest rated of 23 mid-sized agencies in Training and Development



Experience with Fully Virtual and Hybrid Training Courses

Continually assessing effectiveness of training:

- Future of virtual / hybrid training post-pandemic
- Potential reactor series training modifications
- Modifications in course evaluations
- Competency-based qualifications
- Impact of hiring initiative impacts

Employee Development

- NRC Ambassador Program
- New Employee Immersion Program



Bringing New Employees Together

NRC Connect: New Employee Immersion Program

Designed to:

1. accelerate employee's acclimation to the agency
2. increase the sense of workplace community in a hybrid environment
3. support a healthy organizational culture





Knowledge Management

The Journey to Effective Knowledge Transfer

Christine Steger

Human Resources Specialist (Knowledge Management) Learning and Talent Development Branch, OCHCO

Knowledge Management Initiatives

2006

KM Program
Established

Research Seminars

2009

KNOWember Events

2012

NUREG / KM

2018

KM Strategy

KM Best Practice
Toolkit

2020

Nuclepedia

Regional KM
Seminars

2021

Supervisors KM Toolkit

Digital KM Badges

Employee Journey

2022

Wiki Wednesday
Sessions

In the KNOW!
Quarterly Newsletter

KM New Hire Email

KM Evaluation

KM Insights from FEVS

| FEVS 2022 | Percent Positive | | |
|--|------------------|--|-------------------------------------|
| | Governmentwide | Medium-sized Agencies (1,000-9,999 employees) | Nuclear Regulatory Commission |
| Q9) I have enough information to do my job well. | 74% | 78% | 83% |
| Q17) Employees in my work unit share job knowledge. | 80% | 85% | 87% |
| Q18) My work unit has the job-relevant knowledge and skills necessary to | 79% | 84% | 85% |
| Q19) Employees in my work unit meet the needs of our customers. | 87% | 91% | 91% |
| Q20) Employees in my work unit contribute positively to my agency's performance. | 85% | 91% | 92% |
| Q21) Employees in my work unit produce high-quality work. | 82% | 89% | 89% |

Nuclepedia Wiki Platform Launched in 2020

| | |
|---------------|---------------|
| 1,337 | User accounts |
| 9,117 | Pages created |
| 42,210 | Updates/Edits |
| 721 | Person pages |

Digital KM Badges Launched in 2021

A recognition program to **promote** and **highlight** knowledge workers across the agency for their KM achievements.



120 Badges Issued

KM Online Course in Development for 2023

An interactive online training course for all NRC employees:

- Define knowledge management
- Breakdown different journeys for employees
- Provide different KM approaches and best practices

KM Evaluation Underway

- Comprehensive evaluation of the KM program conducted by Pacific Research and Evaluation, LLC
- 4-Phased approach to measure the effectiveness of the program and tools
- Final report anticipated end of FY 2023



Special Thanks

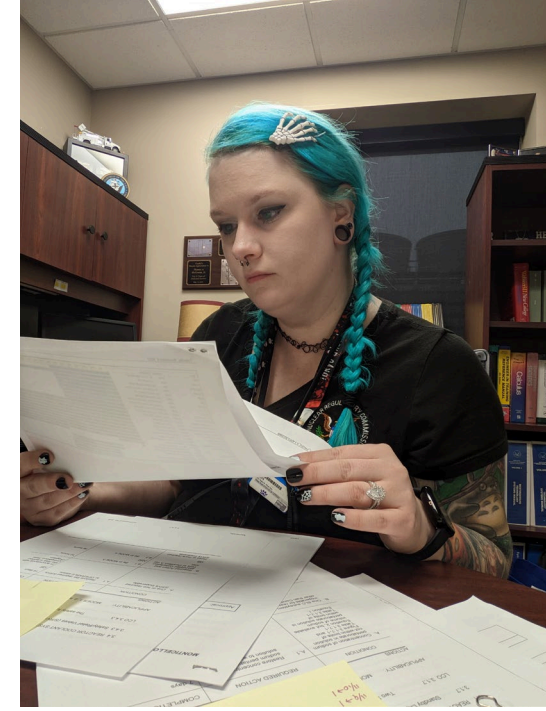
For Support and Advocacy

KM Executive Sponsor

**KM Office Champions and KM
Staff Leads**

OCHCO Senior Leadership

KM Team Members



Civil Rights and Diversity, Equity, Inclusion, and Accessibility

Stephen Smith

Civil Rights Program Manager, Office of Small Business and Civil Rights (SBCR)

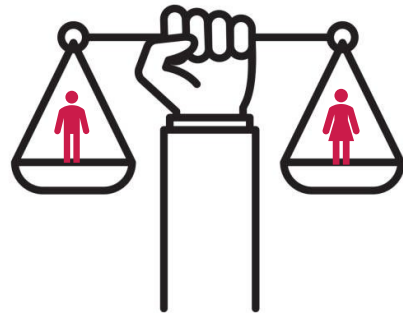


EEO Complaint Activities and Trends

“Cultivating Inclusion Together”



Small
Business



Civil Rights

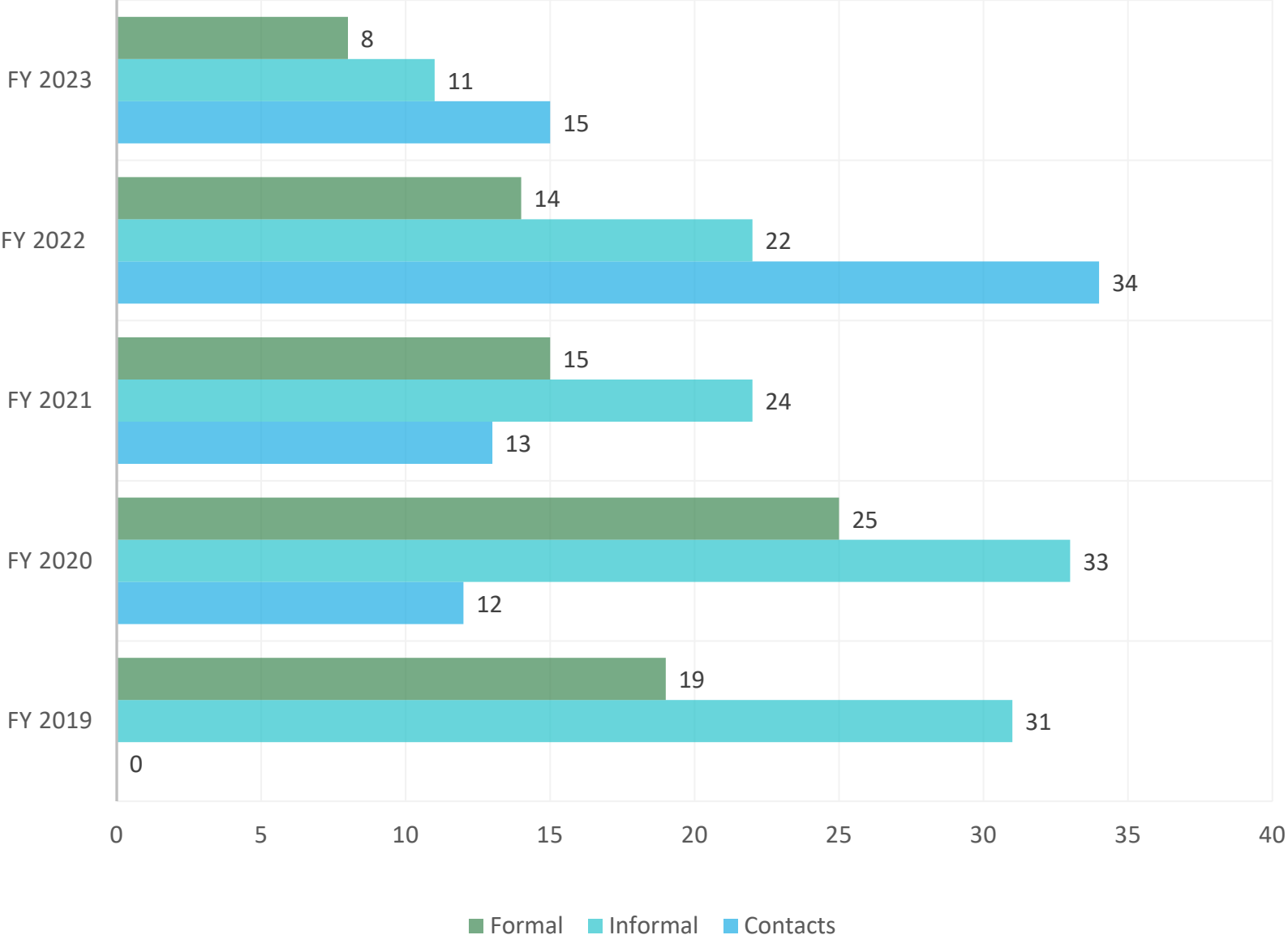


Diversity

All Complaints

Informal and Formal

Filed FY 2018 –
FY 2023 (as of
March 31, 2023)

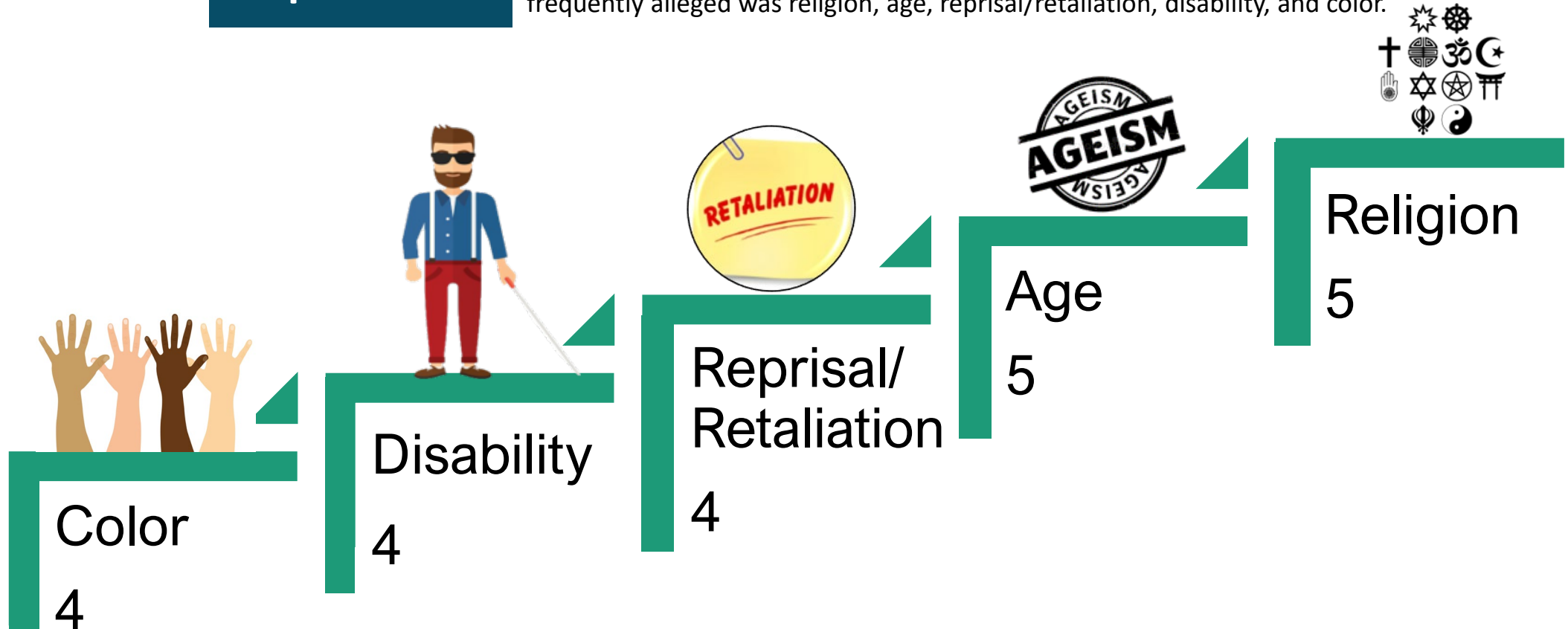


Contact tracking began in FY2020

EEO Complaint Allegations

Top 5 Bases

Of the 8 complaints filed in FY23 as of March 31, 2023, the BASES most frequently alleged was religion, age, reprisal/retaliation, disability, and color.



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 EEOC decisions.

EEO Complaint Allegations

Top 5 Issues

Of the 14 complaints filed in FY23 as of March 31, 2023, the ISSUES most frequently alleged was harassment (non-sexual), terms & conditions of employment, religious accommodations, performance appraisal, and promotion/non-selection.

- 6 Harassment (Non-Sexual)
- 2 Terms/Conditions of Employment
- 2 Religious Accommodations
- 1 Performance Appraisal
- 1 Promotion/Non-Selection

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.

Cultivating Inclusion Together



Cultivating Inclusion Together

- 1 Lead with equity
- 2 Have courageous and authentic conversation
- 3 Practice inclusive meetings
- 4 Be fair in assignments and promotions
- 5 Celebrate and bond with everyone in mind

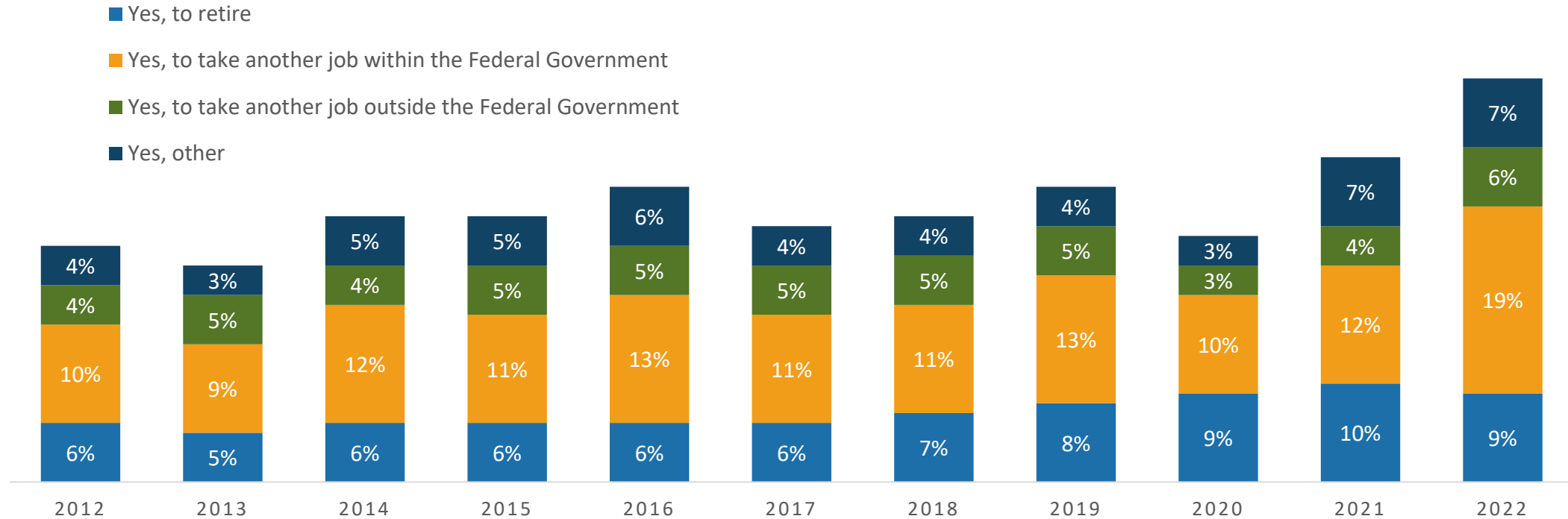


Closing Remarks

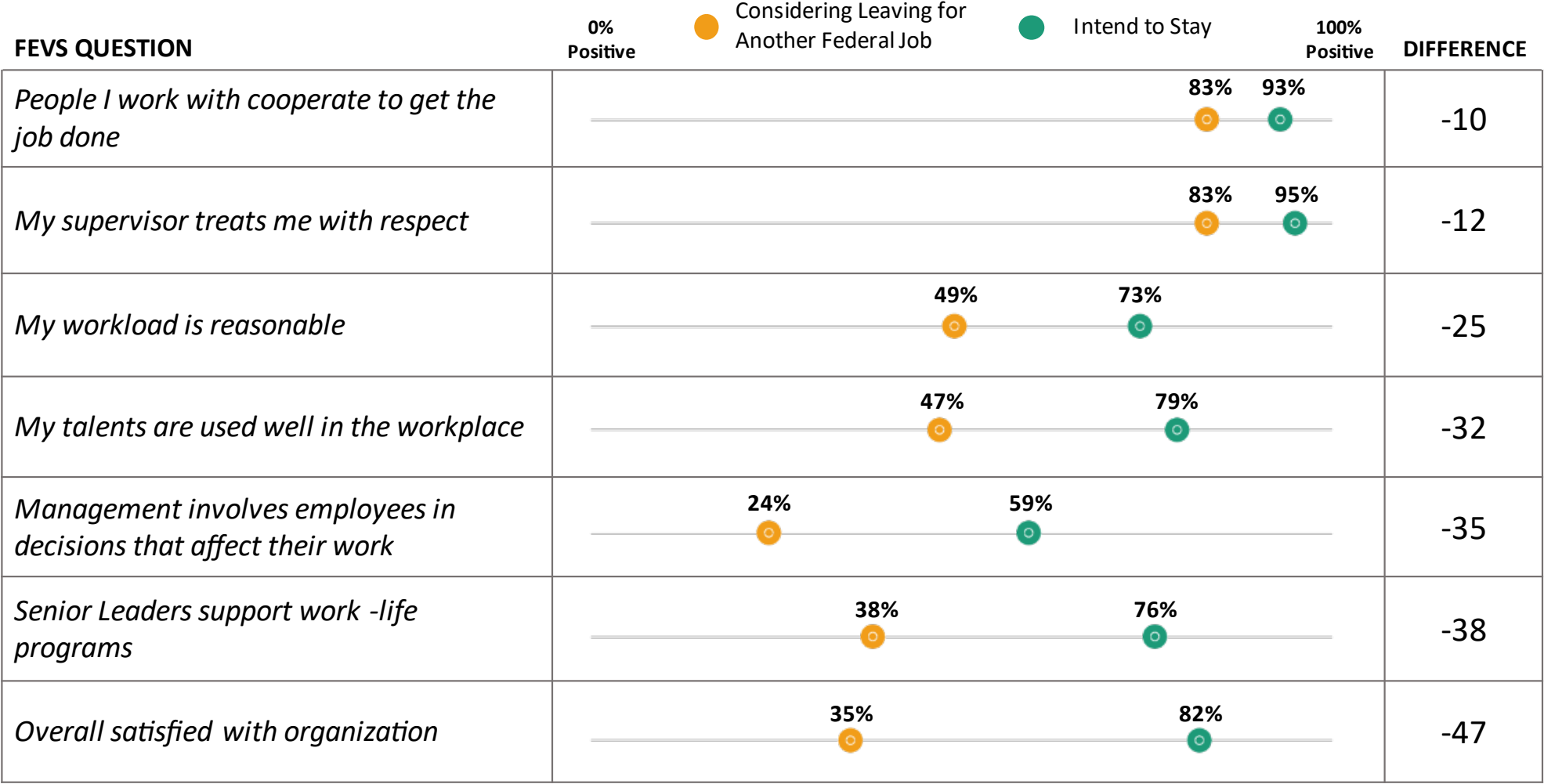
Backup Slides

From 2021 to 2022, 7% increase in employees considering transferring to other government agencies

FEVS: ARE YOU CONSIDERING LEAVING YOUR ORGANIZATION WITHIN THE NEXT YEAR, AND IF SO, WHY?



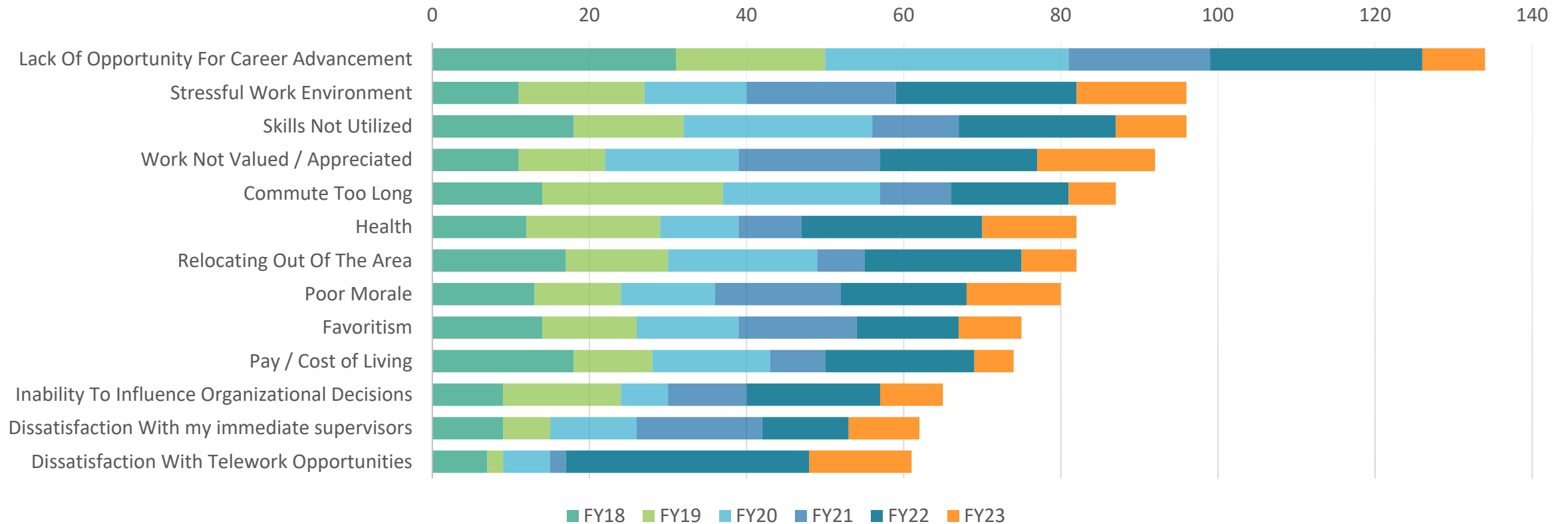
How do employees who are considering leaving compare to those who intend to stay?



Data obtained from the 2022 OPM Federal Employee Viewpoint Survey Intent to Leave Comparison Report, Nuclear Regulatory Commission. Scores indicate percent positive response. N = 1072 for intending to stay; N = 336 for considering leaving for another federal government job.

Lack of opportunity for career advancement leading factor for separations over past 5 years

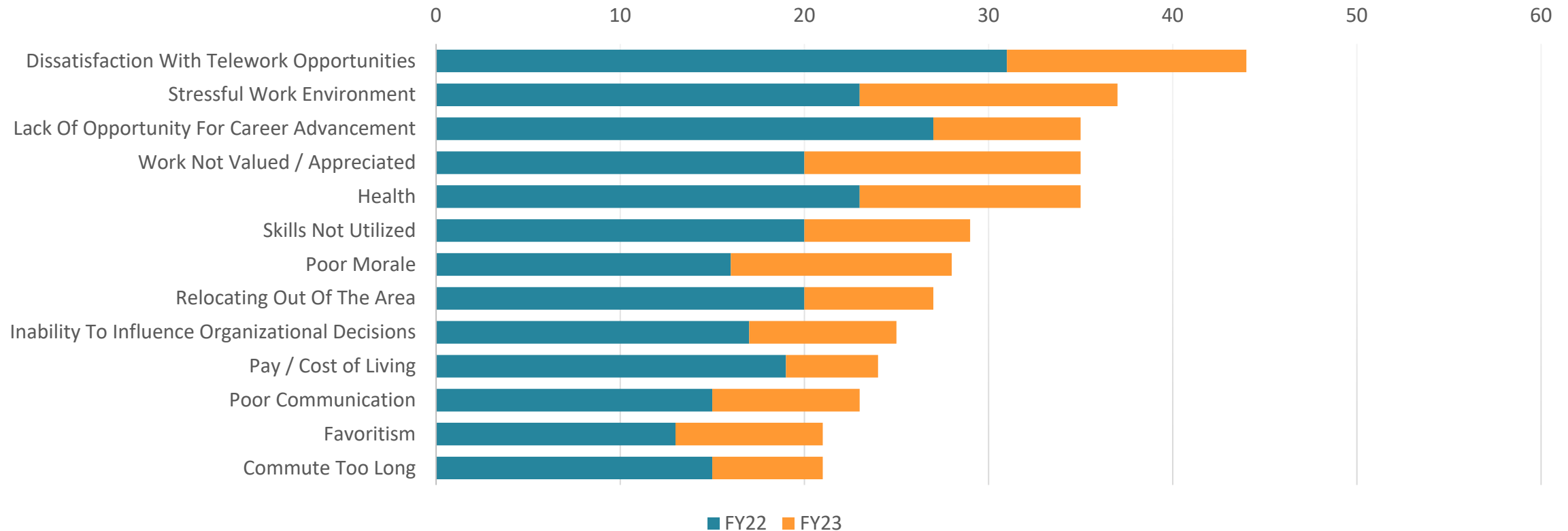
NRC EXIT SURVEY: CONTRIBUTING FACTORS TO SEPARATIONS (FY18-FY23Q2)



Data from 620 exit survey respondents who separated from the NRC between October 2018 and March 2023. Chart depicts number of respondents who indicated that the listed factor contributed to their decision to leave the agency. Respondents could select multiple factors. Data includes employees who voluntarily left due to retirement, transfer to another agency, or resignation.

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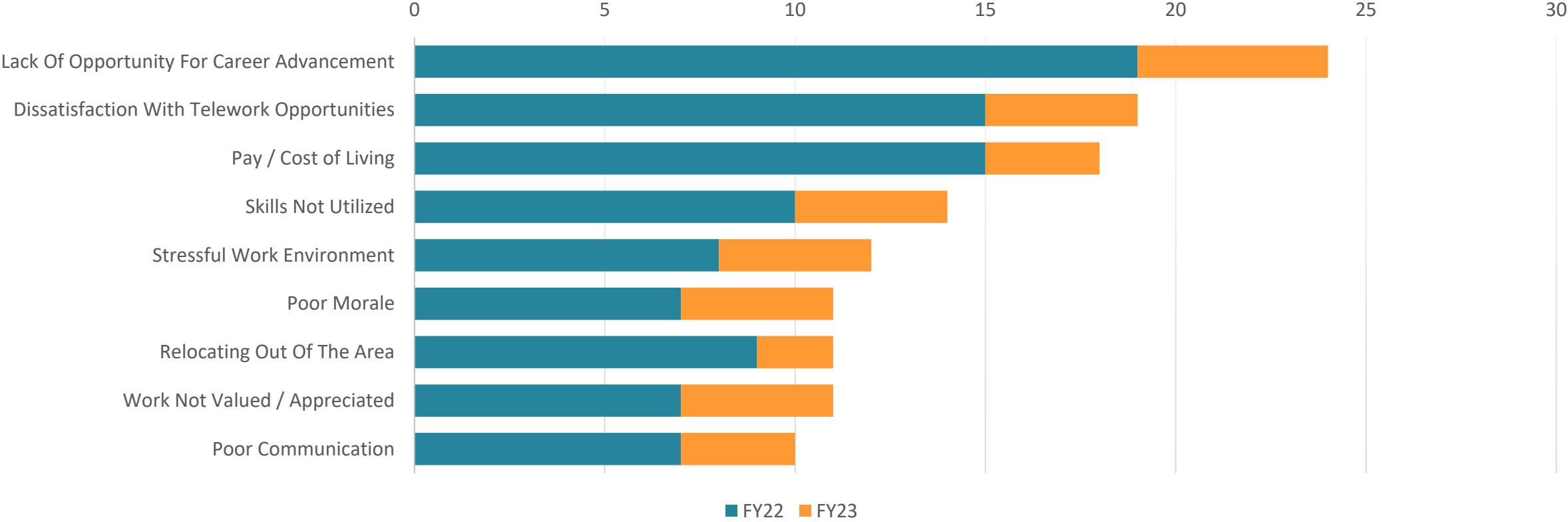
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Career advancement and telework most frequent contributing factors for non-retirement separations in FY22-23

NRC EXIT SURVEY: CONTRIBUTING FACTORS TO TRANSFERS/RESIGNATIONS (FY22-FY23Q2)



Data from 51 exit survey respondents who separated from the NRC between October 2022 and March 2023. Chart depicts number of respondents who indicated that the listed factor contributed to their decision to leave the agency. Respondents could select multiple factors. Data includes employees who voluntarily left due to transfer to another agency or resignation.

Our Journey

KM Initiatives

2006

KM Program
Established

Research Seminars

200 seminars

2009

KNOWember Events

12 years

2012

NUREG / KM

17 publications

2018

KM Strategy

KM Best Practice
Toolkit

2020

Nuclepedia

Regional KM
Seminars

125 events

140 participants

2021

Supervisors KM Toolkit

Digital KM Badges

Employee Journey

3,111 site visits
(internal)

23, 213 site visits
(public)

2022

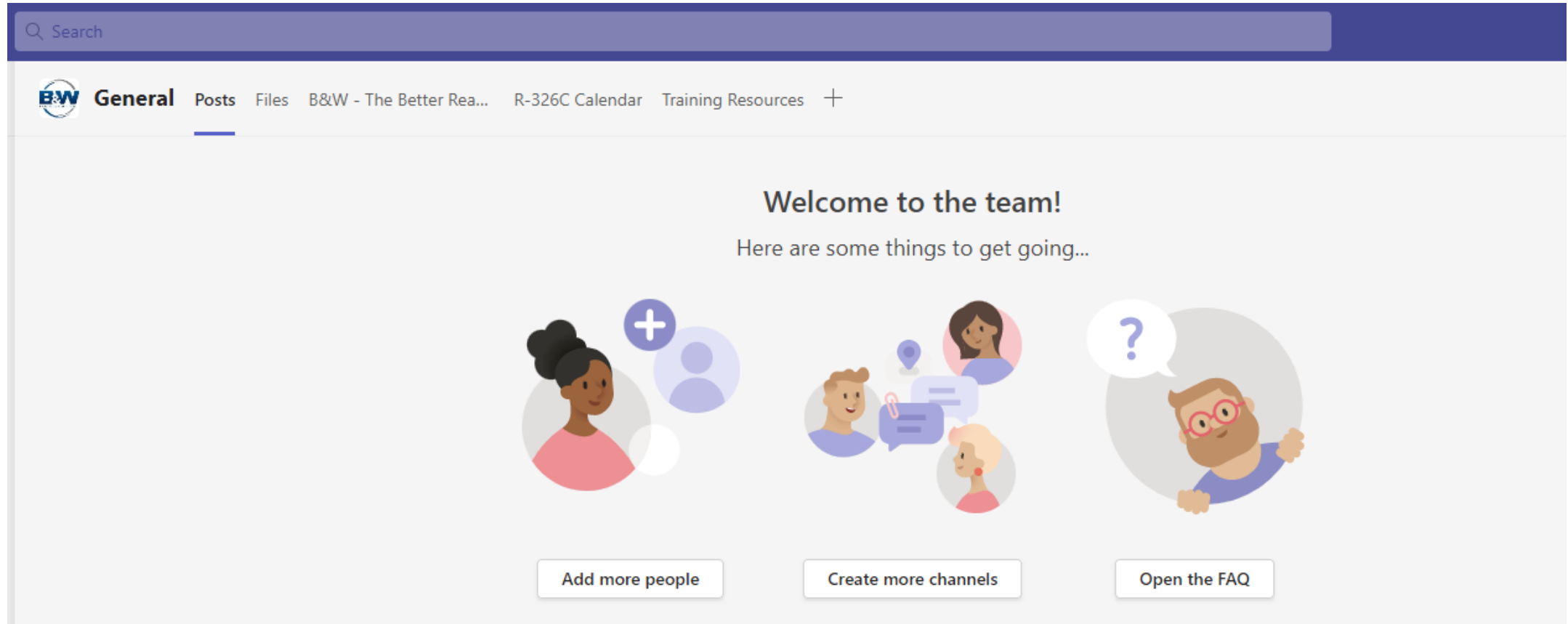
Wiki Wednesday
Sessions

In the KNOW!
Quarterly Newsletter

KM New Hire Email

KM Evaluation

TTC Staff are Utilizing the MS Teams Channels



MS Teams Channels

Q Search

B&W General Posts Files B&W - The Better Rea... R-326C Calendar **Training Resources** +

+ New Upload Edit in grid view Share Copy link Sync Download Add shortcut to OneDrive Integrate

Shared Documents > Babcock and Wilcox

| Name | Modified | Modified By | + Add column |
|--|------------------|--------------|--------------|
| B&W I&C Notes | May 24, 2022 | Scott Bussey | |
| Babcock and Wilcox Training Manual | May 25, 2016 | Scott Bussey | |
| EOP Generic Basis Documents Rev 11 | May 25, 2016 | Scott Bussey | |
| EOP Generic Basis Documents Rev 12 | July 9, 2020 | Scott Bussey | |
| TTC B&W EOPs | January 13, 2022 | Scott Bussey | |
| TTC Babcock and Wilcox Standard Tech Spe... | May 25, 2016 | Scott Bussey | |
| Useful TMI Event Files | May 11, 2022 | Scott Bussey | |
| 2000 RF12 Davis-Besse Boric Acid RPV Hea... | May 18 | Scott Bussey | |
| B&W Simulator Handbook Rev 2022.pdf | May 25, 2022 | Scott Bussey | |
| Three Mile Island Walter Cronkite, CBS, 03.... | May 19, 2022 | Scott Bussey | |