



Briefing on Human Capital and Equal Employment Opportunity

Commission Meeting
June 6, 2018



Agenda

- Overview of Human Capital
 - *Miriam Cohen, CHCO*
- Equal Employment Opportunity and Diversity & Inclusion Trends and Developments
 - *Melody Fopma, SBCR*
- Strategic Workforce Planning Update
 - *Susan Salter, OCHCO*
- Using Strategic Workforce Planning to Enhance RES Capabilities
 - *Michael Weber, RES*



Overview of Human Capital

Miriam Cohen

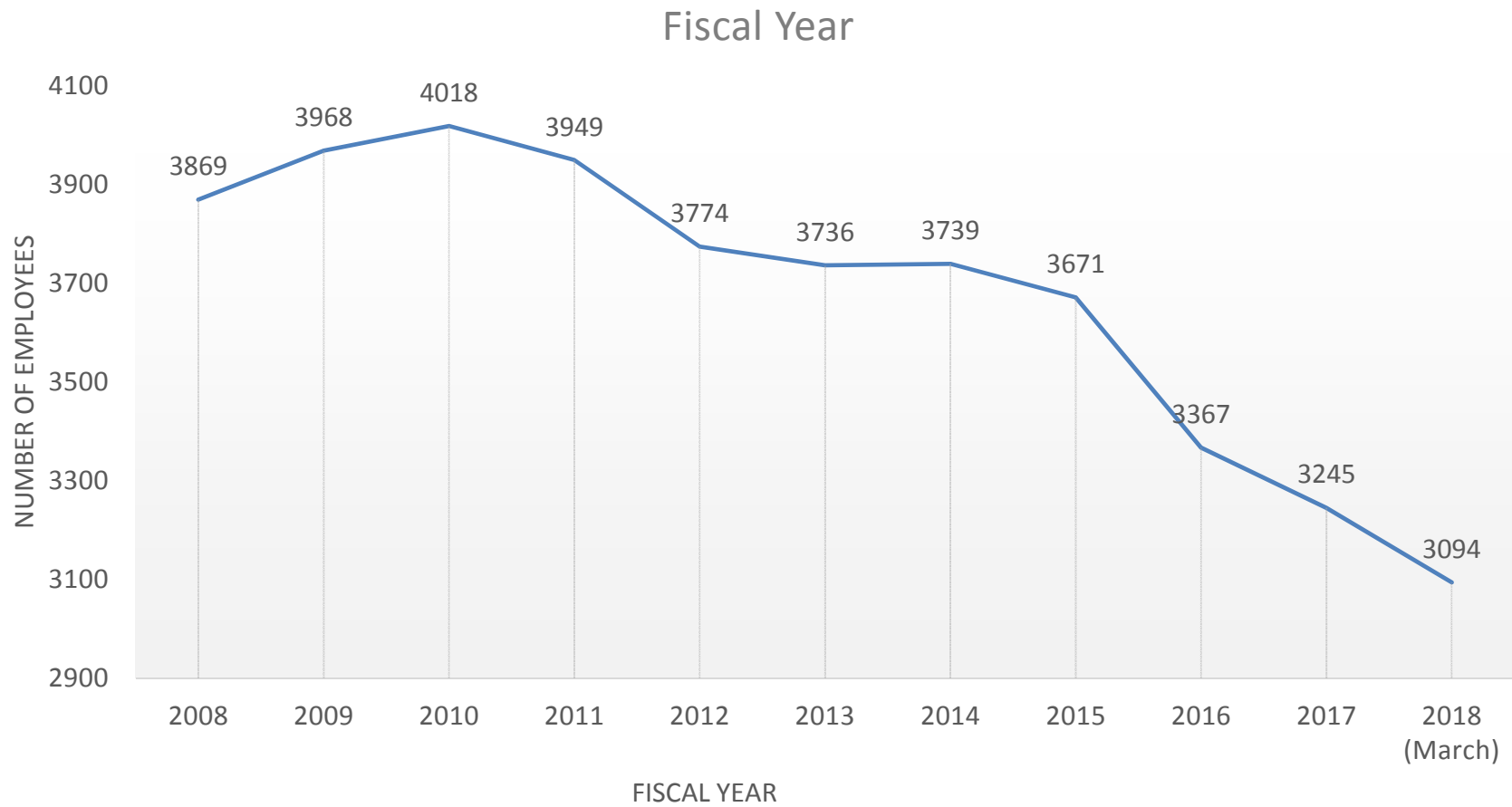
Chief Human Capital Officer

Office of the Chief Human Capital Officer

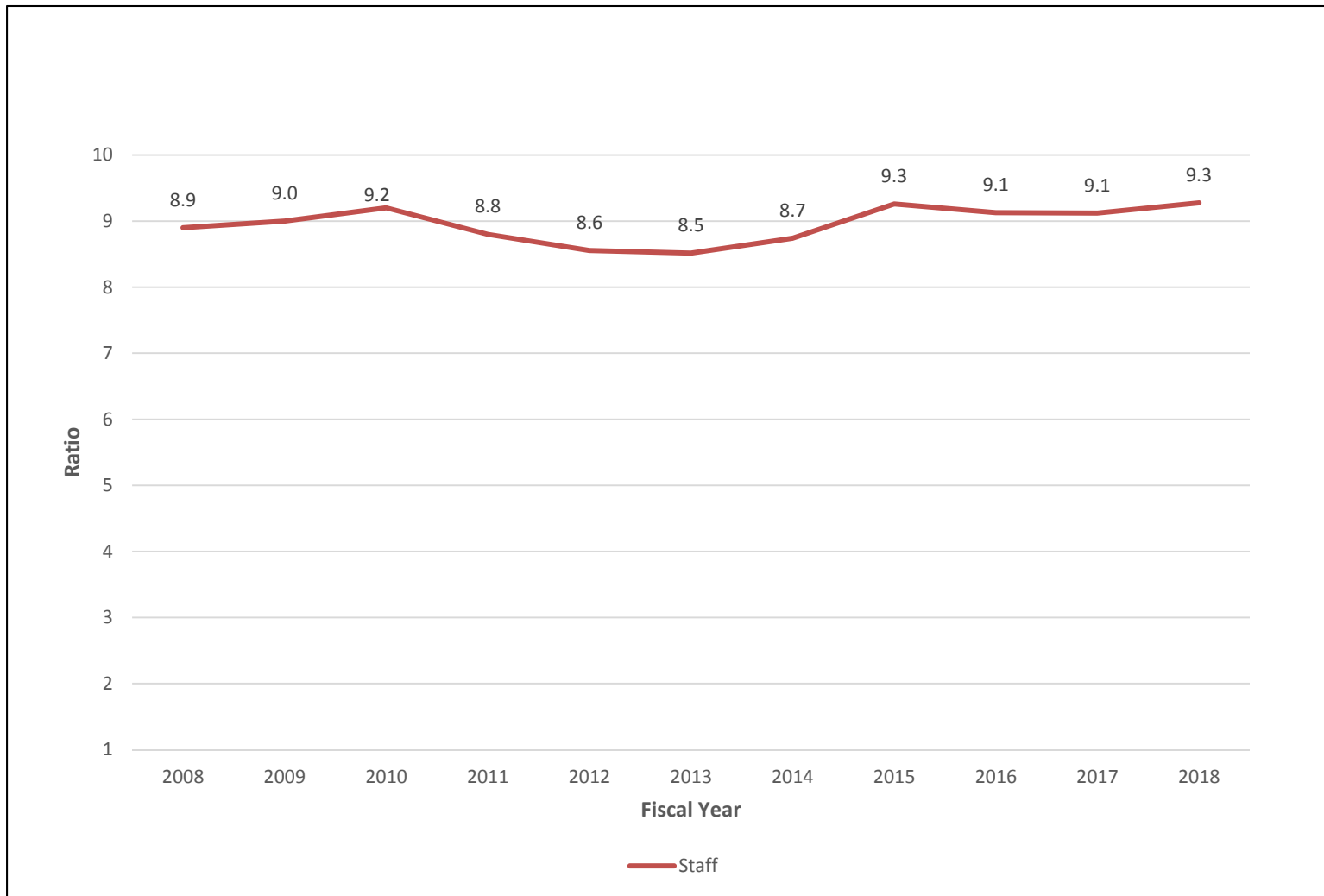
Reflections on the Past Year

- Successfully addressed workload and workforce challenges
- Employee engagement remains high
- Fostering greater trust at all levels

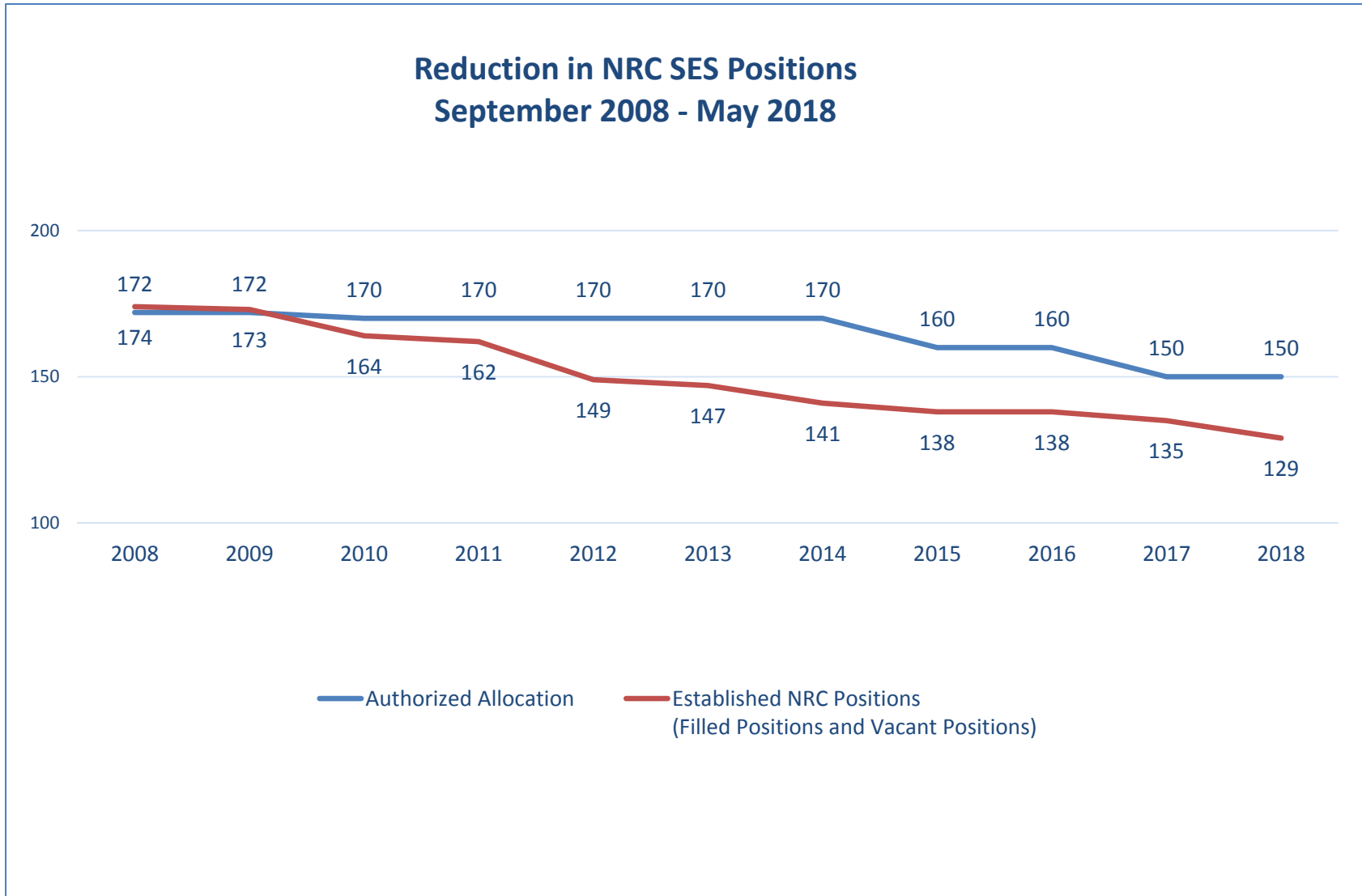
Staffing Levels by Year



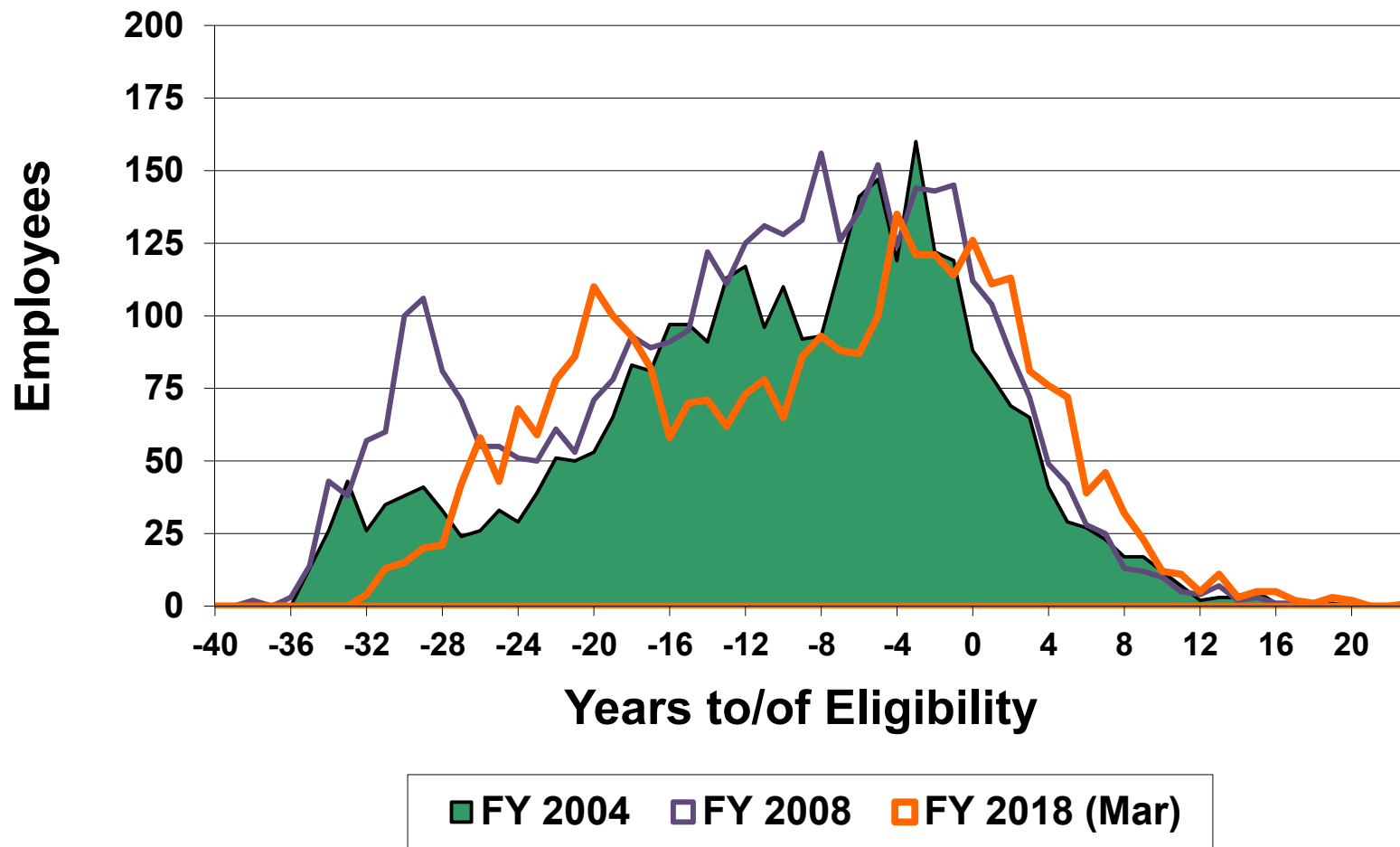
First Line Supervisor to Staff Ratios FY 2008 – 2018 (Q2)



SES Levels by Year



Retirement Eligibility Distribution of Permanent Employees



Where Are We Now – Time of Opportunity

- Rebuilding corporate capacities
- Supporting agency initiatives: NRR-NRO merger, transformation
- Refocusing leadership development programs
- Positioning staff for future opportunities



Equal Employment Opportunity and Diversity & Inclusion Trends and Developments

Melody Fopma

Deputy Director

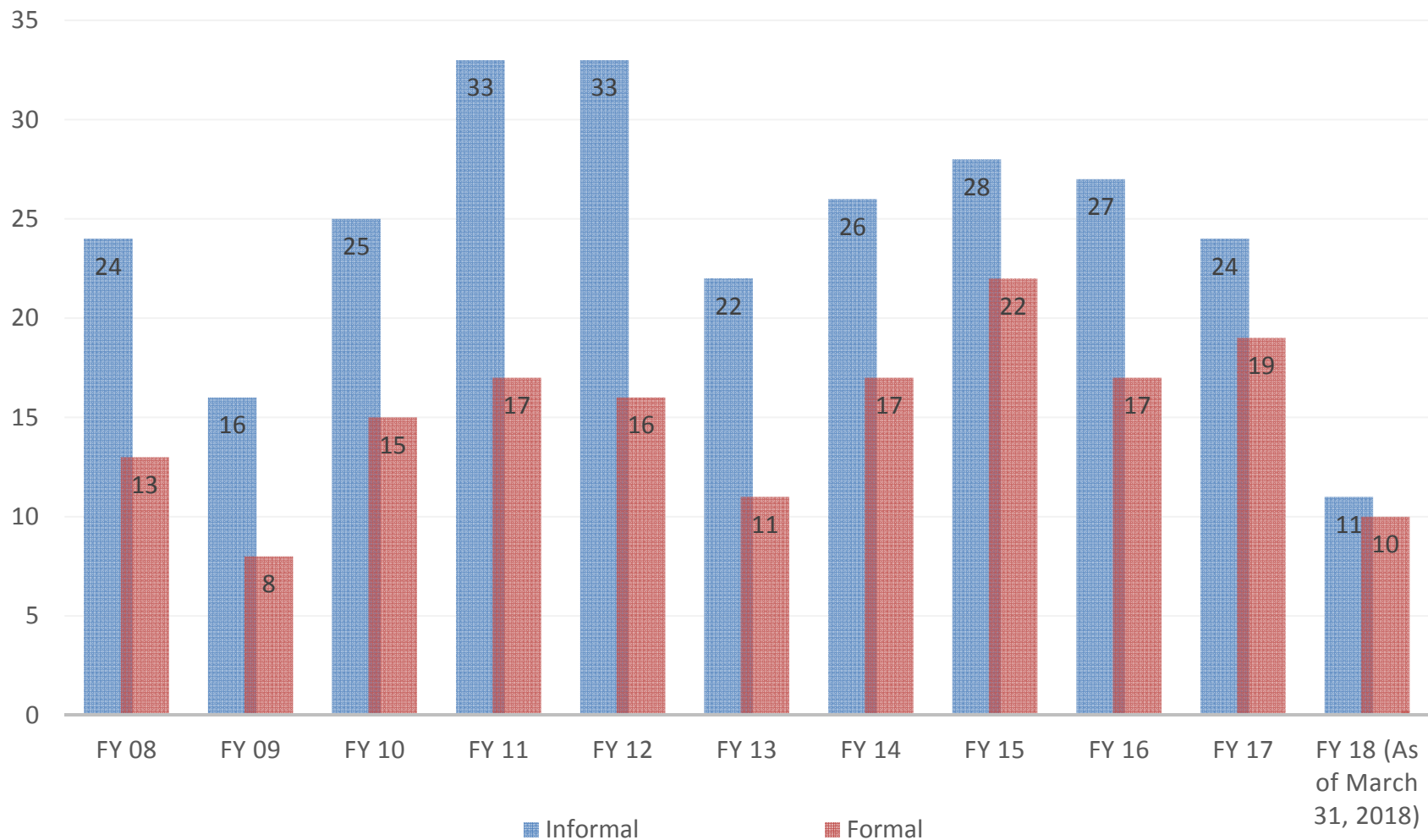
Office of Small Business & Civil Rights

Enhancing the Culture of Diversity & Inclusion

- Demonstrating the Value of Diversity
 - DIALOGUE
 - Privilege Walks

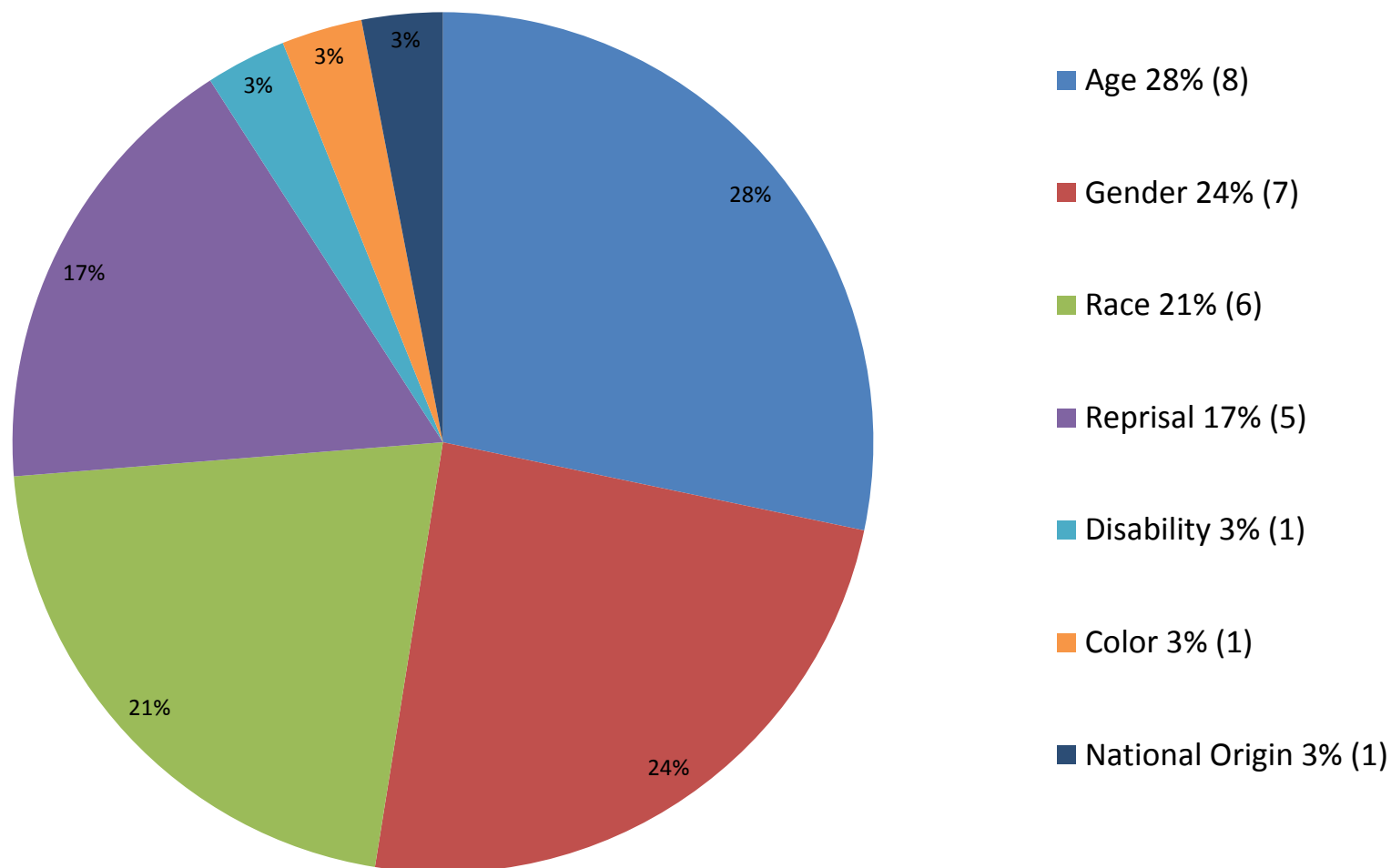
Complaint Activity is Stable and Low

All Complaints (Informal and Formal) Filed (FY 2008 – March 31, 2018)



Bases for Complaints Remain Consistent

EEO Complaints Filed During FY 2018 by Bases (As of March 31, 2018)



Resolving Informal and Formal EEO Complaints

Alternative Dispute Resolution (ADR):

- Encourages open communication
- Emphasizes problem solving and creative solutions
- Resolves issues quickly

Strengthening Our Civil Rights Program

- Proactive Anti-harassment Training
- Implementing EEOC Final Rule §501
 - Heightening the Focus on Individuals with Disabilities



Strategic Workforce Planning (SWP) Update

Susan Salter

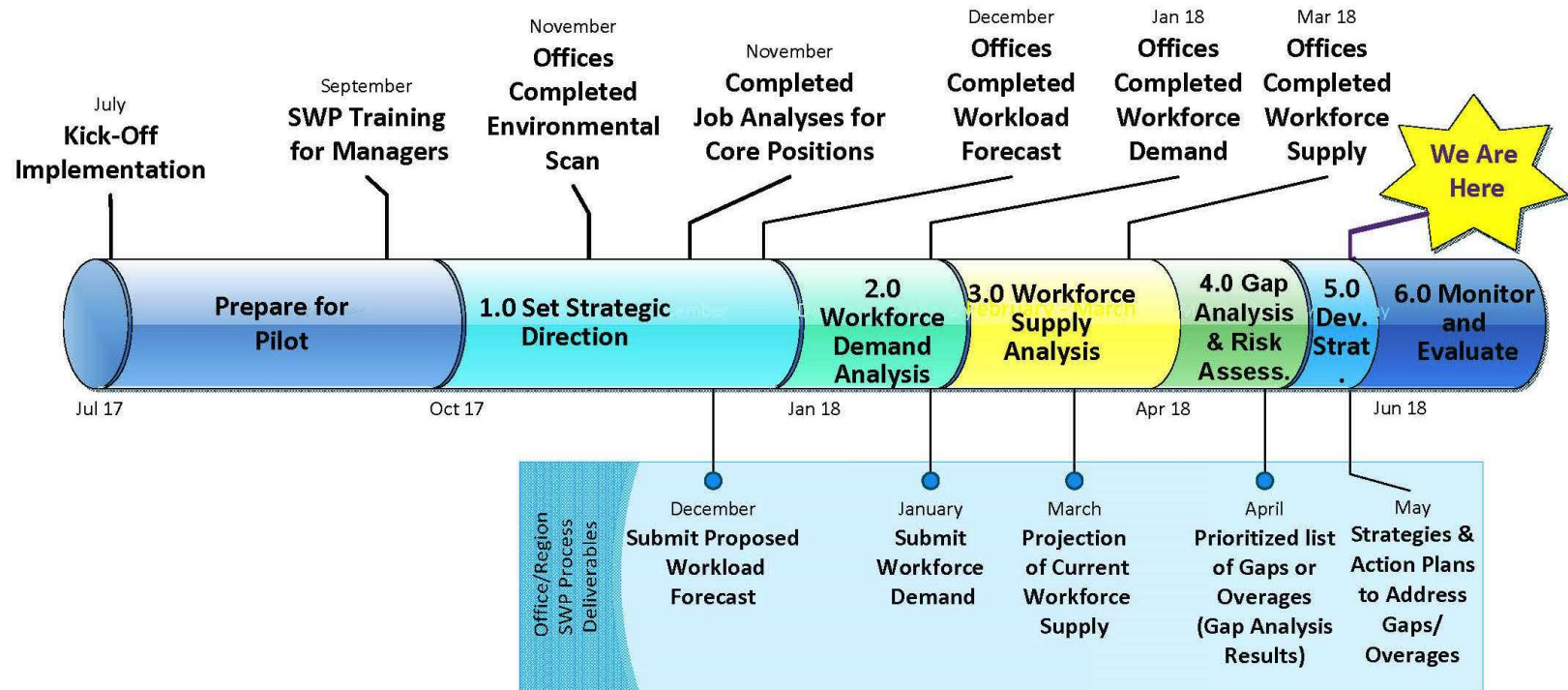
Workforce Management and Benefits
Branch Chief,

Office of the Chief Human Capital Officer

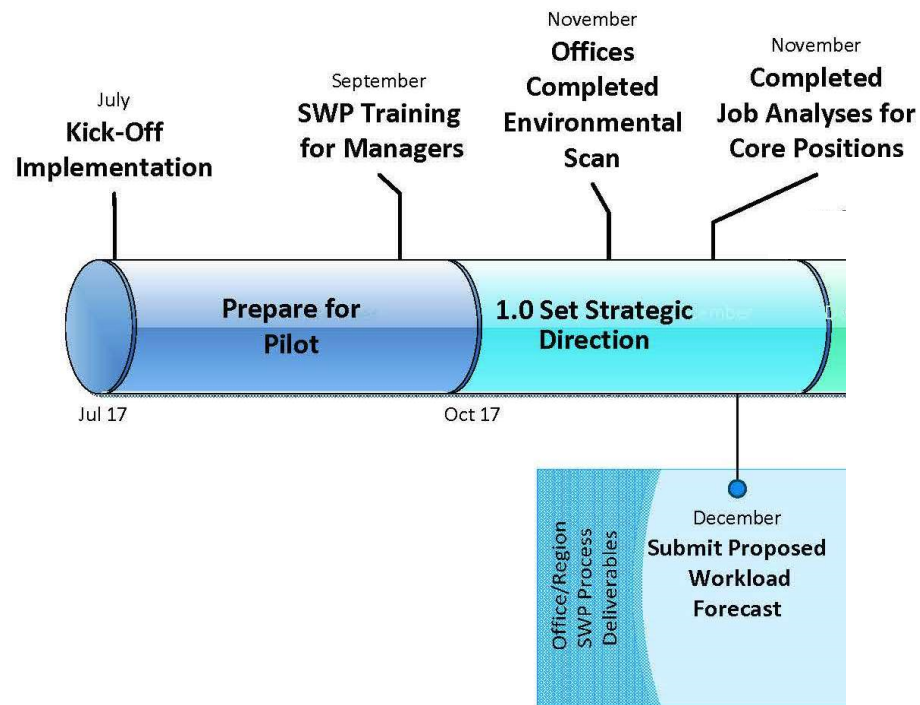
Piloted Enhanced SWP Process

- January 2017 - Working group formed
- April 2017 – Proposed enhancements to SWP process provided to the EDO
- July 2017 – EDO approved a pilot approach
 - RES
 - OCFO
 - REG II
- June 2018 – Lessons Learned Report

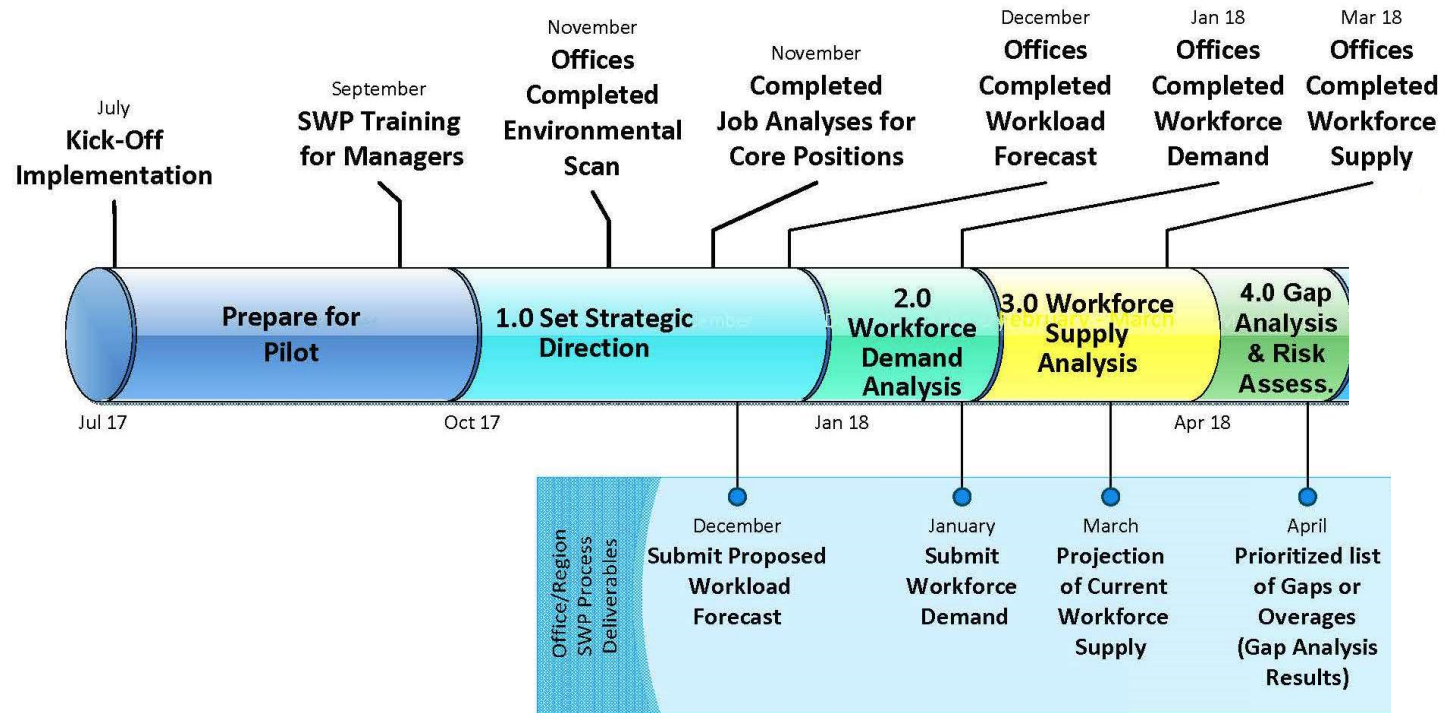
Pilot Met All Established Milestones



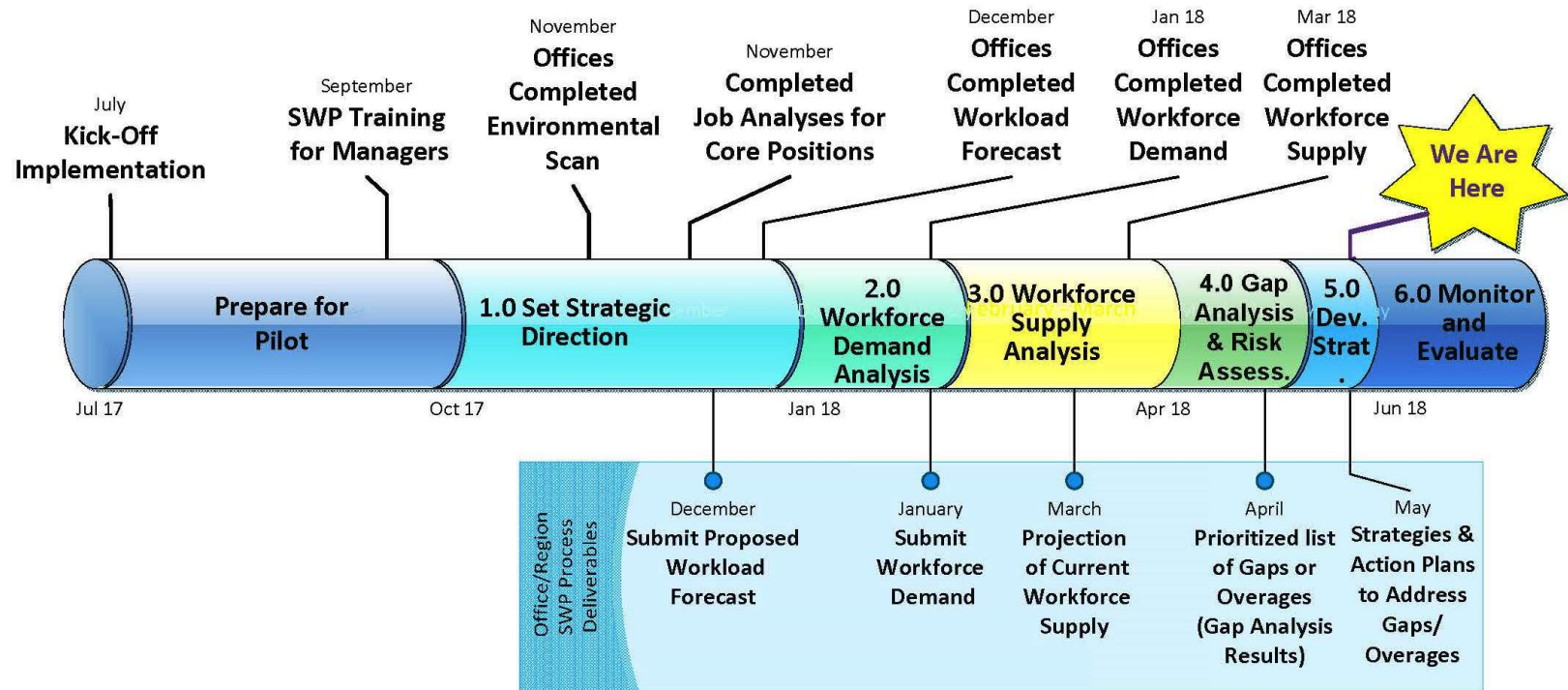
Pilot Met All Established Milestones



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Pilot Met All Established Milestones



Pilot Provided Helpful Insights

- Overages lower than anticipated when estimated attrition factored in
- Highly skilled staff, but small pipeline
- Retaining staff to perform work today, while preparing them for future
- Maintaining core capabilities is important

Best Practices Identified



- Process is sound; offices see benefits in providing a forward look for staff
- Provided “just in time” training for managers
- Office/Region POCs provided necessary process support

Challenges to Address

- Forecasting workload beyond 2-year budget cycle
- Level of transparency
- Manager engagement due to competing priorities
- Timing and requirement to attend classroom training

Implementing Phase II

- Phase II to include:
 - Phase I – Pilot Offices (RES, OCFO, and REG II)
 - Program Offices (NMSS, NRO, NRR, NSIR)
 - Region I, III, IV
 - OCIO
- Represents approximately 79% of NRC workforce
- Consistent with best practices (GAO, OPM, etc.)



Using Strategic Workforce Planning to Enhance RES Capabilities

Michael Weber

Director

Office of Nuclear Regulatory Research

RES successfully enhanced strategic workforce planning

- Gained useful insights to prepare the office for transformation
- Drove staffing based on projected workload
- Enhanced understanding of core capabilities
- Assisted agency wide implementation

RES successfully enhanced strategic workforce planning (continued)

- Demonstrated that the new approach is very different than the historical NRC approach to workforce planning

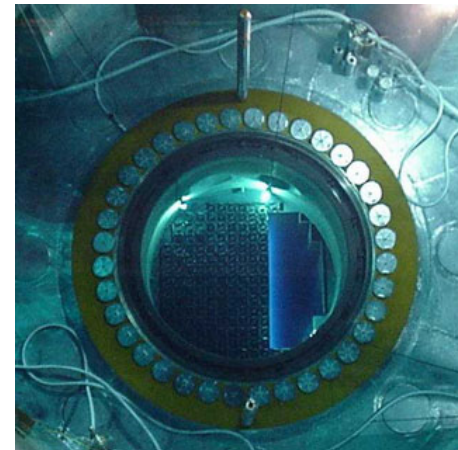


Environmental scan and workload forecast enabled SWP

- Focused on workload and planning beyond the 2-yr budget cycle
- Sharpened understanding of core competencies, potential gaps, and strategies
- Leveraged competency modeling
- Trained supervisors just in time

Pilot validated importance of including external resources

- RES relies on core competencies of both NRC staff and extramural resources
 - National Laboratories
 - Other Federal agencies
 - Universities
 - International partners



Forward focus integrated well with NRC processes and initiatives

- Strategic planning and scenario analysis
- Speed of Trust & Leadership Model
- Workforce of the future
 - Succession planning and staffing
 - Graduate Fellows Program
 - Integrated University and Minority Serving Institution Programs

Key Messages

- Significant progress on the enhanced Strategic Workforce Planning Pilot
- Continuing focus on strengthening agency culture
- Maintaining strong EEO/Diversity and Inclusion Programs

Acronyms

- CHCO – Chief Human Capital Officer
- DIALOGUE – Diversity Inclusion Awareness Leading Organizational Growth, Understanding, and Engagement
- EDO – Executive Director for Operations
- EEO – Equal Employment Opportunity

Acronyms (continued)

- FY – Fiscal Year
- GAO – U.S. Government Accountability Office
- NRC – U.S. Nuclear Regulatory Commission
- NMSS - Office of Nuclear Material Safety and Safeguards
- NRO – Office of New Reactors

Acronyms (continued)

- NRR - Office of Nuclear Reactor Regulation
- NSIR - Office of Nuclear Security and Incident Response
- OCFO – Office of the Chief Financial Officer
- OCHCO – Office of the Chief Human Capital Officer

Acronyms (continued)

- OCIO - Office of the Chief Information Officer
- OEDO – Office of the Executive Director for Operations
- OPM – U.S. Office of Personnel Management
- POCs – Points of Contact

Acronyms (continued)

- RES - Office of Nuclear Regulatory Research
- SBCR – Office of Small Business and Civil Rights
- SWP – Strategic Workforce Planning