

The agency has chosen two key management objectives for fiscal years (FY) 2014–2018 that focus on (1) human capital and (2) information management and information technology (IT) because of their high level of impact on the NRC’s safety and security goals. The selection of these particular objectives is consistent with the NRC Inspector General’s assessment of the agency’s top management challenges.

## KEY MANAGEMENT OBJECTIVES

- **Management Objective 1: Human Capital.** Attract, develop, and maintain a high-performing, diverse, engaged, and flexible workforce with the skills needed to adapt to workload changes and effectively carry out the NRC’s mission now and in the future.
- **Management Objective 2 – Information Management and IT.** Make it easier for NRC staff to perform their mission and to obtain the information they need from authoritative sources anytime, anywhere, on any device, while managing the risk of compromise of sensitive information.

## ADDITIONAL MANAGEMENT OBJECTIVES

More generally, the agency will continue to improve the performance of all of its internal support functions, with a focus

on helping the staff to achieve the agency’s safety and security goals while making the most efficient use of agency resources.

- **Acquisitions:** Acquire best-value goods and services in a timely manner to meet mission needs.
- **Cyber and Information Security:** Prevent unauthorized disclosures or modifications of NRC information and minimize disruption of the NRC’s mission.
- **Financial Management:** Improve the efficiency of financial systems and processes and the usefulness of the financial information they produce for management decisionmaking.
- **Financial Stewardship:** Maintain appropriate accountability and controls to ensure effective use of government resources.
- **Internal Customer Services:** Improve the accessibility, delivery, and utility of the services that employees and organizational units need to work effectively.
- **Performance Management:** Increase the use of results-oriented performance indicators at all levels and improve the utility of performance data for agency decisionmaking.
- **Space and Facilities Management:** Optimize the use of space to maintain the NRC’s regulatory effectiveness, operational efficiency, and emergency-response capability and provide a physically safe and secure work environment for personnel, information, facilities, and equipment.



# STRATEGIC PLAN

## Fiscal Years 2014-2018

### At-A-Glance



For a complete copy of the NRC’s  
Strategic Plan  
Fiscal Years 2014-2018  
NUREG-1614, Vol. 6  
go to <http://www.nrc.gov>

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# STRATEGIC PLAN FISCAL YEARS 2014-2018 SUMMARY

## ABOUT THE NRC

The U.S. Nuclear Regulatory Commission (NRC or agency) is an independent agency that was established by the Energy Reorganization Act of 1974 and began operations in 1975. Congress established the NRC to regulate the Nation's civilian commercial, industrial, academic, and medical uses of nuclear materials. The NRC is headed by five Commissioners appointed by the President of the United States, with the advice and consent of the U.S. Senate, to serve staggered 5-year terms. The President designates one of the Commissioners to serve as Chairman.

The NRC's scope of responsibility includes the regulation of commercial nuclear power plants; research and test reactors; nuclear fuel cycle facilities; medical, academic, and industrial uses of radioactive materials; the decommissioning of these facilities and sites; and the transport, storage, and disposal of radioactive materials and wastes. The agency issues licenses for civilian uses of radioactive materials, oversees the licensees, and certifies standard nuclear reactor designs and spent fuel storage casks and transportation packages. The NRC provides consultation to the U.S. Department of Energy (DOE) about disposal options for waste incidental to reprocessing and monitors DOE's disposal actions for incidental waste. The agency also licenses the import and export of radioactive materials; participates in international nuclear activities, including multilateral and bilateral safety and security activities; and works closely with its international counterparts to enhance nuclear safety and security worldwide.

## MISSION

The NRC licenses and regulates the Nation's civilian use of radioactive materials to protect public health and safety, promote the common defense and security, and protect the environment.

## VISION

A trusted, independent, transparent, and effective nuclear regulator.

## STRATEGIC GOALS

**GOAL 1:** Ensure the safe use of radioactive materials.

**GOAL 2:** Ensure the secure use of radioactive materials.

The NRC's two strategic goals are the results the agency must achieve to successfully carry out its mission and are the foundation for the rest of the plan.

## STRATEGIC OBJECTIVES

- Prevent and mitigate accidents and ensure radiation safety
- Ensure protection of nuclear facilities and radioactive materials
- Ensure protection of classified and Safeguards information

## SAFETY STRATEGIES

- **Safety Strategy 1:** Enhance the NRC's regulatory programs, as appropriate, using lessons learned from domestic and international operating experience and other sources.
- **Safety Strategy 2:** Enhance the risk-informed and performance-based regulatory framework in response to advances in science and technology, policy decisions, and other factors.
- **Safety Strategy 3:** Ensure the effectiveness and efficiency of licensing and certification activities to maintain both quality and timeliness of licensing and certification reviews.
- **Safety Strategy 4:** Maintain effective and consistent oversight of licensee performance to drive continued licensee compliance with NRC safety requirements and license conditions.

- **Safety Strategy 5:** Ensure the NRC's readiness to respond to incidents and emergencies involving NRC-licensed facilities and radioactive materials and other events of domestic and international interest.
- **Safety Strategy 6:** Ensure that nuclear facilities are constructed in accordance with approved designs and that there is an effective transition from oversight of construction to oversight of operation.
- **Safety Strategy 7:** Ensure that the environmental and site safety regulatory infrastructure is adequate to support the issuance of new nuclear licenses.

## SECURITY STRATEGIES

- **Security Strategy 1:** Ensure the effectiveness and efficiency of the regulatory framework using information gained from operating experience and external and internal assessments and in response to technology advances and changes in the threat environment.
- **Security Strategy 2:** Maintain effective and consistent oversight of licensee performance to drive continued licensee compliance with NRC security requirements and license conditions.
- **Security Strategy 3:** Support U.S. national security interests and nuclear nonproliferation policy objectives within the NRC's statutory mandate through cooperation with domestic and international partners.
- **Security Strategy 4:** Ensure material control and accounting for special nuclear materials.
- **Security Strategy 5:** Protect critical digital assets.
- **Security Strategy 6:** Ensure timely distribution of security information to stakeholders and international partners.
- **Security Strategy 7:** Ensure that programs for the handling and control of classified and Safeguards information are effectively implemented at the NRC and at licensee facilities.

## REGULATORY EFFECTIVENESS

The NRC's regulatory effectiveness strategies address key aspects of the way that the NRC conducts its regulatory activities to best achieve its goals and objectives.

These strategies are:

- **Regulatory Effectiveness Strategy 1:** Proactively identify, assess, understand, and resolve safety and security issues.
- **Regulatory Effectiveness Strategy 2:** Regulate in a manner that effectively and efficiently manages known risks and threats, clearly communicates requirements, and ensures that regulations are consistently applied, are practical, and accommodate technology changes in a timely manner.
- **Regulatory Effectiveness Strategy 3:** Integrate safety and security programs to identify and avoid unintended consequences.

## OPENNESS

The NRC conducts its regulatory activities as openly as possible with meaningful stakeholder involvement. The NRC Approach to Open Government<sup>1</sup> is to provide opportunities for the public to participate meaningfully in the NRC's decisionmaking process. The avenues and resources for participation are fully described in the Public Participation section<sup>2</sup> of the agency's public Web site.

The NRC's openness strategies are:

- **Openness Strategy 1—Transparency:** Make clear information about the NRC's responsibilities and activities accessible to stakeholders.
- **Openness Strategy 2—Participation:** Enhance interaction with the public and other stakeholders through use of social media and further enable opportunities for meaningful participation in, and mutual understanding of, NRC regulatory processes.
- **Openness Strategy 3—Collaboration:** Promote domestic and global nuclear safety and security by creating and taking advantage of opportunities to increase collaboration and share best practices with other Federal agencies, with State, local, and Tribal governments, and with the international regulatory community.

<sup>1</sup> U.S. Nuclear Regulatory Commission, "The NRC Approach to Open Government," available at <http://www.nrc.gov/public-involve/open.html> (accessed on May 30, 2014).

<sup>2</sup> U.S. Nuclear Regulatory Commission, "Public Participation," available at <http://www.nrc.gov/public-involve/open/public-participation.html> (accessed on May 30, 2014).