Appendix I - Communication and Implementation Plan

Project Aim 2020 Recommendations

ML15026A097

(Last updated January 30, 2015)

Communication Lead: Michael Weber, Deputy Executive Director for Materials, Waste, Research, State, Tribal, and Compliance Programs
(301) 415-1700

PLAN OBJECTIVE

The objective of this plan is to promote effective, coordinated communication about and implementation of the Project Aim 2020 recommendations, both during and after Commission review and decision. This plan includes:

- Key messages for Nuclear Regulatory Commission (NRC) stakeholders
- A brief status of Project Aim 2020
- A description of communication tools
- A timeline for implementing the recommendations and associated outreach, including strategies, metrics, lead responsibilities, and schedule, as well as a Gantt chart
- Questions and answers

This plan is intended to be employed as a consistent foundational element to make progress and chart a course forward toward ensuring that specific recommendations of Project Aim 2020 to change the agency are well planned, successfully implemented, and communicated in a timely manner within the available resources. The plan specifically addresses three elements necessary to successfully implement the Project Aim recommendations, including:

- Transformation and organizational dynamics
    - To achieve success, the NRC will need to be flexible to rapidly adjust to changes associated with workload shifts, as well as significant social, technological, economic, Congressional, and other changes.
    - NRC leadership needs to coalesce around a single, unified approach for transforming the agency and preparing for 2020 and beyond. Top leadership needs to drive the transformation and nurture employee engagement, including seeking their improvement ideas, building momentum for positive and forward looking change, and encouraging ownership for the transformation. The agency culture needs to focus on achieving outcomes and reward risk-taking to support innovation and adaptive approaches.
    - As the NRC proceeds, the agency will need to clarify and refine its vision and establish integrated strategic transformational goals and adapt its organizational structure to achieve the vision.

- o Agency leadership needs to create and sustain a sense of urgency in support of the transformation and implement an appropriate timeline for progress and show progress from the beginning.
  - o Communications with internal and external stakeholders must be frequent, consistent, and occur through multiple channels that meet stakeholder needs.
  - o The transformation must be guided by a powerful dedicated team to manage the transformation process and to be held accountable for achieving desired outcomes.

- Coordination and accountability
  - o The Executive Director for Operations (EDO) and the Chief Financial Officer (CFO) will serve as senior executive sponsors to ensure leadership accountability and success of the transformation. Implementation of the strategies will be led by individual offices, assigned executives, and monitored by the cross-functional NRC senior leadership team. This monitoring will be helpful in assessing performance and managing the transformation process.
  - o Assigned offices and executives will oversee the day-to-day activities associated with the implementation of the strategies. The executives have sufficient rank, visibility, and access to lead the successful implementation of the strategies.
  - o The senior leadership team is cross-functional and comprised of NRC senior executives with the skillsets, expertise, reputations, and relationships with other senior leaders (including the Commission), knowledge of the NRC's operations, thorough understanding and commitment to the goals of the transformation, trust and confidence of top leadership. The senior leadership team is representative of all components of the agency (including headquarters and regions, regulatory and corporate programs, staff and Commission offices), and are among the top performing executives.
  - o Progress in implementing the strategies will be measured based on fulfillment of outcome measures that support the agency's mission while accomplishing the necessary transformation.
  - o Progress will be monitored and reviewed, at least quarterly, through the Quarterly Performance Reviews, and will be credited in executive performance appraisals. The EDO and CFO, along with the Deputy Executive Directors and Deputy CFO, will engage in regular communications to review progress, address issues, allocate necessary resources, and resolve conflicts.

- On-going Evaluations and Longer-term Planning
  - o The strategy recommendations contained in the Project Aim 2020 report include specific recommendations to develop and maintain the NRC's capacity to pro-actively shape the agency's future and respond to the uncertainties and challenges of the longer-term future, including scenario building, visioning, and strategic planning support for the Commission.
  - o Because planning and budget formulation are led by the EDO and CFO, and they provide executive sponsorship for implementing the Project Aim 2020 recommendations, the planning and budget formulation components of agency-

specific program needs and operations, operational issues, and agency culture will receive top level sponsorship.

- o The EDO and CFO will also ensure that on-going evaluations and longer-term planning receive sufficient communications (internal and external) and evaluation support, and are leveraged to build and maintain high quality relationships with other Federal, State, Tribal, local, and international agencies and organizations, as well as other external organizations to remain abreast of relevant and current research, evaluation methods, and trends.

- o These functions will identify and monitor key issues and variables, as well as internal and external trends that may significantly affect the NRC's longer-term future so that pro-active, anticipatory actions will be considered by agency leadership and implemented, as appropriate.

- o The EDO and CFO will also work closely with the Commission and others contributing to the strategic planning process to ensure consistency between long-term strategic plans and annual performance and implementation plans. The futures team will periodically update the Commission and senior staff leadership regarding major trends and key issues that could significantly impact previously adopted visions, strategic plans, goals, and strategies, particularly in case observations might merit a leadership decision to adjust accordingly.

For more detailed information on the Project Aim 2020, including background and supporting documents, please see the Project Aim 2020 SharePoint site at http://fusion.nrc.gov/edo/team/projectaim/SitePages/Home.aspx

COMMUNICATION and IMPLEMENTATION TEAM

Name	Position	Phone
Michael Weber	Deputy EDO and Project Aim 2020 Team Leader	(301) 415-1700
Karen Fitch	Deputy Team Leader	(301) 287-9237
Russell Allwein	Member	(301) 415-7417
Trish Gallalee	Member	(301) 415-3060
Heather Murray	Member	(301) 415-0098
Add others as needed		

KEY MESSAGES

- In July 2014, the Commission established a project team to provide more concrete and specific projections of the workload for the agency five years out, and to recommend appropriate agency resource levels that align with the projected workload such that the NRC can excel long into the future.

- On January 30, 2015, the EDO and CFO transmitted recommendations for Commission consideration. The Commission completed its review of the recommendations and issued its decision in the SRM dated _____, 2015.

- The Commission's decision benefited from extensive input from both NRC employees and from external stakeholders since the project began in June 2014, as well as from an independent review by the National Academy of Public Administration.

- Based on Project Aim 2020, the Commission decided that the NRC needs to improve its efficiency to continue to provide high confidence in fulfilling the agency mission in a dynamic and uncertain future.

- The recommendations approved by the Commission are an important milestone of the NRC's initiative to enhance efficiency.

- There will be additional and significant opportunities for NRC staff and external stakeholders to contribute to, provide input for, and help shape the implementation of the Commission's decisions during the next couple of years.

STATUS UPDATE

The Executive Director for Operations and the Chief Financial Officer provided recommendations to the Commission on Project Aim 2020 on January 30, 2015 (Commission paper – ML15012A594). On _____, 2015, the Commission completed its review and issued its decision on the recommendations, subject to the changes specified in the SRM. The staff has made those changes to the implementation and communication plan for Project Aim 2020.

Once the revised implementation and communication plan is issued, leadership for communications about specific strategies and initiatives associated with Project Aim 2020 will transfer to the line organization responsible. Some strategies, such as enhancing stakeholder participation and input to the planning process, by their very nature, will require and benefit from continued external communications. Specific communications plans are expected to be developed for such projects. Other projects, such as developing a strategy for managing overages, will not require a communication plan because communications will occur through established channels, such as partnership with the National Treasury Employees Union (NTEU) in accordance with the Collective Bargaining Agreement.

COMMUNICATION TOOLS

External Stakeholders

- Response to Inquiries sheet to be used after the EDO and CFO transmit the Project Aim 2020 report to the Commission and before the Commission completes its review and decision on the recommendations. The staff plans to transmit the report, recommendations, and supporting analyses to the Commission as Official Use Only – Sensitive Internal Information and recommend that the Commission withhold the

information from public release and decide whether and, if so, when to release the information to the public.

- Email List serve at Aimoutreach@nrc.gov to notify the public of the Commission's decision and to electronically distribute the decision.
    - o Project Aim 2020 Outreach e-mails will continue after distribution of the decision to keep internal and external stakeholders informed about the progress of implementation.

- Press release announcing the Commission's decision on Project Aim 2020 and next steps.

- Blog post, Tweet, and NRC Facebook update.

- The Project Aim 2020 SharePoint site will provide links to the final documents at http://fusion.nrc.gov/edo/team/projectaim/SitePages/Home.aspx.

- Letter to the Congressional appropriations committees and oversight committees transmitting the results of Project Aim 2020 and the specific response to the request from the 2015 Appropriations Report.

- Additional social media communications, meeting notifications, and press releases will be issued as appropriate to communicate significant progress related to the implementation of the improvements.

Internal Stakeholders

- Status Updates, which were e-mailed biweekly to Commission Offices, senior managers, and NTEU, will be discontinued after transmittal of the SECY paper to the Commission in January 2015.

- Information posted on the Project Aim 2020 SharePoint site, including the project plan, project charter, meeting summaries, archived status updates, and other pertinent information, will be transferred to ADAMS (records) and discontinued after six months following Commission SRM.

- This Communication Plan, including Q's & A's, will remain on the EDO's Communication Plan SharePoint site until two years after Commission decision in the SRM.

- Monthly meetings with NTEU on Project Aim 2020 will be discontinued three months after the SRM; pre-decisional consultation and partnership on implementation will occur through the Agency Labor Management Partnership Committee meetings on a monthly basis. The Project Team will meet with NTEU Chapter 208 leadership to brief them on the Project Aim 2020 Report and recommendations shortly after transmitting the report to the Commission.

- Meeting(s) with the staff to inform NRC employees about the report and recommendations after transmitting the report to the Commission and meeting with NTEU. The purpose of these meetings is to ensure awareness and to emphasize that the Commission will review the recommendations and determine how to proceed.

- Periodic EDO Updates, Reporter Articles, or other agencywide communications will be used to keep the staff informed on significant progress on implementation and on opportunities to contribute to the implementation.

- Performance on implementing the Project Aim 2020 recommendations approved by the Commission will be discussed as part of the Quarterly Performance Reviews; performance information related to implementation will be posted on the agency's SharePoint site on performance.

TIMELINE OF EVENTS

The schedule for major communication activities related to the project is described below. A more detailed schedule for implementation of the strategies, along with assigned lead responsibilities, performance measures, and schedules, is attached. In addition, a Gantt chart depicting the implementation of the strategies is also attached.

Activity	Planned	Actual
Deliver final report and Commission paper to SECY	1/30/15	
Ensure Public Affairs Officers and Congressional Affairs Officers have the Response to Inquiries summary, in case of questions from the media and Congress before the Commission has completed its review	1/30/15	
Brief NTEU Chapter 208 Leadership on the results of Project Aim 2020 and Recommendations for internal use and awareness only	2/06/15	
Brief NRC employees in town hall, staff, or other meetings on the results of Project Aim 2020 and recommendations for internal use and awareness only	2/10/15 – 2/27/15	
Complete Commission review and issue SRM	tbd	
Issue Commission decision (SECY)	After SRM	
Issue Project Aim 2020 Outreach e-mail and update SharePoint site, consistent with Commission decision	w/in 3 days of SRM	
As appropriate, issue OPA Press Release on SRM	w/in 3 days of SRM	
Issue the updated implementation and communication plan	w/in 3 days of SRM	
As appropriate, issue OPA Blog, Tweet, FB Update on Commission decision and next steps	w/in 3 days of SRM	
Transmit report to Congressional Oversight Committees consistent with the 2015 Appropriations Act and Commission direction	5/01/15	
Transfer communications lead for specific initiatives to line organization	w/in 2 weeks of issuance of imp/com plan	

Q's & A's

What is Project Aim 2020?

Project Aim 2020 seeks to provide senior management and the Commission with strategies and recommendations to improve the current and projected performance of the Nuclear Regulatory Commission. Implementation of the recommendations of Project Aim 2020 will help improve NRC's operation excellence, agility and culture, while also refining the basis for agency planning through 2020 and beyond.

Why is this project necessary?

The agency is facing a dynamic, unpredictable environment and needs to:

- Improve its efficiency
- Have a clearer picture of agency needs five years out, and beyond.
- Develop new strategies to increase agility to adapt to changing circumstances

What is Project Aim 2020 trying to accomplish?

Project Aim 2020 developed a forecast for the future state of the agency and provided strategies and recommendations improve the agency. These strategies and recommendations will be implemented by the line organizations within the NRC following Commission review.

What is the duration of the project?

The project ended in January 2015, although implementation of the strategies and improvements is expected to last for the next couple of years.

What does "Aim" stand for?

Aim is not an acronym. "Project Aim 2020" is about using individuals, other federal organizations, industry, private interest groups and agency focus groups to provide more concrete and specific projections of workload for the agency under a range of scenarios for planning the agency's strategic needs five years out.

Is this the "flavor of the month/year"?

No. This necessary — even urgent— initiative grew out of a meeting of all NRC Office Directors and Regional Administrators in the fall of 2013, and has the full support of the Commission. It was led by a Deputy Executive Director who was temporarily assigned to lead this effort full-time.

Didn't TABS already do this? Is this TABS 2?

No. This project focused on developing broad, long-term strategies to accomplish NRC's mission long into the future, and make the agency more adaptive and resilient to a dynamic external environment. Project Aim 2020 incorporated lessons learned from the TABS project to improve planning, feedback, communication, and implementation.

How can we start another initiative when we haven't completed the TABS?

We cannot wait to improve our efficiency of service to the Nation. Efficiency is one of the Commission's Principles of Good Regulation, which were established in 1992.

How will this project affect me?

Implementation of Project Aim 2020 recommendations could potentially affect every staff member by creating a more resilient agency that can more effectively plan for future needs. Everything from processes and procedures, to budget, staffing, and physical space, could be affected in order to prepare the NRC for a dynamic future that must be ready to respond to changing external forces.

Where can I get more information about the project?

Project Aim 2020 has a SharePoint site, here.

With roughly 1/4 of NRC employees located in the regions, did we consider having a regional participant on our team?

The Regions were represented on the Project's Guiding Coalition. In addition, Team Members visited the Regional Offices and TTC on several occasions during the project to give informational presentations and involve employees in focus group sessions.

How could a materials or reactor resident inspector be able to provide input to the effort?

The Project Team invited inspectors along with other staff members to contribute by participating in focus groups, completing a brief survey, and providing input to a resource mailbox at ProjectAim2020.Resource@nrc.gov. As implementation proceeds, there will be additional opportunities for staff to contribute to improving the agency.

Does Project Aim 2020 focus on "improvement" or "change?"

Both. Much of what we do is very good but we seek out areas to improve that will allow us to operate in a more timely, effective, efficient, nimble, and sustainable way. We are not changing for change sake, but rather transforming the agency to prepare for the future - enhanced agility, quality, service, and responsiveness.

Will Project Aim 2020 replace the Strategic Plan?

No, Project Aim 2020 and the Strategic Plan serve two different but complementary efforts. The recommendations to improve the planning process are specifically aimed at building upon the Strategic Plan by obtaining a broader range of input from external and internal stakeholders. The current Strategic Plan has been used to inform the project.

How did you collect input?

During the project, we obtained input from a broad range of internal and external stakeholders. Based on these perspectives, opinions, and information, the project team developed and considered a range of longer-term scenarios that may significantly affect the workload of the agency, NRC activities, plans, and operational environment. The team also leveraged working groups and other current improvement activities.

What happens after the project report?

The project team submitted its recommendations to Commission in January 2015. When the Commission issued its decision, the Guiding Coalition, office and regional leadership, and staff will be responsible for implementation. A communications and implementation plan will be updated to reflect the Commission's decision. This plan will also be reflected in the Agency Performance Plans. Progress on implementing the strategies will be monitored as part of the Quarterly Performance Reviews. In addition, there will be additional opportunities to contribute perspectives and provide input in support of specific strategies during the next couple of years.

What is meant by agility or an agile organization?

The capability of NRC to rapidly change or adapt in response to internal and external changes in the regulated community and external and internal environment. A high degree of organizational agility can help the agency to react successfully to the emergence of new technical issues, the development of new industry-changing technologies, or sudden shifts in the regulated community.

What was the role of the Guiding Coalition and who were the members?

The Guiding Coalition included SES members, SES candidates, and Branch Chiefs from across the agency, including Regional Offices. Coalition members participated as "NRC" representatives and shared their perspectives in the best interest of the agency and the American public. Although the Guiding Coalition will cease to exist as a formal organization once the Commission completes its review, the members of the Coalition will continue to contribute and lead at the agency for the foreseeable future and, consequently, will play a role in successfully implementing the Project Aim 2020 recommendations.

How will the Commission provide input into the process?

In additional to sharing their views and guidance in periodic briefings (July, September, and November), the Commission provided oversight and informal feedback throughout the duration of the project and is reviewing the project recommendations and deciding which recommendations to implement. Their involvement will continue in overseeing the implementation of the recommendations, providing policy guidance as appropriate, and ensuring sufficient resources are dedicated to support successful implementation.

What role will offices play in the project?

In additional to focus groups and other outreach activities, office leadership and staff members shared their perspectives and provided input throughout the duration of the project. Office directors and regional administrators participated in two senior leadership meetings to evaluate, understand, and align upon the strategies of the project and will directly contribute in implementing the recommended strategies in their offices and across the agency.

How will the budget process be impacted?

All of the strategies recommended as part of the project can be implemented, at least initially, within existing budget resources. As processes are improved and new requirements are established, additional resources will be needed to develop and implement new tools, such as computer applications. The resources to support these improvements will be identified and considered in the budget formulation process.

As part of the recommended strategies to improve planning, the Project identified specific improvements in planning and budget formulation, which will refine NRC's budget process.

Project Aim 2020
Appendix I - Implementation Plan

U.S.NRC — United States Nuclear Regulatory Commission
Protecting People and the Environment

#	Strategy	Lead	Metric	Start after SRM	Time to Complete
PEOPLE					
I-1)	**Ensure the NRC has the right number of people with the right skills at the right time.**				
	a) Develop a strategic workforce plan that ensures the NRC is positioned to have the right number of people with the right competencies at the right time.	OCHCO	The gap between critical skills needed and critical skills available will be reduced.	1 Month	7 Months
	i) Identify and define the functional work and occupations of the current agency workforce (e.g., materials inspections, reactor inspections, rulemaking, etc.) and the occupations and positions that support the work (e.g. reactor systems engineers, security specialists).				
	ii) Develop a future state agency workforce and staffing plan (e.g., percent of technical vs. corporate staff, diversity, staff to supervisor ratios, grade structure, entry-level, recruitment plans) to help the agency transform to a more agile organization.				
	iii) Identify and define functional work competencies (e.g. a Manual Chapter 1245 qualified Reactor Operations Inspector requires competencies in regulatory skills and technical knowledge in addition to core competencies in interpersonal skills and general engineering) of future workforce (2020 and beyond).				
	iv) Develop a plan to manage and minimize staffing overages (unfunded positions) and gaps				
	v) Develop an agencywide tracking system for skills and competencies with a manageable number of competencies.				
I-2)	**Enhance employee agility by reducing the time required to shift employees or their work assignments to meet the demands of a changing environment by the following:**	OCHCO	The time required to shift employees or their work assignments to meet the demands of a changing environment is 30 days or less.	8 Months	6 Months
	a) Based on agency priorities developed in I-1.a., develop a plan to identify mission critical and/or safety-related positions considered most important for immediate needs analysis (based on criteria such as highest percentage of workforce characterized by the position or role, criticality of the job functions performed, amount of training dollars targeted toward positions, maturity of the qualification program, etc.)				
	i) Verify or identify job tasks performed by each of the positions being analyzed.				

Project Aim 2020
Appendix I - Implementation Plan

#	Strategy	Lead	Metric	Start after SRM	Time to Complete
	ii) Document competency models needed to execute identified job tasks.				
	iii) Compare learning event objectives and content covered by existing qualification/training programs with needed knowledge and skills to determine gaps between existing training and needed training (i.e., conduct gap analysis).				
	iv) Determine recommendations for revisions to qualification/training curriculum or creation of new learning events that support meeting actual training needs in an effective, efficient manner.				
	v) Develop a plan to measure the efficiency and effectiveness of NRC training and development programs by applying outcome of competency models and by advancing learning transformation vision and goals.				
	b) Based on outcome of I-2.a. determine timeline for developing competency models for other agency occupations and functions	OCHCO	The time required to shift employees or their work assignments to meet the demands of a changing environment is 30 days or less.	Schedule to be determined upon completion of I-2a.	
I-3)	Increase organizational agility and efficiency through focus on "One NRC" and on outcomes.				
	a) Develop or adopt an explicit NRC leadership model (or leadership philosophy) that builds on the agency's existing culture (Principles of Good Regulation, Organizational Values) and supports agility, to include empowering employees by promoting personal responsibility and accountability along with creative thinking, innovation and informed risk-taking in all of our activities. Refine the NRC Organizational Values to incorporate those values necessary to support organizational agility or clarify that they are already included under the existing values.	OCHCO	Long term metric to improve Federal Employee Survey questions 30 and 32. (5 years)	1 Month	10 Months
	i) Build support and understanding for the need for an explicit NRC leadership philosophy and the need to incorporate creativity, innovation, and empowerment into the NRC values.				
	ii) Reach alignment on the an NRC leadership philosophy and refined values.				
	iii) Implement a communications plan so that employees are consulted and engaged in the refinement process and understand the need for, and the content of the NRC leadership philosophy and values.				

U.S.NRC
United States Nuclear Regulatory Commission
Protecting People and the Environment

PROJECT AIM 2020

Project Aim 2020
Appendix I - Implementation Plan

#	Strategy	Lead	Metric	Start after SRM	Time to Complete
	iv) Leverage the "Behavior Matters" initiative to develop workforce understanding of behaviors to support the values.				
	v) Conduct training on topics necessary to support refined values (e.g., exercise of innovation and creativity within the context of risk)				
	vi) Revise Leader's Academy curriculum to support the explicit leadership philosophy.				
	vii) Develop or revise courses for the general non-supervisory workforce so they understand and possess the skills necessary to be more self-directed consistent with the NRC leadership philosophy.				
	viii) Incorporate candidates' modeling the leadership philosophy into selection decisions for positional leaders (i.e., first-level and upper level supervisors to include SES).				
	ix) Assess NRC's organizational structure to determine whether staff to supervisor ratios can be increased, and whether layers of the hierarchy can be eliminated.				
	b) Explore greater reliance on centers of expertise to provide leadership, best practices, research, and support in particular focus areas across the agency. Currently, the NRC is utilizing centers of expertise across certain business lines in areas such as vendor oversight, electrical engineering, allegations, force on force inspections, and fire protection licensing reviews. Based on the evaluation, expand reliance by establishing additional centers of expertise.	OEDO/ NRO/ NRR/ NMSS/ other partner offices	In the long term, process time associated around the centralized set of skills would improve.	2 Months	3 Months
	i) Consider consolidating specialists into additional or expanded centers of expertise, including but not limited to:				
	1) Decommissioning				
	2) Security (transfer radiation source security and security for research and test reactors back to NSIR)				
	3) Seismic and flooding evaluations				
	4) Environmental reviews				
	5) Rulemaking				
	6) Operating experience and generic communications				
	7) Criticality safety evaluations				
	8) Advanced reactor technology				
	9) Technical specifications				

Project Aim 2020
Appendix I - Implementation Plan

U.S.NRC
United States Nuclear Regulatory Commission
Protecting People and the Environment

PROJECT AIM 2020

#	Strategy	Lead	Metric	Start after SRM	Time to Complete
	10) Human factors				
	11) Allegations (expanded across multiple regulatory business lines)				
	i) Prioritize the potential centers of expertise and determine which ones should be completed in FY 2015, FY 2016 or later. The timing of consolidation should reflect the action's level of complexity across diverse business lines and be consistent with the agency's plans for a future potential merger of NRR and NRO at the appropriate time.				
	ii) Develop reorganization plans for potential centers, with associated pros and cons, for consideration. Clearly identify roles and responsibilities, including those needed for setting priorities and making decisions. Consider necessary tools or training needs. Incorporate lessons learned and best practices from current centers that are working well.				
	c) Develop a transitional plan that describes the approach to conduct a merger of NRO and NRR at the appropriate time, along with any associated organizational changes in Region II. The plan will describe key criteria and factors that need to be considered, interim actions that will be undertaken as key milestones are achieved, and potential future events that could accelerate or decelerate the timing of the merger.	OEDO/ NRR/ NRO/ partner offices	Positive feedback from employees in affected organizations that workload is balanced and reasonable, staff are fully engaged, stakeholders are aware, and the merger, when it occurs, is relatively seamless.	6 Months	12 Months
	d) Evaluate further consolidation of the regional materials program to determine whether further consolidation would be more efficient. The Materials Program for Regions I and II was successfully consolidated into Region I in 2006.	NMSS	Short term metric is the completion of the evaluation. If the evaluation determines that a consolidation should be implemented, the long-term metric is a reduction in resources as a result of efficiencies gained from centralized practices.	5 Months	6 Months
	e) Evaluate the corporate support functions in the regions to ensure they are appropriately resourced and identify if any savings can be reached through standardization or centralization of specific functions. The evaluation should reflect upon the lessons learned from the Transforming Assets into Business Solutions initiative.	OEDO/ OCFO	Short term metric is the completion of the review/evaluation. Long-term metric may be a reduction in resources as a result of efficiencies gained from streamlined or centralized practices, if implemented.	5 Months	6 Months

U.S.NRC
United States Nuclear Regulatory Commission
Protecting People and the Environment

Project Aim 2020
Appendix I - Implementation Plan

#	Strategy	Lead	Metric	Start after SRM	Time to Complete
Planning					
II-1)	**Improve the Planning and Budget Formulation Process**				
a)	Benchmark with other agencies and seek external validation from a third party to clearly define and justify overhead as well as identify the variable components of Corporate Support.	OCFO	What is ultimately determined to be defined as "true" overhead will represent no more than a certain percentage (e.g., 33%) of the total agency budget. The appropriate level will be determined during the benchmarking process.	1 Month	7 Months
b)	Clarify agency priorities and use office and agency add/shed procedures to ensure effective and efficient use of the staff's time and resources.	OEDO	The agency common prioritization is approved and applied to the budget formulation process.	3 Months	3 Months
c)	Utilize foresight methods and stakeholder engagement to get a more informed estimate of the future to ensure the agency is prepared. This sub-strategy develops a process that would be implemented on an annual basis as part of the planning and budget formulation process and in support of the quadrennial revision of the Strategic Plan.	OEDO	Foresight methods are used to inform the budget formulation process.	3 Months	3 Months
	i) Provide report with scenarios, trends, and drivers shared internally on an annual basis.				
	ii) Monitor external reports that provide insights about the future, including significant trends and drivers, best practices, and interagency initiatives.				
	iii) Engage external stakeholders to gain perspectives about the future to inform strategic planning, High Level Planning Guidance, and budget formulation.				
II-2)	**Re-Baseline the work of the Agency**				
a)	Conduct a review of the work performed across the agency and confirm the basis for the work (the requirement(s) that the work is intended to fulfill, whether it is required by law (including judicial mandates and regulations), or Commission direction). Work that is not required could be shed to help make the agency more lean and reduce future budgets. With the growth that occurred from FY 2005 through FY 2010, new activities may have been added to the agency's workload and budget that are no longer required or to a lesser degree. This activity would be performed by the staff, with assistance from an outside entity.	OEDO		1 Month	9 Months

Project Aim 2020
Appendix I - Implementation Plan

Process

#	Strategy	Lead	Metric	Start after SRM	Time to Complete
III-1)	**Improve the transparency of fees to stakeholders**				
	Improve the transparency and simplify how the NRC calculates and accounts for our fees, and improve the timeliness of when the NRC communicates fee changes. When the NRC published the 2014 Fee Rule, many commenters raised concerns regarding the lack of clarity in the work papers presented to justify fees. Identify the specific reasons for the stated fee changes and determine necessary changes to any future presentation and communication of fee changes to the industry. Also, assess alternative methods of allocating fees, including looking at whether flat fees should continue to be applied to materials licensees, and if the use of flat fees should be broadened to other NRC license categories, regulatory activities and applicants to provide a simple and predictable billing process.	OCFO	The short-term metric is the completion of the project work. In the long term, the NRC will review comments and other feedback during the FY 2015, FY 2016, and FY 2017 fee rule development to determine if the agency's fees are more transparent.	1 Month	12 Months

Project Aim 2020
Appendix I - Implementation Plan

#	Strategy	Lead	Metric	Start after SRM	Time to Complete
III-2)	**Improve the operating licensing process**				
	Improve licensing by conducting a business process improvement review of the operating reactor licensing process and make associated improvements to enhance the predictability, timeliness, and efficiency of the reviews, while ensuring and measuring the effectiveness and quality of the reviews.	NRR	Documented improvement in key parameters for the quality, responsiveness, efficiency, and timeliness in the processing of operating reactor licensing reviews.	FY 2017 (See Appendix A)	9 Months
III-3)	**Improve processes by streamlining, standardizing, and clarifying roles, and responsibilities:**				
	a) Evaluate and improve the acquisition process to clarify the roles and responsibilities of the Contract Officer Representative, standardize processes, and improve quality and process time.	ADM	Improved process time determined by the project and reported at the QPR.	3 Months	6 Months
	b) Improve efficiency of processes by expanding the use of mobile information technology solutions across the agency.	OIS	Increase in the percentage of mobile workers at the NRC as reported at the QPR.	3 Months	12 Months
	c) Eliminate multiple request systems and paper forms by developing and implementing a streamlined "One-Stop-Shop" solution for OIS and ADM requests for services and support. This strategy would identify, evaluate, and define the requirements for such a solution.	OIS/ ADM	Launch of the new request for services system for OIS and ADM services with metrics to be reported at the QPR.	1 Month	9 Months (Initial launch)
	d) Re-examine the processes and practices associated with the NRC's assessment of the risks to its information systems in accordance with the Federal Information Security Management Act.	CSO	Noted process effectiveness and efficiency improvements and improved employee satisfaction with the processes and practices.	1 Month	3 Months