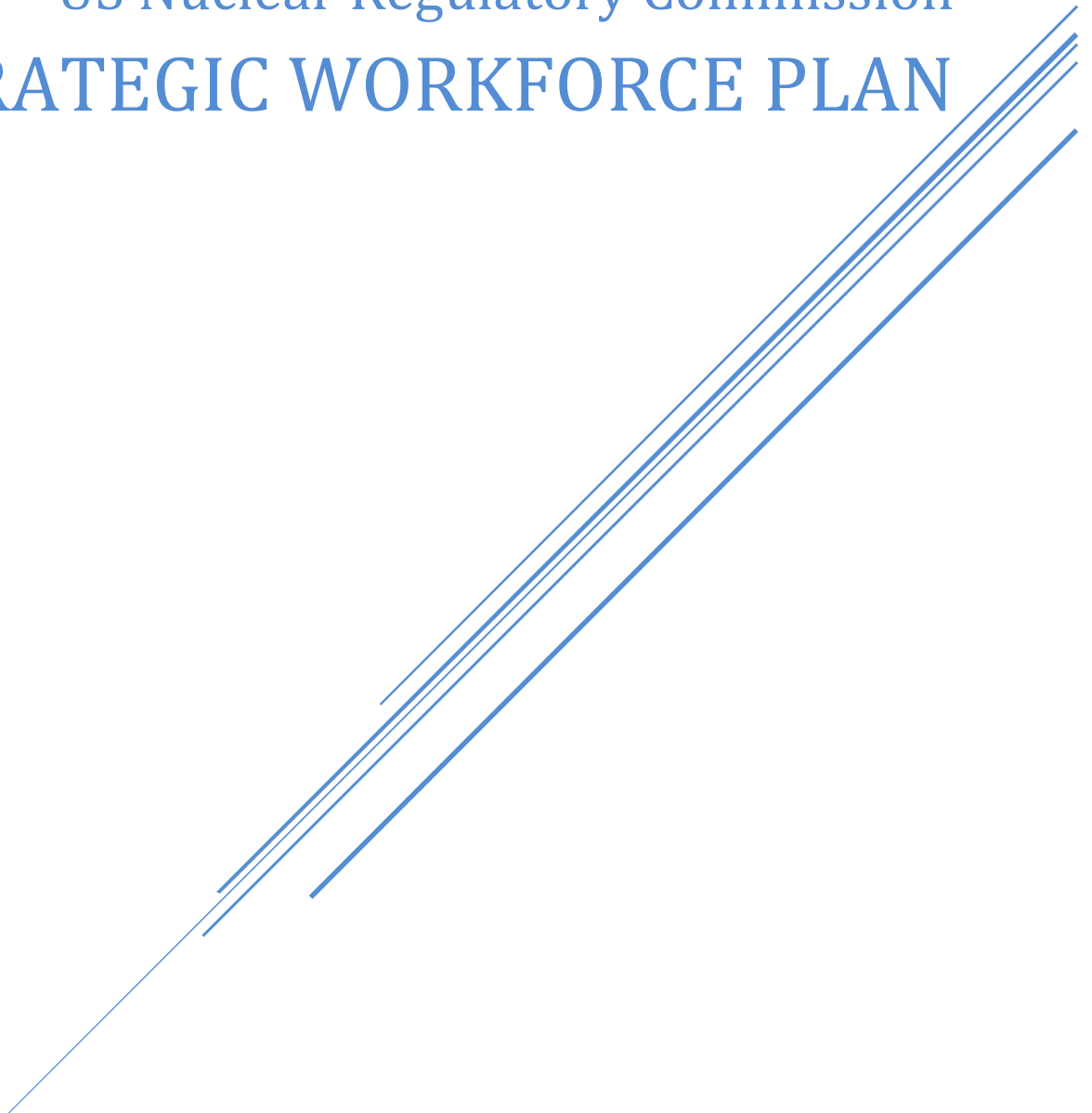




# US Nuclear Regulatory Commission STRATEGIC WORKFORCE PLAN



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February 4, 2016

## Introduction

In June 2014, the Executive Director for Operations (EDO) in coordination with the Chief Financial Officer (CFO) established Project AIM to enhance the agency's ability to plan and execute its mission while adapting in a timely and effective manner to a dynamic environment. The project team developed and sent to the Commission a report and roadmap that included strategies and detailed recommendations to improve the Nuclear Regulatory Commission's (NRC) agility, effectiveness, and efficiency, while also refining the basis for agency planning through 2020 and beyond.

On June 8, 2015, the Commission issued the [Staff Requirements Memorandum \(SRM\) SECY-15-0015: Project AIM 2020 Report and Recommendations](#). The SRM approved specific recommendations from the Project AIM report and provided staff with comments on implementing those recommendations. This workforce plan seeks to implement the following recommendation as directed by the Commission.

*Strategy I – 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.*

*The Commission has approved the development of a Strategic Workforce Plan (SWP) that maps the current workforce to the projected future state of the agency workforce.*

*The staff should understand and apply lessons learned from the experiences with the previous SWP tool. The SWP should be a modest effort and not overly elaborate or burdensome that occurs in parallel with the implementation of other recommendations. The SWP tool should be sophisticated enough so that it can be used as needed to assess organizational health at the division, office and agency levels while setting a standard approach that can be easily deployed and managed by first-line supervisors and modified to meet the changing needs of their organization. Specifically, the SWP should include strategies for managing and minimizing staffing overages, skills gaps, and include the need to have staff in the right place, for example filling resident inspector and regional SES positions. Hiring managers should also work with the Office of the Chief Human Capital Officer to thoughtfully assess whether to fill vacancies as they are created by attrition.*

*In addition, the staff should continue to analyze the staff-to-management ratios and whether levels of management can be decreased when implementing each approved recommendation that contemplates the overall structure of a program or organization. Finally, the SWP should be dynamic, requiring updates as related items, such as the re-baselining, are completed.*

## Strategic Workforce Planning Approach

The purpose of workforce planning is to ensure that “the right people with the right skills are in the right place at the right time.” In order to be successful, we must take a comprehensive approach to workforce planning through a process framework that allows management to plan for current and future staffing decisions based on organizational mission, strategic direction and objectives, budgetary resources and a set of desired workforce skills and competencies. This

process takes both a near- and a long-term view of organizational needs and how those needs may change based on internal and external factors. This process is simple in outline but depends on a rigorous and comprehensive analysis of the organization's work, workforce and strategic direction in order to be successful.

Workforce planning was approached from the perspective of defining a process model that could be easily understood and utilized across the agency in order to:

- Identify and define the functional work and occupations of the current agency workforce;
- Develop a future-state agency workforce and staffing plan to help the agency transform to a more agile organization; and
- Develop a plan to manage and minimize staffing overages and gaps.

### Workforce Planning Process Model

Implementation utilized a seven-step process model to define the steps in the workforce planning process. This process model is based on the Office of Personnel Management (OPM) Federal Workforce Planning Model, which can be found at [www.opm.gov](http://www.opm.gov), combined with best practice models utilized by other government and private organizations.



Step 1 – Strategic Alignment

Step 2 – Analyze Current Workforce

Step 3 – Determine Future Workforce Needs

Step 4 – Determine Gaps

Step 5 – Develop Action Plan

Step 6 – Execute Action Plan

Step 7 – Monitor, Evaluate and Revise

Utilization of this model for NRC workforce planning began in earnest at Step 2 – Analyze the Current Workforce, as the major objectives of Step 1 – Strategic Alignment (identifying and mobilizing strategic partners and gaining buy-in from senior leaders) had for the most part been accomplished as part of the original Project AIM effort and would continue in conjunction with the overall agency-wide AIM implementation efforts. In addition, the scope of this initial workforce planning effort is not expected to complete the entire workforce planning cycle but seeks to provide recommendations and an action plan that can be used to meet overall agency objectives.

It should be noted that this model can be applied using different levels of sophistication, from a basic level that is primarily manual in nature and which requires minimal use of technology, to a highly sophisticated approach that relies on automation, data systems housing information

concerning workforce competencies, and improved forecasting of the agency's work. Because a sophisticated approach has been unnecessary in the past, NRC's approach has historically been on the lower end of the sophistication spectrum. This approach worked perfectly well given the nature of the operating environment. NRC currently remains at the basic end of this sophistication spectrum. Given the increasingly dynamic operating environment, NRC will use an iterative approach to systematically advance the level of sophistication in its application of the Workforce Planning model commensurate with the needs of the agency.

## **Results of Strategic Workforce Planning**

### Step 2 - Analyze Current Workforce<sup>1</sup>

For several years prior to 2010, the NRC experienced substantial growth to meet its mission and respond to industry's projected plans to license and build new nuclear power reactors and other nuclear facilities. To support the agency's mission during this period of growth many of the agency's business functional areas grew significantly to provide adequate support for programmatic work activities. That period of growth is now over, and the NRC's budget will likely decline during the upcoming years. As a result, the NRC must strategically manage the current workforce in order to continue to support the mission within reduced resource allocations. Over the last year, the Office of the Chief Human Capital Officer (OCHCO) in coordination with the Human Capital Council has effectively guided implementation of specific hiring controls in order to address the agency's full-time equivalent (FTE) utilization goal for FY 2016 and to ensure that office staffing plans focus on accomplishing mission-related work within a decreasing budget environment. As a result of this disciplined approach the agency made significant progress by achieving the Commission-directed FY 2016 FTE utilization target of 3,600, as specified in SRM SECY 15-0015, and positioning the agency for future success.

As of January 23, 2016, the NRC workforce is comprised of 3,625 Federal employees.<sup>2</sup> The workforce, although geographically dispersed, is assigned to either a Headquarters office located in Rockville, MD or one of the four Regional Offices located in King of Prussia, PA; Atlanta, GA; Lisle, IL; or Arlington, TX.

Reflective of the need for highly technical individuals in multiple professional, scientific and engineering occupations required to perform our nuclear safety and security mission, 85 percent of the NRC workforce holds a bachelors or higher degree. Consistent with other Federal agencies with highly technical missions, the grade structure of the NRC workforce is relatively high with 60 percent of the staff classified at grade GG-14 and above. In addition, the agency currently has 445 supervisors/managers on board giving the agency a supervisor to staff ratio of 1:8, below the overall agency target.

At the NRC, 60 percent of the workforce is eligible for retirement within the next five years. However, history has shown that it is highly unlikely that the NRC will experience extensive attrition as individuals tend to work well beyond their initial retirement eligibility date. This is

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<sup>1</sup> All current workforce data is as of January 23, 2016 and excludes reimbursables and the Office of the Inspector General (OIG).

<sup>2</sup> This number represents the number of people on-board who are NRC employees regardless of whether they are permanent, temporary, full-time, part-time, or intermittent. This number is not reflective of full-time equivalent (FTE) utilization.

evidenced by our low attrition rate, normally around 5 to 6 percent, of which more than half is due to retirements. Regardless, NRC has made knowledge management activities a priority in order to capture and preserve knowledge and information relevant to the NRC's mission and to ensure that individuals eligible to retire pass on their knowledge to other NRC staff and to make it available to others in the future. In addition to ensuring success through knowledge management activities the agency has in place recruitment and retention strategies to ensure that pools of individuals with mission critical skills are available when needed. One primary strategy that is key to the long-term health of the agency is ensuring availability of diverse and talented individuals to fill key positions. This is largely accomplished via the Nuclear Safety Professional Development Program (NSPDP) and mid-career hiring and development, which provide an entry point for diverse individuals seeking a career at the NRC.

The NRC recognizes the value and business necessity of building and maintaining a highly skilled, diverse workforce and understands that the wide array of perspectives that result from a diverse and inclusive workforce promote innovation and mission success. Building this diversity is a work in progress as we strive to achieve the goals of the agency's Comprehensive Diversity Management Plan. It is important to note that increasing diversity at the NRC is principally accomplished through the hiring of diverse individuals from outside the agency and retention of existing employees. Agency leadership recognizes that downsizing coupled with reduced hiring could have a long-term adverse impact on future diversity at all levels of the organization and is working to enhance the talent and diversity of NRC's employees.

Further analysis of the current workforce, in consultation with Office and Regional leadership, regarding current skill needs indicated that overall the agency is currently able to obtain and retain the skills crucial to successfully perform agency operations without disruption. This is primarily accomplished by either redeploying current staff on a temporary or permanent basis, developing existing staff, or by supplementing the permanent agency workforce with contractors, temporary appointments, and reemployed annuitants. This use of supplemental workforce resources provides flexibility to more quickly expand or contract based on workload and program changes. Workforce flexibility will become increasingly more important as a result of the declining fiscal environment and the drive to enhance agency agility.

### **Do the skills of the current workforce meet current mission demands?**

One of the first objectives of the SWP process was to determine whether the skills of the current workforce meet current mission demands. To accomplish this task, OCHCO reviewed the staffing plans submitted by the offices and compiled a list of agency overages and gaps. Overages were defined as encumbered, unfunded positions and gaps were defined as vacant, funded positions. Each office updated their overages and gaps to reflect current state plus any known gains or losses for the remainder of FY 2016. Based on this compilation, it was determined that the agency had approximately 150 overages and approximately 120 gaps as of October 2015. However, after further review and discussion, OCHCO determined that this data, although generally informative, did not yield precise results for the reasons discussed below.

- (1) There was no consistent process applied by the agency for determining whether positions should be funded or unfunded on staffing plans. Some offices made funding decisions based on an incumbent's projected or announced retirement date, other anticipated attrition, or on a last hired/first unfunded basis, while other offices made this decision based on workload or funding determinations from the business line leads.

- (2) The raw data gave the appearance that offices may be able to adjust their overages and gaps internally in order to alleviate them without adverse impacts on agency performance. For example, a Reactor Inspector, GG-13 overage and a Reactor Inspector, GG-13 gap on the same office staffing plan could possibly be eliminated by funding the encumbered position in lieu of funding the vacant position if the competency needs of both positions are similar.
- (3) The definitions of overages and gaps did not truly reflect the workload need or critical skill gaps of the agency.
- (4) Many, if not most offices, would need to review and revise their funded/unfunded determinations if redeployment of individuals were to be done based on these determinations.

Based on these findings, OCHCO has begun working with the Strategic Workforce Oversight and Utilization Panel (SWOUP), a subgroup of the Human Capital Council (HCC), to improve human capital planning and management by better defining overages and gaps and ensuring a consistent approach moving forward. This new approach will result in a more accurate picture of where the agency has true overage positions and critical skill needs or gaps.<sup>3</sup>

### Step 3 - Determine Future Workforce Needs

The Project AIM Report and Recommendations, dated January 30, 2015, outlined high-level projected workload changes. To determine future workforce needs, the challenge was to translate these high-level workload changes into more specific workload and resource shifts for offices. Using the future-state assumptions in the [Project AIM Report and Recommendations](#) (specifically located at Enclosure 1 to the report) as a reference point, offices were asked to describe any additional workload changes that were not outlined in the Project AIM report.

Overall, the assumptions outlined in the Project AIM report continue to be reasonably reliable. However, uncertainty exists in several areas such as the number of operating plants; the number of decommissioning plants, which could increase beyond what was originally anticipated; a potential decrease in license renewal requests; new construction unknowns; and new reactor work, which is expected to continue beyond FY 2020. In the corporate arena, there are other activities which could result in workload and resource shifts such as increased use of shared services, space planning, and increasing mandates for information and personnel security. These shifts are in addition to the impacts technical office changes will have on the services provided by corporate support offices.

In addition to the many uncertainties driven by external factors, internally the NRC is currently undertaking a number of activities and initiatives that could have resource implications and that make forecasting future resource needs difficult. The primary uncertainty is the implementation of Project AIM recommendations such as rebaselining, creation of future centers of expertise, potential materials consolidation, and the possible merger of the Office of Nuclear Reactor Regulation (NRR) and the Office of New Reactors (NRO). When discussing workforce planning, all offices and regions expressed challenges forecasting resource needs in light of

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<sup>3</sup> The updated definition of Overage is: A position(s) within an organizational unit (e.g., branch, division, office) that currently is, or is expected to be, excess and no longer needed to meet budgeted work demands in the current organizational unit. Alignment on this definition was reached after initial overages had been identified. Therefore, the number of overages is an estimate which will be refined with each iteration of strategic workforce planning.

these other initiatives. So far this experience has shown that a crucial aspect of workforce planning is that it be readily repeatable to keep leadership informed as these or other changes are assessed and implemented and for NRC to manage proactively.

A common theme throughout all offices and regions was the need to identify and maintain core skills and capabilities. In general, core skills are believed to be available either within the present workforce, capable of being developed through training and developmental work assignments, or available within external applicant pools. In addition to core skills and capabilities there is or may be a demand for additional or increased skill sets as the NRC moves into the future. The staff will continuously monitor each of these identified skill sets to confirm they will be available within the NRC workforce when needed and, if not, additional mitigation strategies will be put in place to avoid critical skill gaps, to the extent practical.

With the decline in budget and staffing levels, as well as other ongoing initiatives, the future workforce challenge is to enhance the NRC's capability to reshape and redeploy staff where and when they are needed. In the short-term we will have more permanent staff on-board than the budget or workload would support. Implementing the staff's rebaselining recommendations will add to these overages. Some of the individuals occupying these positions have skills readily re-deployable to other positions within the agency where work exists; others may not. Management will use all appropriate tools to assist individuals in building their skill sets to create more agility within the workforce. Specifically, supervisors and employees have been encouraged by the EDO, senior management, and supervisors to develop Individual Development Plans (IDPs) as a mechanism to formally delineate development opportunities that may include stretch assignments, leading projects or participation in more formal training events. Early forecasting of the future landscape and early intervention and action are the keys to ensuring staff are adequately prepared for our future.

#### Step 4 - Determine Gaps

As discussed earlier, comparing the current workforce to a desired future workforce in order to determine where overages and gaps exist proved difficult. Although the first attempt at this effort did not yield exact numbers or precise data, it did provide information regarding pools of positions where the agency has seen or expects to see a decline in work and other areas where competency demands are projected to grow. It also yielded valuable information regarding critical skill needs. The staff is using these insights to initiate steps and strategies to minimize critical skill gaps.

Pools of Positions (Overages) – Based on current knowledge of the agency workforce and known or anticipated workload changes, the NRC has already identified pools of positions with known overages in the areas of Corporate Support, Project Management, and Supervisors. These pools were recently offered Voluntary Separation Incentive Payment (buy out) and/or Voluntary Early Retirement Authority (early out) opportunities. In 2015, the agency offered a total of 105 opportunities with 49 individuals ultimately volunteering and being approved. This allowed the agency to reduce its overall staffing levels in areas where we have known overages. As we move forward and identify additional pools of overage positions, offering additional buy out and early out opportunities can accelerate attrition where needed with the least disruption to employees and our mission.

Critical Skill Needs (Gaps) – Based on current knowledge of the agency workforce and known or anticipated workload changes, the NRC expects additional skill needs in the areas outlined below. Potential mitigation strategies are included along with each area based on interviews

with agency leadership. OCHCO is partnering with offices to evaluate these critical skill areas more thoroughly to ensure a comprehensive mitigation strategy for each. The staff will be expanding the analysis of these, along with any other identified critical skill needs, in future iterations of strategic workforce planning.

- Cybersecurity - The need for increased skills in the area of Cybersecurity exists for both NRC information technology and for regulation of power reactors.
  - Information Technology Cybersecurity has already been deemed a government wide critical skill gap and as this functional area expands we can expect to experience greater difficulty attracting and retaining skilled individuals. In addition to specific cybersecurity positions, capacity will need to expand across the agency to include practical knowledge of cybersecurity in order for business owners to protect information and data and to stay abreast of potential threats.

Potential Mitigation Strategies - The National Institute for Standards and Technology (NIST) and the Department of Defense (DOD) offer qualification training and certifications in Cybersecurity that could be leveraged. The Graduate Fellowship Program may also be a means to leverage current staff by expanding their knowledge base. The use of supplemental workforce resources will also be considered.

- The need for Power Reactor Cybersecurity skills is expected to increase in the areas of licensing, policy and guidance, and oversight.

Potential Mitigation Strategies – This is an area that requires further evaluation, including job task and training needs analyses, in order to develop a competency model to address long-term mitigation strategies. In the short-term, training is currently being developed to support inspection needs.

- Cloud Computing – As the agency moves away from data centers and expands outsourcing, data centers will be replaced by cloud computing and storage options. This will require increased vendor relationship management skills.

Potential Mitigation Strategies - Retraining and development of current staff is a practical approach to mitigating potential skill gaps in this area.

- Probabilistic Risk Assessment (PRA) – The ability to attract and retain employees with PRA skills has been an on-going challenge. To address this challenge, in 2012, the agency established a Grow Your Own (GYO) program that is primarily used by NRR and NRO. While the GYO program has been successful, retention of individuals who have completed the training program continues to be challenging.

Potential Mitigation Strategies – Continue to utilize the GYO program with a focus on developing strategies to improve retention such as service commitments for staff in the GYO program and possibly authorizing retention incentives. Consider consolidating PRA skills/positions in order to reduce internal movement between offices which can create a skill imbalance, e.g., center of expertise. In addition, the agency could consider increasing the cross-servicing of PRA work to negate the necessity for moving positions. For



example, individuals assigned to perform research in the Office of Nuclear Regulatory Research (RES) could perform licensing reviews for NRR. NRR is developing an internal office strategy to cross-train staff in the general PRA discipline which will broaden the knowledge and use of PRA concepts in support of the mission. This office strategy may also expand the pool of staff interested in career changes into this critical area of need.

- Radiation Protection – The potential for increased decommissioning work will require an increase in individuals with Health Physics (HP) competency.

Potential Mitigation Strategies – As work shifts within the agency, redeploying existing staff is one approach to mitigating a potential skill gap in this area.

- Acquisitions – Hiring and retaining qualified contracting professionals has been a long-standing challenge for the NRC as well as for the rest of the Federal government.

Potential Mitigation Strategies - A positive education requirement makes on-the-job retraining of existing staff difficult. This is an area where targeted external hiring may be necessary. Entry-level hiring in particular should be a continued strategy as career ladders often result in longer retention of qualified individuals. Another possible solution would be to analyze existing acquisition positions to separate pure acquisitions work that requires a degree from other work that may not. This could potentially aid in redeploying existing agency overages while making it easier to attain and retain acquisition talent. Another strategy that has already been used successfully is the utilization of supplemental workforce resources.

- Advanced Reactors – There are numerous skills associated with licensing, oversight, rulemaking, and research for advanced reactor technologies. Specific skills include, among others, high temperature materials science and engineering, neutronics, severe accidents, thermal hydraulics, and digital instrumentation and control. Although the need is not immediate, the agency is proactively conducting activities to prepare for effective and efficient reviews of advanced reactor technologies. Future iterations of strategic workforce planning will refine the exact skill sets associated with advanced reactors so that specific mitigation strategies can be put in place for each.

Possible Mitigation Strategies – To build base knowledge, the staff is partnering with the Department of Energy (DOE) to have workshops and with the international community, which would allow existing NRC staff to gain knowledge in these areas. In addition, sustained funding in this area will allow NRC to conduct research and develop the regulatory framework, on a limited basis, which helps to develop and maintain critical skills.

Although not a specific skill gap, a common theme throughout the agency is the lack of bench strength for certain positions/skills. This means that in some cases there is only one individual on-board who is performing certain work. If that person should leave the position there is the potential that mission critical work could be interrupted. Offices should work together to identify areas where we lack bench strength and consider cross-training existing staff to improve the situation. This can be an especially useful strategy to develop individuals occupying overage positions. Knowledge management activities should also be used to identify and capture critical

knowledge from these individuals and transfer it to those who need the knowledge, not only now, but in the future.

#### Step 5 - Develop Action Plan

At the onset of this project, the agency set out to identify strategies for managing NRC's talented workforce and minimizing staff overages and skill gaps. As the project progressed, it became apparent that although we may understand at a macro level where the agency has surplus capacity, we must improve the accounting of overages to better manage and minimize them. It was also evident that competency and skill information for current staff was not readily available, which is necessary if we are to align the workforce with the agency's current and projected needs. In the past, the agency utilized a SWP information technology tool as a means to collect this information. However, this tool, as it was used, became overly burdensome and difficult to use. As a result, some offices, such as Region II and NRO, developed their own tools to capture skills and competencies of their staff. Unfortunately, these tools are not easily scalable for use across the agency. To address this situation, the staff will begin by first collecting competency and skill information from individuals in overage pools, using a scaled-back, easier to use, version of the SWP tool. The ultimate goal is to have reliable competency and skill information readily available for all NRC staff.

As we move forward it is vital that we prepare our supervisors and staff for the future. Among other things, this means helping supervisors in conducting career conversations to encourage staff to be flexible and to take advantage of opportunities as they become available. It also means improving individual adaptability, helping staff transition to areas where they may not have as great of a comfort level but where the agency may have a greater need.

An Action Plan to guide current and future strategic workforce planning activities is provided at Enclosure 1. Most of these actions employ workforce tools that are currently available or readily obtainable. Other actions will be considered as part of institutionalizing the workforce planning process drawing on good practices from the OPM, Corporate Executive Board, and other resources.

#### **Conclusion**

As the NRC moves into the future, it is paramount that we maintain and develop the agency's critical skills in order to meet the agency's mission. To do this, the NRC must rely on its strongest asset – its people; they are the key to regulatory excellence. The NRC workforce will face challenges over the next several years such as the potential number of retirements, the fiscal outlook, and industry uncertainty. The workforce needs to be designed with flexibility to expand or contract in a scalable manner in order to respond to changing and currently unplanned circumstances.

## Strategic Workforce Planning Action Plan

Objective	Action	Status	Milestone <sup>4</sup>
<b>Identify overage positions quickly and accurately</b>	<b>Develop and implement a common definition of “overage”</b> that will be used consistently across the agency to identify overage positions.	The SWOUP has agreed on a common definition of “overage” that will be used across the agency. The definition is: A position(s) within an organizational unit (e.g., branch, division, office) that currently is, or is expected to be, excess and no longer needed to meet budgeted work demands in the current organizational unit.	Complete
	<b>Utilize the Budget Formulation System (BFS) Staffing Plan to accurately annotate funded and unfunded positions</b> based on the common definition of “overage.” This will require that offices keep the BFS Staffing Plan data up-to-date and that the BFS Staffing Plan be enhanced to provide timely and accurate reporting of overages.	OCHCO has identified BFS Staffing Plan enhancements that are necessary to meet our objectives and is working with OCFO to make changes to the system. The goal is to have all enhancements complete so offices can use the BFS Staffing Plan in a fully automated fashion for the next staffing plan cycle.	Mid-term June 2016
		OCHCO currently provides training to offices, as requested, on how to use the BFS Staffing Plan. In addition, OCHCO intends to provide supplemental training once enhancements are complete.	Mid-term June 2016

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<sup>4</sup> Milestones that do not have a specific date are defined as: Ongoing; Near-term (1 to 3 months); Mid-term (4 to 12 months); Long-term (greater than 12 months).

<p><b>Understand where vacant positions or gaps exist in order to begin redeploying available individuals to where their skills are needed.</b></p>	<p>Take an agency-wide approach to filling vacancies by <b>identifying and prioritizing vacant positions</b> in order to fill these needs with existing staff.</p>	<p>OCHCO, in consultation with the SWOUP, has requested prioritized staffing needs from each office which will identify vacancies that need to be filled. The SWOUP will prioritize these requested vacancies from an agency perspective and determine which vacancies can/cannot potentially be filled by current staff.</p>	<p>Near-term February 2016</p>
	<p><b>Develop and implement a common definition of “gaps”</b> that will be used consistently across the agency to identify skill/competency gaps.</p>	<p>The SWOUP is working to align on a common definition of “gaps” that will be used across the agency.</p>	<p>Near-term February 2016</p>
<p><b>Reduce overage positions and redeploy current staff to where work exists.</b></p>	<p>In order to reduce overages, <b>revise hiring guidance</b> to limit external hiring and other discretionary personnel actions to only those instances where skills do not exist and cannot be developed within the current agency workforce.</p>	<p>Revised hiring guidance was issued on January 20, 2016.</p>	<p>Complete</p>
	<p><b>Develop a disciplined approach to redeploying individuals to vacant positions.</b> It is recommended that this process not identify specific positions (individuals), when possible. Instead “pools” of positions should be targeted for redeployment thus broadening our ability to place individuals encumbering overage positions. For example, if an overage position, Reactor Operator GG-13, exists in Branch A, all Reactor Operator GG-13 positions would become the “pool” of possible incumbents available for redeployment.</p>	<p>The SWOUP aligned on the use of the “pool” method for redeploying overages to vacant positions.</p>	<p>Complete</p>
		<p>OCHCO will work with offices to identify the pools of overage positions.</p>	<p>Mid-term</p>
		<p>The initial approach to begin matching overages to needs, until a more refined process is in place, will be to rely on the collective knowledge of the SWOUP members. They understand where overages and needs currently exist and can use their knowledge to assist offices in redeploying overages to where budgeted work exists.</p>	<p>Near-term</p>
		<p>OCHCO will work with the SWOUP to develop guidance for redeploying overages to vacant positions.</p>	<p>Near-term</p>
<p>Once identified, the <b>skills of individuals encumbering a position in the pool of overages should be analyzed to determine possible areas for redeployment.</b> This is often referred to as a “best fit” analysis.</p>	<p>OCHCO will work with offices to begin a “best fit” analysis of individuals, as they are identified, in the overage pools.</p>	<p>Near-term</p>	

	When possible, voluntary means should be used to redeploy staff to where work exists. <b>In those cases where there are no suitable volunteers, the agency may reassign individuals to where work exists</b> in accordance with agency values.	OCHCO will work with offices on a case-by-case basis to determine if a directed reassignment is appropriate.	On-going
	<b>Utilize an automated tool to capture skills and competencies</b> of individuals in the pools of overages. The former SWP tool, although cumbersome, could be used on a more limited and less granular level to house this skill and competency information.	OCHCO will begin analysis of the former SWP tool to determine if it will meet agency needs now and longer-term.	Mid-term
	Redeploying staff to where work exists becomes more complex when the work exists in a different geographic area than where the employee currently resides. It is recommended that the agency take a uniform approach to determining when geographic moves are necessary and when the work can be accomplished remotely. <b>In addition, a defined process to implement these moves consistently should be developed.</b> For example, a work need exists in Region X and qualified overages exist at Headquarters. What would the decision factors be, and how would they be applied consistently, to determine if the work could be performed from the Headquarters location, thus eliminating the need for a geographic relocation?	OCHCO will work with the SWOUP and other agency management to ensure a uniform approach and process are used to make geographic move determinations.	Mid-term
	<b>Consider greater use of cross-servicing or resource sharing</b> in order to reduce overages. For example, individuals in overage positions in Office A could perform work for Office B while still being assigned to Office A.	OCHCO will work with agency leadership to facilitate a discussion and possible path forward for greater utilization of cross-servicing and resource sharing.	Long-term
<b>Utilize good position management strategies and tools to reshape the workforce and minimize overage positions.</b>	<b>Continue to train supervisors in sound position management tools</b> that can be used to restructure the workforce based on specific situations. For example, if an office has multiple GG-13 positions, one of which becomes vacant, consideration should be given to consolidating the higher, grade-controlling duties into fewer GG-13 positions and moving lower-level duties to a lower graded position thus possibly funding a lower graded overage position.	OCHCO will continue to provide advice and guidance to agency managers regarding position management tools and strategies.	On-going

	<b>The agency should take a more proactive approach to identifying and implementing sound position management activities.</b> Specifically, working to define organization structures that align with overall agency goals such as a greater supervisor span of control (1:10 ratio), appropriate team sizes, and controlling higher graded positions.	Organization and position structures are normally evaluated when an office submits a reorganization plan or when there is a need to fill a specific position. OCHCO will reach out to offices to proactively assist in designing future organization and position structures that meet agency objectives.	On-going and Long-term
<b>Reduce the number of individuals occupying overage positions.</b>	The agency recently offered early out and/or buy out opportunities for certain occupations, positions, and functional areas in order to accelerate attrition in those areas. In order to further reduce overages, the agency should <b>explore the possibility of seeking approval to offer these opportunities to a broader segment of the workforce</b> as additional overage pools are identified.	OCHCO is facilitating a discussion with agency leadership to determine if another early out or buy out opportunity would be appropriate to accelerate attrition.	Near-term
<b>Prepare for potential, future agency downsizing.</b>	Although the agency mindset is to use proactive strategies to address workforce reductions, <b>the agency should be positioned to act</b> if more significant workforce reductions are required in the future.	OCHCO will revise, on the previously determined schedule, the associated Management Directives.	Long-term
		OCHCO will ensure that the frameworks necessary to administer the Directives are established and in place.	Long-term
<b>Institutionalize workforce planning to ensure that mission critical skills are available when needed.</b>	The workforce planning process model is intended to be a repeatable process. The agency currently utilizes the staffing plan as a tool to understand the current workforce and short-term organizational changes. <b>This process should be supplemented by capturing the long-term human capital needs of the agency.</b> In doing so, offices would be asked to analyze and forecast long-term workload and resource changes to ensure that strategies are developed in advance to mitigate any long-term mission critical skill gaps.	OCHCO will work with agency leaders to update long-term projected workload and resource changes on an annual cycle as part of the staffing plan process.	Mid-term June 2016
		Although it is anticipated that the number of external hires will be limited for the foreseeable future, the agency will continue to have a need to fill critical vacancies from external sources when skills are not available within our	The agency continues to recruit, on a more limited basis, for critical skills and to ensure a diverse pipeline of individuals to fill entry-level positions.

	<p>current workforce. In addition, proper succession planning means continuing to provide a pipeline of individuals prepared to perform work as the agency experiences normal attrition. Therefore, <b>the agency should continue to recruit, on a limited basis, for critical skills and pipeline positions</b> in order to prevent future skill gaps or shortages. The agency should also <b>consider reassessing the 25 percent entry-level hiring goal</b> as it may not be realistic to have 25 percent of all external hires at the entry-level when hiring will be greatly limited.</p>	<p>As part of the vacancy prioritization process, the SWOUP will be evaluating overall agency needs for entry-level hires.</p>	<p>Near-term February 2016</p>
	<p>To the extent feasible, <b>the agency should continue to utilize supplemental workforce resources</b> (i.e., contractors, annuitants, temporary appointments, etc.) to meet skill demands that are short-term, difficult to attain, or to bridge skill gaps while existing agency staff are being developed.</p>	<p>The agency currently utilizes supplemental workforce resources to meet workload demands, fill critical skill needs, and for knowledge transfer. The agency will continue to evaluate the need for these resources.</p>	<p>On-going</p>
	<p><b>Continue to improve the identification and assessment of critical skill needs.</b></p>	<p>OCHCO will continue to work with offices and business line leads to improve upon the identification of critical skill needs and to identify and implement mitigation strategies.</p>	<p>Mid-term</p>
		<p>With each iteration of the strategic workforce planning cycle, the staff will expand on the analysis of critical skill needs to track and monitor trends, assess the risk associated with each skill need, and to deploy specific strategies for developing and retaining critical skills.</p>	<p>Long-term</p>
<p><b>Ensure that staff at all levels of the organization are prepared for the future landscape of the agency.</b></p>	<p>Changing the culture of an agency can be difficult. We must make the long-term health of the agency a first priority by employing good change management practices. <b>First-line supervisors are a pivotal point in helping staff to understand changes to the organization and its work and must be informed and prepared to have these crucial conversations.</b></p>	<p>OCHCO will work with agency leadership to ensure that supervisors fully understand information related to the changing environment. In addition, OCHCO will incorporate topics such as change management and developing others into training such as the Executive Leadership Seminars, the Individual Development Plan (IDP) Workshop for supervisors and the Leaders Academy curriculum.</p>	<p>On-going</p>

	<p><b>Staff should be informed</b> regarding the future landscape and the impact it may have on their work. They should understand the different management tools, both voluntary and involuntary, which may be used to reshape the workforce. <b>Staff should be encouraged to be flexible and to seek new opportunities as they exist.</b></p>	<p>OCHCO will help staff understand the changing environment through participation in activities such as all-hands meetings, town halls, and providing talking points to supervisors. In addition, OCHCO will incorporate change management into the Leaders' Academy curriculum which focuses on leaders at all levels so that individuals understand change management and other important concepts at an early stage in their career. OCHCO will educate staff on the value of developmental programs such as coaching, mentoring, and IDP development.</p>	<p>On-going</p>
	<p>A key component of staff agility is the opportunity to develop in functional areas where work is expected to continue. In order to align with the One-NRC mindset and provide staff with every possible advantage, it is recommended that <b>barriers to staff mobility and development be identified and removed</b> to ensure that staff can take advantage of opportunities as they become available.</p>	<p>The current Senior Executive Service Candidate Development Program (SES CDP) class is engaged in an action learning project to identify barriers to staff agility. Once identified, the agency will take steps to remove these barriers.</p>	<p>Mid-term</p>
		<p>OCHCO will enhance the focus on providing supervisors and staff with innovative ways to develop skills outside of the traditional training environment.</p>	<p>Near-term</p>