



Opening Remarks

Darrell J. Roberts

Deputy Executive Director for Materials,
Waste, Research, State, Tribal, Compliance,
Administration and Human Capital Programs

Human Capital and Small Business and Civil Rights Culture Initiatives

- Knowledge Management
- Diversity and Inclusion



Presenters

- Larniece McKoy Moore, Esq., Technical Assistant, Office of Small Business and Civil Rights
- Mary Lamary, Chief Human Capital Officer
- Bi Smith, Chief, Policy, Labor and Employee Relations Branch
- Latonya Mahlahla, Chief, Specialized Technical Training and Support Branch
- Dafna Silberfeld, Chief, Learning and Talent Development Branch
- Alexis Willis, General Engineer, Nuclear Regulator Apprenticeship Network



Civil Rights and Diversity and Inclusion Update

Larniece McKoy Moore, Esq.

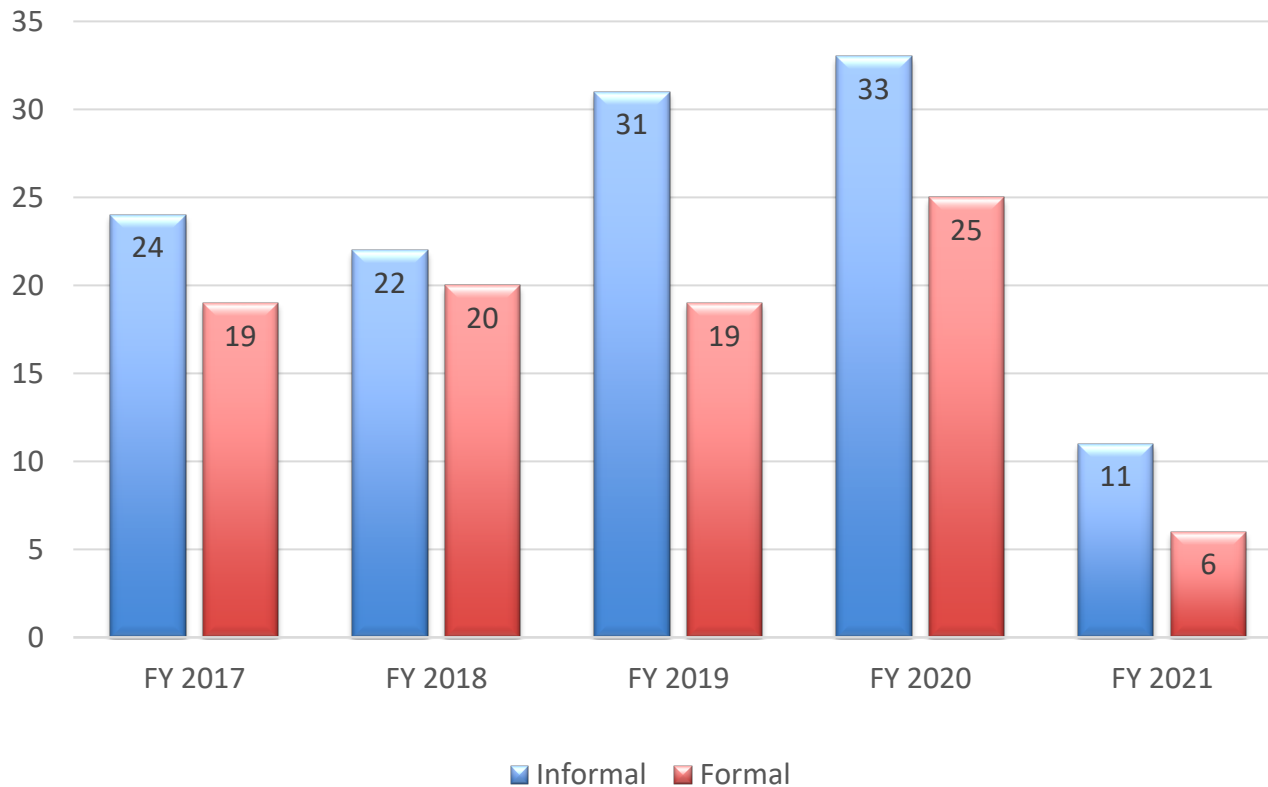
iCARE Lead

Office of Small Business and Civil Rights

- **Assessing Equal Employment Opportunity Trends**
- **Supporting and Engaging the NRC Community**
- **Working Together to Enhance the Culture & Accomplish the Mission**

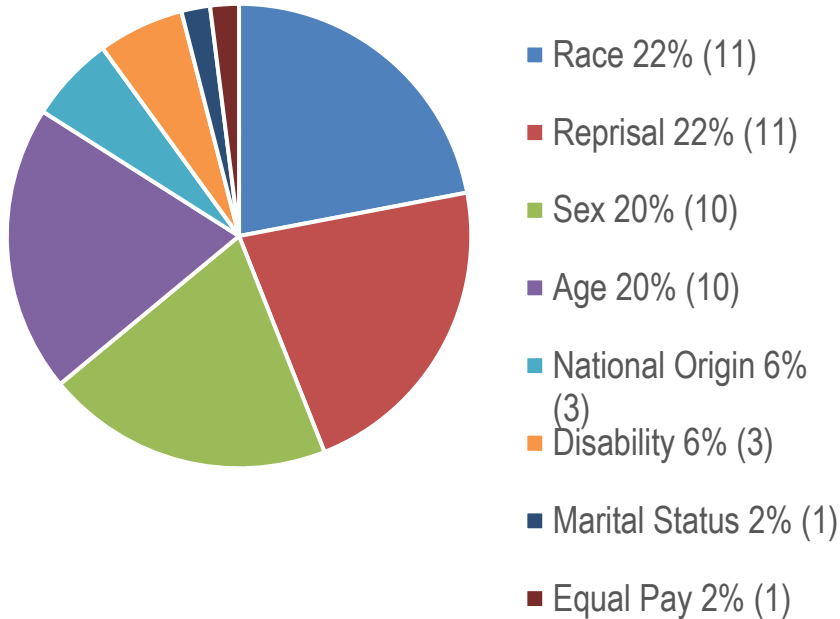


All Complaints (Informal and Formal) Filed FY 2017 – FY 2021 (As of March 31, 2021)

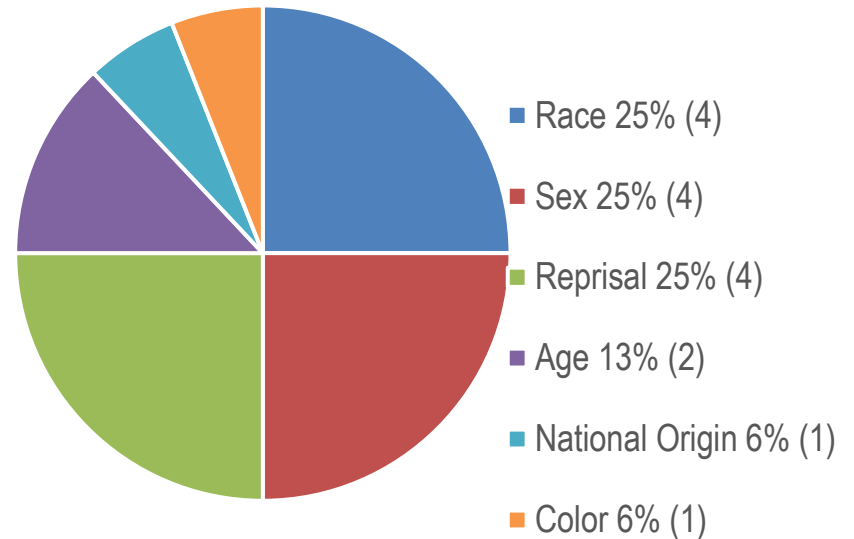


EEO Complaints Filed During FY 2021 by Bases (As of March 31, 2021)

FY 2020



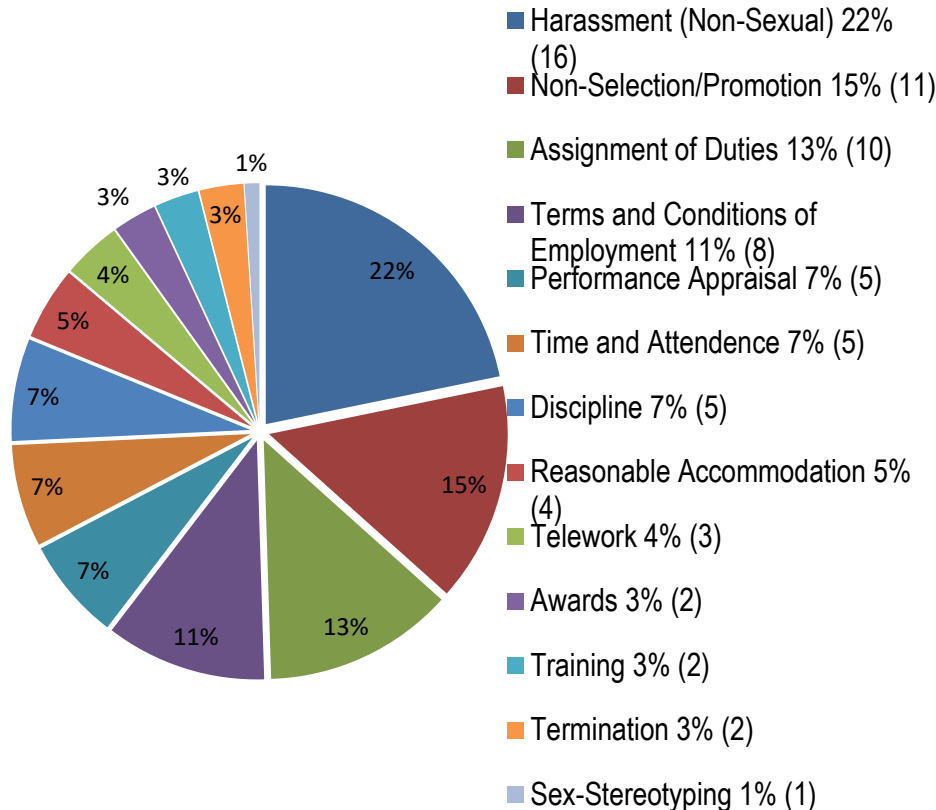
FY 2021



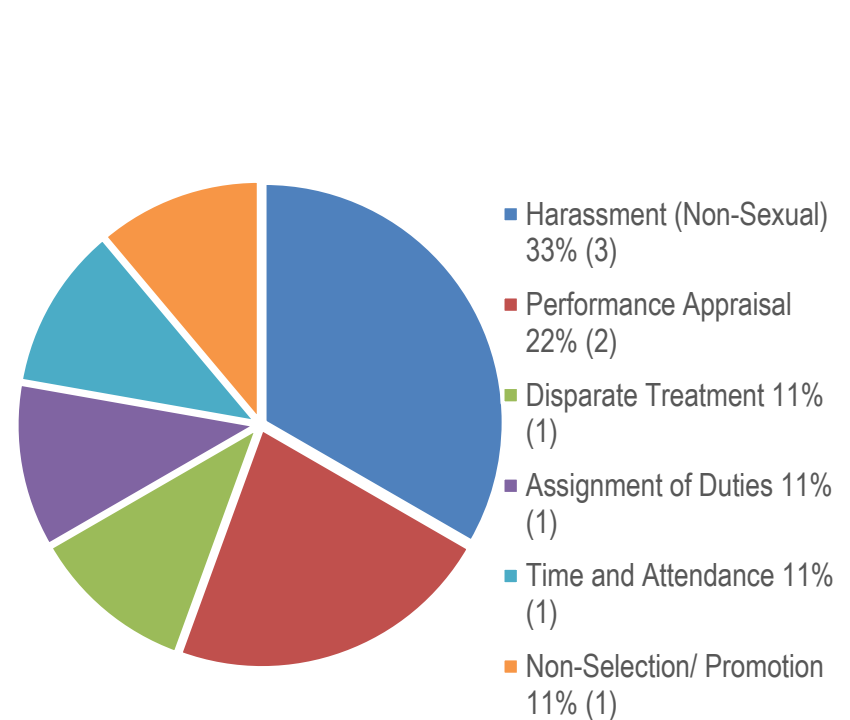
The information presented is based on the bases raised in the formal complaints. The bases alleged may or may not have been accepted or dismissed. That is a legal determination made based on a review of relevant regulations and EEOC decisions.

EEO Complaints Filed During FY 2021 by Issues (As of March 31, 2021)

FY 2020

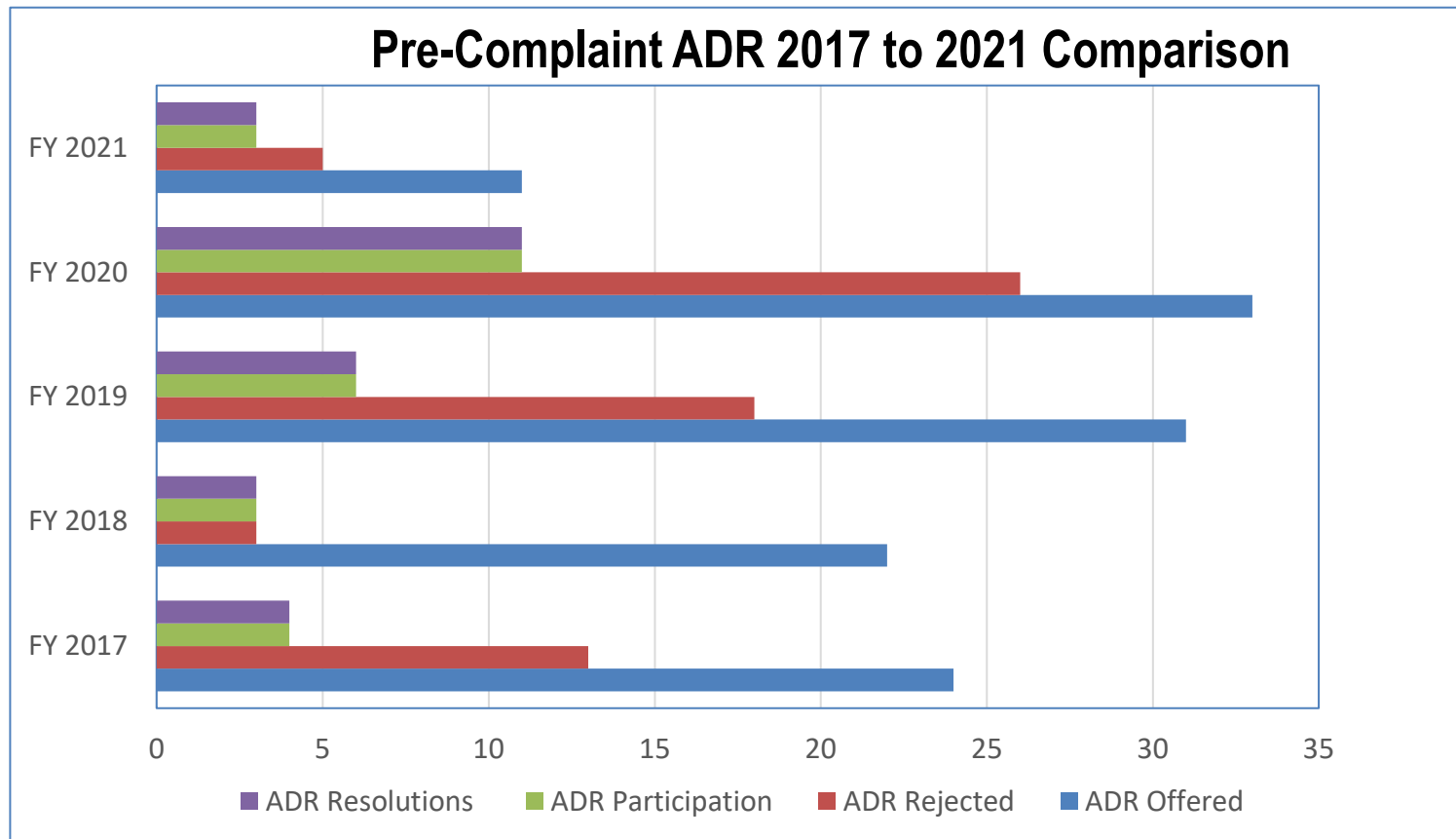


FY 2021



The information presented is based on the issues raised in the formal complaints. The issues alleged may or may not have been accepted or dismissed. That is a legal determination made based on a review of relevant regulations and EEOC decisions.

Summary of ADR Program Activities for Pre-Complaints (Informal) as of March 31, 2021





**Inclusion, Support &
Engagement During
Difficult Times and on
Difficult Topics. . .**

initiative on
Civility
Awareness
Respect and
Engagement



Working Together. . .



. . to Enhance the Culture
& Achieve the Mission



Overview on Human Capital and Strategic Workforce Planning

Mary Lamary

Chief Human Capital Officer

Office of the Chief Human Capital Officer

Attrition Rates by FY & Age Group

Age Group	2016	2017	2018	2019	2020	2021*
Under 30	4.3%	2.5%	7.7%	9.1%	4.9%	2.7%
30-39	5.9%	5.6%	4.7%	3.5%	5.5%	1.1%
40-49	6.4%	3.5%	2.9%	3.4%	3.3%	1.1%
50-59	8.1%	4.7%	3.1%	4.8%	3.9%	1.6%
60 and Over	23.5%	16.9%	14.8%	16.3%	15.0%	17.6%

*Data as of March 2021

Risk Reduction – Retirement Eligibility

All Staff

Technical Staff

Fiscal Year	Eligible	Retirements	Rate	Fiscal Year	Eligible	Retirements	Rate
2016	847	228	26.9%	2016	519	115	22.2%
2017	817	130	15.9%	2017	498	68	13.7%
2018	826	106	12.8%	2018	499	66	13.2%
2019	820	125	15.2%	2019	480	73	15.2%
2020	826	116	14.0%	2020	469	60	12.8%
2021	824	55*	6.7%	2021	468	28*	6.0%

*Data as of March 2021



The Human Side of Human Capital Management During COVID-19 Pandemic: Telling the Story on How We Support NRC Workforce

Bi Smith

Policy, Labor and Employee Relations Branch
Office of the Chief Human Capital Officer

Telework and Work Schedules

- Telework Flexibilities
 - Mandatory: approximately 98% of the workforce
 - Maximum: approximately 94% of the workforce
- Work Schedule Flexibilities

Leave

- Excused Absence
- Emergency COVID-19 Leave
 - First Coronavirus Response Act – April 2020 through December 2020
 - American Rescue Plan Act of 2021 – March 2021 through September 2021
- Annual Leave

OCHCO Services

- Fitness Center
- Health Center
 - Telehealth services
 - Flu Shots
 - 286 vaccines administered at Headquarters
 - 167 vouchers provided to regions
- Employee Assistance Program

Staffing

- Virtual orientation process
- New Hires: 227
 - 149 permanent hires
 - 78 temporary hires
- *Data from March 2020 – April 2021*

Student Hires

- Summer Student Internships
 - 2020: 55 students
 - 2021: 60 students
- Cooperative Education (Co-Op) Program:
27 students in 2021

Nuclear Regulator Apprenticeship Network (NRAN)

- 2020 cohort: 23 graduates
 - 35% graduated from Minority Serving Institutions (MSIs)
 - 17% graduated from Historically Black Colleges and Universities (HBCUs)
- Beginning to plan for 2022 cohort

Recruitment

- 26 recruitment events in CY 2020
 - 85% of the events were held in a virtual environment
 - 62% were focused on attracting diverse candidates
 - 15% were hosted by HBCUs

Training

- 50 courses converted to virtual
- 377 training sessions given
 - 84 technical courses
 - 293 professional development and leadership courses
- 10,752 training completions
- *Data from March 2020 – March 2021*



Employee Journey: Supporting and Engaging our Workforce Today and in the Future

Latonya Mahlahla

Human Resources Training & Development
Office of the Chief Human Capital Officer

Employee Development: Resources, Process and Tools

- Technical and Professional Training
- The NRC Guide to Career Enhancement
- The Employee Journey Website
- Competency Modeling
- Individual Development Plans (IDPs)

Employee Journey: Skills for Today and in the Future

- Learning & Development
 - Technical Training for formal qualification programs, office qualifications and employee development
 - Professional training for foundational skills and leadership development

Technical Training Professional Development Course Options

Professional Training Menu

Business Writing

Communication

Emotional Intelligence

Strategies For Managing Your
Career

Data Visualization

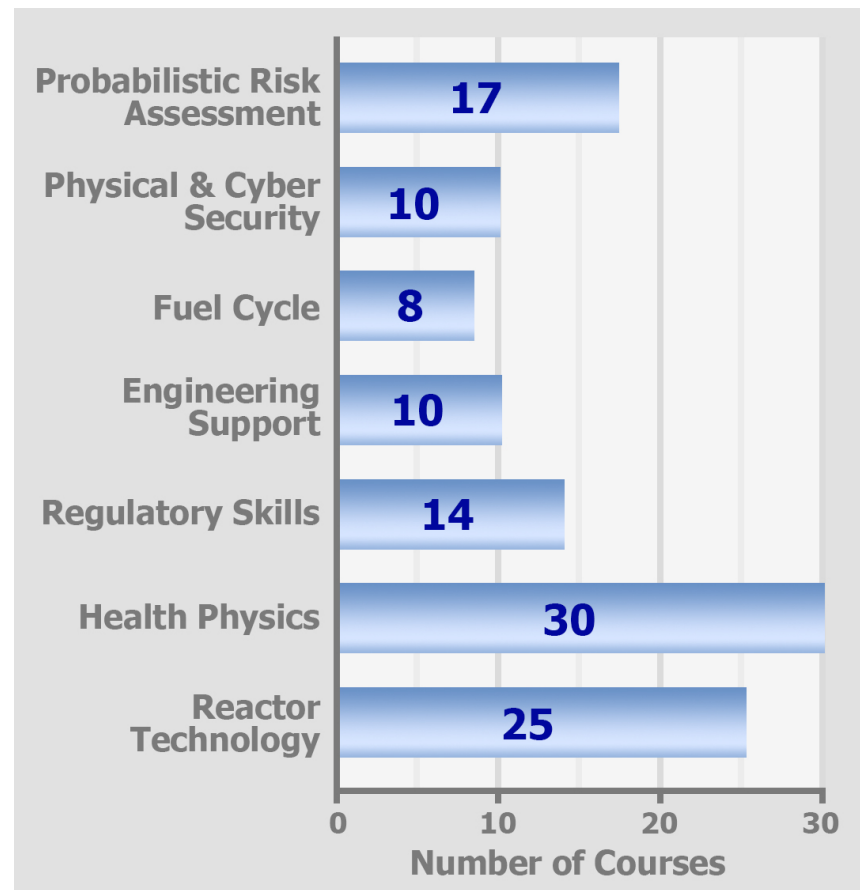
Project Management

Resume Writing

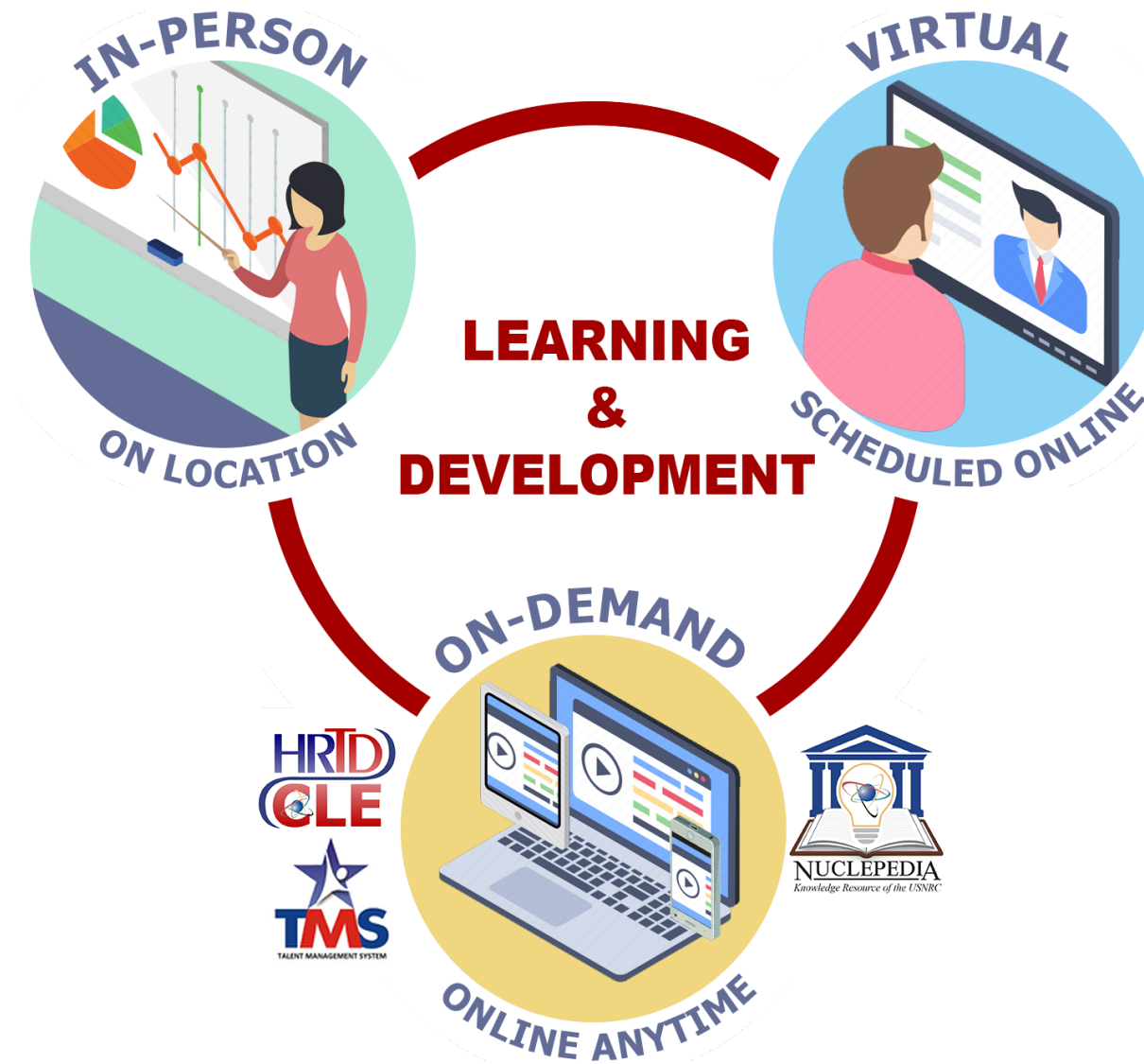
Leadership Development

Mid-Career Retirement
Planning


Technical Training



Training Delivery Methods



Taking Charge: Intentional Career Development



NRC Guide to Career Enhancement

How does the NRC prepare for the workload of the future?

How do I know where the future workload will be?

How can I develop the skills I need to achieve my career goals?

THE FUTURE IS NOW

Understand Skill Needs for Potential New Roles

- Explore Careers at the NRC with expected workforce gaps
- Stay engaged and understand agency needs
- Learn more about requirements for various positions
- Connect to other employee resources

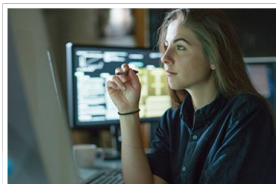
Employee Journey: “Explore The Possibilities”

- Launched in December 2020 to support Strategic Workforce Planning
- Identifies 10 positions with future workforce gaps based on projected attrition
- Learn more about requirements for various positions

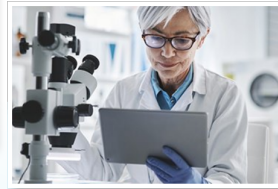
SWP – High Demand Careers



BUDGET ANALYST



CONTRACT SPECIALIST



HEALTH PHYSICIST



ADMINISTRATIVE ASSISTANT



ENFORCEMENT SPECIALIST



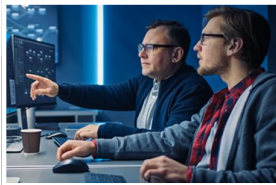
ENVIRONMENTAL SCIENTIST



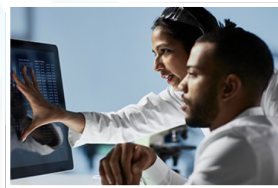
SENIOR REACTOR ANALYST



GOVERNMENT INFORMATION SPECIALIST



EMERGENCY PREPAREDNESS SPECIALIST



RELIABILITY AND RISK ANALYST

**1,824 site visits*

Competency Models Support Employee Development

- Provides an opportunity to explore available models for agency positions
- Employees can compare their skills to competencies identified in a competency model
- Can use the tool to build a development plan to close any identified gaps or increase the skills in the current position



Reflect and Formalize a Plan

- Reflect on Personal Priorities
- Individual Development Plan
 - Discuss career goals with your supervisor
 - Document your accomplishments
 - Consider Rotations, Career mentoring, NRC Open Opportunities





Transformation and Modernization: Knowledge Management and Nuclepedia

Dafna Silberfeld

Learning and Talent Development Branch
Office of the Chief Human Capital Officer

NRC'S Knowledge Management Program

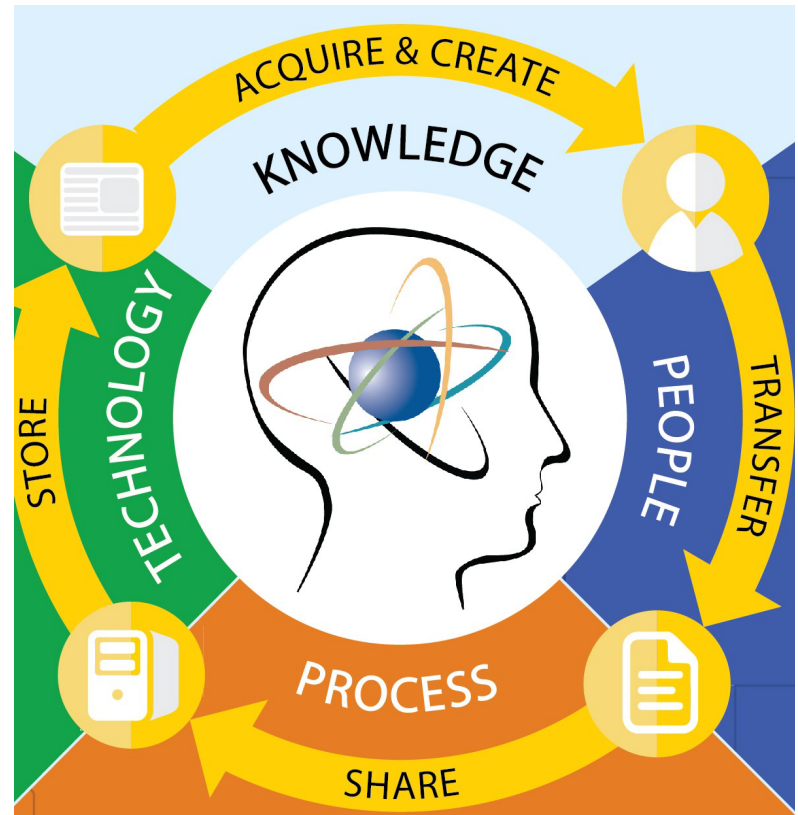
NRC's KM Policy

- Established in July 2006 with SECY-06-0164: "The U.S. NRC KM Program" [ML061550002](#)
- The policy established a foundation for the agency's KM Program, a system of governance and roles and responsibilities

The program is managed out of the Office of the Chief Human Capital Officer and guided by the NRC KM Strategy ([ML20023B283](#)).

NRC's Knowledge Management Cycle

Components that make up the NRC's KM Cycle begins with the **Knowledge** we acquire and create



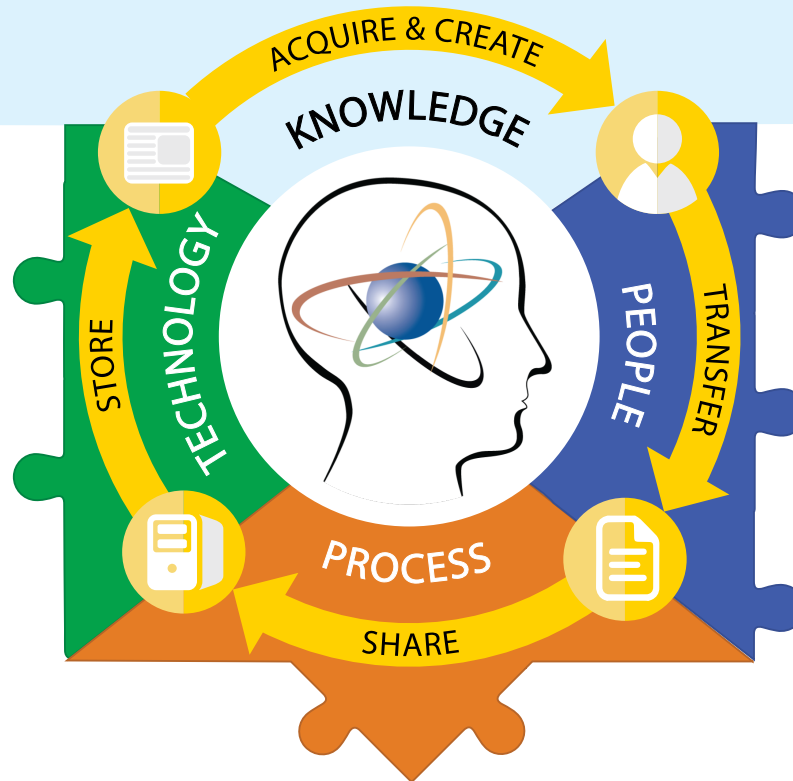
- **People:** Identify knowledge and experience
- **Process:** Capture and collect knowledge
- **Technology:** Access tools to use and apply knowledge

Office of Nuclear Security and Incident Response

KM Cycle Example



GOAL: Address the critical knowledge gap resulting from attrition/retirement of Emergency Preparedness Specialist-Licensing



The NRC's Internal Wiki



837 current users
509 person pages
4663 pages created

IMPORTANT: Before exploring Nuclepedia, please be sure to **Log in** first before you edit or add content to the wiki.

To log in, click "Log in" above or at the top-right of the browser window. On the login page, click the "NRC Staff Single-Sign-On" button (no password is needed).

Also, please note that Google Chrome is the optimal web browser for using Nuclepedia. Internet Explorer may have issues displaying some of the content.

Welcome to Nuclepedia, the NRC's knowledge resource wiki. Nuclepedia is a continuously evolving online encyclopedia of nuclear regulatory information including articles, documents, graphics, animations, and presentations. Everyone is invited and encouraged to contribute their experience, knowledge and expertise in the form of articles, discussions or editing of material submitted by others.

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Find it!

OR you can browse by Category



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Discover what Nuclepedia is all about. Learn what you should know before you dive in and start exploring the wiki and adding/editing pages.



▶ GET STARTED!

How to Use the Wiki?

Find out how to effectively use Nuclepedia in order to share and acquire knowledge by exploring information and adding/editing content.



▶ LEARN HOW!

Featured Article

The Critical Knowledge Summary Initiative page is a summary of key nuclear topics and events developed for initial Nuclepedia content.



▶ VIEW CONTENT

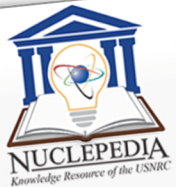
Needed Pages

Know of a topic or subject that should be included in the wiki but don't have the content? Add it to the Requested Pages list so someone can create it.



▶ REQUEST A PAGE

Office of Research Seminar Series



Main page
Nuclepedia Manual
Add a New Page
Create a Person Page
Newly Added Pages
Random Page
Recent Changes
Request a Page
Categories

Special Links
Innovate NRC
IAEA Decom Wiki
User Info Links
User Help Links
Tools

Page [Discussion](#)

Richard Lee's Knowledge Management Seminar Series

Richard Lee was the Branch Chief for the Fuel & Source Term Code Development Branch (FSCB) from 2007-2020. Beyond his role as Branch Chief, his career at the NRC spanned over 40 years with profound technical discipline and specialization across neutronics, nuclear/reactor systems, accident analysis (thermal-hydraulics, neutronics, severe accidents and source term), nuclear behavior, severe accident phenomenology and radiological source term.

A seminar series was initiated to capture Richard Lee's immense amount of knowledge, attained over his extensive career, to support the agency's priority for knowledge management. Through the series, Richard shared his knowledge, experiences, perspectives and his thoughts on the critical events, meetings or discussions that shaped the direction of the agency.

Presentations : [\[edit \]](#) [\[edit source \]](#)

Below you will find the slides presented and video recordings of the series by topic. The series was conversational, with an effort to focus less on information that might be found in the NUREGs or experimental outcomes, but rather the how and the why of the research.

- [Perspectives on Regulatory Research](#) [\(video\)](#)
- [Brief History of Severe Accident Research and Role of International Programs](#) [\(video\)](#)
- [Perspectives on Source Term](#) [\(video\)](#)
- [Neutronics and Fuel Research](#) [\(video\)](#)
- [Perspectives on Fukushima](#) [\(video\)](#)
- [Getting Ready for New Technologies & Conclusions](#) [\(video\)](#)

Additional Information: [\[edit \]](#) [\[edit source \]](#)

Severe Accidents [\[edit \]](#) [\[edit source \]](#)

[Severe Accident and PRA Series](#): A great source of information on PRA and Severe Accident and has links to many documents.

[History of Severe Accident Regulation and Research](#)

1. [NUREG-1150](#) [\(ML120960691\)](#), Severe Accident Risks: An Assessment for Five U.S. Nuclear Power Plants, December 1990, *Chapter 1*
2. [NUREG/CR-6042](#) [\(ML021080026\)](#), Perspectives on Reactor Safety, Revision 2, *Pages 27-29*
3. [NUREG-75/014](#) [\(ML083570090\)](#), The Reactor Safety Study (WASH-1400), October 1975, *Executive Summary*
4. [SECY-00-0077](#) [\(ML003684288\)](#), Modifications to the Reactor Safety Goal Policy Statement, and associated [SRM](#) [\(ML003727206\)](#)
5. [50 FR 32138](#) [\(ML003711521\)](#), Policy Statement on Severe Reactor Accidents Regarding Future Designs and Existing Plants, August 8, 1985
6. [SECY-89-102](#) [\(ML051660712\)](#) [NON-PUBLIC]
7. [History of Severe Accident Regulation and Research Seminar video](#) [\(ML101460608\)](#) and associated [slides](#) [\(ML101370748\)](#)



Richard Lee

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The New Employee Experience

Alexus Willis

Nuclear Regulator Apprenticeship

Network Branch

HR Training and Development

Office of the Chief Human Capital Officer

My Employee Journey

Summer Hire

Co-Op Student

Member of the
NRAN Cohort



What is NRAN?

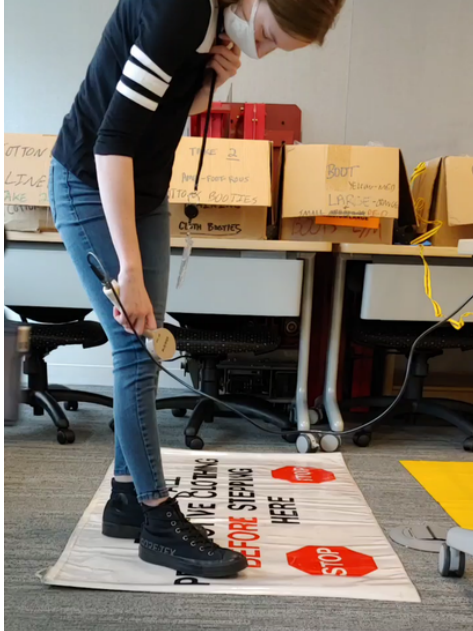
The Nuclear Regulator Apprenticeship Network (NRAN) is an entry-level program designed to develop well-rounded regulators in areas of projected agency skill needs, through a targeted initial training phase as a cohort, followed by 3 - 4 apprenticeships that focus on mission-direct contributions and experiences.



NRAN Cohort 2020

Vision: Excellence in service to the American people and leadership for the next generation of diverse, innovative, knowledgeable, environmentally conscious nuclear regulators.

Mission: NRAN anchors the next generation of skillful regulators by fostering diverse and innovative thinking in individuals who strive to uphold and support the NRC mission to protect public health and safety, and the environment.



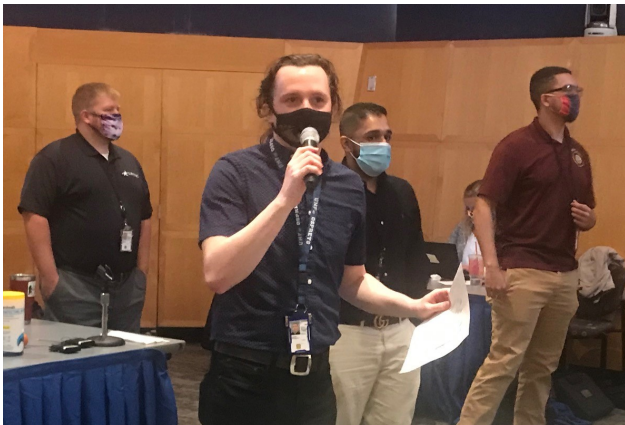
Initial Training Phase

- Meet and Greet
- Technical and Regulatory Training
- NRC Culture and Organizational Training
- Career Mentor Matching
- Team Projects
- Cohort-Led Team Building Activities





**Apprenticeships
with mission-direct contributions**





Closing Remarks

Darrell J. Roberts

Deputy Executive Director for Materials,
Waste, Research, State, Tribal, Compliance,
Administration and Human Capital Programs