



# **Briefing on Project Aim**

**Victor McCree**

**Executive Director for Operations**

**Maureen Wylie**

**Chief Financial Officer**

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# Agenda

- Overview
- Results of re-baselining:
  - Upcoming Projects/Next Steps
  - Realigning Information Technology to support Project Aim
  - Transforming RES through Project Aim
- Closing Remarks

# **Upcoming Projects/ Next Steps**

**Frederick Brown  
Acting Chief Information Officer**

# Implementing as Planned

- Developed a project plan with milestones and outcome metrics
- Distributed work across the agency
- Active stakeholder involvement and input
- Strong oversight by the Steering Committee
- Effective and timely product delivery at an appropriate cost

# Accomplishments since December

- Issued and implementing the Strategic Workforce Plan
- Made recommendations on shedding or deferring work
- Completed a table top for the add/shed/defer procedure for emergent work
- Engaged with stakeholders
- Provided additional re-baselining products:
  - Longer-term Efficiencies
  - Known Workload Changes

# Completing in the near-term

- Re-baselining final products
- “One-stop-shop” for service and support
- Evaluation of the Consolidation of the Regional Materials Program
- Evaluation of the Regional Corporate Support Functions
- Evaluation of the merger of NRR and NRO

# Shaping the agency

- Establishing Centers of Expertise
- Institutionalizing the common prioritization of work across the agency
- Implementing changes in the oversight of contracts
- Meeting the Fiscal Year 2016 staffing ceiling and implementing the Strategic Workforce Plan
- Engaging with stakeholders

# **Realigning Information Technology to support Project Aim**

**James Flanagan**

**Deputy Chief Information Officer**

# Agile Workforce Requires Flexible Tools

- Reshape current processes and contracts:
  - Reduce cost and improve ease-of-use
  - Implement new infrastructure strategy to support efficiency
  - Enhance security process efficiencies
  - Rebid Agency-wide contracts at lower rates
  - Implement Mobility improvements
- Deploy resource savings to productivity tools
- Continue to enhance cybersecurity:
  - Enhance Agency-wide Security Dashboard
  - Deploy Continuous Threat Monitoring

# Strategy to Support Re-baselining

- Re-baselining changes the delivery of technology
  - Align functions to reduce customization
  - Develop common service levels/measurements
- How does this impact our workforce?
  - Standardize tools and simplify processes across the Agency
  - Enhance competition to achieve better prices
- How to bring both concepts together?
  - Imbed within the support contract
  - Implement strong internal contract and program controls
  - Establish a common NRC entry point to all providers

# Engaging the Workforce in the Change

- Support workforce adoption of new ways of working
  - Engaging the workforce early and often
  - Sensitivity to “How will it affect me?”
- Standardize change – looks the same everywhere
- Use frequent formal and informal training opportunities
- Communicate a clear strategy (what are we doing, why, how and when)

# Optimizing Services for the Future

- Provide flexibility to change (technology, provider, etc.)
- Implement dedicated teams to manage large contracts
- Manage investment risks to enhance success
- Regularly review all activities for efficiency
- Refresh technology governance
  - Document agency investments in multi-year roadmap
  - Align investments within budget (mission, corporate)
  - Common prioritization of all IT agency investments

# **Transforming RES through Project Aim**

**Michael Weber**

**Director of Nuclear Regulatory  
Research**

# Preparing our Workforce for the Future

- Accomplishing research while maintaining core competencies (about 30)
- Challenging to maintain core with reduced resources
- Conducting Strategic Workforce Planning
  - Succession planning
  - Anticipating future competency needs
  - Accelerating time to competency
  - Participating in meaningful and relevant research
  - Leveraging domestic and international partnerships

# Implementing Re-baselining

- Preparing to shed lower priority work – 12 FTE, \$5M
- Focusing on the people
- Reducing Staffing
  - Identify positions (ongoing)
  - Assess staff's capabilities
  - Transfer staff to higher priority/funded work
- Reducing Contract Assistance
  - Complete near-term work in FY16
  - Re-scope user needs consistent with new funding level
  - Leverage domestic and international partnerships

# Optimizing Contract Management

- Contracts important for conducting research
- Optimizing contract and financial management:
  - Active participation in Aim Strategy 11
  - Greater use of “job aids” such as “one pagers”
  - Branch Chief level reporting
  - Reviewing acquisition process for efficiencies
  - Enhancing project tracking and reporting



# Refining Our Culture

- Focusing on research – our “main thing”
- Fulfilling the Energy Reorganization Act
- Conducting confirmatory and anticipatory research
- Responding to customer needs
- Redefining research and enhancing efficiency and agility

# **Closing Remarks**

**Victor McCree**

**Executive Director for Operations**

# Transforming Our Culture

- Aim is more than implementing the strategies
- Lasting value comes from refinements in culture
- Building on NRC's Principles of Good Regulation and Organizational Values (ISOCCER)
- Recognize people as our most important asset
- Fulfill commitments and establish a shared understanding of our actions

# Acronyms

- RES: Office of Nuclear Regulatory Research
- NRR: Office of Nuclear Reactor Regulation
- NRO: Office of New Reactors
- IT: Information Technology
- FTE: Full Time Equivalent
- ISOC CER: Integrity, Service, Openness, Commitment, Cooperation, Excellence and Respect