



Commission Briefing on Human Capital and Equal Employment Opportunity

June 28, 2016

**Office of the Chief Human Capital
Officer**

**Office of Small Business and Civil
Rights**

NRC's Organizational Landscape

**Miriam L. Cohen
Chief Human Capital Officer**

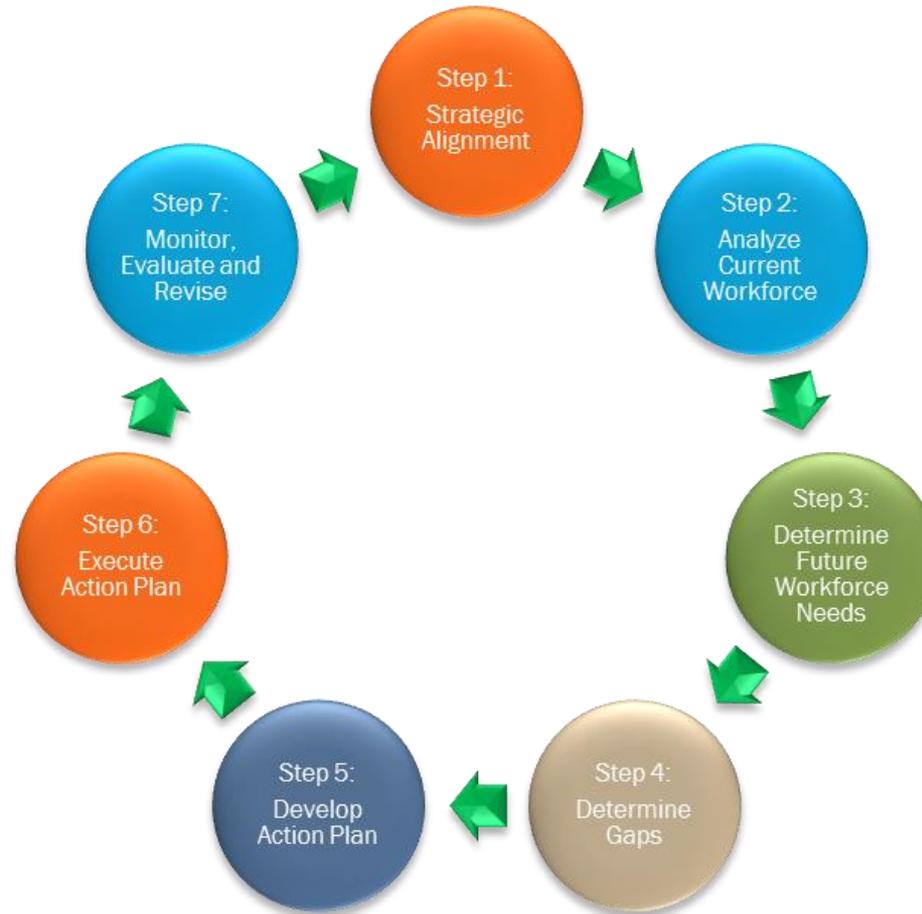
Overview

- **Organizational Landscape**
- **Implementation of the Strategic Workforce Planning Initiatives**
- **Developing the Workforce**
- **Building a Resilient Organizational Culture**
- **Civil Rights Update**
- **Diversity and Inclusion Update**

Implementation of Strategic Workforce Planning Initiatives

**Michael Gartman,
Deputy Associate Director, Human
Resources Operations and Policy,
Office of the Chief Human Capital
Officer**

Strategic Workforce Planning Process Model



Foundations of Strategic Workforce Planning

- **What is our future work**
- **Associated workload**
- **Knowledge and skills needed**
- **How many people**
- **Level of expertise**

Managing Talent to Improve Efficiency and Agility

- **Defining overages, vacancies and gaps**
- **Managing external hiring**
- **Reassigning and redeveloping staff**
- **Enhancing NRC's ability to forecast future workforce needs**

Focusing on the Future

- **Reshaping NRC workforce**
- **Embracing strategic workforce planning**
- **Developing our employees**

Developing the Workforce

**Steve Cochrum,
Deputy Associate Director
Human Resources Training and
Development,
Office of the Chief Human
Capital Officer**

Current Learning Environment

- **Robust training and qualifications programs**
 - **Over 140 traditional instructor led technical courses**
 - **2 year qualification program**
- **Learning environment continues to evolve**
 - **Budget reductions**
 - **Technology has changed learning**

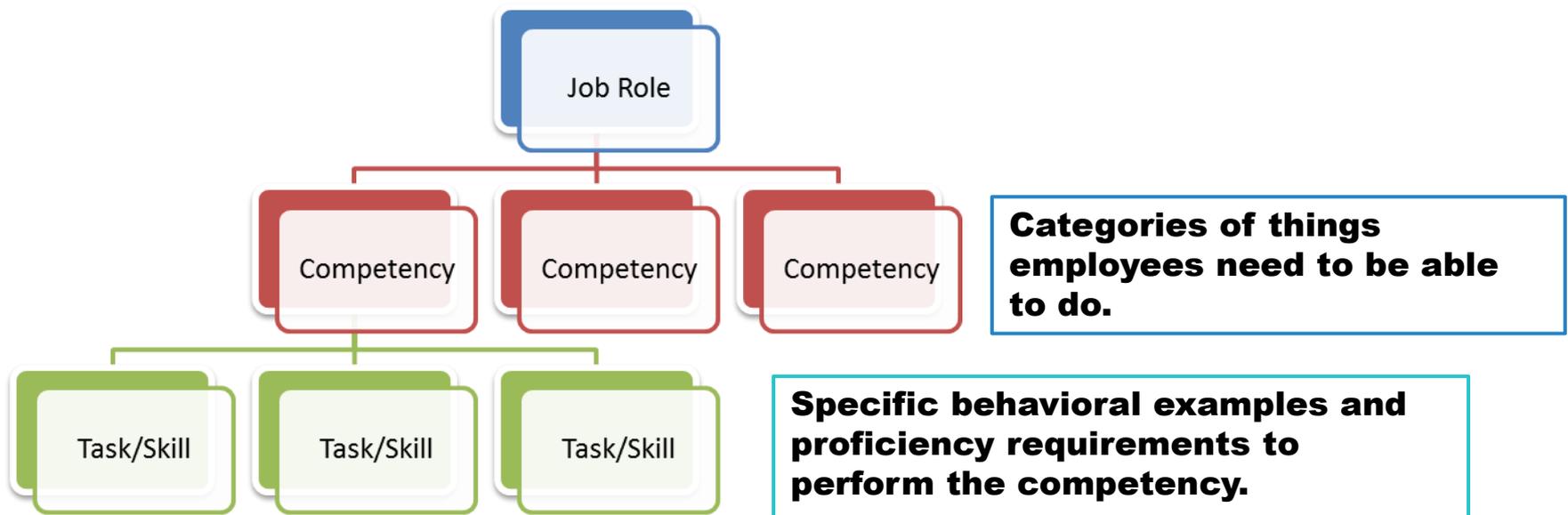
Responding to Changes

- **Shifting from learning to performance**
- **Mapping agency positions**
- **Developing effective/efficient learning opportunities through competency models**

Competency Model Demonstration

- **Video**

- <http://fusion.nrc.gov/ochco/team/training/learningtransform/Shared%20Documents/US%20NRC%20Communication%20Video%20REV.mp4>



Competency Modeling

- **Pilot projects**

- **Cyber Security and Cloud Computing**
- **Risk and Reliability Analysts and Health Physics Decommissioning Inspectors**

- **Key findings**

- **Importance of soft skills**
- **Overlap of competencies among certain technical positions**

Learning Transformation

- **Completed projects**
 - **Drug Testing/EAP Refresher training for Supervisors**
 - **H-122/123, Fundamental Health Physics**
- **Ongoing projects**
 - **Reactor Technology Series Distance Learning**
 - **Power Plant Engineering**
- **Future projects**
 - **Reactor Technology Systems Overview courses**
 - **New Reactor Technology Differences courses**

Expected Benefits

- **Greater flexibility/agility**
 - **Reduced time to competency**
- **Reduced costs**
 - **Less travel**
 - **Reduction of unnecessary training**
- **Increased engagement**

Building a Resilient Organizational Culture

Patrice A. Reid, Ph.D.

**Senior Organizational
Development Specialist**

**Human Resources Training and
Development**

**Office of the Chief Human Capital
Officer**

NRC Organizational Culture

- **NRC strives to create a culture that fosters resilience through:**
 - **Trust**
 - **Accountability**
 - **Flexibility**

NRC as a Resilient Workforce: Strengths

- **Ready to perform its roles and is mission-driven**
- **Is engaged**
- **Has the ability to respond to changing circumstances**
- **Positioned to rebound and grow from experience**

NRC as a Resilient Workforce: Looking Forward

- **Leadership Development**
 - **Leaders at all Levels**
- **Organizational Development**
 - **Engagements and Executive Coaching**
- **Change Management**
 - **Standardized framework and methodical approach**

Equal Employment Opportunity & Diversity & Inclusion

Melody Fopma

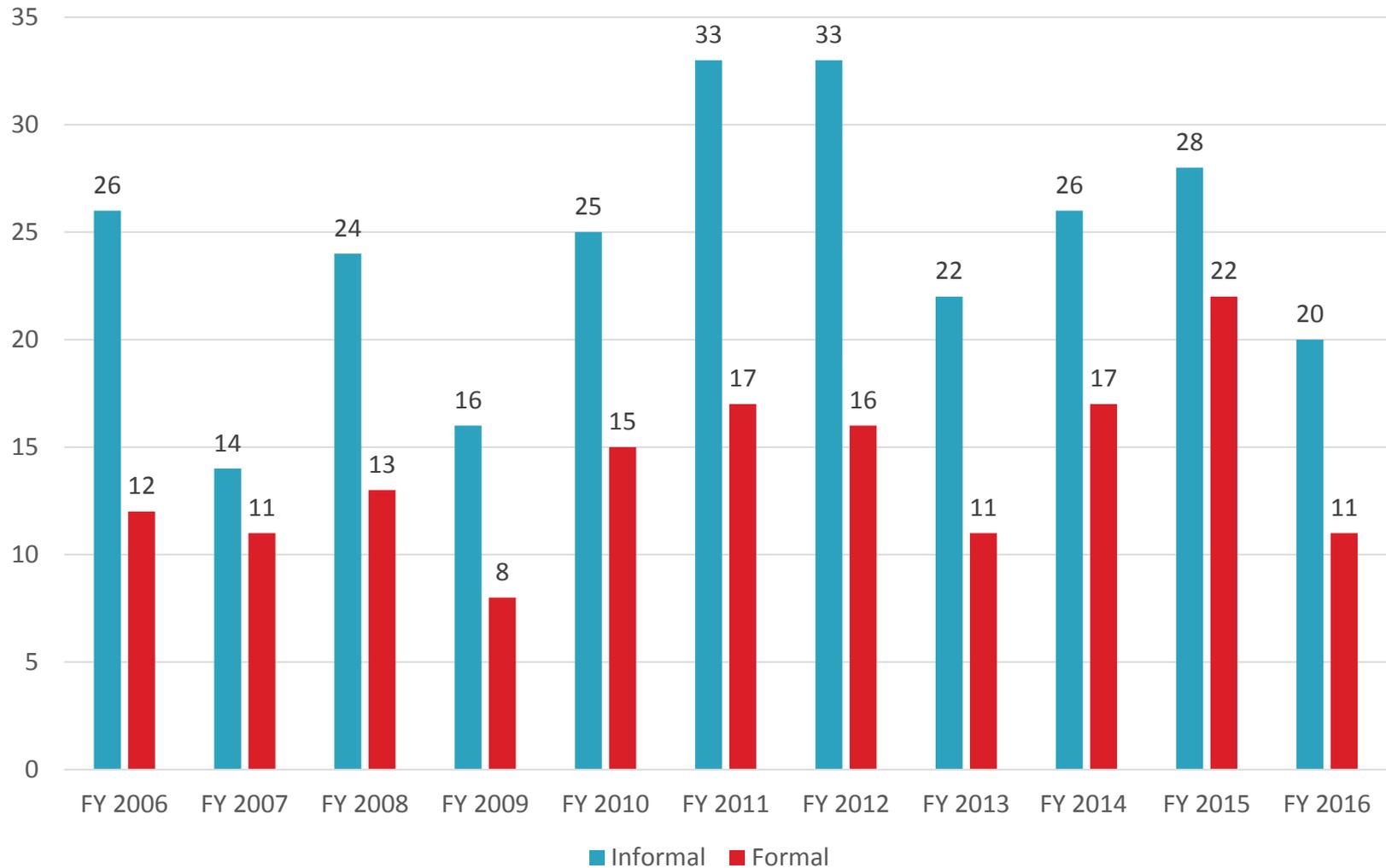
Associate Director

**Civil Rights and Diversity Directorate
Office of Small Business & Civil Rights**

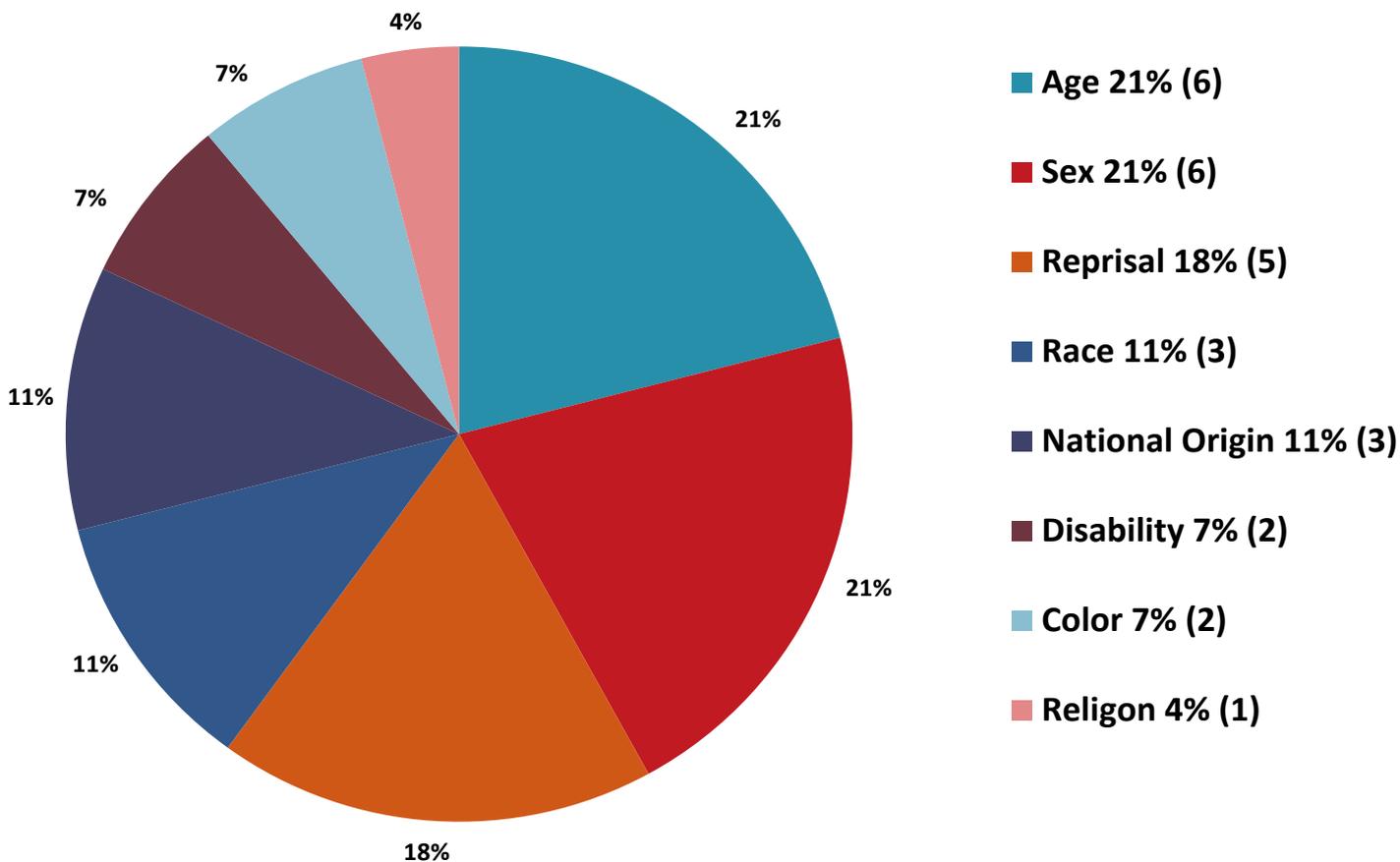
Equal Employment Opportunity: An Overview

- **Complaint volume**
 - **Comparable to other federal agencies**
 - **Influenced by multiple factors**
- **Complaint activity trend**
- **Case complexity**

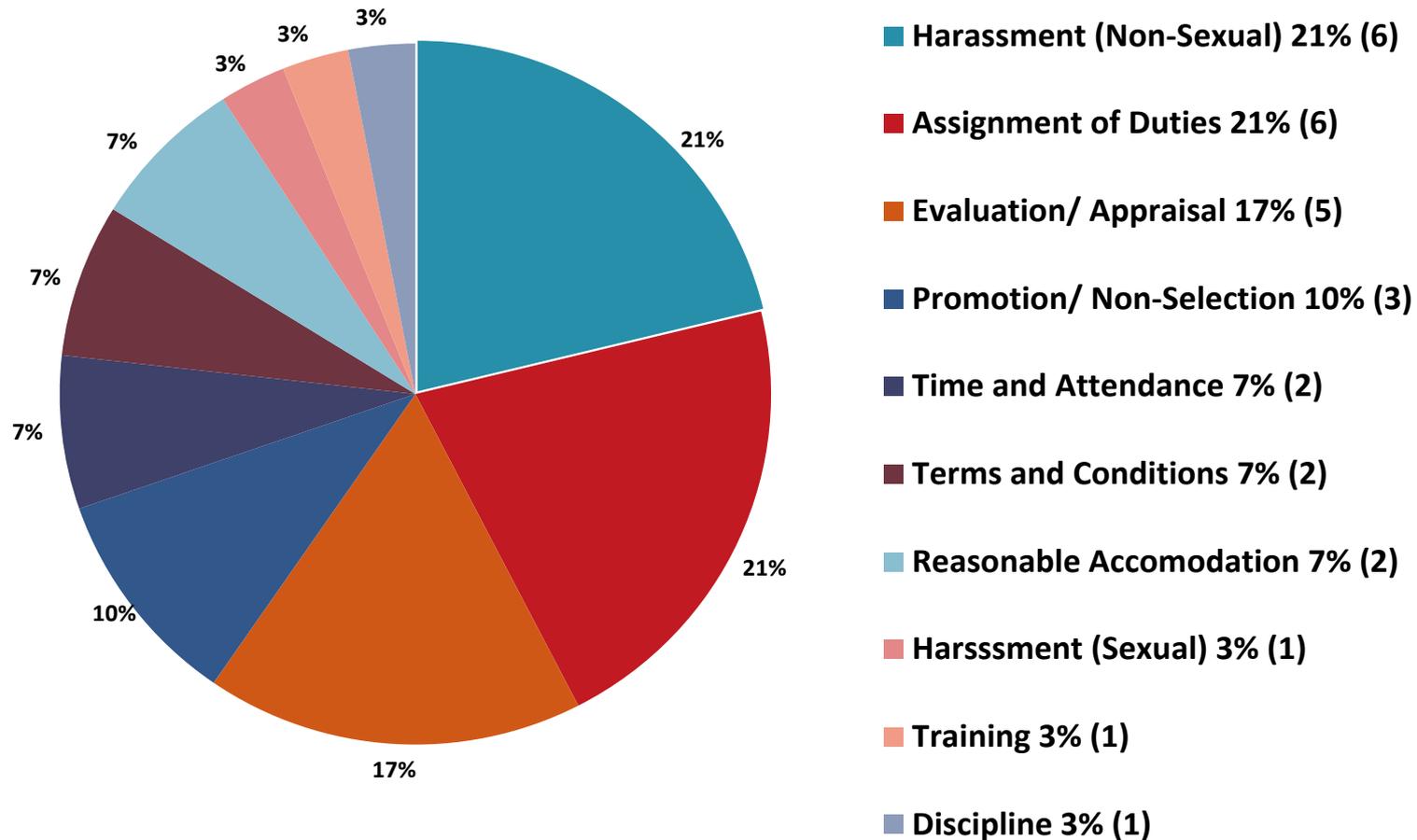
All Complaints (Informal and Formal) Filed FY 2006 - FY 2016 (As of May 13, 2016)



Formal EEO Complaints Filed During FY 2016 by Bases (May 13, 2016)



Formal EEO Complaints Filed During FY 2016 by Issue (May 13, 2016)



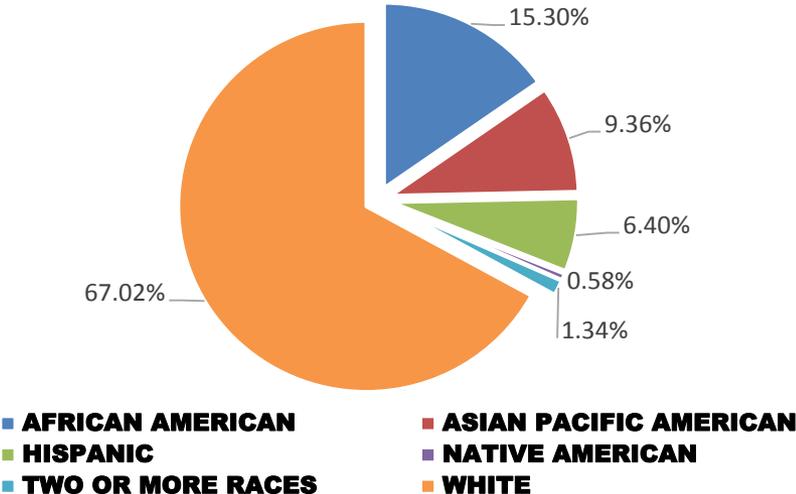
Committing to a Discrimination-Free Work Environment

- **EEO Training**
- **Alternative Dispute Resolution**

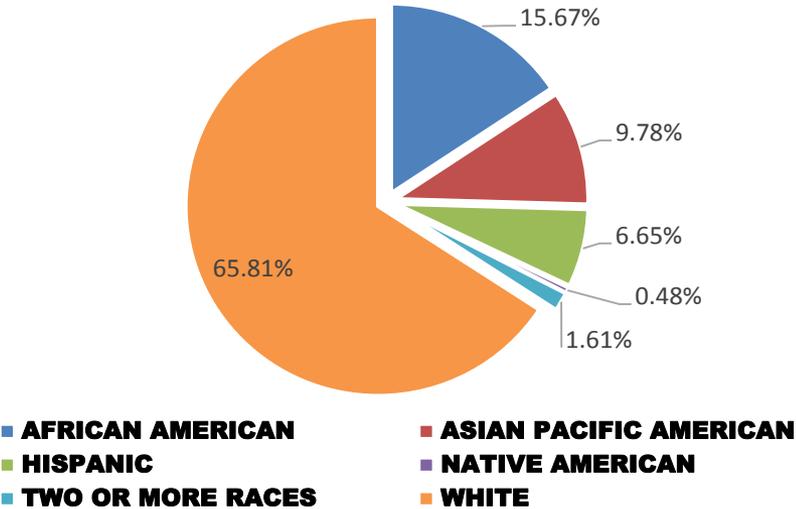


NRC Demographic Comparison

2012 Permanent Staff Demographics



2016 Permanent Staff Demographics



Creating a Culture that Fosters Diversity and Inclusion

- **The Diversity DIALOGUE Project**
- **Inclusion at Work**

