
Appendix H – Ranking and Scoring of Strategies

Introduction

The Project Aim 2020 collected information from the NRC staff, senior leadership, external stakeholders, and the literature to identify areas where the NRC could improve its effectiveness, efficiency, agility, and performance. The team conducted the following activities:

- a. Interviews: All senior managers, including Office Directors and Regional Administrators, were interviewed using the elements of the focus group facilitator guide to ensure the interviews consistently asked a standard set of questions.
- b. Focus Groups: NRC employees volunteered to participate in focus groups. Participants received the Aim Point 2020 scenarios (Appendix E – Landscape Assessment and Scenarios) as pre-work to prepare for a focus group session. Each focus group was facilitated by a member of the NRC's Facilitator Corps. Facilitators used a facilitator guide with standard introductions, set of questions, and information collection methodology. A total of 23 sessions with 232 participants were conducted, including two sessions in each regional office, and one session at the Technical Training Center.
- c. Survey: The team developed an open-ended set of questions as a survey to act as a virtual focus group to provide an opportunity for individuals who were not able to participate in a focus group to comment. Approximately 100 people participated in the survey.
- d. External Stakeholders: The team identified a list of external stakeholders representing a range of perspectives relevant to the current and projected work of the NRC. The team met with the stakeholders individually, reviewed the purpose and approach of Project Aim 2020, and posed questions related to the projected environment, workload, performance of the NRC, and suggested best practices. The team collected and reviewed literature provided by the stakeholders, which was generally publicly available. The team also participated in the Federal Foresight Community of Interest to exchange information on scenario analysis and foresight methods and relevant Federal agency experience and best practices.
- e. Literature: The team identified, reviewed, and assessed a large variety of literature related to improving effectiveness, efficiency, performance, agility; trends and drivers affecting agencies and society; scenario analysis and foresight methods; and other relevant topics.

The team received over 2,000 comments, observations, good practices, and suggestions from the NRC staff. The team organized them by affinity groups to assist in the analysis. The team met as a group to review each comment and brainstormed a preliminary set of 140 recommended strategies. Each team member conducted additional research into each

recommended strategy and rated the relative merits of the strategy using the following factors and guidance:

1. Relevancy – pertained to how well the strategy or suggested improvement contributes to making the NRC a more effective, efficient, agile, proactive, and higher performing organization.
2. Mission Value – specifically referred to how much the suggestion or strategy, if implemented successfully, would help the agency to accomplish the NRC safety and security mission. (Note that this rating was double weighted)
3. Feasibility – pertained to how easily, pragmatically, and readily the suggestion could be implemented.
4. Complexity – pertained to the breadth, scope, and interconnectedness of the strategy to other elements of the NRC’s regulatory framework and infrastructure.
5. Program Risk – pertained to the risk of failure of implementation of the recommendation with respect to the mission.
6. Timing – Timing was not a criterion that used for rating strategies. Instead, timing was used to group the strategies based on the projected time required to successfully implement the strategy following Commission review. Quick Wins are strategies that can be readily and directly implemented with minimal approval and commitment of agency resources (e.g. less than four weeks). Short-term strategies can be successfully implemented within a few months (e.g., one to three). Elements of the strategy may be implemented after this initial period (e.g., training, monitoring, collecting input), but the core elements of the strategy would be completed. Long-term strategies require more than three months of elapsed time to successfully implement. This would include strategies that require additional analysis, process improvements, and related elements to support successful implementation or a decision to launch or further refine the strategy.

The team conducted a series of reviews, research, and sought feedback to identify the strategies that would be recommended. The following is a brief description of how the team refined the list of recommended strategies:

1. After the team completed their review and ranking of the initial recommended strategies, the team regrouped to review each recommended strategy, validate the rating, and determine if it would become part of the roadmap or be deferred based on its relative merit.

2. The team presented the remaining recommended strategies to the Guiding Coalition and senior leadership for feedback. The team also conducted additional research and interviews to determine the strategies to be pursued, refined, or deferred.
3. The team presented the refined set of strategies to the Guiding Coalition and senior leadership to form the final set of recommended strategies.

The attached spreadsheet is the final list of strategies and is mapped to the recommended strategies listed in the report and Appendix A - Recommendations.

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Ranking	Score	Category	Strategy #	Potential Strategy	Report Recom. Number	Comment/Status
People						
HP-IV	25	PEOPLE	30a	Develop a strategy to address over hires	I-1a	Combined with 31, 32, 34 and 44
HP-HV	26	PEOPLE	31	Identify and track skills and competencies of the workforce	I-1a	Combined with 30a, 32, 34 and 44
HP-IV	24	PEOPLE	32	Project size and competencies needed for the 2017-2020 workforce	I-1a	Combined with 30a, 31, 34 and 44
HP-HV	23	PEOPLE	34	Hire more strategically	I-1a	Combined with 30a, 31, 32 and 44
IP-HV	21	PEOPLE	44	Identify and develop strategy to fulfill critical skills needs	I-1a	Combined with 30a, 31, 32 and 34
IP-HV	22	PEOPLE	40	Accelerate competency of new employees/new assignments	I-2a	Combined with 42
IP-HV	27	PEOPLE	42	Enhance cross-training to boost fungibility	I-2a	Combined with 40
IP-IV	23	PEOPLE	45	Equip leaders/employees with skills to facilitate success of change initiatives	I-3a	Combined with 51 and 59
LP-HV	21	PEOPLE	51	Embrace and be open to change to accomplish desired outcomes	I-3a	Combined with 45 and 59
IP-LV	22	PEOPLE	59	Train managers to manage an agile, innovative, and mobile workforce	I-3a	Combined with 51 and 45
LP-LV	17	PEOPLE	11	Transfer source security and RTR (research and test reactor) security to NSIR	I-3b	Consider in combination with Strategy 6
HP-IV	19	PEOPLE	6	Create centers of expertise	I-3b	Combined with 11
IP-LV	19	PEOPLE	10	Merge NRR and NRO into one office	I-3c	
IP-IV	18	PEOPLE	14a	Reconsider the structure of regional offices	I-3d	
Planning						
HP-HV	27	PLANNING	20	Understand and clearly define overhead.	II-1a	Combined with 74
HP-LV	19	PLANNING	74	As regulatory work adjusts, similarly adjust corporate and office support work	II-1a	Combined with 20
HP-IV	23	PROCESS	17	Revisit Add/Shed/Squeeze procedures	II-1b	Combined with 18
HP-HV	22	PLANNING	18	Clarify/Reset Priorities	II-1b	Combined with 17
HP-LV	20	PLANNING	9	Enhance the planning and budget formulation process by incorporating foresight methods	II-1c	
NA	20	PLANNING	16	Re-baseline NRC work (regulatory and corporate)	II-2a	
Process						
HP-LV	21	PROCESS	69	Clarify and make our fees more transparent	III-1	Combined with 70
LP-LV	16	PROCESS	70	Consider adopting flat fees (for Reactors and Fuel Facilities)	III-1	Combined with 69
HP-HV	26	PROCESS	84k	Process Improvement - Enhance the rules of engagement of licensing actions	III-2	
HP-LV	22	PROCESS	84c	Process Improvement - Acquisition process (COR) - Standardize processes and clarify roles and responsibilities	III-3a	

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IP-IV	23	PROCESS	79	Provide a mobile solution for Inspection Reports	III-3b	
HP-LV	16	PROCESS	71	Develop One-Stop-Shop Solutions (e.g., OIS & ADM services) and improve cost accounting of services	III-3c	Combined with 78b
HP-LV	16	PROCESS	78b	Reconsider Help Desk services	III-3c	Combined with 71
IP-HV	22	PROCESS	84d	Process Improvement - Evaluate acceptable risk of cybersecurity and reduce cost	III-3d	

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