

## Project Aim Implementation Steering Committee and Team Charter

June 2015

### Purpose

The purpose of this charter is to establish the Project Aim Implementation Steering Committee (steering committee) and team (Aim team) who will provide leadership, coordination, and communication efforts to ensure successful implementation of Project Aim 2020 recommendations as directed by the Commission in Staff Requirements Memorandum (SRM)-SECY-15-0015.

### Introduction

Project Aim 2020 is a high visibility project that has the full engagement of the Commission and Congressional interest. The Executive Director for Operations (EDO) and the Chief Financial Officer (CFO) will report on the status of the implementation projects on an established schedule and respond to ad-hoc requests with quick turnaround periods. Therefore, the NRC needs to document the implementation plan, track milestones, and implement the recommendations in a timely fashion. The EDO and CFO and their respective deputies need to be well-informed of all activities, not only on the status of the implementation projects, but have the ability to provide examples of specific actions that are planned in the near-term or that have been recently accomplished.

One of the major themes in Project Aim 2020 is to develop a more agile workforce. The implementation plan of Project Aim 2020 is designed to provide the NRC staff the information they need and the uniform approach to the implementation projects that enables them to adapt with agility to the level of reporting, communications, and coordination necessary to successfully implement the recommendations. The steering committee and senior leaders may communicate additional clarification and refinement of the vision throughout the implementation of Project Aim 2020.

### Background

The NRC's Executive Director for Operations (EDO) established Project Aim 2020 in coordination with the Chief Financial Officer (CFO) in June 2014 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 Aim 2020 team gathered perspectives from internal and external stakeholders to forecast the future workload and operating environment in 2020. Based on analysis of these perspectives, literature review, and the evaluation of the NRC's current state compared to the future state, the team identified key strategies and recommendations to transform the agency over the next five years to improve the effectiveness, efficiency, and agility of the NRC. The team provided its recommendations to the Commission in January 2015. On

June 8, 2015, the Commission completed its review and issued its decision on the recommendations, subject to changes specified in the SRM.

The Aim team considered the agency's change management best practices and the lessons-learned from our recent and continuing major change initiative, Transforming Assets into Business Solutions (TABS) to create the framework for Project Aim implementation. As part of the TABS initiative, the NRC made many modifications to corporate processes to make them more efficient and compliant with governing regulations and directives (i.e., executive orders and the FAR). As a change management initiative, the TABS centralization effort was not as successful as it could have been and offers a number of lessons learned as noted below. In summary, the agency must more effectively manage change by:

- Building the case for change
- Aligning and sharing the vision and values
- Adequately resourcing, planning, and managing projects
- Communicating and setting appropriate expectations
- Effectively managing implementation

The lessons-learned report to the Commission describes the complexity caused by the depth of changes brought about by TABS and the importance of actions the agency must continue to take in ensuring effective change and project management.

“Senior management concluded that each lead corporate office is better equipped and retains the subject matter expertise to implement their corresponding centralization in direct partnership with program offices. As such, each corporate office managed the agencywide centralization of their functional areas, but using different change management, project management, scheduling, and communication methodologies, caused the execution to be disjointed.

Lesson Learned: The agency should consider assigning a dedicated senior level champion to oversee the implementation of future major-change initiatives. In addition, the project team should have the requisite skills in business analysis, change management, and project management. Such an approach would help ensure senior management and employee buy-in, consistency, and continuity throughout the various phases of complex projects. This would result in improved ability to focus on, support, and achieve the ultimate goal. It would also ensure accountability for successful implementation, leadership for the initiative, and that corrective actions are taken when appropriate. Use of an independent outside facilitator/contractor for similar future initiatives could also be considered.

Future initiatives should include small offices and the regions more fully at all stages from planning through post-implementation. The regions and small offices should be included because change at headquarters can indirectly impact the regions and small offices.”

The Aim team has incorporated the lessons learned from this change management initiative into the “Project Aim Implementation Change Management and Project Management Guidance.” In particular, the TABS lessons-learned makes the case for a uniformed approach that includes dedicated senior level leadership, measurable milestones that hold staff and management accountable, stakeholder analysis and impact assessments, and decisive decision-making. In addition, lessons learned noted that, “Implementation plans should include clear roles, responsibilities, scope, schedules, and resource requirements for successful execution.” In summary, effective change management communicates clear goals, purpose, outcomes, and aligned expectations with senior management.

### Project Objectives

- Manage the transformation processes to achieve desired outcomes
- Identify and proactively resolve project barriers, obstacles, and resistance to change
- Coordinate communications related to the vision, direction, status, and momentum of Project Aim 2020
- Assist offices in developing detailed project plans that include timelines and deliverables for each Project Aim 2020 recommendation approved by the Commission
- Ensure an integrated and coordinated approach to the implementation of all approved Project Aim 2020 recommendations
- Develop and manage an integrated tracking and reporting mechanism for all projects

### Scope

The scope of the charter includes the leadership, communication, and coordination of the project implementation efforts associated with the recommendations of Project Aim 2020.

The scope does not include the project management or the implementation of the Project Aim 2020 recommendations.

### Team Composition

**Steering Committee:** The steering committee provides leadership of the implementation of the Project Aim 2020 recommendations. The EDO and CFO serve as senior executive sponsors to ensure leadership accountability and success of the transformation. The Aim team provides support and receives direction from the steering committee. The steering committee will:

- Review project plans, milestones, and any significant changes to project plans to ensure alignment with the implementation objectives of Project Aim 2020.
- Engage in regular communications directly or through the Aim team to discuss project progress, address issues, advise on resource issues, and assist in the resolution of conflicts.
- Provide Project Aim 2020 status updates to the Commission.

**Steering committee composition:**

- Co-chairs: Executive Director for Operations and Chief Financial Officer
- Members: Deputy Executive Director for Operations for Materials, Waste, Research, State, Tribal, and Compliance Programs, Deputy Executive Director for Reactor and Preparedness Programs, Deputy Executive Director for Corporate Management, Deputy Chief Financial Officer, and Deputy General Counsel
- Ex-Officio: Assistant for Operations

**Aim Team:** The team provides support to and receives direction from the steering committee in the coordination of the implementation of the Project Aim 2020 recommendations. The team is responsible for the charter's objectives and serves as the primary point of contact for the project reporting, coordination, and communication efforts. The Aim team will:

- Review and provide feedback to implementation project teams on project plans, deliverables, and significant changes to plans as part of the Steering committee's approval process to ensure alignment with the overall objectives of Project Aim 2020.
- Engage in regular communications with Office Directors, Regional Administrators, and implementation project teams to discuss project progress, address issues, and assist in the resolution of conflicts.
- Track project milestones, deliverables, and progress to report to the steering committee.
- Provide support to the steering committee on Project Aim 2020 updates to the Commission.
- Provide assistance and be a resource for the implementation project teams.

**Aim Team composition:**

- Project Manager
- Team Lead
- Team Members

**Office Leadership:** Office Directors/Regional Administrators (OD/RA's) and their leadership teams ensure the successful implementation of the Project Aim 2020 recommendations by providing oversight and supporting the project management, coordination, and communication efforts. Offices who are assigned as the "Lead Office" for the Project Aim 2020 recommendations will assign "project sponsor and project manager(s)" to lead the implementation efforts. Office leadership provides vision and direction to the project sponsor(s) and project manager(s). Office leaders are accountable for the successful implementation of assigned Project Aim 2020 recommendation and for the collaboration and coordination with other offices and stakeholders as required. OD/RA's will:

- Lead their organization through the change process.
- Communicate vision and direction by reinforcing key messages, setting expectations, and communicating project information to the staff, stakeholders, and the agency when applicable.

- Manage resistance to change by ensuring alignment with managers and staff on changes.

**Project Sponsor(s):** Assigned project sponsors should be a division director or higher-level member of the Office who is the largest stakeholder in the project or who will receive the greatest benefit by the project's successful completion. The project sponsor assumes the overall responsibility for the entire project. The project sponsor will appoint a project manager to manage and control the project. The project sponsor provides leadership to ensure assignment of the right people to the project, clear priorities are set, project work stays on course, and staff success is recognized. Project Sponsors need to involve other offices and stakeholders in the project to ensure integration into any changes to processes or procedures. Project sponsors:

- Actively and visibly participate in the project by providing critical decision-making, removing project barriers, and communicating project status to office leadership.
- Build support for the changes and communicate effectively and frequently.

**Project Manager(s):** Assigned project manager(s) are responsible for managing the implementation of the Project Aim 2020 recommendations, including the project's scope, schedule, and cost to support the project sponsor's expectations for the successful completion of the project. Project managers, with the project team, coordinate project development and management with the project sponsor and Aim team. Project managers will also coordinate their projects with other offices as required by the Project Aim 2020 recommendations and SRM (SECY-15-0015). In addition, project managers and the team will:

- Approach the project with a sense of urgency to meet Project Aim 2020 objectives
- Involve stakeholders in the project who are affected by the project, to ensure buy-in, and integration into their processes or procedures
- Manage or recommend solutions when the scope, schedule, cost variances, or a negative impact to stakeholders threaten the project

**Stakeholders:** Internal NRC stakeholders may participate in project teams, information gathering, or feedback sharing that may contribute to the successful implementation of a Project Aim 2020 recommendation. External stakeholders may provide information or feedback.

**Managers:** First line managers have the responsibility to ensure successful integration of changes that result from the Project Aim implementation projects into daily activities and tasks.

### Assumptions and Constraints

The project team recognizes and assumes that the following will present challenges to the implementation of Project Aim 2020:

- Maintaining the momentum to successfully implement the Project Aim recommendations
- Competing NRC priority work

- Obtaining sufficient project resources (people and dollars)
- Distinguishing and integrating with other agency initiatives that overlap
- Building a network of supporters
- Ensuring the use of a variety of communication methods to convey clear messages that identify the significance of any decisions or actions
- Addressing external factors, including public, Congressional, industry, and other concerns
- Overcoming resistance to change (specific to the recommendations)
- Changing the NRC's culture to transform the agency and enhance operational efficiency, effectiveness, and agility

### Project Aim Implementation Deliverables

- Integrated coordination plan for all projects associated with Project Aim 2020
- Tracking and reporting mechanism to monitor project status
- Communication plan and standard messaging, tools, and tactics
- Maintenance of Project Aim SharePoint site
- Facilitated lessons learned discussions for each completed recommendation project
- Final report that identifies the success and lessons learned of the Project Aim 2020 implementation