



Implementation Status Update

May 2016

(Issued May 8, 2016)

Implementation Status Update

Introduction

The Project Aim implementation status update has the following components:

1. Implementation Timeline (Gantt Chart)
2. Overall Implementation Status
3. Implementation Project Information and Status

Status Definitions

- **Completed** – action/milestone completed
- **In Process** – action/milestone has started and is on track
- **In Process/Potential Issue** – action/milestone has started, but the team is experiencing some challenges to complete the action/milestone*
- **Off-Track** – action/milestone may not meet the due date*
- **Blank** – no activity or concerns

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Project Aim Implementation Timeline															
Task #	Task Name	Start	Finish	Jul '15	Oct '15	Jan '16	Apr '16	Jul '16	Oct '16	Jan '17	Apr '17	Jul '17	Oct '17	Jan '18	Apr '18
1	Overall Implementation Plan	06/08/15	08/25/15	OEDO											
2	Project Aim Monthly Status Reporting	06/08/15	03/16/18	OEDO											
3	Fees Transparency and Simplified Calculations	12/01/14	08/15/16	OCFO											
4	Staffing Ceiling for 2016	06/08/15	10/11/16	OEDO											
5	Common Prioritization and Re-baselining	07/08/15	04/06/16	OEDO											
6	Benchmark Overhead	02/11/15	08/30/15	OCFO											
7	NRC Assessment of the Risks IT Systems	06/24/15	12/31/15	OCIO											
8	Strategic Workforce Plan	06/08/15	02/08/16	OCHCO											
9	"One-Stop-Shop" for OCIO and ADM requests	07/08/15	04/08/16	OCIO											
10	Centers of Expertise (COE)	08/10/15	11/09/15	OEDO											
11	COR Process Standardization	04/29/15	09/30/16	ADM											
12	Expand the use of Mobile IT Solutions	09/08/15	09/08/16	OCIO											
13	Evaluate Consolidation of the Regional Materials Program	11/08/15	06/27/16	NMSS											
14	Evaluate the Consolidation of Regional Corporate Support Functions	07/20/15	05/31/16	OEDO											
15	Transitional Plan for the Merger of NRO and NRR	07/27/15	06/08/16	OEDO											
16	Identification of Mission Critical Positions	11/30/15	08/09/16	OCHCO											
17	Planning for Developing Competency Models* (Start date dependent on Item 16)	TBD	TBD	OCHCO											
18	Re-examine Leadership Model	06/08/16	03/09/17	OCHCO											
19	Operating Reactor Licensing Process Improvements	04/01/14	03/16/18	NRR											

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Overall Implementation Status

#	Status	Task Description	Office	Start Date	Due Date	Comments
1	Completed	Overall Implementation Plan	OEDO	06/08/15	08/25/15	SECY paper submitted 8/24/15
2	In Process	Project Aim Monthly Status Reporting	OEDO	06/08/15	03/16/18	
3	In Process	Fees Transparency and Simplified Calculations	OCFO	12/01/14	08/15/16	
4	In Process	Staffing Ceiling for 2016	OEDO	06/08/15	10/11/16	
5	Completed	Common Prioritization and Re-baselining	OEDO	07/08/15	04/06/16	Notation vote paper submitted 1/31/16 Second paper by 3/18/16
6	Completed	Benchmark Overhead	OCFO	02/11/15	08/30/15	SECY paper submitted 8/30/15
7	Completed	NRC Assessment of the Risks IT Systems	OCIO	07/08/15	01/29/15	Results to be tracked internally
8	Completed	Strategic Workforce Plan	OCHCO	06/08/15	02/08/16	CA Note Submitted 2/8/16
9	Completed	“One-Stop-Shop” for OCIO and ADM requests	OCIO	07/08/15	04/08/16	
10	Completed	Centers of Expertise (COE)	OEDO	08/10/15	11/09/15	SECY paper submitted 11/09/15
11	In Process	COR Process Standardization	ADM	04/29/15	09/30/16	Implementation for all Offices to be completed by 9/30/16
12	In Process	Expand the use of Mobile IT Solutions	OCIO	09/08/15	09/08/16	Milestone delays
13	In Process	Evaluate the Consolidation of the Regional Materials Program	NMSS	11/08/15	06/27/16	
14	In Process	Evaluate the Regional Corporate Support Functions	OEDO	07/20/15	05/31/16	Scope and due date change being evaluated
15	In Process	Transitional Plan for the Merger of NRO and NRR	OEDO	07/27/15	06/08/16	
16	In Process	Identification of Mission Critical Positions	OCHCO	11/30/15	08/09/16	
17		Planning for Developing Competency Models	OCHCO	TBD	TBD	Start date dependent on item 16
18		Re-examine Leadership Model	OCHCO	06/08/16	04/08/17	
19	In Process	Operating Reactor Licensing Process Improvements	NRR	04/01/14	11/02/18	

Implementation Project Information and Status

1. SRM-S15-0015-2-OEDO: Overall Implementation Plan

Develop and submit an overall implementation plan to the Commission for the approved recommendations, including how they will be sequenced and assigned. This plan should focus on implementation timeframes and metrics and ensure that it is feasible to execute each approved recommendation within the established schedule.

Lead Office: OEDO

Action/Milestones		Start Date	End Date	Status	Comments
1	Request milestones and metrics from lead offices	06/18/15	07/24/15	Completed	
2	Draft Overall implementation plan for steering committee review and feedback	06/18/15	07/28/15	Completed	
3	Collect additional feedback and input to ensure satisfactory level of detail and consistency	07/28/15	08/10/15	Completed	
4	Finalize SECY Paper and Overall implementation plan utilizing coordination and concurrence process	08/11/15	08/14/15	Completed	
5	Submit a SECY Paper (Information) to the Commission with an Overall implementation plan	08/17/15	08/25/15	Completed	SECY paper to the Commission 8/24/15

Next Steps		Start Date	End Date	Status	Comments
6	Monitor and track Implementation project milestones and update the Overall Implementation Plan as part of the monthly status reports to the Commission.	8/26/15	Ongoing	In Process	

Outcome/Metrics		Comments
1	SECY Paper and Overall implementation plan submitted on time to Commission.	Completed
2	Milestones in plan are achievable	

2. SRM-S15-0015-3-OEDO: Project Aim Monthly Status Reports

Provide periodic updates to the Commission and stakeholders on the status of implementation.

Lead Office: OEDO

Action/Milestones		Start Date	End Date	Status	Comments
1	Provide monthly status updates to the Commission (via Commission Assistant (CA) Note) and stakeholders	07/08/15	Ongoing	In Process	

Outcome/Metrics		Comments
1	Status reports are issued on time	
2	Reports clearly and succinctly communicate actual progress and potential challenges	

3. SRM-S15-0015-18-OCFO: Fees Transparency and Simplified Calculations

Simplify and improve the transparency of how NRC calculates and accounts for fees, and improve the timeliness of when the NRC communicates fee changes.

Lead Office: OCFO

Action/Milestones		Start Date	End Date	Status	Comments
1	Fee Revenue benchmarking study	12/01/14	08/31/15	Completed	
2	Public meeting on FY 2015 proposed Fee Rule and post meeting with industry stakeholders	04/20/15	05/08/15	Completed	
3	Improve FY 2016 Fee Rule process to include more comprehensive work papers and regular training of staff in support of Fee Rule development	07/01/15	11/30/15	Completed	

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Action/Milestones		Start Date	End Date	Status	Comments
4	Explore possible revisions to the Budget Formulation process including Budget Guidance document for FY 2018 to better align with Fee Rule data requirements	09/01/15	03/15/16	Completed	
5	Implement further improvements to work papers to provide greater clarity to stakeholders	09/01/15	05/31/16	In Process	
6	Develop and implement the Fees Validation Report: <ul style="list-style-type: none"> Understand previous methodology Coordinate w/FAIMIS staff to create necessary reports Create and perform analysis Document process for annual validation 	10/01/14	07/31/16	In Process	Fees Validation Report developed, now in user acceptance testing.
7	Revise documentation of Fee Rule development procedures to align with current practices	09/01/15	07/31/16	In Process	
8	Perform analysis of Flat Fees alternative for Operating Reactors (Flat Fees is in use for Materials)	01/01/16	08/15/16	In Process	
9	Submit a Policy Paper to the Commission for the FY 2017 Fee Rule	04/01/16	08/15/16		

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Next Steps		Start Date	End Date	Status	Comments
10	Research automation improvements for Fee Rule document and supporting calculations	09/01/15	07/31/16	In Process	
11	Further develop License Fee Policy Team (LFPT) to support recommendations from the Project Aim Report: <ul style="list-style-type: none"> Assign Team Leader to provide additional oversight Implement training for program/corporate office staff Training internal OCFO staff via a long-term rotation to ensure continuity of knowledge/expertise among the LFPT members and ensure proper execution of internal control activities 	08/10/15	09/30/16	In Process	

Outcome/Metric		Comments
1	Increased transparency in Fee Rule	
2	Improved understanding of fee calculations by licensees	
3	Improved timeliness in communicating fee changes	

4. SRM-S15-0015-1-OEDO: Staffing Ceiling for 2016

The staff should plan for an FTE ceiling of 3600 by the end of Fiscal Year 2016 so that the agency can begin the transition to the eventual target for 2020.

Lead Office: OEDO

Action/Milestones		Start Date	End Date	Status	Comments
1	FY 2016 Hiring guidance issued to the offices	N/A	06/15/15	Completed	
2	FY 2016 Staffing Plan Call and guidance issued to the offices	N/A	06/16/15	Completed	
3	Office FTE ceilings established to align with the 3600 FTE target per Commission direction in SRM SECY-15-0015	N/A	06/26/15	Completed	
4	OCHCO assists offices with staff plan development	07/16/15	08/03/15	Completed	
5	Offices submit staffing plans, including cover memo that expresses how the office plans to address staff and supervisory overages to meet their allocated portion of the year-end FY 2016 FTE ceiling of 3600	07/16/15	08/03/15	Completed	
6	OCHCO reviews and responds individually to each staffing plan submission by email and through meetings as necessary	08/04/15	10/02/15	Completed	
7	OCHCO conducts an agency-wide review of FY 2016 plans and provides a comprehensive assessment to the Human Capital Council (HCC)	10/02/15	10/30/15	Completed	
8	OCHCO monitors FTE utilization by agency and by office (data shared with Project Aim team and offices and are incorporated into hiring plans as necessary)	10/01/15	Monthly	In Process	Projected burn to be well below the original target as well as the lower level associated with the final appropriation.
9	OCHCO provides status updates of FTE utilization projections to the Commission	N/A	Quarterly	In Process	

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Action/Milestones		Start Date	End Date	Status	Comments
10	OCHCO reports FTE utilization by agency and by office at the Quarterly Performance Review meetings	N/A	Quarterly		
11	OCHCO and OCFO certify that year-end utilization was at or below 3600 FTE and communicate to the Commission via CA Note	N/A	10/11/16		

Outcome/Metric		Comments
1	FTE utilization FY16 is no greater than 3600	
2	Vacancy approvals are aligned with FTE projections (Agencywide FTE utilization is projected below ceiling)	
3	FTE utilization decreases each quarter with projected FTE at or below 3600 FTE total burn for FY16 (indicator)	

5. SRM-S15-0015-15-OEDO, SRM-S15-0015-16-OEDO and SRM-S15-0015-17-OEDO: Common Prioritization and Re-baselining - Completed

Develop a common prioritization process with a supporting add/shed procedure that integrates all work activities across the agency and includes external mandates. Integrated into this effort, conduct a one-time assessment that results in the Commission receiving, for its review and approval, a comprehensive list of activities that can be shed, de-prioritized, or performed with a less intense resource commitment.

Lead Office: OEDO

Action/Milestones		Start Date	End Date	Status	Comments
1	Develop and submit a SECY Paper (Information) to the Commission with a plan of action on common prioritization and re-baselining	07/08/15	08/25/15	Completed	
2	Conduct a public comment period and hold a public meeting.	08/17/15	09/15/15	Completed	

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Action/Milestones		Start Date	End Date	Status	Comments
3	Solicit ideas from staff on priorities and efficiencies	08/17/15	09/15/15	Completed	
4	Identify known changes in workload through 2020. Business lines divide products into sub-Products with meaningful distinction in priority and potential cost savings. Offices examine their work product for relative priority to the extent practical and include insights from internal and external stakeholders.	09/16/15	10/13/15	Completed	
5	Business Lines develop prioritized list of work at the budget "Product" and "sub-Product" level as appropriate	10/07/15	10/29/15	Completed	
6	Integrate prioritized business lines work into Agency-wide common prioritized list of work	10/28/15	11/19/15	Completed	
7	Steering Committee approval of common prioritization	11/18/15	11/30/15	Completed	
8	Finalize the common prioritization list and methodology, and revised add/shed procedure. Provide the revised add/shed procedure, including the common prioritization summary via a Commission Assistant (CA) Note.	12/01/15	12/08/15	Completed	
9	Evaluate last quartile for work to be shed, de-prioritized, or performed with fewer resources. Develop additional sub-products as necessary to achieve meaningful results.	12/09/15	12/15/16	Completed	
10	Finalize one-time re-baselining assessment with a comprehensive list of activities that can be shed, de-prioritized, or performed with less resources. Submit a Vote Paper to the Commission	12/16/15	01/31/16	Completed	Changes to this and the following milestone reflect accelerated schedule and plan to send two products to the Commission.

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Action/Milestones		Start Date	End Date	Status	Comments
11	Provide the Commission known changes in workload and longer-term efficiencies.	02/02/16	04/06/16	Completed	Staff completed and sent the paper to the Commission on 03/18/16.
12	Perform table top assessment of the revised add/shed procedure and common prioritization list. Identify any necessary changes for the products to be sustainable.	02/02/16	04/06/16	Completed	

Outcome/Metric		Comments
1	Revise the Integrated Agency Add/Shed procedure by 12/8/2015	Completed
2	Produce a comprehensive and integrated Common Prioritization list by 12/8/2015	Completed
3	Produce a Notation Vote paper with recommended actions to shed, de-prioritized, or performed with less intense resources by January 31, 2016	Completed
4	The Common Prioritization is consistent with results of SRM-S15-0015-14-OCFO: Benchmark Overhead	Completed
5	The Business Lines agree that the Integrated Agency Add/Shed Process procedure is effective	Completed
6	The Common Prioritization list reflects the input of responsible line managers and staff, including subject matter experts for the various budget Products	Completed
7	Common Prioritization identifies all FY17 work at the budget Product level (or sub-Product level where appropriate) in order of priority based on relationship to the NRC mission, principles of good regulation, and values	Completed
8	Re-baselining identifies activities that are no longer required (i.e., not in the new baseline) and these activities are recommended for cancellation where Commission approval is required	Completed

6. SRM-S15-0015-14-OCFO: Benchmark Overhead - Completed

Benchmark with other agencies and seek external validation from a third party to clearly define and justify overhead as well as identify the variable components of Corporate Support. Carrying out this activity should involve both properly defining "corporate support" and actually reducing unnecessary agency overhead.

Lead Office: OCFO

Action/Milestones		Start Date	End Date	Status	Comments
1	Overhead Study/Benchmark conducted by EY	02/11/15	04/30/15	Completed	
2	Review recommendations from EY report	05/01/15	05/15/15	Completed	
3	Develop proposed budget realignment to Commission	05/15/15	07/20/15	Completed	
4	Assess EY cost reduction recommendations.	07/01/15	08/14/15	Completed	
5	Provide a SECY Paper (Information) to the Commission with results of budget realignment and review of EY cost reduction recommendations	08/14/15	08/30/15	Completed	SECY Paper submitted 8/30/15

Outcome/Metric		Comments
1	Overhead Assessment Report by EY	Completed
2	Report to House and Senate Committee on Appropriations – “Reducing Corporate Support and Improving the Efficiency of the Commission’s Internal Processes”	Completed
3	Budget realignment proposal	Completed
4	EY Cost Reduction Recommendation Template responses (OEDO)	Completed
5	Information paper to Commission on results of review of cost reduction recommendations and budget realignment	Completed

7. OEDO-15-00454-OCIO: NRC Assessment Process of the Risks to IT Systems - Completed

Re-examine the processes and practices associated with the NRC's assessment of the risks to its information systems in accordance with the Federal Information Security Management Act (FISMA).

Lead Office: Office of the Chief Information Officer (OCIO)

Action/Milestones		Start Date	End Date	Status	Comments
1	Project Planning - Determine schedule and resources for project, including stakeholder buy-in activities.	06/24/15	07/24/15	Completed	
2	Study Areas Identification - Identify and document areas under FISMA to be researched and studied	07/08/15	07/31/15	Completed	
3	Solicit Agencies Participation - Identify and document agencies that are willing to participate in research activities	07/08/15	07/31/15	Completed	
4	Create Summary FISMA Best Practice report - Research, interview, document FISMA best practices report and possible quick wins already in place.	07/31/15	09/09/15	Completed	
5	Internal and External Stakeholders review - Solicit feedback and concurrence on draft summary report from internal and external stakeholders	09/10/15	09/30/15	Completed	
6	Conduct an Efficiency Analysis Review - Research results for possible efficiencies and develop high level process improvement recommendations, cost-efficiencies and any possible improvements based on FISMA Best Practices	09/30/15	10/10/15	Completed	
7	Submit a memorandum to OEDO with a report and recommendations.	10/10/15	11/16/15	Completed	

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Action/Milestones		Start Date	End Date	Status	Comments
8	Develop an implementation plan for the approved recommendations	11/16/15	12/31/15	Completed	

Next Steps		Start Date	End Date	Status	Comments
1	Detailed Implementation plans were received for each recommendation. OEDO ticketed for tracking to closure.	01/04/16	01/29/16	Completed	OEDO tickets issued to track the implementation of the recommendations

Outcome/Metric		Comments			
1	Deliver summary FISMA Best Practice report and efficiency recommendations to OEDO on time	Completed			
2	Approved recommendations are implemented effectively	OEDO ticket will track this metric			

8. SRM-S15-0015-5-OCHCO: Strategic Workforce Plan - Completed

Develop a Strategic Workforce Plan (SWP) that maps the current workforce to the projected future state of the agency workforce and workload needs. Specifically, the SWP should include strategies for managing and minimizing staffing overages, skill gaps, and include the need to have the right number of staff and contractors in the right place at the right time, despite workload uncertainties.

Lead Office: Office of the Chief Human Capital Officer (OCHCO)

Action/Milestones		Start Date	End Date	Status	Comments
1	Develop Project Plan	06/08/15	08/07/15	Completed	
2	Analyze current-state agency workforce based on FY 2016 staffing plans to identify current position gaps and surpluses, understand supplemental workforce requirements, and identify current competency gaps	08/04/15	10/30/15	Completed	
3	Develop future-state agency workforce by identifying mission/programmatic changes and the impact they may have on agency staffing needs and how resources may evolve over time	08/17/15	11/30/15	Completed	
4	Compare current-state workforce to future-state agency workforce to identify gaps and surpluses	10/30/15	11/30/15	Completed	
5	Identify critical, at risk positions/competencies	10/30/15	12/15/15	Completed	
6	Develop strategies to alleviate gaps and surpluses	11/15/15	01/06/16	Completed	
7	Prepare and submit final report to the Commission via CA Note	01/06/16	02/08/16	Completed	

Outcome/Metric		Comments
1	The agency has defined and implemented a strategic workforce planning process that is repeatable and compares the current agency workforce to a desired future-state workforce	Completed

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Outcome/Metric		Comments
2	The workforce planning process has resulted in identification of position/competency gaps, surpluses and critical, at risk skills and competencies	Completed
3	Strategies have been identified to alleviate workforce gaps and surpluses	Completed
4	The agency has identified best practices and lessons learned in order to continuously monitor and revise the agency workforce planning process	Completed

9. OEDO-15-00452-OCIO: One-Stop-Shop for OCIO and ADM Requests - Completed

Eliminate multiple request systems and paper forms by developing and implementing a streamlined “One-Stop-Shop” solution for OCIO and ADM requests for services and support.

Lead Offices: Office of the Chief Information Officer (OCIO) and Office of Administration (ADM)

Action/Milestones		Start Date	End Date	Status	Comments
1	Conduct meetings with stakeholders to determine existing services. Identify service owners and determine methods to combine OCIO and ADM services into one area for all NRC customers.	07/20/15	07/30/15	Completed	
2	Develop a plan of action to prioritize and re-baseline, to include guidance and criteria. Identify services to be converted and assess those services that currently have metrics for baselining.	07/23/15	08/31/15	Completed	
3	Meet with each service owner that has services and walk through the plan of action, review documentation gathered in previous meetings, clarify approval process and identify roadblocks moving forward including Remedy Licenses, costs, training, etc.	08/10/15	11/30/15	Completed	

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Action/Milestones		Start Date	End Date	Status	Comments
4	Initial service(s) are developed - Service (s) that currently use email for the request will be developed first. - Develop reporting specifications for each service. - Train staff on Remedy/Kinetic	08/10/15	3/25/16	Completed	
5	Current services are developed in the new NRC Service Catalog system. Create processes for updating and managing new services.	08/10/15	03/10/16	Completed	
6	Provide demos of the new NRC Service Catalog in the Exhibit Area in TWFN	03/14/16	03/18/16	Completed	
7	Issue Network Announcement announcing One-Stop-Shop rollout (email OEDO with announcement to close task)	02/19/16	04/08/16	Completed	

Outcome/Metric		Comments
1	Both OCIO & ADM current web pages, will point to the new NRC Service Catalog. The revised NRC Intranet home page (NRC@Work) will be released about 1 month later. The team will utilize the new homepage as an opportunity to create a prominent entry point for ADM/OCIO service requests.	Completed
2	Baseline metrics to show number requests submitted via Self-Service now, measure the increase of requests via Self-Service after the new NRC Service Catalog goes live. A survey instrument will be made available to NRC staff for them to provide their input regarding their level of satisfaction in using the new NRC Service Catalog.	(Follow-up on metric in six months – 09/08/16)
3	ADM and OCIO services will be incorporated into the new NRC Service Catalog. A process for users to request updates of the NRC Service Catalog will be made available to allow new or improved services to be added and made available to NRC staff.	Completed

10. SRM-S15-0015-9-OEDO: Centers of Expertise - Completed

Evaluate the effectiveness of existing NRC Centers of Expertise (COE) and determine whether expansion of COEs will lead to greater effectiveness, efficiency, and agility in accomplishing the agency's mission.

Lead Office: OEDO

Action/Milestones		Start Date	End Date	Status	Comments
1	Kickoff Meeting with Multiple Business lines	07/20/15	07/20/15	Completed	
2	Establish team members (NRR, NRO, NMSS, RES, NSIR, OE, OI, OCHCO, Regions)	07/20/15	07/22/15	Completed	
3	Develop Project Plan	07/10/15	07/24/15	Completed	
4	Meet with team members to identify and evaluate the effectiveness of the existing COEs	August 2015	August 2015	Completed	
5	Meet with team members to discuss the definition of COEs for Agency-wide use, identify and evaluate candidate COEs, and pilot the implementation guidance	August 2015	August 2015	Completed	
6	Draft SECY Paper for team member review	August 2015	October 2015	Completed	
7	Brief Office Director on SECY Paper content and approach	Sept. 2015	Sept. 2015	Completed	
8	Brief Commission Assistants on staff's approach for SECY Paper	Sept. 2015	Sept. 2015	Completed	
9	Obtain SECY Paper office concurrence	Sept. 2015	October 2015	Completed	
10	Submit a SECY Paper (Vote) to the Commission that addresses: 1) which COEs the staff recommends, 2) what efficiencies should be expected from the establishment of these COEs, 3) how these centers would avoid the "stove-piping", and 4) how the agency would avoid organizational complexity and confusion with the creation of additional COEs.	Nov. 2015	Nov. 2015	Completed	SECY paper submitted 11/09/15

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Next Steps		Start Date	End Date	Status	Comments
11	Implement resulting SRM	See Comment	See Comment	In Process	Implementation to be tracked via the OEDO ticket system.

Outcome/Metric		Comments
1	SECY paper that addresses: 1) which COEs the staff recommends, 2) what efficiencies should be expected from the establishment of these COEs, 3) how these centers would avoid the "stove-piping", 4) how the agency would avoid organizational complexity and confusion with the creation of additional COEs, and 5) use lessons learned from TABS, NMSS/FSME merger, and existing COEs.	Completed
2	Develop agency level guidance that has broad support from management and staff for the implementation of COEs in order to: create a systematic approach for identifying and evaluating COEs that incorporates lessons learned from earlier COEs, increase effectiveness, efficiency, and consistency in supporting the agency's mission, ensure that critical skills are maintained and grown in support of the needs of the agency, and increase agility to support the agency's mission through improved workload distribution.	Metric tracked as part of the ticket listed in Item #11

11. OEDO-15-00450-ADM: Contracting Officer's Representative (COR) Process Standardization Initiative

Evaluate and improve the acquisition process to clarify the roles and responsibilities of the COR, standardize processes, and improve quality and process time.

Lead office: ADM

Action/Milestones		Start Date	End Date	Status	Comments
1	Conduct a high-level review of current program office processes and business needs, an analysis of these processes to better define expectations of the offices as it relates to the agency's fiduciary responsibilities, data needs, inputs and outputs, and identify potential solutions to systemic COR issues/concerns throughout the process.	04/29/15	07/29/15	Completed	
2	Prioritize solution options and develop draft recommendations for COR responsibilities and issue solutions.	08/01/15	09/01/15	Completed	
3	Conduct informational briefings on recommendations to Offices/Partners.	09/01/15	09/25/15	Completed	
4	Finalize solutions and issue Memorandum to OEDO with COR Process Standardization Initiative (CPSI) Recommendations Report to OEDO.	09/04/15	10/01/15	Completed	

Next Steps		Start Date	End Date	Status	Comments
5	Meet with targeted larger Offices to discuss implementation and specific areas that require changes based on the CPSI recommendations and Project Aim task	10/28/15	12/11/15	Completed	

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Next Steps		Start Date	End Date	Status	Comments
6	Develop a timeline for Office process improvement and alignment reviews	11/24/15	12/11/15	Completed	
7	Conduct process improvement and alignment work sessions with larger Offices to formulate the implementation of the CPSI recommendations and Project Aim task	11/09/15	03/31/16	Completed	
8	Develop and Finalize Common Acquisition and Financial Reports (Develop, confirm and implement reports) (ARWG)	10/01/15	03/31/16	Completed	
9	Develop and Finalize Supervisor Handbook (ADM/OCHCO)	10/01/15	03/31/16	Completed	
10	Develop a Change Management Plan for BFS/SPS (Include communication that BFS/SPS is the system of record, historical data reliability/data integrity issues have been resolved, communicate release schedule and fixes/enhancements, etc.) (OCFO)	10/01/15	04/01/16	Completed	
11	Develop COR Companion* (Collection of key COR documents) (ADM/OCFO)	10/01/15	04/01/16	Completed	
12	Include COR Related Information in OCHCO Guidance for FY17 Performance Plans (ADM/OCHCO)	10/01/15	07/30/16	Completed	
13	Conduct Familiarization Sessions on Updated Documents/Responsibilities (ADM/OCFO)	10/01/15	04/01/16	Completed	
14	Prioritize, Assign, and Execute Short Term Solutions[Formulation (OCFO); Acquisition (ADM); Funds Execution / Monitoring (ADM/OCFO); Payment (OCFO); Closeout (ADM/OCFO)]	10/01/15	04/01/16	Completed	
15	Finalize Criteria for COR Level 1, 2, and 3 Designation (ADM)	10/01/15	04/01/16	Completed	

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Next Steps		Start Date	End Date	Status	Comments
16	Offices submit implementation plan to Project Aim Steering Committee with specific activities and when they will be executed	02/03/16	04/01/16	Completed	Offices submitted plans to OEDO; presentation to Steering Committee on 5/19; no impact to project completion.

Outcome/Metric		Comments			
1	Approval of CPSI Charter	Completed			
2	Defined COR Roles & Responsibilities	Completed			
3	Recommended Standardization of COR-Related Activities	Completed			
4	Recommended Procedural Efficiencies	Completed			
5	Targeted Offices have documented and streamlined acquisition and financial processes with reduced process time and improved quality	Completed			
6	COR roles and responsibilities are consistent and aligned				
7	Consistent use of agency acquisition and financial systems with reductions in the number of Office specific customized applications				

12. OEDO-15-00451-OCIO: Expand the Use of Mobile IT Solutions

Improve efficiency of processes by expanding the use of mobile information technology solutions across the agency.

Lead Office: OCIO

Action/Milestones		Start Date	End Date	Status	Comments
1	Decommission the BlackBerry environment	09/30/15	05/09/16	In Process	
2	Support agency-funded smartphones and tablets	10/01/15	05/09/16	In Process	
3	Extend mobility functionality (provide network file access, SharePoint file access, and intranet access)	12/01/15	06/30/16	In Process	
4	Launch the Mobility Governance Group	10/01/15	09/08/16	In Process	

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Action/Milestones		Start Date	End Date	Status	Comments
5	Support licensing Management and App deployment to mobile device (Commercial apps only): Enterprise apps and Office-funded (specific) apps	02/01/16	03/31/16	Completed	

Outcome/Metric		Comments
1	Replace the NRC's BlackBerry Service with agency-funded Apple and Android smartphones and tablets by May 2, 2016. Current OCIO resources support Bring Your Own Device (BYOD) and a reduction in agency-funded devices.	
2	Provide NRC mobile users, provided an agency-funded device or using BYOD, with access to agency data stored on network drives, SharePoint, and the intranet by May 2, 2016.	
3	Support the deployment of agency-funded commercial mobile apps (applications) to the NRC mobile workforce by March 31, 2016.	Completed

13. SRM-S15-0015-11-NMSS and SRM-S15-0015-12-NMSS: Evaluate Consolidation of Regional Materials Program

Evaluate further consolidation of the regional materials program to determine whether further consolidation would be more efficient. The evaluation includes assessing the pros and cons of further consolidation of the regional materials program. If the evaluation recommends further consolidation, the staff should provide a specific plan to the Commission, for its review and approval prior to implementation of any consolidation.

Lead Office: NMSS

Action/Milestones		Start Date	End Date	Status	Comments
1	Complete Stakeholder Outreach - The project team will seek input from internal and external stakeholders, including current materials program staff, and staff who were directly affected and/or involved in the 2014 FSME/NMSS Office merge, 2006 FSME Office creation, 2006 RI/RII materials program consolidation, and the 1995 Region IV/V consolidation to obtain perspectives, opinions, and information	Sep. 2015	Dec. 2015	Completed	
2	Complete Analysis- The project team will collect and evaluate data through surveys, interviews, assessments, trend analysis, etc. to gain an understanding of the past, current, and future state of the Materials Program.	Sep. 2015	Dec. 2015	Completed	
3	Complete Evaluation of Input- The input will be evaluated to develop and consider options for achieving the goal of enhanced organizational agility, coordination, effectiveness, and efficiency. Will also coordinate with NTEU.	Dec. 2015	Jan. 2016	Completed	
4	Complete Development of Strategy and Recommendations- The evaluated input will be used to provide pros and cons and a specific recommendation to the Commission. Will also coordinate with NTEU.	Jan. 2016	Mar. 2016	Completed	Date has changed from Feb. 2016 to Mar. 2016 to allow for the finalization of rating of options and identification of specific recommendations. End date unaffected.

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Action/Milestones	Start Date	End Date	Status	Comments
5 Submit SECY Paper (Vote) to the Commission- The project team will complete and submit a SECY Paper to the Commission, assessing the pros and cons of further consolidation of the materials program. If consolidation is recommended, the project team will include a high-level implementation plan for Commission review and approval.	Feb. 2016	06/27/16	In Process	6 week extension requested to provide additional time for staff to (1) address requirements in March 15, 2016 SRM-M160225B, and (2) address feedback and guidance from steering committee regarding a final recommendation

Outcome/Metric	Comments
1 Produce a SECY Paper with Pros and Cons of Consolidation, along with a Recommendation and high level implementation plan (if consolidation is recommended) by May 9, 2016	
2 The primary stakeholders were engaged and informed with the identified pros and cons, and associated recommendation regarding consolidation of the materials program	
3 The primary stakeholders were engaged and informed on a high-level implementation plan (if consolidation is recommended).	
4 The future version of the materials program is as efficient, effective, and agile as possible.	

14. SRM-S15-0015-13-OEDO: Evaluate Consolidation of Regional Corporate Support Functions

Evaluate the corporate support functions in the regions to ensure they are appropriately resourced and identify if any savings can be reached through standardization or centralization of specific functions.

Lead Office: OEDO

Action/Milestones	Start Date	End Date	Status	Comments
1 Develop Project Plan	07/20/15	07/24/15	Completed	
2 Meet with designated points of contact (POCs), NTEU, and regional corporate support staffs respectively	07/27/15	(ongoing)	In Process	
3 Conduct OEDO and OCFO briefings to reach alignment on plan	09/14/15	10/15/15	Completed	

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Action/Milestones		Start Date	End Date	Status	Comments
4	Refine Project Plan and submit to Regional POCs for their input	10/19/15	10/21/15	Completed	
5	Submit revised Project Plan to OEDO Project Aim Lead for Approval	10/19/15	10/21/15	Completed	
6	Visit with Region II DRMA – Conduct informal information sessions with DRMA functional leads and staff	10/19/15	10/21/15	Completed	
7	Visit with Region III DRMA – Conduct informal information sessions with DRMA functional leads and staff	11/04/15	11/06/15	Completed	
8	Visit with Region I DRMA – Conduct informal information sessions with DRMA functional leads and staff	12/01/15	12/03/15	Completed	
9	Visit with Region IV DRMA – Conduct informal information sessions with DRMA functional leads and staff	12/08/15	12/10/15	Completed	
10	Identify Union Steward to represent Regional Bargaining Unit staff at Working Group Sessions for continuity and transparency	10/22/15	10/30/15	Completed	
11	Consolidate Data and share with working group	01/11/2016	01/29/16	Completed	
12	Identify agencies with similar organizational structures (i.e....HQ and regional offices) to benchmark	02/01/2016	04/01/16	Completed	
13	Schedule meetings with Corporate Office Directors to gain programmatic perspective	02/01/2016	04/01/16	Completed	
14	Commence working group meetings with designated points of contact (POCs), NTEU, and regional corporate support staffs respectively on a weekly basis (once per week)	02/10/2016	05/04/16	Completed	
15	Conduct three-day project work session at HQ	03/01/16	03/03/16	Completed	
16	Develop draft recommendations	02/26/16	04/12/16	Completed	

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Action/Milestones		Start Date	End Date	Status	Comments
17	Meet with Project Aim Steering Committee to report on progress and milestones. Respond to any inquiries/questions.	04/19/16	04/22/16	Completed	
18	Finalize recommendations with working group and develop SECY paper	04/25/16	04/29/16	Completed	
19	Concurrent review of paper by RA/DRA and Corporate Office OD/DOD	05/01/16	05/11/16		Evaluating the completion of the task consistent with the SRM
20	OEDO review of notation vote paper	05/12/16	05/25/16		Evaluating the completion of the task consistent with the SRM
21	Finalize notation vote paper and submit to SECY	05/26/16	05/31/16		Evaluating the completion of the task consistent with the SRM

Outcome/Metric		Comments
1	Leverage the lessons learned from TABS and the efficiencies already gained by headquarters corporate support offices to identify any savings that can be gained through the centralization and/or standardization of regional corporate support functions.	

15. SRM-S15-0015-10-OEDO: Transitional Plan for the Merger of NRR and NRO

Develop a transitional plan that describes the approach to conduct a merger of NRO and NRR that takes into account the need to avoid any detrimental impact to the ongoing and projected work of each organization.

Lead Office: OEDO

Action/Milestones		Start Date	End Date	Status	Comments
1	Develop business case for potential NRR/NRO merger which will include a description of projected efficiencies as well as challenges*	07/27/15	12/04/15	Completed	

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Action/Milestones		Start Date	End Date	Status	Comments
2	Draft SECY Paper	12/07/15	04/01/16	Completed	Project team presented outline of SECY paper to the Steering Committee.
3	Finalize and issue SECY Paper (Vote) to the Commission	04/06/16	06/08/16	In Process	
*	Engagement with NTEU, NRO and NRR Office Directors, and Project Aim Steering Committee is expected during each activity				

Outcome/Metric		Comments
1	Clear, concise business case that the Commission and implementation team can utilize with minimal changes.	
2	Transparent communication with stakeholders (including staff and NTEU) with regard to future plans.	
3	Plan to conduct merger as reflected in the final Commission Paper is responsive to SRM direction.	

16. SRM-S15-0015-6-OCHCO: Identification of Mission Critical Positions

Based on agency priorities developed in SRM-S15-0015-5-OCHCO, develop a plan to identify mission critical and/or safety-related positions considered most important to determine skill gaps and surpluses.

Lead Office: OCHCO

Timeline: Start: 2/9/16 - Completion: 8/9/16

Action/Milestones		Start Date	End Date	Status	Comments
1	(Short Term) Develop project plan to address immediate gaps and surpluses identified in the SWP (aligns with SWP milestones)	11/30/15	02/19/16	Completed	The Strategic Workforce Plan (SWP) implementation team has taken on this work as part of the SWP implementation

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Action/Milestones		Start Date	End Date	Status	Comments
2	(Long Term) Develop project plan for positional needs assessments of critical and/or safety-related positions identified in the SWP (aligns with SWP milestones)	12/15/15	08/09/16	In Process	
3	Submit project plans to the Commission via CA Note	08/02/16	08/09/16		

Next Steps		Start Date	End Date	Status	Comments
4	Implement Short Term action plan	01/06/16	2/8/16	Completed	See Item #1 comments
5	Implement Long Term action plan	08/09/16	TBD**		End date dependent on the outcome of Item #2
**TBD - dependent on number of critical positions identified. Baseline assumption, informed by the recent MC 1245 needs assessment, is nine months for each positional assessment to be conducted. Resource constraints will determine how many might occur simultaneously.					

Outcome/Metric		Comments
Short Term		
1	Project plan for addressing short-term alignment of overages to gaps will be developed and communicated.	n/a (see milestone 1 comments)
2	Development of a process to provide a best-fit alignment recommendation within 30 days of notification that an overage or a mission need exists (post-implementation outcome).	n/a (see milestone 1 comments)
Long Term		
3	Project plan to complete needs assessments for each critical position supporting the agency's mission/safety-related work will be developed and communicated.	
4	An approved competency model will be established for each position having a completed Training Needs Assessment (post-implementation outcome).	

17. SRM-S15-0015-7-OCHCO: Planning for Developing Competency Models

Based on outcome of SRM-S15-0015-6-OCHCO, determine timeline for developing competency models for other agency occupations and functions. Note Timeline Start: To Be Determined (SECY will adjust depending on SRM-S15-0015-6-OCHCO)

Lead Office: OCHCO

Action/Milestones		Start Date	End Date	Status	Comments
1	Develop project plan for positional needs assessments and development of competency models for other agency occupations and functions identified in the SWP	TBD*	TBD*		
2	Submit project plan to the Commission via CA Note*	TBD*	TBD*		
* SECY will adjust depending on SRM-S15-0015-6-OCHCO outcomes. (Task # 16)					

Outcome/Metric		Comments
1	Project plan to complete needs assessments for other agency occupations supporting the agency's mission will be developed and communicated.	
2	An approved competency model will be established for each position having a completed Training Needs Assessment (post-implementation outcome).	

18. SRM-S15-0015-8-OCHCO: Re-Examine Leadership Model

Re-examine the concept of the need and value of establishing a separate leadership model that builds on the agency's existing culture and supports agility, to include empowering employees by promoting personal responsibility and accountability along with creative thinking, innovation, and informed risk-taking in all of our activities.

Lead Office: OCHCO

Action/Milestones		Start Date	End Date	Status	Comments
1	Develop a detailed plan of action for demonstrating the value of a separate leadership philosophy, taking into consideration the possibility of it being an outgrowth from other offices' recommendations or agency activities.	June 2016	Aug. 2016		
2	Review the status/outcome of other relevant agency activities (e.g., surveys) to determine whether these initiatives indicate a need to further address staff empowerment and decision-making.	Sept. 2016	Nov. 2016		
3	Solicit input from Office Directors (ODs) and Regional Administrators (RAs) on the value-added from the adoption of a separate leadership model.	Nov. 2016	Dec. 2016		
4	Conduct a thorough needs assessment of this effort to further complement the feedback received from ODs and RAs.	Dec. 2016	Feb. 2017		

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Action/Milestones		Start Date	End Date	Status	Comments
5	Develop and issue a Memorandum to the Commission with findings from the needs assessment, ODs and RAs in the form of a proposed model that would underscore its incremental value to the NRC Cultural Framework (i.e., Organizational Values, Principles of Good Regulation, Behaviors that Matter, etc.).	February 2017	April 2017		

Outcome/Metric		Comments
1	Produce a plan of action that provides step-by-step guidance needed to re-examine the concept of a separate leadership model for the agency.	
2	Examine the FEVS and Safety Culture Climate Survey results to establish need for future development of this recommendation. Low(er) scores may be indicative of the need to further explore this initiative.	
3	If there is an established need to pursue this initiative, feedback from the ODs and RAs will provide additional insight on how this leadership model should look.	
4	A data-driven needs assessment will indicate where specific gaps lie, between our current and desired state, as well as the value-added from the adoption.	
5	Produce a final report that will comprise the findings and final recommendations by April 2017.	

19. SRM-S15-0015-19-NRR: Operating Reactor Licensing Process Improvements

Improve licensing through phased initiatives, including conducting a business process improvement review of the operating reactor licensing process and make associated improvements to enhance the predictability, timeliness, and efficiency of the reviews, while ensuring and measuring the effectiveness and quality of the reviews. The review includes identifying lessons learned on how the backlog originated and how it was resolved.

Lead Office: NRR

Action/Milestones		Start Date	End Date	Status	Comments
1	Effect resource reallocations necessary to reduce the operating reactor licensing backlog and improve performance timeliness.	April 2014	May 2015	Completed	
2	Establish additional metrics to drive improved performance.	Sept. 2014	Nov. 2014	Completed	
3	Initiate and implement efforts to enhance effectiveness and efficiency in the operating reactor program, including the operating reactor licensing process, by convening targeted efficiency groups focused on different aspects of the operating reactor program, as well as ongoing implementation of process improvements.	Nov. 2014	9/30/16	In Process	Initiative groups are all progressing toward completion. No issues have been identified to date.
4	Provide BPI Project Plan In Accordance With Project Aim guidance.	6/01/17	7/05/17		
5	Identify Staff to participate in BPI effort, establish charter and expectations, and initiate Discovery.	10/02/17	10/20/17		
6	Conduct BPI and Receive Management Approval.	10/23/17	3/16/18		

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Next Steps		Start Date	End Date	Status	Comments
7	Phased Implementation of Revised Process and Monitoring against expectations and metrics established by the BPI Team.	3/19/18	9/28/18		
8	Issue a closeout Memorandum to the Commission summarizing the findings, recommendations, and process improvements that have been implemented.	9/28/18	11/02/18		

Outcome/Metric		Comments
1	Additional resources working on operating reactor-licensing actions to reduce the backlog and improve performance timeliness.	
2	Implementation of two additional metrics to drive performance and assess progress.	
3	Streamlined guidance and enhanced processes within the operating reactor program as well as a thoroughly informed advanced discovery phase for the formal BPI review.	
4	NRR Approved BPI Project Plan that had been aligned with EDO and Project Aim.	
5	Project Team identified, BPI Lead (Black Belt) has enhanced understanding of regulatory requirements and causality analysis of the backlog and steps taken to rectify.	
6	Streamlined, well-documented and enhanced “To-Be” process that had received NRR Management Approval.	
7	Initial implemented and assessed enhanced process, measured against the metrics established by the team during the BPI. The enhancements will be phased in with careful monitoring to ensure effective implementation and outcome.	