



1. Reaffirm commitment to our mission

"Strategy on a Page"

Current State

Top 5-7 current assets or challenges regarding our commitment to mission

- NRC's mission resonates with our people—they see their work in it; however, there are inconsistencies of understanding and perception as to how we accomplish reasonable assurance of adequate protection
- Multiple, concurrent, change initiatives are impacting the agency
- There's an external expectation for additional and faster right-sizing and adapting to changing workloads
- Mission needs are being met, even in areas where budget is cut
- Licensees' crediting of risk initiatives and mitigating strategies, and efforts to reduce operating costs, increasingly challenge our traditional regulatory approaches and safety margins
- Stakeholders continue to cite lack of transparency, long schedules, and high cost for services

Top Initiatives to achieve desired state

- Ensure training and knowledge management programs prioritize mission-critical knowledge and skills, including key concepts (reasonable assurance, adequate protection, defense-in-depth, risk-informed, licensing basis, etc.)*
- Continue our focus on improving our ability to adapt accordingly when change is warranted — "Walk the talk"*
- Use Strategic Workforce Planning to ensure we have the right people with the right skills at the right time based on our operating environment and workload changes*
- Redouble our efforts to use risk management to prioritize and guide our work and decisions*
- Increase awareness among our stakeholders of the importance of sharing realistic work projections to plan our work and budgets with fidelity*
- Develop and share with stakeholders, thoughtful project plans and schedules for key regulatory actions; feed experience from those back into future planning cycles*

Assumptions affecting this issue

- external accountability expectations and budget pressure will continue or increase
- reshaping how NRC does business will impact staff and sustained effort on cultural change is essential for success
- attrition will increasingly challenge NRC knowledge and skills, but will also provide opportunities for our next generation of staff and managers

Desired State in 2020+

Top 5-7 future characteristics of people's commitment to our mission

- We enable and prepare the next generation for stewardship of NRC's mission, in a way that keeps NRC a great place to work with an inspiring public service mission
- We are a modern risk-informed regulator that embraces innovative approaches; and is receptive to new and diverse ideas, collaboration, and teamwork
- Our resources match our workload and we develop our people to accomplish future work
- Our efforts are focused on the most important issues (e.g., we prioritize and scope our work using risk insights)
- Our cost and schedule projections for regulatory actions provide a clear and reliable basis for stakeholders to plan their work



2. Modernize our decision-making

"Strategy on a Page"

Current State

Top 5-7 current assets or challenges regarding how we do our decision-making

- We have qualified, experienced, and competent personnel who demonstrate willingness to offer alternative views and ideas
- Methods to consider alternative views -
- non-concurrence process and differing professional opinion program – happen late in (or after) the decision-making process
- Our longstanding processes have the potential to create barriers to the use of new ideas and approaches for the anticipated changes to our work
- Some people view processes (e.g., concurrence) as overly bureaucratic and not supporting empowerment
- There is a sense by some that decision-makers don't have (or don't take) the opportunity to hear or fairly consider all ideas

Top Initiatives to achieve desired state

- Set expectations and communicate that we all should seek out and consider alternative views earlier in our work
- Ensure that effective participation in decision-making is reflected in training and developmental programs
- Incentivize and reward successful innovation ideas; e.g., those generated through innovation forums
- Empower all staff to use some of their time to work on improving processes within their organization
- Use risk management to identify and invest in changes to our framework and approaches to better enable safe and secure use of new technology
- Leverage IT to make our processes more usable and transparent– enable broad use of electronic concurrence and collaboration tools (e.g., Office365, VOIP integration, mobility tools, Skype)

Assumptions affecting this issue

- We have several generations in our workforce that receive and process information in different ways and have different career growth expectations
- NRC has a long-standing culture of being risk-averse
- NRC tends to be procedural in responding to and performing individual activities, which can be a barrier to more strategic approaches and critical thinking
- Attrition will increasingly challenge NRC knowledge and skills, but will also provide growth opportunities for our next generation of staff and managers

Desired State in 2020+

Top 5-7 characteristics of how we do our decision-making

- We make greater use of participative decision-making to help us:
 - ◇ Proactively seek alternative views early, engage in problem solving, and present options to the decision-maker
 - ◇ Clarify our roles and how to participate in the process
 - ◇ Improve trust and commitment to agency final decisions once all views have been considered
- Our organizational culture embraces new ideas and approaches. People hear what became of their ideas
- We use risk insights to decide and guide the quality and level of effort appropriate for a given activity
- We have increased appreciation that collaboration enables fully informed decisions by bringing diverse backgrounds, perspectives, and program experience to bear upon our analyses and decisions



3. Enhance the quality of our communications

"Strategy on a Page"

Current State

Top 5-7 current assets or challenges regarding our written products

- We have the technical and communications skills to convey our position well
- We've received feedback that some of our Commission papers would benefit from more fully developed and fairly considered options
- Some stakeholders (including Congress) have given feedback that NRC's communications need greater clarity and transparency to better understand our positions and reasons behind them
- Stakeholders have indicated that some of our written products are complex and can be interpreted differently across the intended audience
- Too many documents need substantial revisions at later stages of development

Top Initiatives to achieve desired state

- Issue guidance with clarified expectations for written products, including quality checklists for key types of communications
- Enhance access to regulatory history by digitizing records, improving search capabilities, and training
- Have the experts do briefings
- Ensure Competency Modeling captures key skills
- Form a pool of expert communicators (outside of normal concurrence) that are a voluntary resource to help and give feedback on products without creating barriers to timely completion of products
- Identify and share examples of effective oral and written communications, and encourage modern communications styles and tools (e.g., briefings in the style of TED talks, use of social media)

Assumptions affecting this issue

- attrition will increasingly challenge NRC knowledge and skills, but will also provide opportunities for our next generation of staff and managers
- investing up-front time to understand/reconcile issues will save back-end time and provide net benefit

Desired State in 2020+

Top 5-7 future characteristics of quality of our written products

- We devote the time and resources necessary to convey our positions well, recognizing that some less significant communications merit less effort
- Our Commission-level documents comprehensively and clearly convey relevant regulatory history and facts, what we want to change and why, fully explored options, alternative views, and persuasive recommendations.
- Our documents are written with the audience in mind and are comprehensive, uncluttered, persuasive, factual, clear, organized, and logical
- Stakeholders receive clear and transparent regulatory products
- We focus on early alignment and development of our communications message—oral and written communications are dynamic and need little revisions later. Staff is empowered by having more ownership of the final products