



Opening Remarks

Catherine Haney

Deputy Executive Director for Materials,
Waste, Research, State, Tribal,
Compliance, Administration, and
Human Capital Programs

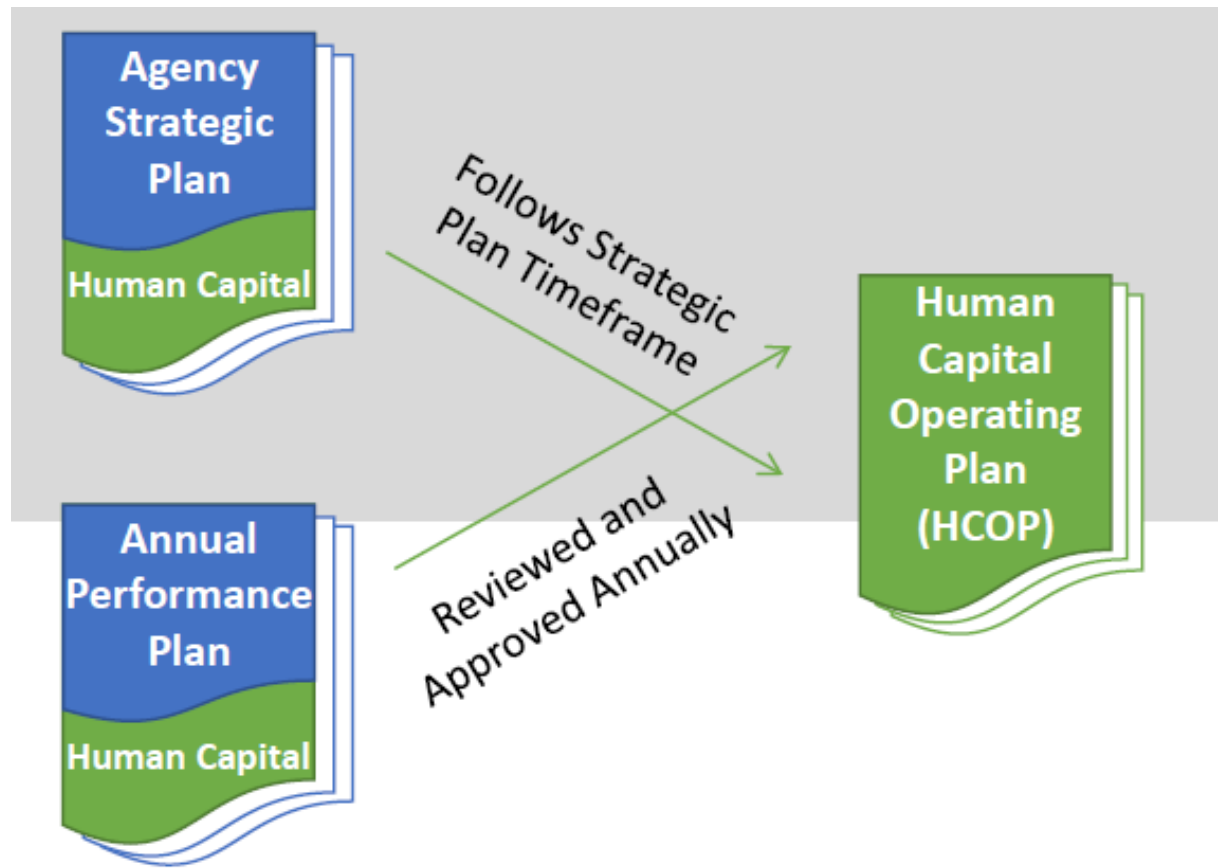
Presenters

- Eric Dilworth, Deputy Chief Human Capital Officer, Office of the Chief Human Capital Officer (OCHCO)
- Brendan Cain, Senior Program Specialist, Human Capital Analysis Branch, OCHCO
- Colleen Todd, Chief, Regional Operations Branch, OCHCO
- Doug Tharp, Senior Learning Project Manager, Specialized Technical Training and Support Branch, OCHCO
- Basia Sall, Deputy Division Director, IT Services Development and Operations Division, Office of the Chief Information Officer
- Stephen Smith, Civil Rights Program Manager, Office of Small Business and Civil Rights

Overview of Strategic Human Capital Management and Overview of Human Capital Operating Plan (HCOP) Priorities

Eric Dilworth

Deputy Chief Human Capital Officer,
Office of the Chief Human Capital Officer
(OCHCO)



HCOP Integrated Planning

Strategies to Address Hiring Tasker

Collaborated with
Office/Region management
to prioritize hiring for the next
6-12 months

Corporate staffing working
group established

Launched hiring process
workshops for managers

Shared use of vacancy
announcements and
certificates

Workforce Analytics

Brendan Cain

Senior Program Specialist,
Human Capital Analysis Branch, OCHCO

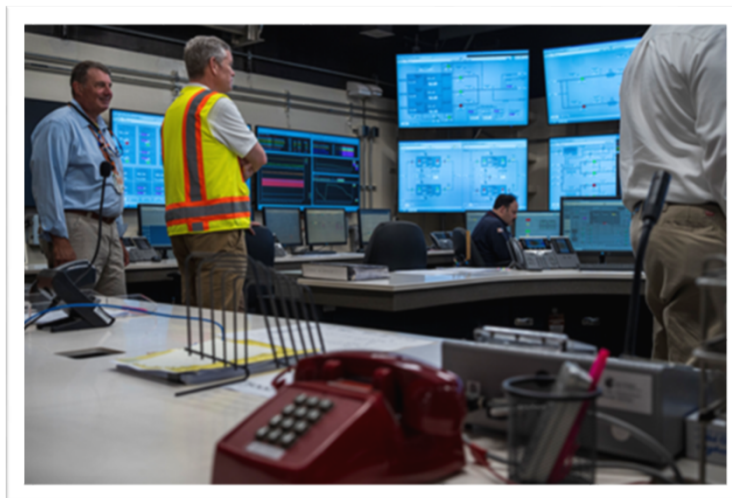
Workforce Analytics

Purpose

State or makeup of the workforce

Trends and progress toward goals

Potential future states



Workforce Analytics

Uses

Informs about what is going on

Provides baselines for setting goals

Identifies areas of concern

Suggests potential courses of action



Workforce Analytics

Goals of Analytics Tools

Meaningful understandable information

Relevant information for the audience

Actionable information for leadership



Workforce Analytics

Visualization Tools

Enhance how information is conveyed

Allow for user interaction

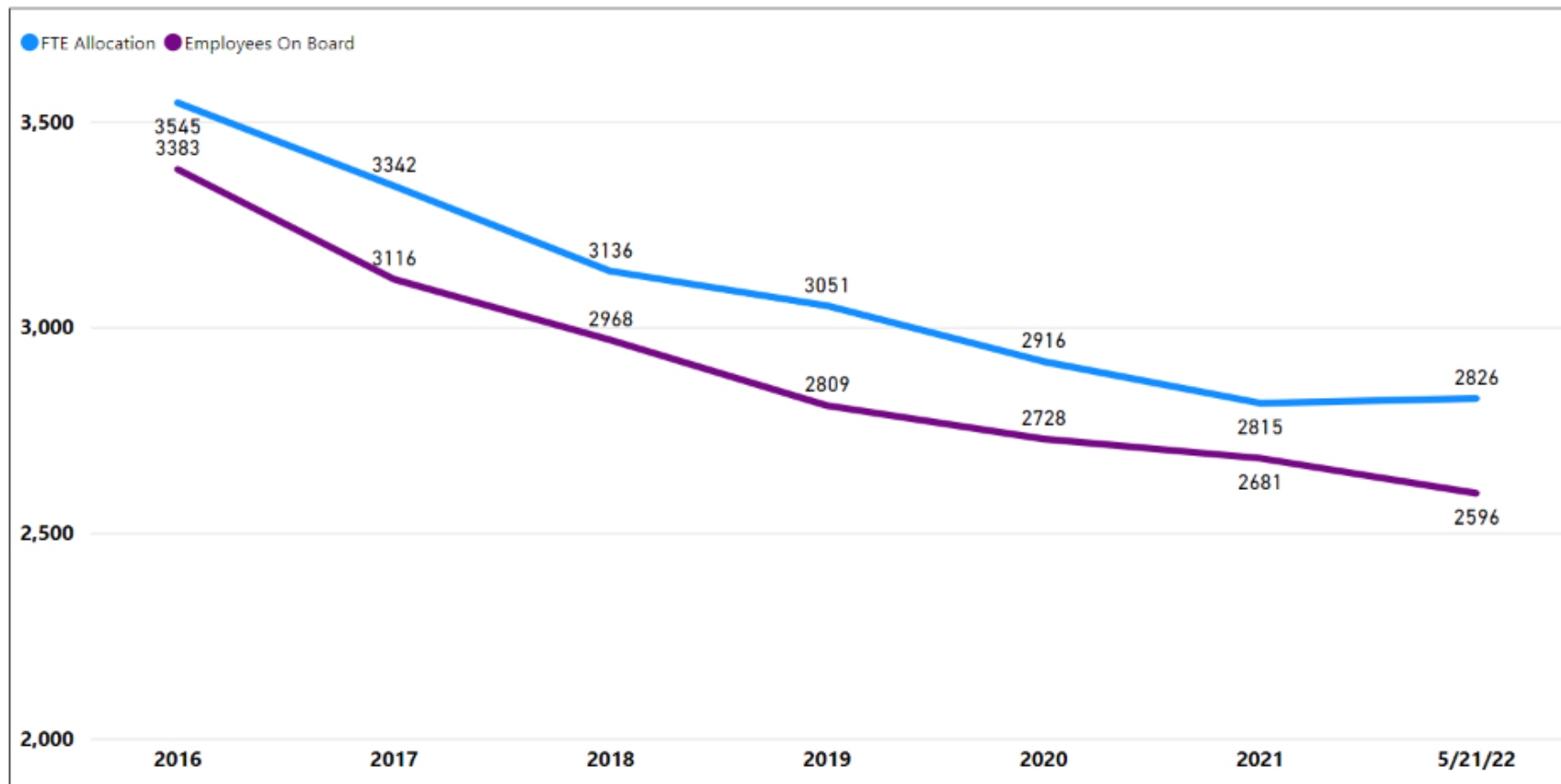
Combine data from multiple sources

Human Capital Dashboard

- Uses visualizations to communicate data
- Graphics enhance readability
- Informs decision-making

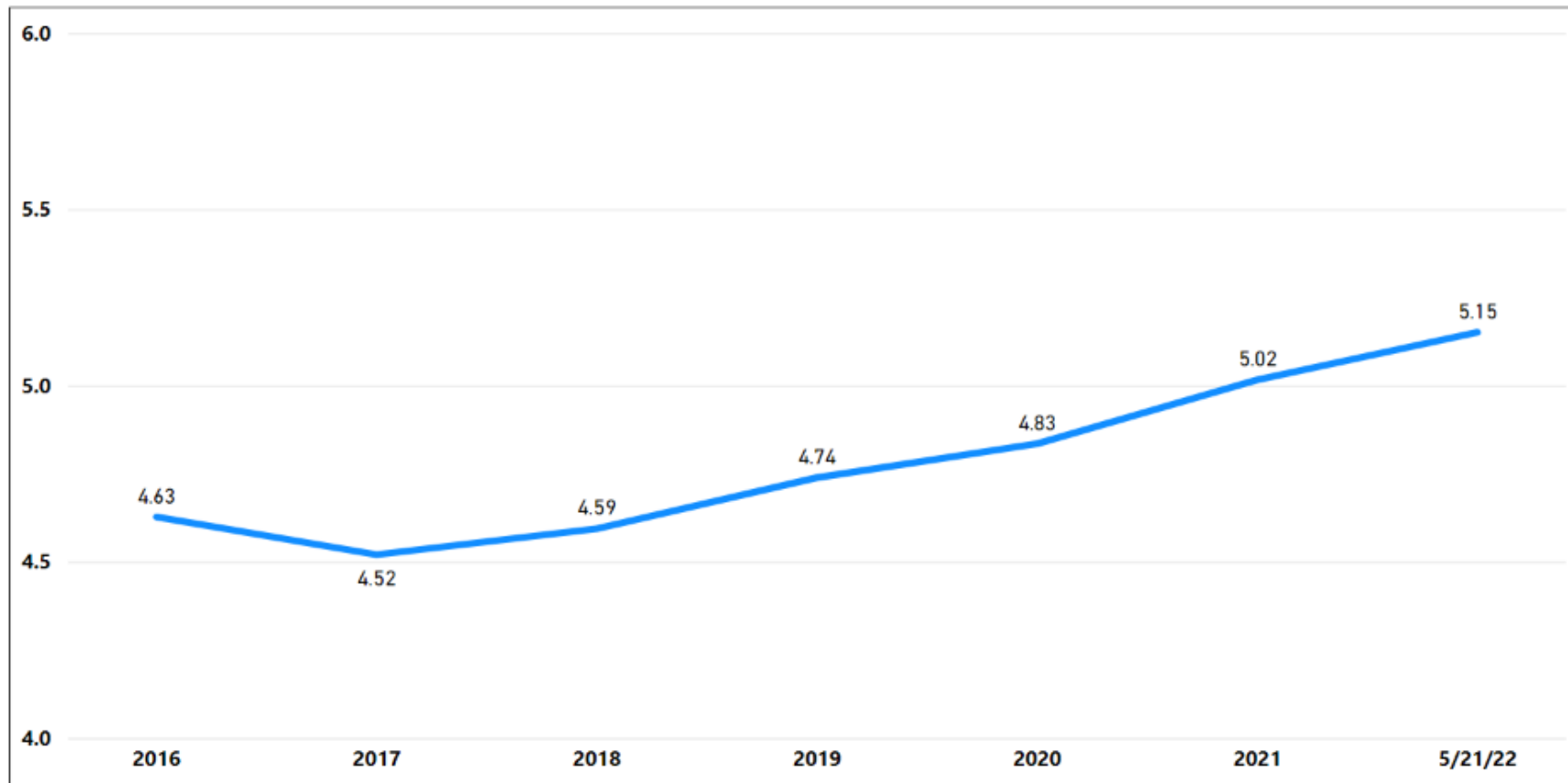


Employees on Board by Fiscal Year



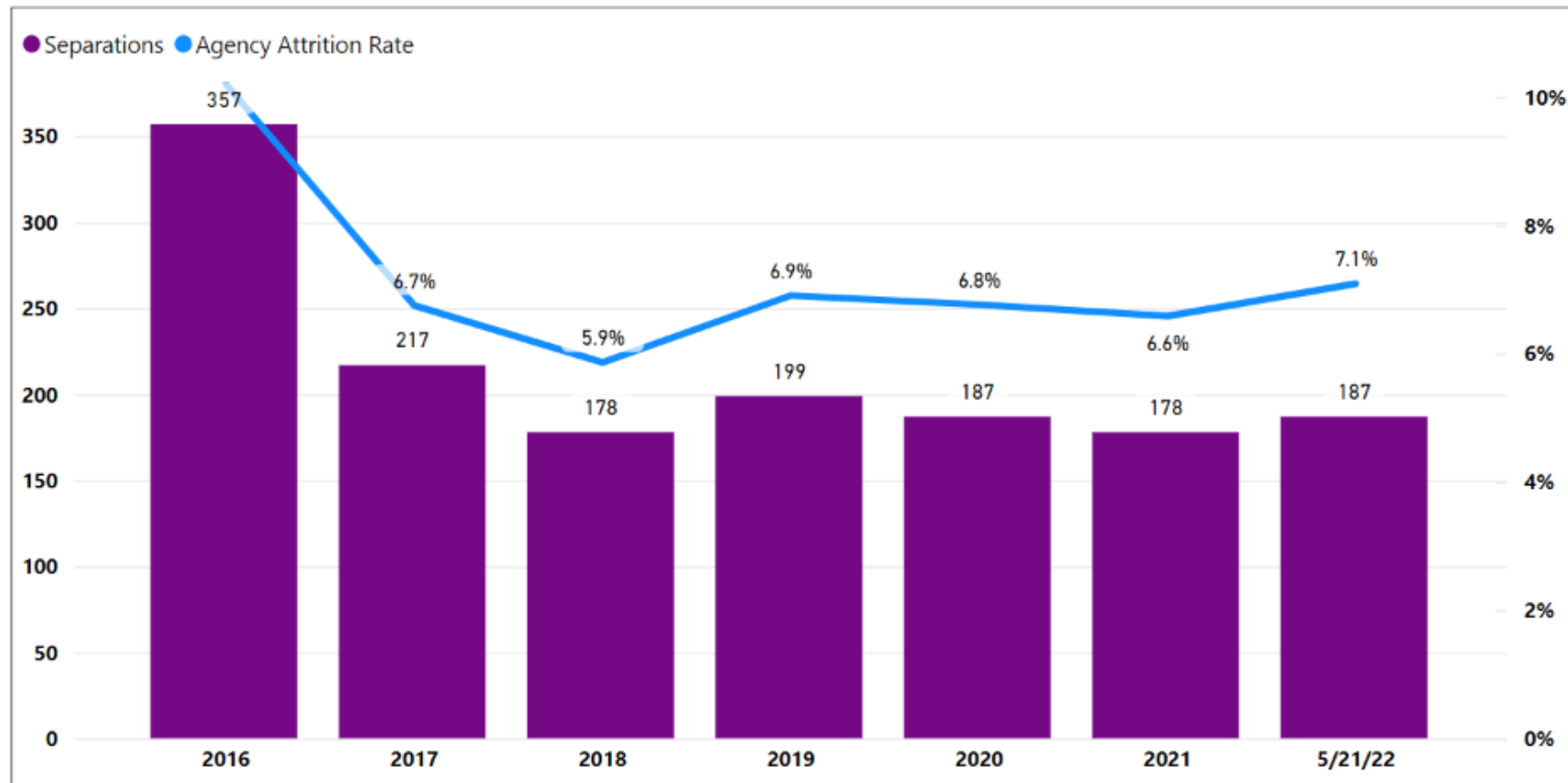
NRC is 23 percent smaller than in 2016

Average Years Past Retirement Eligibility by Fiscal Year



Average years past retirement is increasing

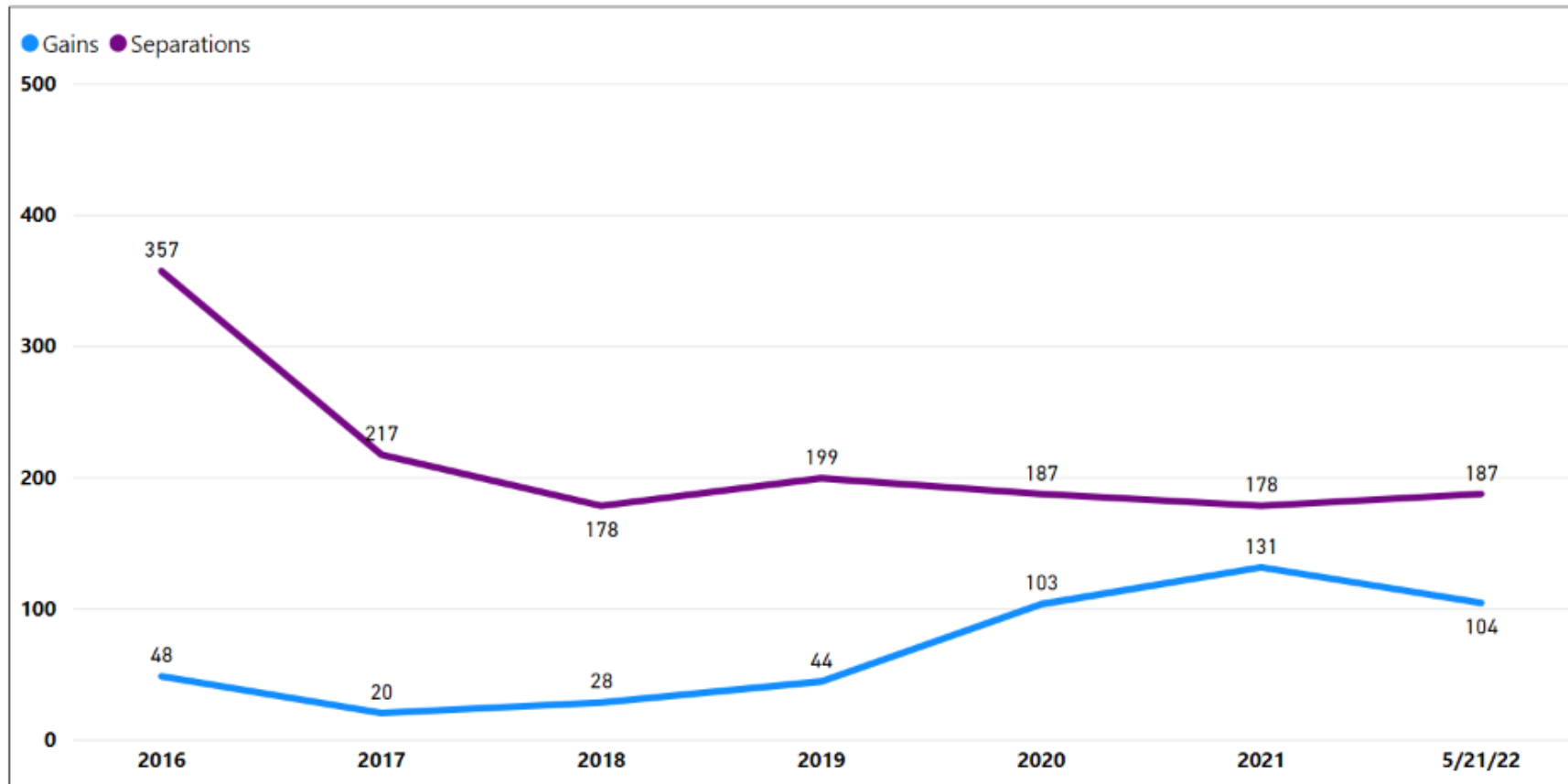
Separations and Agency Attrition Rate by Fiscal Year



Early Out/Buyout

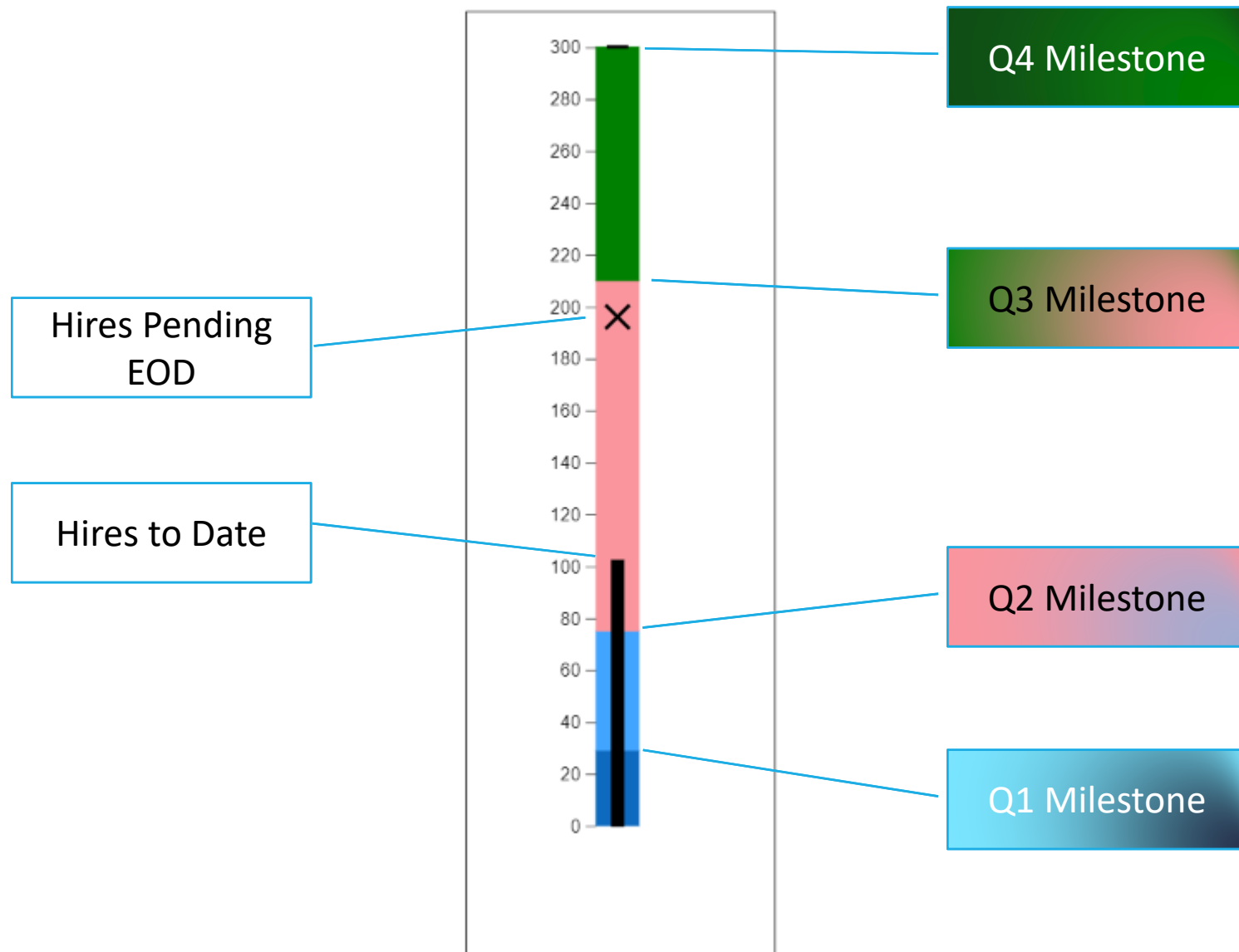
Comparable Attrition Rates

Gains and Separations by Fiscal Year



Gains in recent years have not kept up with losses as the agency size leveled off

Hiring Progress Through 5/21/22



Other Analytics

Visualization Tools in Development

Declinations information

Recruitment Progress

Training Course
Information



Conclusions

Workforce analytics provides information of value to agency leaders using interactive and flexible visualizations

- Current, historical, and trending data
- Progress and projection toward goals

Dashboards evolve to meet changing needs

- Recruitment and Hiring Progress
- Integrating data from multiple sources

Investing in the Future

Strategic Recruitment and Retention

Colleen Todd
Branch Chief,
Regional Operations Branch, OCHCO

Strategies to Meet Staffing Challenges

Hiring needs assessment

Streamlined processes

Focused on external
hiring

#HIRENRC!

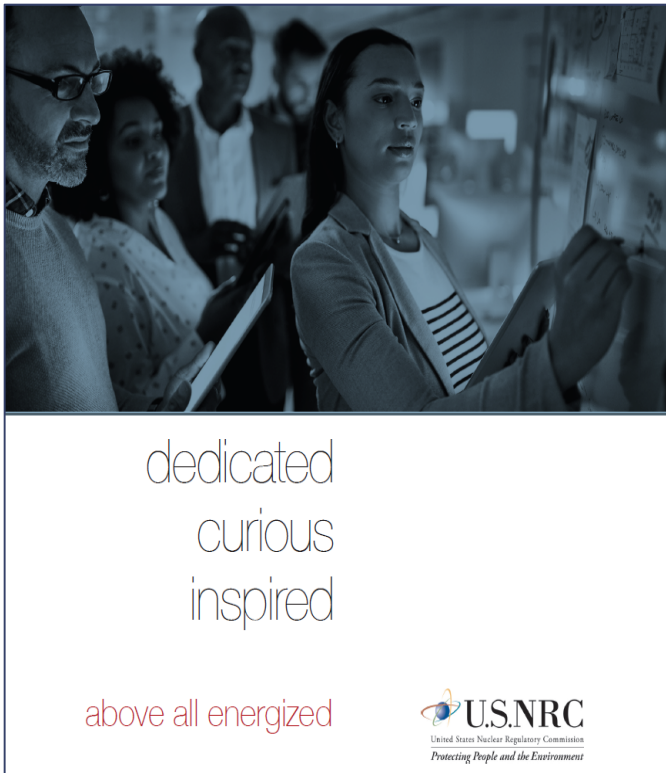


Attracting Talent

Strategic outreach activities/events

Used non-competitive hiring options

Marketed the NRC as an employer of choice

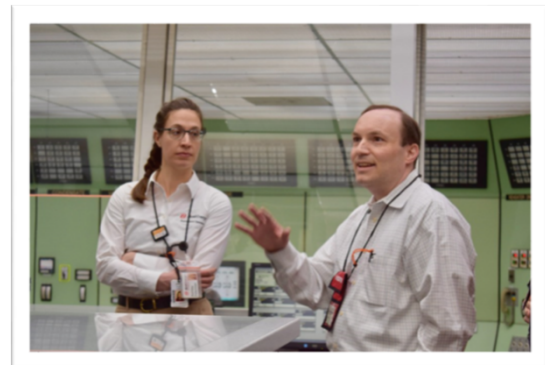




Utilized hiring flexibilities

Delivered Hiring
Workshops for hiring
managers

Shared vacancy
announcements across
offices/regions



Retaining Talent



Reinvigorated
Ambassador Program

Enhancing the employee
experience

Fostering employee well-
being

Maintaining a diverse
and inclusive workplace

Retaining Talent



Workforce management

Professional development
opportunities

Value employee
contributions

Implementing Training and Development Programs

Doug Tharp

Senior Learning Project Manager,
Specialized Technical Training and Support
Branch, OCHCO

Training Goals and Methods

↑ Flexibility

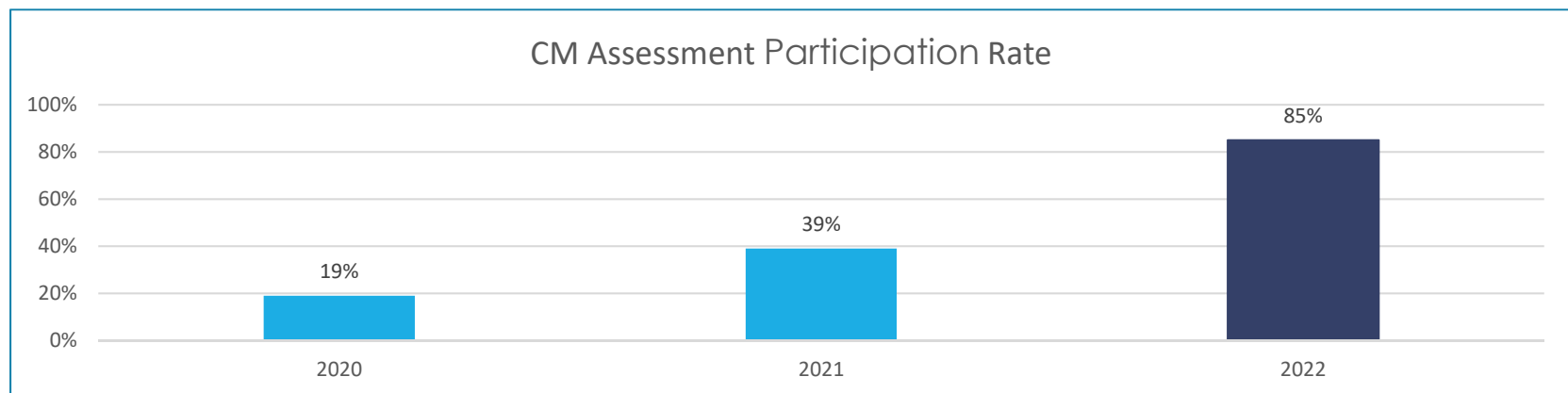
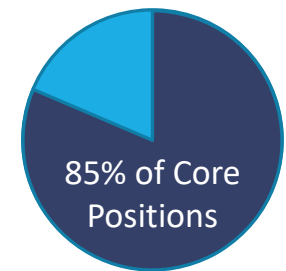
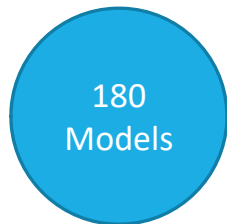
↓ Time

↓ Cost

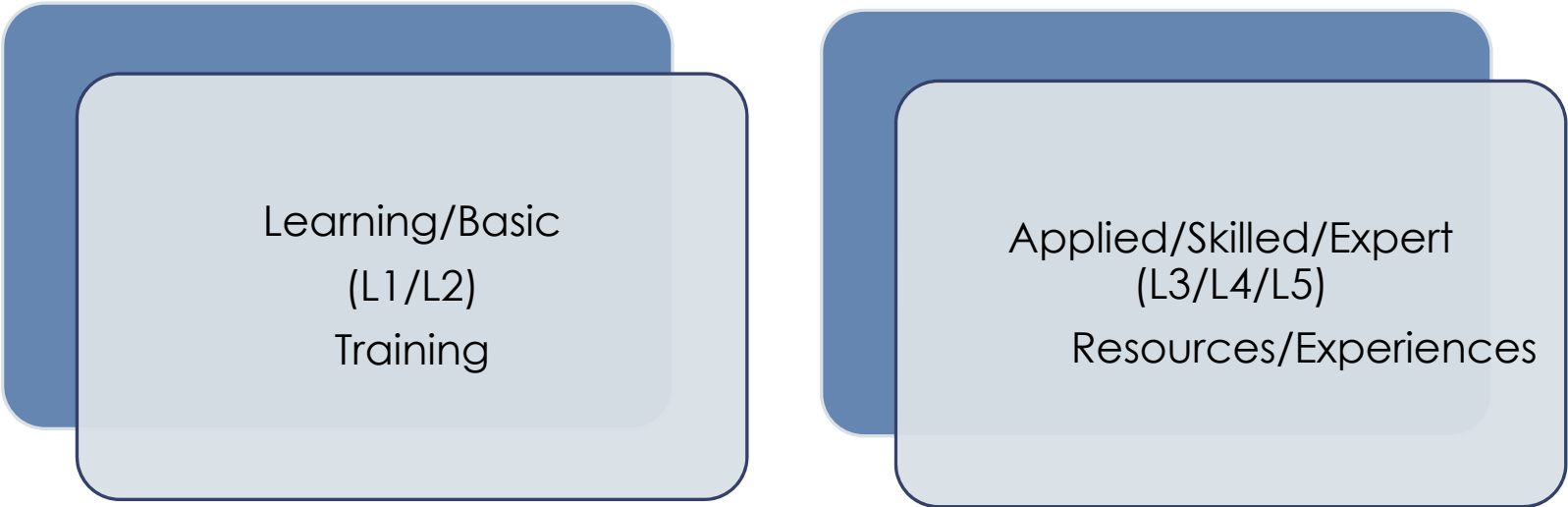
↑ Experience

- Competency Models
- Blended Learning
- Accessible Resources

Competency Modeling Status and Use



Closing Skill Gaps



Learning/Basic
(L1/L2)
Training

Applied/Skilled/Expert
(L3/L4/L5)
Resources/Experiences

Learning in a Hybrid Work Environment

“You can’t just throw a classroom curriculum online with static PowerPoint slides, check-the-box questions and virtual instructor led (vILT) modules and call it “hybrid.” The fact is that exceptional hybrid learning models require special attention to making the solution empowering, measurable and seamless.”

Huw Newton-Hill

Training a Hybrid Workforce? Consider These 3 Best Practices

Training Industry, April 13, 2022

Effective Learning in Hybrid Work Environments

Talent LMS survey results:

Valued



Happier



More Productive



Better
Communicators



https://www.talentlms.com/blog/remote-work-statistics-survey/#Does_training_your_remote_employees_really_make_a_difference

Adjustments to Training for Hybrid Work

Re-Design should include:

- Blended Activities/Events
- Accessible Resources in the Workflow
 - Short
 - Contextual
 - Personalized
- Connectedness/Community

Competency-Based Qualification Principles and Results

Performance Standards

Structured OJT

Knowledge Resources



Personalization

Flexibility



Time to Competency



Experience



Confidence

How to Achieve Increased Agility

Competency Models

Mentoring

Knowledge Resources

Engaging Learning
Experts

Expect and Support changing
methods for learning
development and delivery

Building a Skilled IT Workforce

Basia Sal

Deputy Division Director,
IT Services Development and Operations
Division, OCIO

OCIO Good News

Areas 90% and above	2021	2020
I know how my work relates to the agency's goals.	90%	87.0%
The people I work with cooperate to get the job done.	91%	87.1%
Employees in my work unit meet the needs of our customers.	95%	*
Employees in my work unit contribute positively to my agency's performance.	96%	*
Employees in my work unit produce high-quality work	92%	*
Employees in my work unit adapt to changing priorities	90%	*
Employees in my work unit achieve our goals	92%	*
My supervisor supports my need to balance work and other life issues.	92%	86.1%
Supervisors in my work unit support employee development.	92%	78.2%
My supervisor listens to what I have to say.	90%	85.9%
My supervisor treats me with respect.	90%	87.0%
Overall, how good a job do you feel is being done by your immediate supervisor?	93%	81%

OCIO Staffing Data

150 of 169 positions filled

28% retirement eligible

Attrition: FY21 = 14, FY22 to date = 8

Onboard FY22 to date = 8

27% of FEVS participants noted they are considering leaving within a year

64% of FEVS participants have been at NRC for over eleven years

Skillset Gaps

Rapid technology change requires continuous learning and re-skilling

Agency dependence on technology requires team to be skilled in current and emerging technologies

Strategic workforce and succession planning activities highlight critical gaps

Outcomes of Understaffing

Staff overload and burnout

Only 52% of those taking FEVS stated “My workload is reasonable.”

Several key areas have no full back-up or potential successor

Staff retiring earlier

Limited junior staff onboard

Hiring Challenges

Applicants reluctant to change jobs during PHE

Federal and private industry competition to hire key skillsets

Necessary external hiring takes time and coordination

First question from most applicants is related to workplace flexibilities

Strategies for Keeping/ Hiring Staff

Training opportunities

Valuing existing staff

Making summer interns
productive and part of the
“family”

Multiple hire and external
postings

Double encumbering

Direct hiring options



Wrap-Up



- We love our new hires!
- Thank you for your continued support of OCIO
- Thank you OCHCO for your partnership in these efforts



Civil Rights and Diversity and Inclusion Update

Stephen Smith

Civil Rights Program Manager,
Office of Small Business and Civil Rights

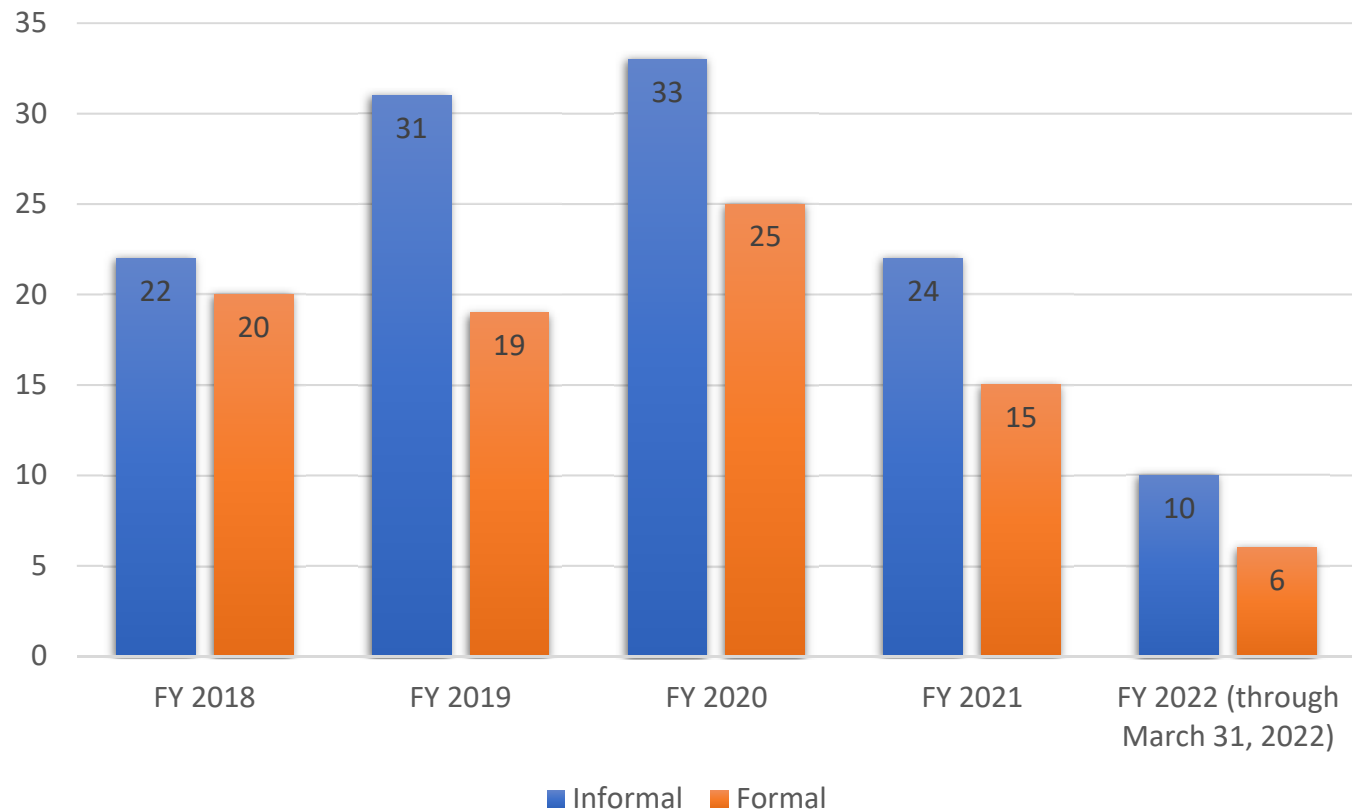
Key Messages from SBCR

EEO Complaint Activities and Trends

Building Blocks to Diversity, **Equity**, and Inclusion (DEI)



All Complaints (Informal and Formal) Filed FY 2018 – FY 2022



EEO Complaint Allegations

TOP 5 BASES

Of the 6 complaints filed in FY 2022 as of March 31, 2022, the BASIS most frequently alleged was race, followed by reprisal/retaliation, sex, age, and color.

Race
5



Reprisal/
Retaliation
4



Sex
4



Age
3



Color
3



The information presented is based on the bases raised in the formal complaints. The bases alleged may or may not have been accepted or dismissed. That is a legal determination made based on a review of relevant regulations and EEOC decisions.

EEO Complaint Allegations

TOP 5 ISSUES

Of the 6 complaints filed in FY 2022 as of March 31, 2022, the ISSUE most frequently alleged was harassment (non-sexual), followed by promotion/non-selection, performance appraisal, time and attendance, and disciplinary action.



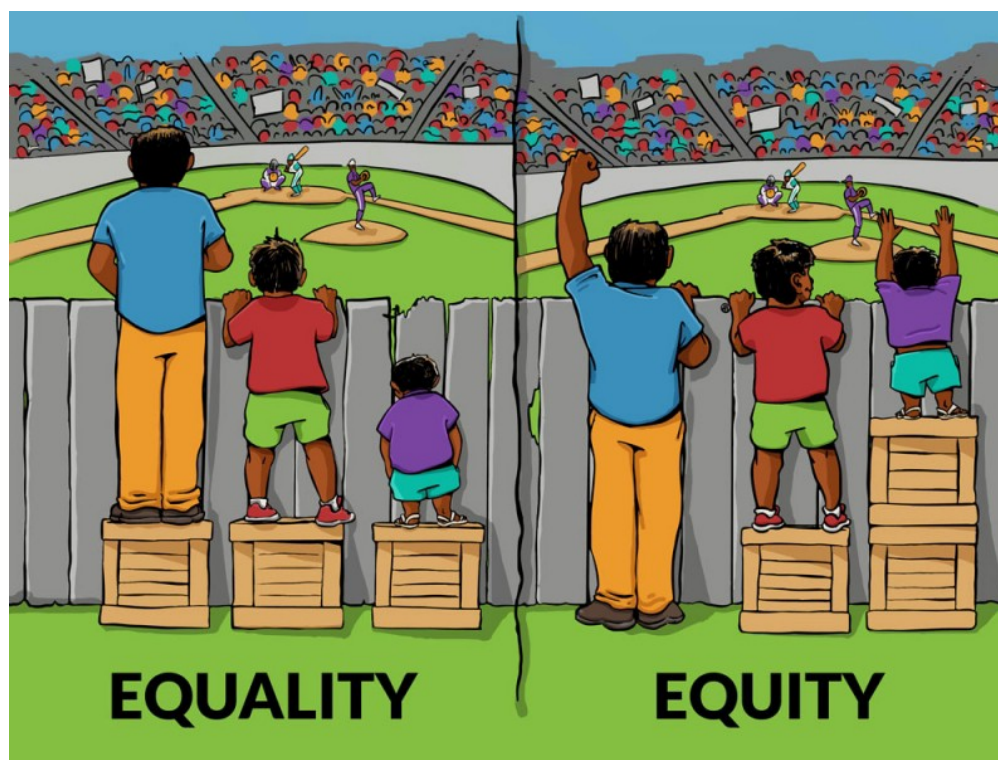
The information presented is based on the issues raised in the formal complaints. The issues alleged may or may not have been accepted or dismissed. That is a legal determination made based on a review of relevant regulations and EEOC decisions.

Building Blocks to DEI



Leading With Equity & Why It Matters

Shifting our mindsets, behaviors, and practices so everyone in our Agency achieves their full potential.



“Advancing equity is not a one-year project – it’s a generational commitment that will require sustained leadership and partnership with all groups of people and communities”

Closing Remarks

Catherine Haney

Deputy Executive Director for Materials,
Waste, Research, State, Tribal,
Compliance, Administration, and Human
Capital Programs