



Briefing on Human Capital and Equal Employment Opportunity

Commission Meeting
June 18, 2019



Agenda

- Opening Remarks
 - *Margaret Doane, EDO*
- Overview on Human Capital
 - *Miriam Cohen, CHCO*
- Update on Strategic Human Capital Management – *Jason Shay, OCHCO*
- Update on Learning and Development
 - *Susan Abraham, OCHCO*
- Civil Rights and Diversity and Inclusion Update – *Pamela Baker, SBCR*



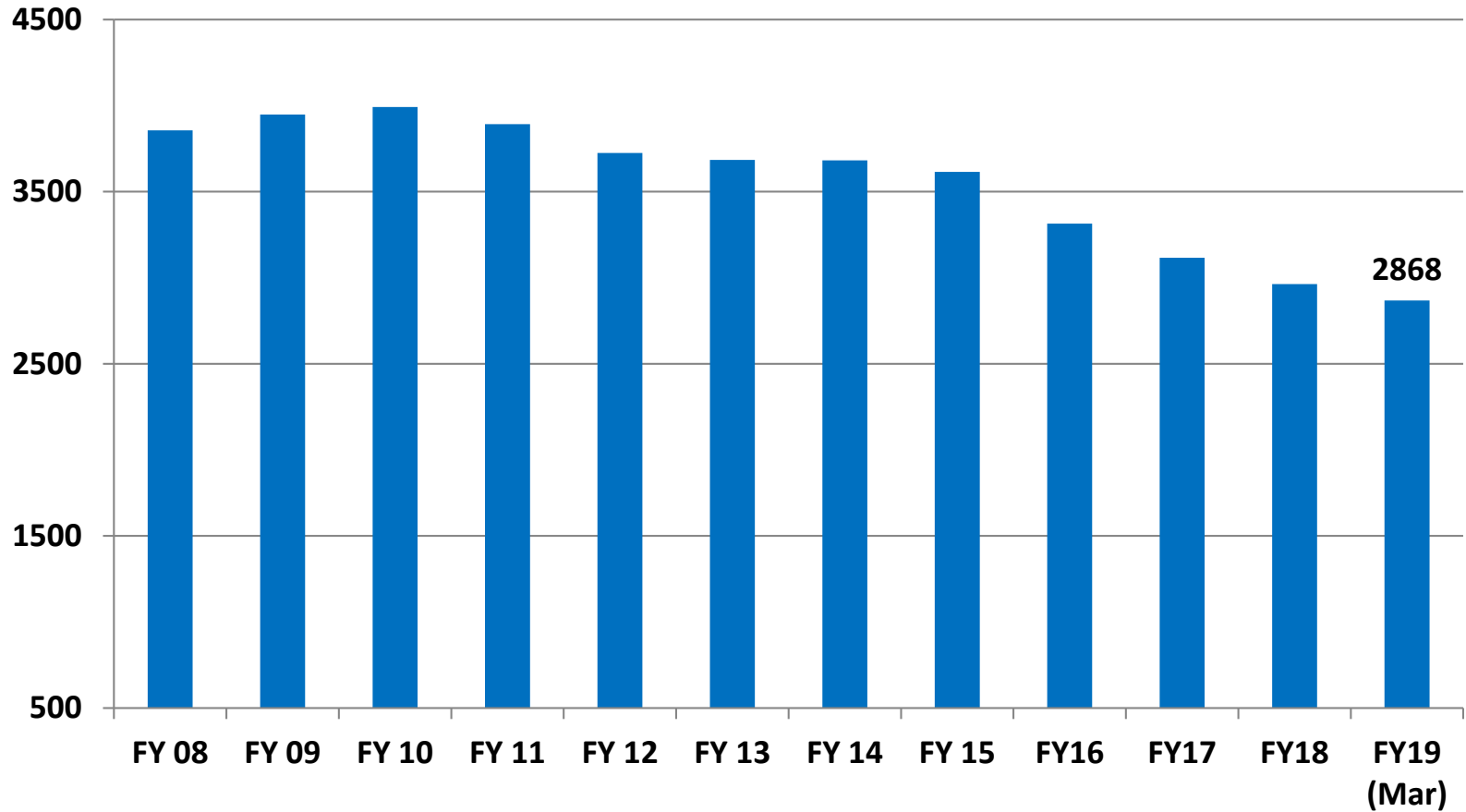
Overview on Human Capital

Miriam Cohen

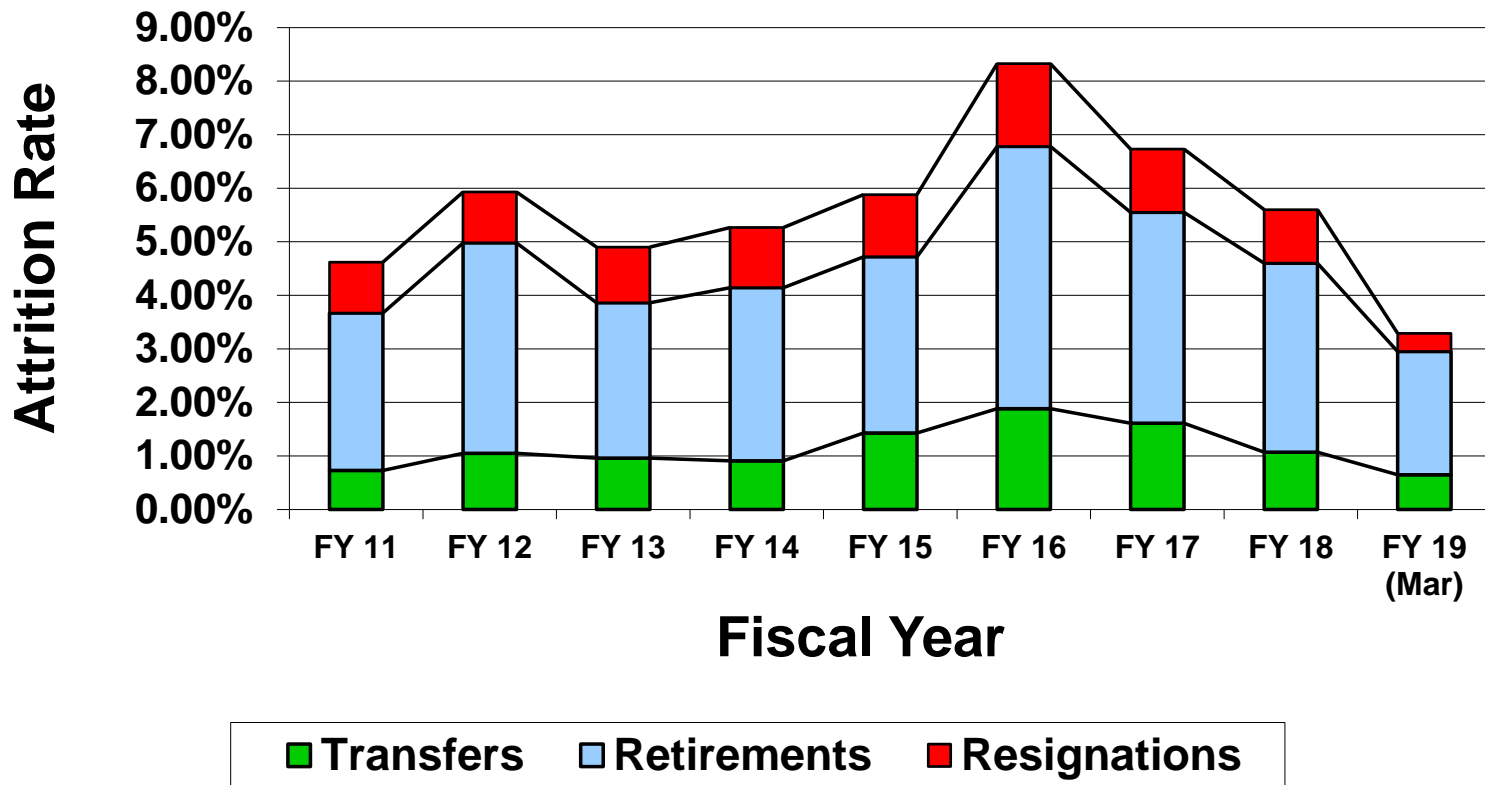
Chief Human Capital Officer

Office of the Chief Human Capital Officer

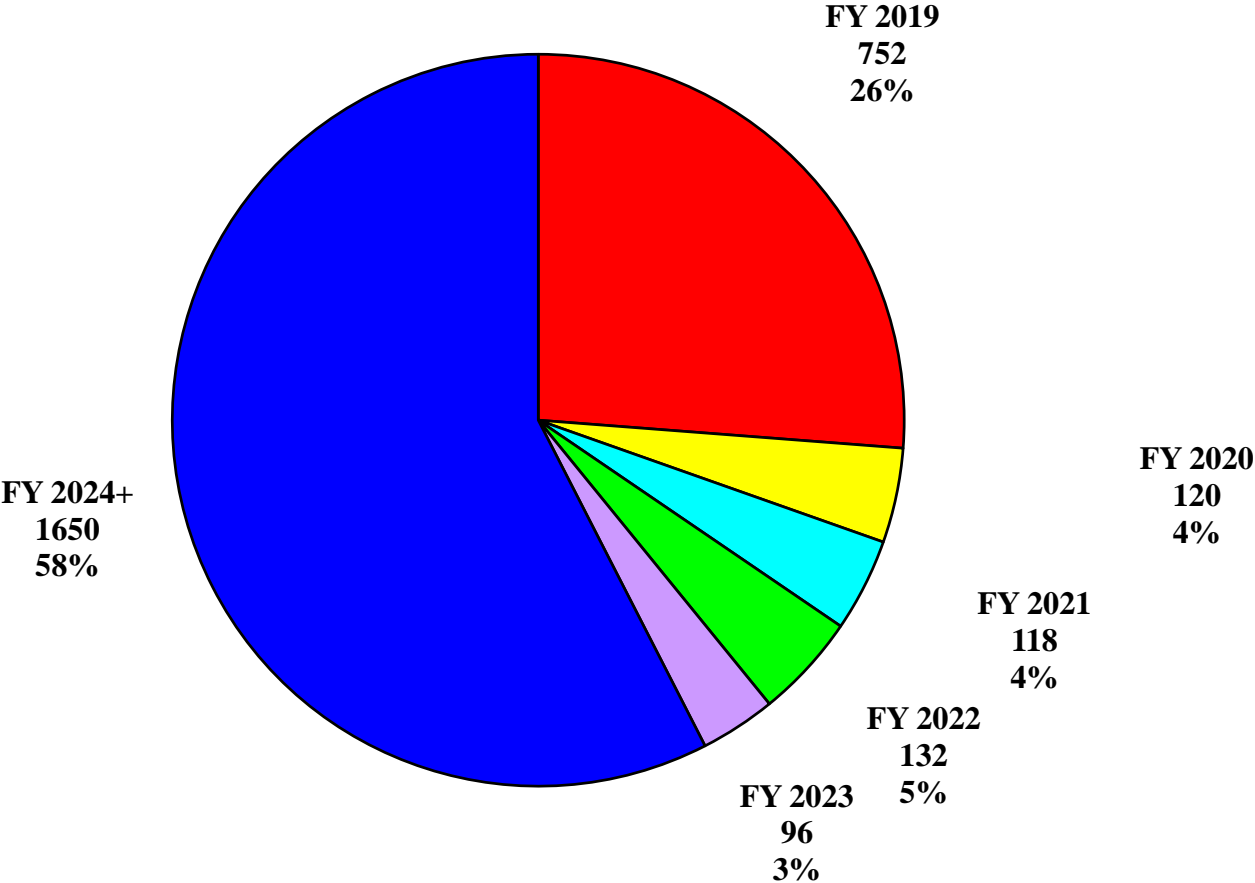
Permanent Staff on Board



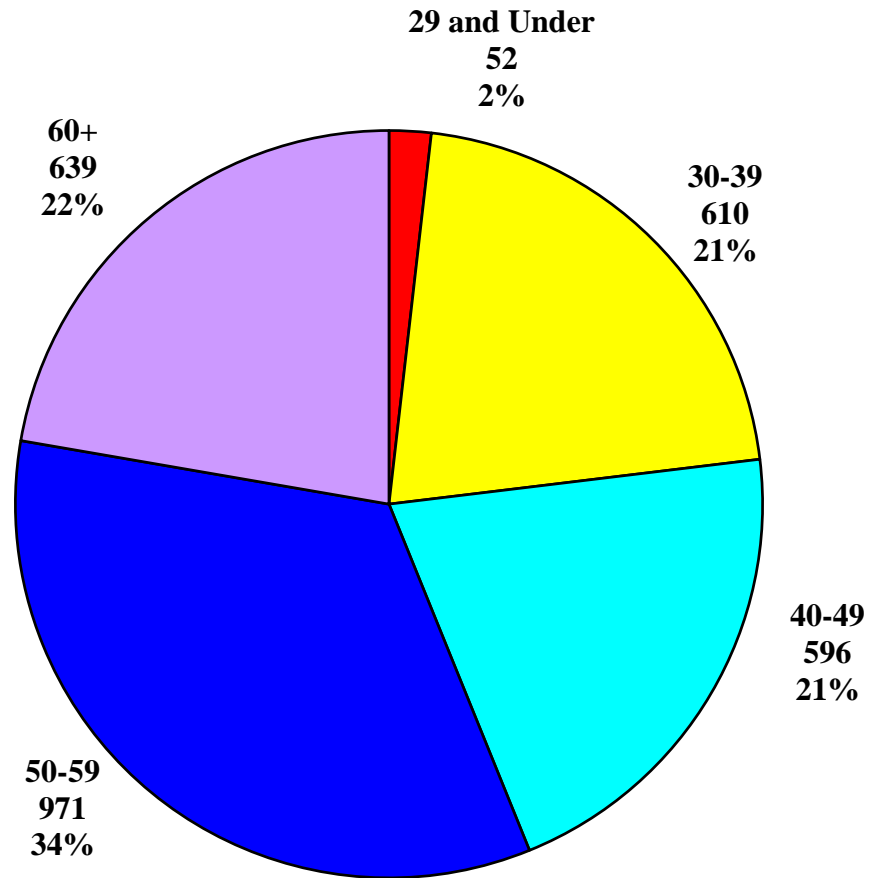
Permanent Attrition by Type



Staff by Retirement Eligibility



Staff by Age



Investments in Human Capital

- Enhancing how we do strategic workforce planning
- Developing competency models to improve employee agility
- Strengthening leadership development at all levels
- Supporting organizational culture initiatives



Update on Strategic Human Capital Management

Jason Shay

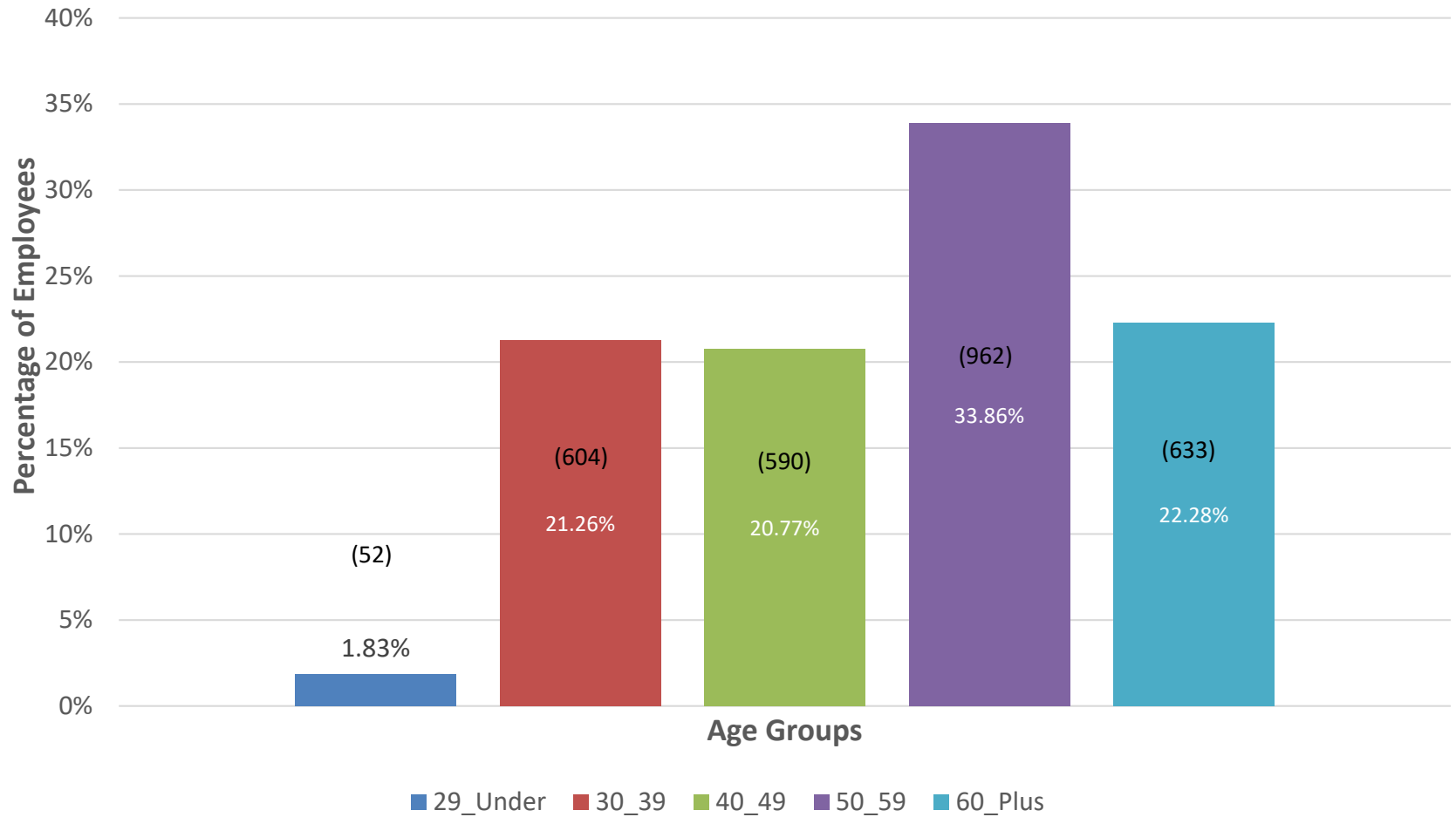
Associate Director for Human Resources
Operations and Policy

Office of the Chief Human Capital Officer

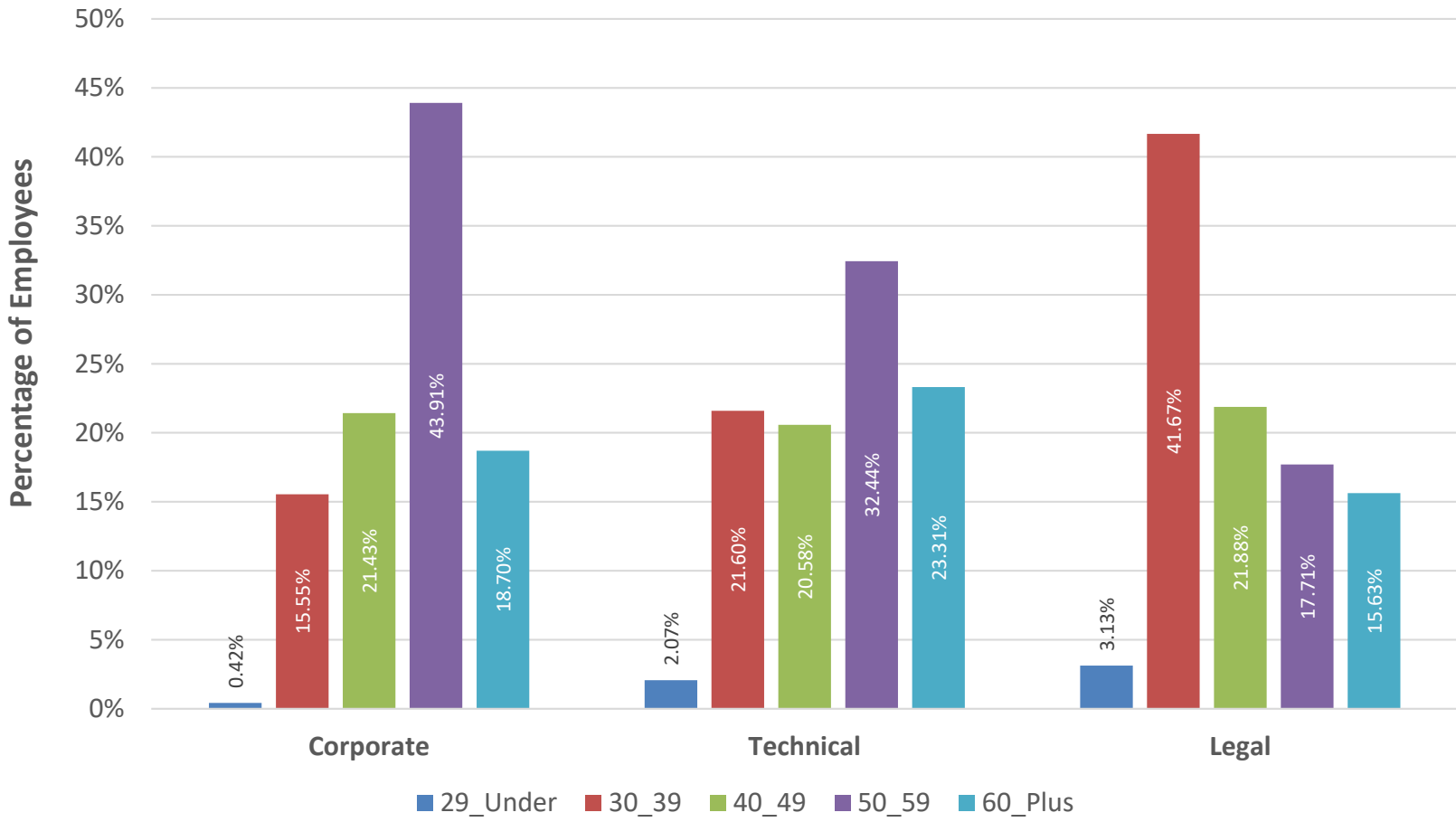
A Lack of Entry-Level Hiring has an Impact

- What is an entry-level hire?
- Current state of entry-level hires
- Impacts on demographics (employees under the age of 30)

Percentage of Employees by Age Group (Agency wide) FY 2019 Q2



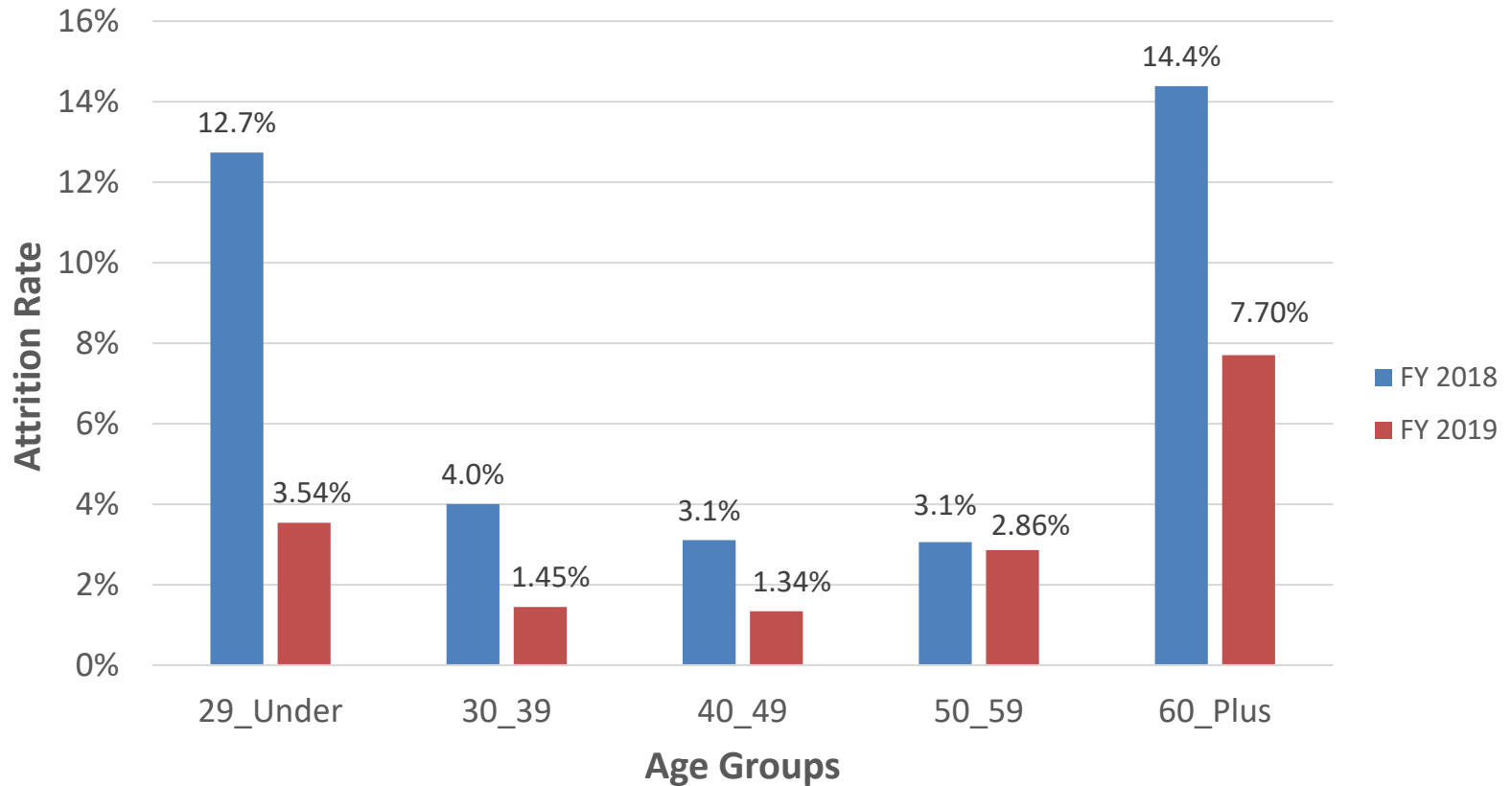
Percentage of Employees by Age Group
(Corporate, Technical and Legal)
FY 2019 Q2



How Did We Get Where We Are?

- Right-sizing the agency
- Preference for mid-career vs. entry-level hires
- Deferment of the Nuclear Safety Professional Development Program
- Attrition

Attrition Rates by Age Groups FY 2018 and FY 2019 (Q2)



The New Workforce Is Different

- Blend of High-Touch and High-Tech
- Work-Life Balance
- Collaborative and mobile approach to learning
- Diversity and Inclusion

Reinvigorating Traditional Entry-Level Hiring Strategies

- Temporary Summer Student Program
- Integrated University Program
- University Champions Program

Pursuing Innovative Solutions To Increase Entry-Level Hiring

- Modernized NRC developmental program
- New marketing campaign
- Exposure to non-traditional entry-level workforce

We Hired Them, But How Do We Retain Them?

- Expanded use of the Student Loan Repayment Program
- Emphasizing work-life programs

Progress Continues, But Challenges Remain

- Workload – Planning for work in the future (Strategic Workforce Planning)
- Prioritizing a demographically balanced workforce



Update on Learning and Development

Susan Abraham

Associate Director for Human Resources
Training and Development

Office of the Chief Human Capital Officer

Investing in the NRC Workforce



**Workforce
Planning**
Core Positions



Future of Learning
Learning
Transformation
Initiative

Competency Based
Knowledge
Management



**Talent
Management**
Appraisal System
Automation

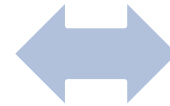
Individual Development
Plans

Competency
Assessments

Modernizing Learning and Development

Modernizing Training Delivery with the Learning Transformation Initiative

- Ongoing investment in blended solutions
- Learning flexibilities and efficiencies
- Insights: Adapting instruction to blended learning and ownership of training



Developing Talent Today and Preparing for the Future with Competency Models

- Complements SWP
- Bridges a skill gap/broadens a skill
- Supports two-way career development discussions
- Promotes learning through Skill-based Mentoring
- Expands into competency based training and qualification programs



Leveraging Technology with the Talent Management System

- Integrated solution
- Capabilities:
 - Performance appraisal system automation
 - Qualification tracking
 - Course accessibility with mobile devices
- Phased implementation



Innovation in Collaborative Learning

- Implementation of an NRC Wiki tool
- Topics of interest - sponsored by the office KM champion
- Significant events captured by the Senior Level Staff
- Challenge: Adoption and use of the tool



Civil Rights and Diversity and Inclusion Update

Pamela Baker

Director

Office of Small Business and Civil Rights

Empowering Talent Through Inclusion

- **EEO Engagement in Organizational Initiatives**
 - Advisory Committee Leadership Model Passport Series
 - DMAC and DIALOGUE involved with Futures Assessment
 - Targeting IUP/MSIP Grant Recipients for Entry Level Hiring
- **Integrating Special Emphasis Program Events into Mission Work**
 - Women's History Month Luncheon during the RIC (FEWPAC/NTWN)
 - Dawnland film viewing/discussion (NAAC/NMSS)
 - Safe Spaces training (ACLGBT/GLOBE)

Preserving Relationships through Early Intervention and Creative Resolution

- **DIALOGUE Ambassadors**

- Workplace Listeners
- 11 Cohorts to Date – 8% of Staff
- Expanding to Regions

- **EEO Counselors**

- Trained to Facilitate Understanding
- Reinforcing Community
- Restructuring Cadre

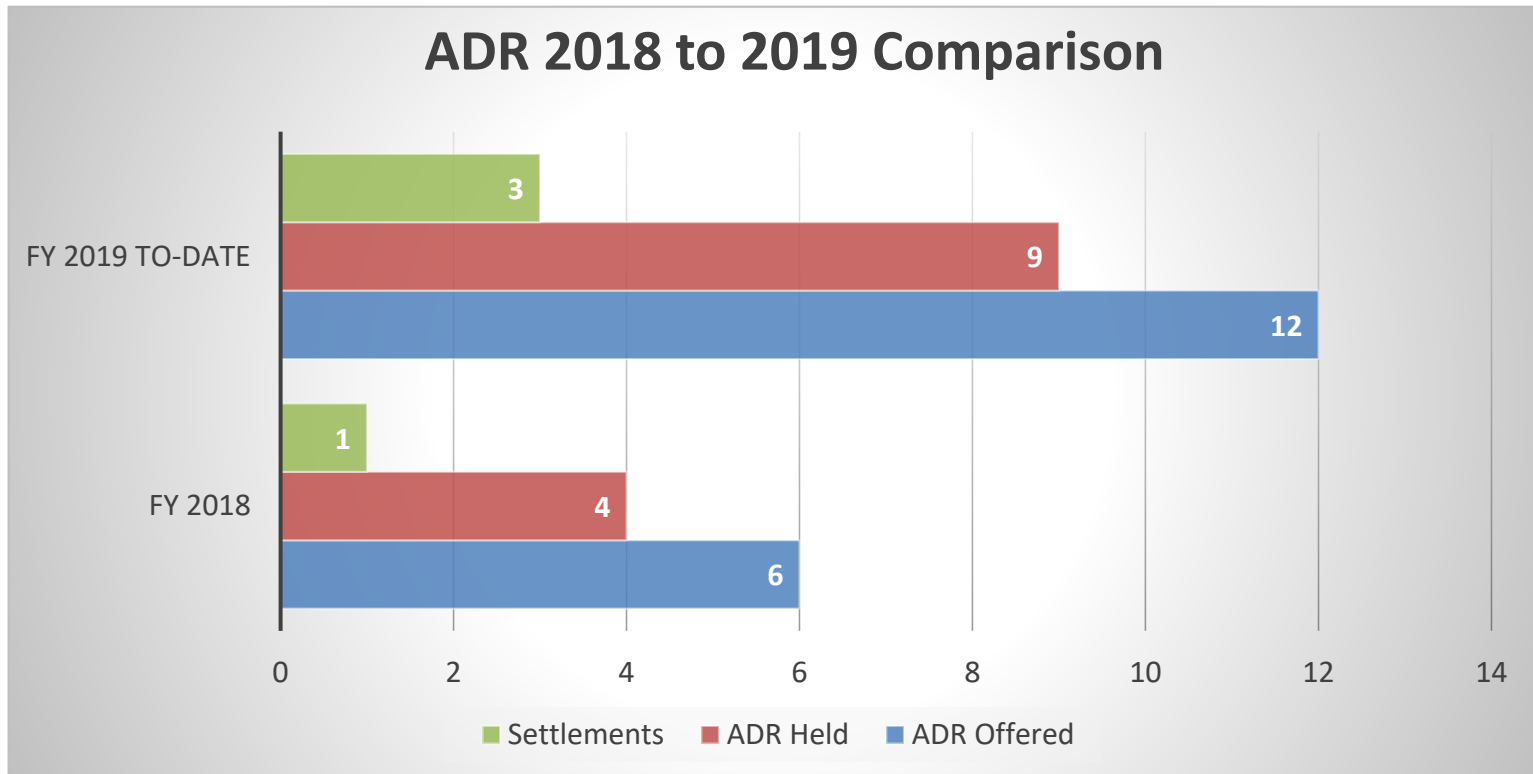
- **Trainers, Facilitators, and Mediators**

- EEO Refresher Training
- Anti-Harassment Sessions
- Speed of Trust

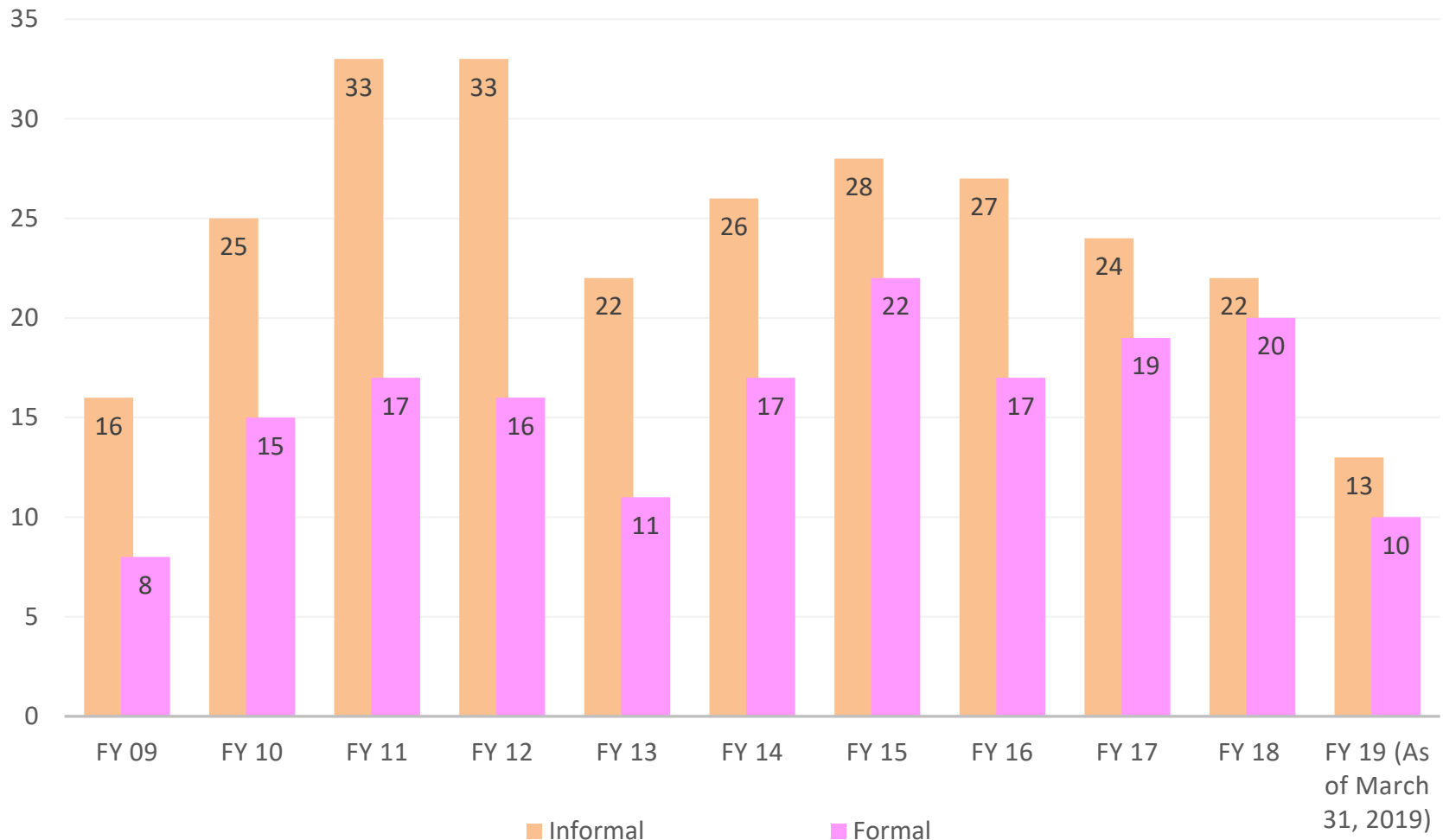
Resolving Differences

- **Alternative Dispute Resolution**

- Increased Activity
- Programmatic Changes



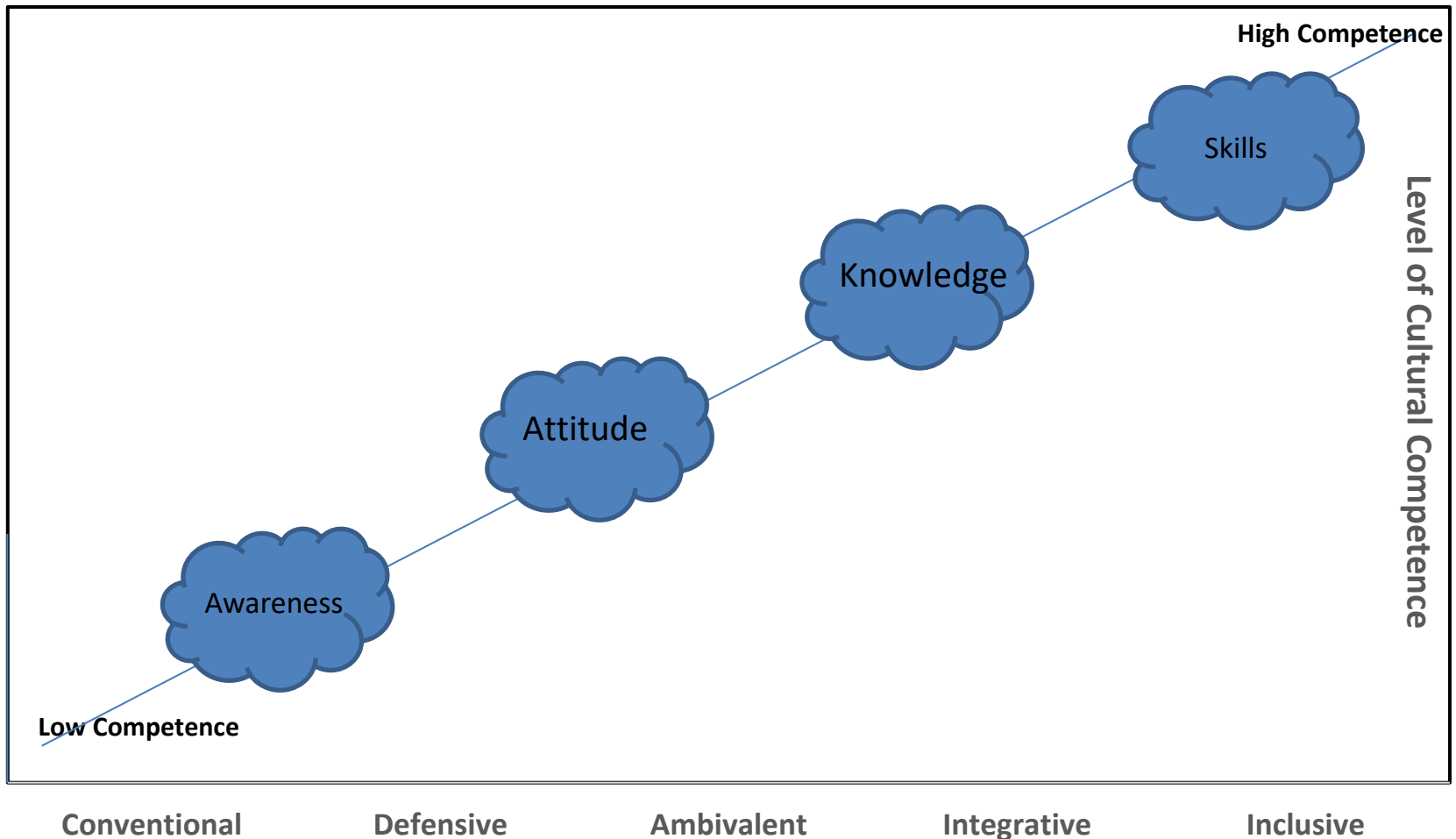
All Complaints (Informal and Formal) FY 2009 – March 31, 2019



Analyzing EEO Complaint Activity

- By the numbers:
 - In comparison to similarly sized Federal agencies, NRC's activity remains low
 - Number of complaints relatively static, despite decreased staffing
- By Bases:
 - Age, gender, and retaliation remain among the top allegations, equating to 70% of complaints.
 - Race as a claimed basis is increasing as disability complaints are decreasing
- By issue:
 - Most frequent issues are assignment of duties, harassment, and performance appraisals
 - This is consistent with FY2017 data

Progressing Beyond Awareness & Tolerance to Integration and Inclusion



Moving from Vision to Reflection



SBCR
2016-2019

Acronyms

- ACLGBT - Advisory Committee for Lesbian, Gay, Bisexual and Transgender Employees
- CHCO – Chief Human Capital Officer
- DIALOGUE – Diversity Inclusion Awareness Leading Organizational Growth, Understanding, and Engagement
- DMAC - Diversity Management Advisory Council

Acronyms (continued)

- EDO – Executive Director for Operations
- EEO – Equal Employment Opportunity
- FEWPAC - Federal Women's Program Advisory Committee
- FY – Fiscal Year

Acronyms (continued)

- IUP - Integrated University Program
- KM - Knowledge Management
- LMS - Learning Management System
- LTI - Learning Transformation Initiative

Acronyms (continued)

- MSIP – Minority Serving Institution Program
- NAAC - Native American Advisory Committee
- NRC – U.S. Nuclear Regulatory Commission
- NTWN – NRC Technical Women's Network

Acronyms (continued)

- NMSS - Office of Nuclear Material Safety and Safeguards
- OCHCO – Office of the Chief Human Capital Officer
- SWP - Strategic Workforce Planning
- SBCR – Office of Small Business and Civil Rights

Acronyms (continued)

- TMS - Talent Management System