
Appendix B – Project Aim Charter
August 15, 2014

Objective

Project Aim seeks to provide recommendations for improving the current and projected performance of the Nuclear Regulatory Commission (NRC). The Project also seeks to provide more concrete and specific projections of the workload for the agency five years out under a range of scenarios, and to recommend appropriate agency resource levels and workforce staffing that align with the projected workload such that the NRC can excel long into the future.

These improvements will enhance the NRC's ability to plan and execute its mission while adapting in a timely, proactive, effective, and efficient manner to a dynamic environment. The team will establish the foundation to improve NRC's operational excellence, agility, and culture, while also refining the basis for agency planning through 2020 and beyond.

Scope

The project will include the following:

- a. Developing and considering a range of longer-term scenarios that may affect the workload, activities of the agency, adjustments to agency plans, and supplementing the planning process for future planning and budget cycles.
- b. Performing an agency-wide assessment of the business lines and product lines to identify gaps, obstacles, and opportunities for improvement.
- c. Enhancing the agency's performance by developing agency-wide long-term strategies to overcome identified challenges and to improve the agency's ability to respond with agility, flexibility, and responsiveness to external and internal changes.
- d. Providing recommendations to align performance management efforts with Project Aim 2020 goals and strategies.
- e. Identifying longer-term strategies that warrant additional focus.
- f. Creating a roadmap for the short-term and longer-term project recommendations.
- g. Obtaining external evaluation of the agency's approach to enhancing agility, performance, efficiency, and effectiveness.

Coordination and Communications

The project team will:

- a. Develop and implement communications plans throughout the project, adjusting the messages, means, and messengers to communicate with internal and external stakeholders.
- b. Solicit and interface with a broad array of internal and external stakeholders to obtain

perspectives, opinions, and information to support the project.

- c. Coordinate and seek perspectives from a Guiding Coalition comprised of senior NRC leaders and supervisors representing the agency, including headquarters and regional offices, regulatory, corporate, and other offices. The team will meet every other week with the Guiding Coalition from June through November 2014.
- d. Meet approximately monthly with the Office Directors and Regional Administrators.
- e. Provide status reports to the EDO and CFO, and the Commission every other week. The team will meet at least every other month with the Commission, to the extent the Commission supports through Agenda Planning.
- f. Conduct outreach to the NRC staff through a variety of mechanisms to enhance awareness and encourage involvement in the project.
- g. Conduct periodic pre-decisional consultations with the National Treasury Employees Union throughout the duration of the project.

Expected Products and Schedule

The project team will develop the following products:

- a. Aim Point 2020 (September 2014) – a description of the likely scenarios based on projected agency workload for 2020, considering significant external and internal drivers and a variety of potential scenarios.
- b. Identifying Gaps (October 2014) – assessment of any significant gaps between current state and future state, as well as strategies and necessary agency capabilities to close the gaps by
- c. 2020.
- d. Revised Planning and Budget Formulation Process (November 2014) – revisions to the process to include future aim points in the NRC planning and budget formulation process.
- e. Strategies (December 2014) – significant agency-wide strategies to address gaps and long-term trends.
- f. Performance Management (December 2014) – recommendations for improving NRC performance management, including development of measures that are used and useful in evaluating NRC performance at the agency level, considering strategies, mission, gaps, and Aim Point. Recommendations will also focus on enhancing the effectiveness and efficiency of performance management, including greater emphasis on forward focus, agency-wide trends and crosscutting issues, data driven assessment of performance, and outcomes.
- g. External Review (Commence by October 2014) – Acquire credible external review of the agency approach to enhancing agility, performance, efficiency, and effectiveness.

The schedule for the project team will be:

| Milestone | Date |
|---|-------------------|
| Launch Project | 2 June 2014 |
| Conduct Initial Internal/External Outreach | 30 June 2014 |
| Complete Initial Aim Point 2020 | 30 September 2014 |
| Complete Planning and Budget Formulation Process Revisions | 21 November 2014 |
| Complete Strategies | 31 October 2014 |
| Complete Performance Management Recommendations | 1 December 2014 |
| Conduct Internal Outreach | Continuing |
| Complete External Outreach | 30 November 2014 |
| Commence External Review | 31 October 2014 |

The sequence and schedule for the project will be adjusted as the team formulates a more detailed schedule and project plan. The team recognizes that this project will be conducted in parallel with other priority NRC work, so it will need to adjust schedules to accommodate these priorities while completing the project in a timely and quality manner to meet agency needs.

Structure

The NRC's project team will report to the Executive Director for Operations (EDO) and the Chief Financial Officer (CFO). The team will be led by Michael Weber, Deputy Executive Director for Operations, and will include the following staff members:

| Name | Title | Focus Areas |
|-----------------|--------------------|---|
| Michael Weber | Team Leader | Program leadership |
| Karen Fitch | Deputy Team Leader | Planning, budgeting, and performance management; agility; strategic workforce planning |
| Russell Allwein | Member | Strategic planning, resource management |
| Steve Baggett | Member | External and internal environment, workload forecasting, regulatory process |
| Sandy Cianci | Member | Administrative assistance |
| Glenn Ellmers | Member | Change leadership, communications, and stakeholder engagement |
| Trish Gallalee | Member | Process improvement, operational excellence, culture change, benchmarks, and best practices |
| Heather Murray | Part-time Member | Budgeting, workforce planning, resource management |
| Maria Schofer | Part-time Member | Budgeting, workforce planning, resource management |

Additional team members may be added as needed. Other staff members may be consulted on a part-time basis.