

U.S. Nuclear Regulatory Commission – Enhanced Strategic Workforce Planning (SWP) Logic Model

INPUTS	ACTIVITIES	OUTPUTS	SHORT-TERM OUTCOMES	LONG-TERM OUTCOMES
Guidance <ul style="list-style-type: none"> Strategic plans and guiding documents Direction from agency and national leadership 	Step 1: OEDO initiates SWP cycle OEDO incorporates NRC Strategic Plan, data on the agency and national/global environment, and input from ODs/RAs/business line leads to update and distribute the Agency Environmental Scan, which guides workload forecasting.	Step 1 <ul style="list-style-type: none"> # of office/region-identified key factors with potential to impact workload # of internal and external drivers of NRC workload and workforce identified in the Agency Environmental Scan 	Reactions and perceptions <ul style="list-style-type: none"> Perceived utility of SWP program Perceived value of resources allocated to complete SWP Attitudes toward SWP processes 	Organizational functioning and performance <ul style="list-style-type: none"> Ability to manage and execute NRC’s workload Ability to anticipate/predict and plan for future needs and directions Ability to adapt to changing needs and global/national context Organizational health, culture, and resilience Target workforce size and composition met 5 years later Strengthened connection between OEDO/corporate support functions and offices/regions
Implementers <ul style="list-style-type: none"> Office directors and regional administrators (ODs/RAs) and deputies Division directors and deputy division directors Business line lead office directors Branch chiefs and supervisors Office/region points of contact (POCs) Office of the Executive Director for Operations (OEDO) Office of the Chief Human Capital Officer (OCHCO) 	Step 2: Conduct workload forecast and demand analysis Offices/regions, with feedback from business lines and partner offices, develop workload projections. Division directors, with support and input from ODs/RAs, business line leaders, and OCHCO, conduct branch-level demand analyses to determine the number of people and proficiency levels needed in core positions.	Step 2 <ul style="list-style-type: none"> % of office/region workload forecasts completed # of new core positions % of branch-level demand analyses completed 	Confidence in reliability and validity of SWP data and analyses	
Supporters <ul style="list-style-type: none"> Office of the Chief Financial Officer (OCFO) SWP Application Tool developers 	Step 3: Conduct workforce supply analysis Branch chiefs identify current employees in core positions, estimate current proficiency levels, and identify challenges should positions become vacant. Division directors, ODs/RAs, and OCHCO review supply analysis findings.	Step 3 <ul style="list-style-type: none"> % of branch-level supply analyses completed 	Knowledge of SWP process and results	
Tools <ul style="list-style-type: none"> SWP Application Tool SWP SharePoint site Competency models 	Step 4: Conduct gap analysis and risk assessment OCHCO and division directors, with support and input from branch chiefs, supervisors, and ODs/RAs, collaborate to identify and prioritize workforce and competency gaps/surpluses. ODs/RAs review gap and risk findings.	Step 4 <ul style="list-style-type: none"> % of gap/surplus analyses completed % of prioritized lists of gaps/surpluses completed 	Agency-level alignment <ul style="list-style-type: none"> Standardization of processes High level of engagement in strategic thinking across offices and regions Use of shared mental models High degree of similarity in uses of SWP data across offices/regions 	
Data sources	Step 5: Develop and enact strategies to address workforce gaps and surpluses Division directors, with support from branch chiefs and supervisors, coordinate with business line leads, partner offices, OCFO, and OCHCO to develop and implement office/region-level workforce strategies and action plans integrated with the budget. OCHCO implements agency-level strategies to support cross-cutting needs.	Step 5 <ul style="list-style-type: none"> % of office/region action plans completed % of budget or resource concerns related to executing the strategy flagged Updated Human Capital Operations Plan 	Utilization of SWP data for: <ul style="list-style-type: none"> Budgetary requests and allocations Corporate support effort allocations Workforce-related requests and decisions OCHCO-developed programs, courses, and training curricula Creating new competency models Informing/supporting audits 	
SWP training Budget/funding that supports SWP (e.g., FTE)	Step 6: Monitor, evaluate, and revise strategies Offices/regions continuously monitor implementation of strategies/action plans and report results to OEDO and OCHCO. Offices/regions and OCHCO collaborate to revise strategies (if needed) and ensure alignment with business lines and partner offices. Ongoing communications and meetings about SWP progress, data, and outcomes	Step 6 <ul style="list-style-type: none"> # of new office/region-identified key factors with potential to impact SWP process # of activities/strategies completed # of activities/strategies carried forward to next SWP cycle 	Leader-specific experiences <ul style="list-style-type: none"> Desire to engage in future SWP Reliance on SWP data across diverse contexts and needs Ability to make data-driven decisions Ability to direct staff toward agency needs Ability to make staffing decisions that are driven not only by current needs, but also future landscape/needs Ability to plan ahead 	
		General/cross-cutting <ul style="list-style-type: none"> # of tickets completed # of meetings conducted/communications shared Annual roll-up of results completed Lessons learned completed 	Agency-level performance indicators <ul style="list-style-type: none"> Ability to meet Key Human Capital Indicators Improved quarterly HRStat metrics Ability to meet fiscal year FTE goal Requested annual budget secured 	
			Staffing <ul style="list-style-type: none"> Applicant flows (internal and external hires) Retention/attrition Movement of existing staff (permanent and temporary/rotations) 	
			Continuous improvement of SWP <ul style="list-style-type: none"> Annual lessons learned captured Adaptations made to SWP process Adaptations made to SWP Application Tool 	Employee experiences <ul style="list-style-type: none"> Ability to make informed career and developmental decisions Engagement, motivation, morale, well-being, and job attitudes Perceptions of NRC as an organization Workload and occupational health factors (e.g., stress, burnout) Perceptions of job security Job performance Retention
				Confidence of external parties in NRC’s ability to execute its mission