

## **NTEU Monday Minute for the Week of October 3, 2016: Change Management**

NTEU has been working hard to partner the development of Project Aim and several of the 19 discreet tasks associated with it in order to represent your questions and concerns about the implementation of these tasks and the impact on your working environment. NTEU has participated in the daily Project Aim meetings, attended meetings with management, provided comments at the Project Aim Steering Committee meetings, participated on working groups for several of the Project Aim tasks, attended and spoken at Town Halls and agency Meet and Greets, and provided information to you about these activities at Commission All-Staff meetings, office and division All-Hands meetings, and through this Monday Minute.

With all of this communication taking place, you would think there would be less confusion about the Project Aim Initiative. But communication continues to be a work in progress. As an example, although there was some question about it earlier, to be clear, Project Aim is a “project” with a discernible beginning and ending.

That being said, while NTEU appreciates that there are discreet tasks associated with Project Aim that are or will shortly be, completed, we believe the greater focus that underpins those tasks has and should continue to be the change management that is inherent in Project Aim – changing the agency culture to be more effective, efficient and agile. This change management supports the changes in the way that the agency hires and retains its employees, the way that the agency determines the work that will be done based on our mission, the way that the agency develops processes and procedures to assist our employees as they engage in the agency’s work, and finally, the way that the agency uses its resources to support our employees, including training and opportunities to excel.

In September 2015, the Office of the Inspector General issued [a report](#) regarding an audit it conducted to assess the efficiency and effectiveness of the U.S. Nuclear Regulatory Commission’s management of change. The report concluded that “change management is essential for maximizing change success, but NRC does not have a comprehensive process to manage change because efforts to provide an agencywide change management process are incomplete. Consequently, NRC has missed opportunities to implement change more efficiently and effectively, and will continue to do so without a comprehensive, scalable, agencywide change management process.”

In response, the agency through the Office of the Chief Human Capital Officer (OCHCO) is developing a change management initiative as well as the tools that management AND employees can use to most effectively implement this initiative which, smartly so, is looking at how change management has been handled as part of Project Aim, including feedback from Town Hall Meetings, *Ask the EDO* and most recently included “Listening Sessions” that OCHCO staff conducted in Headquarters and the Regions. One of the important lessons learned has been the importance of developing a vision for this initiative which has been done in a recent [memorandum from EDO Victor McCree](#). Additionally, the OCHCO staff has been developing a

[“context’ for this initiative](#) -- where the agency has been, where it is now, and where it hopes to be in the future.

Change implies a certain amount of uncertainty which can create anxiety and insecurity. Employees have already experienced this with Project Aim. With additional changes to occur, our employees need strong leaders that they can trust, who walk the talk, and that have the necessary insights and tools to help our employees navigate the who, what, why, and how associated with the implementation of the Change Management Initiative. This, of course, should be built on the successes associated with the hard work that helped to infuse efficiency, effectiveness and agility into the tasks associated with Project Aim as well as a reexamination of the efforts that were not successful.

NTEU needs to hear from you, our bargaining unit employees, so that when we sit at the partnership table, we represent your concerns and needs as the agency moves forward with the implementation of the 19 discreet tasks associated with Project Aim and into the future as the Change Management initiative is rolled out. Please contact us at [nteu@nrc.gov](mailto:nteu@nrc.gov) or drop by the union office at O 1G22. We are open for business!

**In Case You Missed It:** October is National Domestic Violence Awareness Month. The NRC wants you to be aware of what domestic violence abuse looks like, the warning signs, and what to do should this become an issue for you or someone you care about.

Domestic violence is prevalent and it can happen to anyone. Domestic violence does not discriminate. According to the National Intimate Partner and Sexual Violence Survey and the Centers for Disease Control and Prevention, 1 in 3 women and 1 in 4 men have been victims of [some form of] physical violence by an intimate partner within their lifetime, and 1 in 7 women and 1 in 18 men have been stalked by an intimate partner during their lifetime.

On October 11, 2016, from 10-11 a.m. in the TWFN auditorium, the NRC will host a speaker from the National Resource Center on Domestic Violence. The speaker will focus on domestic violence awareness and how it impacts the workplace. This event will be an hour-long presentation on domestic violence awareness and resources, including time at the end for discussion and Q&A. Mark your calendars and be sure to attend this presentation. The presentation will also be available by bridge line: bridge line: 888-606-9805, passcode: 50559.

**Someone Said:** “The growth and development of people is the highest calling of leadership.” - Harvey Firestone, entrepreneur and corporate leader