

Fiscal Year 2025 Performance Report

December 2025



Introduction

The U.S. Nuclear Regulatory Commission (NRC) began operations in 1975, in accordance with the Energy Reorganization Act of 1974, to regulate the various commercial and institutional uses of nuclear materials. The agency succeeded the Atomic Energy Commission, which previously had responsibility for both developing and regulating nuclear activities. Under its responsibility to protect public health and safety, the NRC has the following main regulatory functions: (1) establish standards and regulations; (2) issue licenses, certificates, and permits; (3) ensure compliance with established standards and regulations; and, (4) conduct research and assessments to support regulatory decisions. These regulatory functions include overseeing nuclear power plants, fuel cycle facilities, and other civilian uses of radioactive materials. Such civilian uses include nuclear medicine programs at hospitals, academic activities at educational institutions, and industrial uses related to gauges and testing equipment.

Congress created the Defense Nuclear Facilities Safety Board (DNFSB) in 1988, also as an independent agency within the executive branch, to identify the nature and consequences of potential threats to public health and safety at the U.S. Department of Energy's (DOE) defense nuclear facilities, to elevate such issues to the highest levels of authority, and to inform the public. The DNFSB constitutes the only independent technical oversight of operations at the nation's defense nuclear facilities. The DNFSB is composed of experts in the field of nuclear safety with demonstrated competence and knowledge relevant to its independent investigative and oversight functions.

In accordance with the 1988 amendments to the Inspector General Act of 1978, the NRC's Office of the Inspector General (OIG) was established on April 15, 1989, as an independent and objective unit to conduct and supervise audits, evaluations and investigations relating to the NRC's programs and operations. Since fiscal year (FY) 2014, per the 2014 Consolidated Appropriations Act, the NRC's OIG has exercised the same authorities with respect to the DNFSB. The OIG's mission is to provide independent and objective oversight of the operations of the NRC and the DNFSB, thereby promoting integrity, economy, and efficiency. In addition, the OIG reviews existing and proposed regulations, legislation, and directives and provides comments, as appropriate, regarding any significant concern.

The Inspector General keeps NRC and DNFSB leadership, as well as Congress, fully and currently informed about oversight matters, makes recommendations to the agencies for corrective actions, and monitors the NRC's and the DNFSB's progress in implementing such actions. In fulfilling its mission, the OIG assists the NRC and the DNFSB in accomplishing their own missions by helping ensure integrity, efficiency, and accountability in the agencies' respective programs.

Program Activities

The OIG accomplishes its mission by conducting its audit, evaluation, and investigative programs, as well as legislative and regulatory review activities. To fulfill its audit mission, the OIG conducts evaluations as well as performance, financial, and contract audits. The OIG Audits and Evaluations Program focuses on NRC and DNFSB management and financial operations, the economy or efficiency with which the agencies manage their programs or functions, and whether these programs achieve intended results. OIG auditors assess the degree to which the NRC and the DNFSB comply with laws, regulations, and internal policies in carrying out their programs. OIG auditors also test program effectiveness and the accuracy and reliability of financial statements. The overall objective of an engagement, whether it be an audit or evaluation, is to identify ways to enhance agency operations and promote greater economy and efficiency.

To fulfill its investigative mission, the OIG conducts investigations relating to the integrity of NRC and DNFSB programs and operations. The OIG's responsibility for detecting and preventing fraud, waste, and abuse within the NRC and the DNFSB includes investigating possible violations of criminal statutes relating to agency programs and activities, investigating alleged misconduct by employees and contractors, interfacing with the U.S. Department of Justice on OIG-related criminal and civil matters, and coordinating investigations and other OIG initiatives with federal, state, and local investigative agencies and other OIGs.

Organization Of This Report

Sections I and II of this report describe, respectively, NRC and DNFSB strategic goals, strategies, actions, and performance data for their work during FY 2025. Section III describes the OIG's human capital strategic goal, strategies, actions, and performance data for FY 2025. Section IV provides information on OIG resources, measurement methodology, cross-cutting efforts, and peer reviews. Section V provides conclusions about FY 2025 performance.

SECTION I.

The OIG's Strategic Goals, Strategies, Actions, and Performance Data for the NRC



Strategic Goals, Strategies, Actions

The [OIG Strategic Plan](#) features three goals and guides the activities of its Audits and Evaluations Division and its Investigations Division for FY 2024 through FY 2028. The plan identifies the major challenges and risk areas facing the NRC, and generally aligns with the agency's mission.

OIG Strategic Goals for the NRC

- *Strengthen the NRC's efforts to protect public health and safety, and the environment.*
- *Strengthen the NRC's efforts to address evolving security threats.*
- *Increase the economy, efficiency, and effectiveness with which the NRC manages and exercises stewardship over its resources.*

The plan presents the OIG's priorities for the covered timeframe and describes its strategic direction to stakeholders, including the NRC Chairman and Commissioners and the U.S. Congress. From this perspective, it presents the OIG's results-based business case, explaining the return on investment. It also strengthens the OIG by providing a shared set of expectations regarding the goals the OIG expects to achieve, and the strategies it will use to do so. The OIG adjusts the plan as circumstances necessitate, uses it to develop its annual plan and performance budget, and holds managers and staff accountable for achieving the goals and outcomes.

The OIG's strategic plan also includes supporting strategies and actions that describe planned accomplishments. Through associated annual planning activities, audit, evaluation, and investigative resources are focused on assessing the NRC's safety, security, and corporate management programs involving the major challenges and risk areas facing the NRC. The OIG's auditors and investigators perform complementary work in pursuit of these objectives.

Strategic Goal 1: Safety

Strengthen the NRC's efforts to protect public health and safety, and the environment.

Discussion: The NRC performs critical functions to help ensure the safe and secure use of radioactive materials in the United States, and to protect both the public and workers from hazards that could result from the use of radioactive materials. Among its responsibilities, the NRC maintains an established regulatory framework for the safe and secure use of civilian nuclear reactors, including commercial nuclear power plants as well as research, test, and training reactors. The NRC's regulatory oversight responsibilities regarding reactors include developing policy and rulemaking, licensing and inspecting reactors, licensing reactor operators, enforcing regulations, and overseeing an increasing number of plants that are ceasing operations and undergoing decommissioning.

The NRC is also responsible for regulatory oversight of the use of nuclear materials; medical, industrial, and academic applications, uranium recovery activities; and, storage and disposal of high-level and low-level radioactive waste. The NRC is authorized to grant licenses for and establish regulations to govern the possession and use of radioactive materials.

Upon a state's request, the NRC may enter into an agreement to relinquish its authority to the state to regulate certain radioactive materials and limited quantities of special nuclear material. The state, called an Agreement State, must demonstrate that its regulatory program is adequate to protect public health and safety, and is compatible with the NRC's programs. The number of Agreement States is currently 40, but is expected to increase.

The NRC regulates high-level radioactive waste generated from commercial nuclear power reactors. Because of its highly radioactive fission products, high-level radioactive waste must be handled and stored with care. Because radioactive waste becomes harmless only through decay (which can take hundreds of thousands of years for high-level waste), the material must be stored and ultimately disposed of in a way that provides adequate public protection for a very long time. Due to the uncertainty surrounding a permanent repository for high-level radioactive waste, the NRC continues to review the issues associated with storing high-level radioactive waste at existing reactor sites, away-from-reactor sites, and at interim storage facilities.

The NRC must address its safety challenges to fulfill its mission of protecting public health and safety and the environment; the agency must also be prepared to address emerging technical and regulatory issues in a timely manner, and it must be able to capture and transfer knowledge gained through experience. In an ever-evolving and resource-constrained climate, it is vital that the agency implement its programs as effectively and efficiently as possible.

Strategy 1.1: Identify risk areas associated with the NRC's oversight of nuclear facilities, and conduct audits, evaluations, and/or investigations that lead to NRC program and operational improvements.

Actions: *Conduct audits, evaluations, and/or investigations into the NRC's:*

- Licensing and certification activities for operating and new reactors and new technologies;
- Inspection activities;
- Activities for promoting a strong internal/external safety culture;
- Research activities;
- Activities related to oversight of aging, obsolete, and decommissioning nuclear facilities;
- Ability to identify and effectively respond to emerging technical and regulatory issues in a timely manner;
- Actions to integrate operating experience and lessons-learned into regulatory activities;
- Oversight of supply chain vulnerabilities, including the prevention of counterfeit, fraudulent, and suspect items entering the supply chain;
- Efforts to address stakeholder and staff safety concerns, including those expressed as non-concurrences and Differing Professional Opinions (DPOs), related to the NRC's oversight of nuclear facilities; and,
- Internal/external stakeholders' concerns and allegations related to the NRC's oversight of nuclear facilities.

Strategy 1.2: Identify risk areas facing the NRC's oversight of nuclear materials, and conduct audits, evaluations, and/or investigations that lead to NRC program and operational improvements.

Actions: *Conduct audits, evaluations, and/or investigations into the NRC's:*

- Implementation of programs for tracking nuclear materials;
- Regulatory activities with Agreement States;
- Licensing and certification activities;

- Inspection activities;
- Activities for promoting a strong internal/external safety culture;
- Research activities;
- Risk management of aging, obsolete, and decommissioning sites;
- Ability to identify and effectively respond to emerging technical and regulatory issues in a timely manner;
- Actions to integrate operating experience and lessons learned into regulatory activities; and,
- Efforts to address stakeholder and staff safety concerns, including those expressed as non-concurrences and DPOs, related to the NRC's oversight of nuclear materials.

Strategy 1.3: Identify risk areas associated with the NRC's oversight of high-level and low-level waste, and conduct audits, evaluation, and/or investigations that lead to NRC program and operational improvements.

Actions: Conduct audits, evaluations, and/or investigations into the NRC's:

- Regulatory activities involving any interim and/or permanent high-level radioactive waste repositories;
- Licensing and certification activities;
- Inspection activities;
- Activities for promoting a strong internal/external safety culture;
- Research activities;
- Ability to identify and effectively respond to emerging technical and regulatory issues in a timely manner;
- Actions to integrate operating experience and lessons learned into regulatory activities;
- Efforts to address stakeholder and staff safety concerns, including those expressed as non-concurrences and DPOs, related to the NRC's oversight of high-level and low-level waste; and,
- Internal/external stakeholders' concerns and allegations related to the NRC's oversight of high-level and low-level waste.

Strategy 1.4: Identify risk areas facing the NRC's oversight of nuclear materials used for medical purposes that lead to NRC program and operational improvements.

Actions: Conduct audits, evaluations, and/or investigations into the NRC's:

- Ability to timely identify and effectively respond to emerging technical and regulatory issues and rulemaking;
- Implementation of programs for tracking nuclear materials for medical purposes;
- Regulatory activities with Agreement States;
- Licensing and certification activities;
- Inspection activities;
- Activities for promoting a strong internal and external safety culture;
- Research activities;
- Actions to integrate operating experience and lessons learned into regulatory activities; and,
- Efforts to address stakeholder and staff safety concerns, including those expressed as non-concurrences and DPOs, related to the NRC's oversight of nuclear materials used for medical purposes.

Strategic Goal 2: Security

Strengthen the NRC's efforts to address evolving security threats.

Discussion: The NRC must ensure that reactor and materials licensees take adequate measures to protect their facilities against radiological sabotage. The NRC faces the challenge of adapting to dynamic threats while maintaining a stable security oversight regime commensurate with the agency's mission as a fair and impartial regulator. The NRC has well-established inspection programs for evaluating the physical, cyber, and personnel security activities of reactor and materials licensees.

The NRC must respond to a cyber threat environment in which adversaries' tactics and capabilities rapidly evolve. Cybersecurity also entails oversight challenges related to the mix of digital and analog systems at NRC licensees' facilities. For example, digital equipment upgrades could impact licensee operations and security.

The NRC plays a critical role in overseeing and supporting the emergency preparedness and incident response capabilities of its licensees. This oversight includes the integration of licensee plans with plans of government agencies in areas such as natural disasters and terrorist threats.

The NRC supports U.S. international interests in the safe and secure use of nuclear materials and technologies, as well as nuclear non-proliferation. The NRC's actions include improving controls on the import and export of nuclear materials and equipment.

Strategy 2.1: Identify risks involved in securing operating, new, and decommissioning nuclear reactors, fuel cycle facilities, and materials sites, and conduct audits, evaluations, and/or investigations that lead to NRC programmatic and operational improvements.

Actions: *Conduct audits, evaluations, and/or investigations into the NRC's:*

- Security oversight of nuclear reactors, decommissioning reactors, fuel cycle facilities, materials sites, and waste facilities;
- Responses to an evolving threat environment;
- Coordination with other agencies;
- Efforts to develop and implement a comprehensive cyber security program for nuclear power plants and fuel cycle facilities;
- Oversight of licensee security responsibilities;
- Oversight on issues related to radiological sabotage and theft or diversion of materials; and,

- Efforts to address external stakeholders and staff concerns and allegations related to the securing of nuclear reactors, fuel cycle facilities, and materials, including those expressed as non-concurrences, DPOs, and public enforcement petitions filed under 10 C.F.R. Section 2.206.

Strategy 2.2: Identify risks related to emergency preparedness and incident response, and conduct audits, evaluations, and/or investigations that lead to NRC program and operational improvements.

Actions: *Conduct audits, evaluations, and/or investigations into the NRC's:*

- Management of emergency preparedness guidelines, regulations, and programs;
- Management of coordination with federal, state, and local governments;
- Responses to emergencies and nuclear incidents; and,
- Efforts to address stakeholder and staff security concerns, including those expressed as non-concurrences and DPOs, related to emergency preparedness and incident response.

Strategy 2.3: Identify risks in international security activities and conduct audits, evaluations, and/or investigations that lead to program and operational improvements.

Actions: *Conduct audits, evaluations, and/or investigations into the NRC's:*

- International activities, such as material control and accountability, incident response, nonproliferation, and the import and export of nuclear materials; and,
- Efforts to address stakeholder and staff security concerns, including those expressed as non-concurrences and DPOs, related to international security activities.

Strategic Goal 3: Corporate Support

Increase the economy, efficiency, and effectiveness with which the NRC manages and exercises stewardship over its resources.

Discussion: The NRC faces significant challenges in efficiently and effectively managing its corporate resources within its budget. The NRC must continue to provide infrastructure and support to accomplish its regulatory mission while responding to increased budgetary scrutiny, evolving legal requirements, changing industry and market conditions, and the continuously developing security threat environment.

Addressing limitations on agency budgetary and financial resources and the resulting impact on human capital, information management, and internal financial oversight will require a continuing, well-considered, adaptive process throughout the next strategic planning period. The NRC must continue to use its financial resources effectively and manage other factors that are budget dependent. Such factors include knowledge preservation and transfer, efficient adaptation to changing industry conditions, and the need for continued improvement in information technology capabilities. Further, the NRC must protect its infrastructure and take the necessary steps to ensure that its staff, facilities, information, and information technology assets are adequately protected against internal and external. The NRC also faces the challenge of balancing transparency with information security.

The OIG will continue to target corporate support risk areas for audits, evaluations, and investigations to fulfill the office's statutory responsibility for evaluating agency financial management. The OIG will also work with the NRC to identify and improve areas of weakness, particularly in areas subjected to budgetary pressures.

Strategy 3.1: Identify areas of corporate management risk within the NRC and conduct audits, evaluations, and/or investigations that lead to NRC program improvements.

Actions: Conduct audits, evaluations, and/or investigations into the NRC's:

- Management of human capital, to include training and development programs, knowledge management, and recruiting and retention activities;
- Financial management practices, to include development and collection of fees and budget processes;
- Response to complaints or incidents related to a chilled work environment;
- Presentation of its financial statements;
- Development, implementation, and life cycle management of information technology tools and systems;

- Internal/external stakeholders' concerns and allegations related to human capital, procurement, financial management, and information technology;
- Management of administrative functions, such as training, procurement, property, and facilities;
- Efficiency and effectiveness of its management of changes caused by internal and external factors;
- Activities and their effectiveness in fostering an environment in which corporate management issues can be raised without fear of retaliation;
- Efforts to address stakeholder and staff corporate management concerns, including those expressed as non-concurrences and DPOs, related to human capital, procurement, and information technology; and,
- Readiness and ability to respond to future pandemics and other long-term disruptions.

Strategy 3.2: Identify infrastructure risks, such as physical, personnel, and cyber security risks, and conduct audits, evaluations, and/or investigations that lead to NRC programmatic and operational improvements.

Actions: Conduct audits, evaluations, and/or investigations into the NRC's:

- Management of threats to its facilities, personnel, and information systems;
- Implementation of physical, personnel, and cyber security controls and procedures;
- Management of controls related to transparency and information security;
- Efforts to address stakeholder and staff security concerns, including those expressed as non-concurrences and DPOs, related to the maintenance of a secure infrastructure and the balance of transparency and information security;
- Internal/external stakeholders' concerns and allegations related to the maintenance of a secure infrastructure and the balance of transparency and information security; and,
- Participation in federal task forces and working groups to assess or mitigate risk to NRC corporate program operations.

OIG Performance Data for the NRC

The following tables include the OIG's strategic goals, measures, and targets for the NRC based on the OIG Strategic Plan. The tables also provide actual performance data for FY 2022 through FY 2025.

OIG Strategic Goal 1: Strengthen the NRC's Efforts to Protect Public Health and Safety and the Environment

	2022	2023	2024	2025
Measure 1. Percentage of OIG audit products and activities that cause the agency to take corrective action to improve agency safety programs; ratify adherence to agency policies, procedures, or requirements; or, identify real dollar savings or reduced regulatory burden (i.e., high impact).				
Target	85%	85%	85%	85%
Actual	100%	100%	100%	100%
Measure 2. Percentage of audit recommendations agreed to by agency.				
Target	92%	92%	92%	92%
Actual	100%	100%	100%	100%
Measure 3. Percentage of final agency actions taken within 2 years of audit recommendations.				
Target	70%	70%	70%	70%
Actual	83%	100%	72%	85%
Measure 4. Percentage of OIG investigative products and activities that identify opportunities for improvements to agency safety programs; ratify adherence to policies/procedures; or, confirm or disprove allegations of wrongdoing (e.g., high impact).				
Target	85%	85%	85%	85%
Actual	100%	100%	100%	100%
Measure 5. Percentage of agency actions taken in response to investigative reports.				
Target	90%	90%	90%	90%
Actual	100%	100%	100%	100%
Measure 6. Percentage of active cases completed in less than 18 months.				
Target	90%	90%	90%	90%
Actual	67% ¹	100%	75% ²	100%
Measure 7. Percentage of closed investigations referred to DOJ or other relevant authorities.				
Target	20%	20%	20%	20%
Actual	100%	N/A*	N/A*	N/A*
Measure 8. Percentage of closed investigations resulting in indictments, convictions, civil suits or settlements, judgments, administrative actions, monetary results, or IG clearance letters.				
Target	60%	60%	60%	60%
Actual	100%	100%	100%	75%

¹Six out of nine cases were closed within 18 months. The other three cases took longer due to case complexity and the ongoing nature of the issues.

²While the OIG cumulatively met the goal of 90%, we were under the goal for Safety due to highly complex technical matters in which the scope of the review expanded beyond the original reported concerns.

*The “not applicable” symbol indicates that investigative items were not measurable because there were no investigations applicable to these measures.

OIG Strategic Goal 2:
Strengthen the NRC's Efforts to Address Evolving Security Threats

	2022	2023	2024	2025
Measure 1. Percentage of OIG audit products and activities that cause the agency to take corrective action to improve agency security programs; ratify adherence to agency policies, procedures, or requirements; or, identify real dollar savings or reduced regulatory burden (i.e., high impact).				
Target	85%	85%	85%	85%
Actual	100%	100%	100%	100%
Measure 2. Percentage of audit recommendations agreed to by the agency.				
Target	92%	92%	92%	92%
Actual	100%	100%	100%	100%
Measure 3. Percentage of final agency actions taken within 2 years of audit recommendations.				
Target	70%	70%	70%	70%
Actual	60% ¹	50% ²	100%	70%
Measure 4. Percentage of OIG investigative products and activities that identify opportunities for improvements to agency security programs; ratify adherence to policies/procedures; or, confirm or disprove allegations of wrongdoing (e.g., high impact).				
Target	85%	85%	85%	85%
Actual	100%	100%	100%	100%
Measure 5. Percentage of agency actions taken in response to investigative reports.				
Target	90%	90%	90%	90%
Actual	100%	N/A*	100%	100%
Measure 6. Percentage of active cases completed in less than 18 months.				
Target	90%	90%	90%	90%
Actual	100%	100%	100%	100%
Measure 7. Percentage of closed investigations referred to the DOJ or other relevant authorities.				
Target	20%	20%	20%	20%
Actual	N/A*	N/A*	N/A*	100%
Measure 8. Percentage of closed investigations resulting in indictments, convictions, civil suits or settlements, judgments, administrative actions, monetary results or IG clearance letters.				
Target	60%	60%	60%	60%
Actual	N/A*	100%	100%	83%

¹Several audit reports included recommendations that require more than 2 years for the agency to finalize the action. The agency is working to finalize actions so these recommendations can be closed.

²The NRC completed actions to close seven security-related recommendations during FY 2023 from three audits and four of the recommendations were from two reports older than two years. Both audits are now closed.

*The “not applicable” symbol indicates that investigative items were not measurable because there were no investigations applicable to these measures.

OIG Strategic Goal 3: Increase the Economy, Efficiency, and Effectiveness with which the NRC Manages and Exercises Stewardship over its Resources

	2022	2023	2024	2025
Measure 1. Percentage of OIG audit products and activities that cause the agency to take corrective action to improve agency corporate management programs; ratify adherence to agency policies, procedures, or requirements; or, identify real dollar savings or reduced regulatory burden (i.e., high impact).				
Target	85%	85%	85%	85%
Actual	100%	100%	100%	100%
Measure 2. Percentage of audit recommendations agreed to by the agency.				
Target	92%	92%	92%	92%
Actual	100%	100%	100%	100%
Measure 3. Percentage of final agency actions taken within 2 years of audit recommendations.				
Target	70%	70%	70%	70%
Actual	92%	57% ¹	53% ²	67% ³
Measure 4. Percentage of OIG investigative products and activities that identify opportunities for improvements to agency corporate management programs; ratify adherence to policies/procedures; or, confirm or disprove allegations of wrongdoing (e.g., high impact).				
Target	85%	85%	85%	85%
Actual	100%	100%	88%	100%
Measure 5. Percentage of agency actions taken in response to investigative reports.				
Target	90%	90%	90%	90%
Actual	100%	100%	100%	100%
Measure 6. Percentage of active cases completed in less than 18 months.				
Target	90%	90%	90%	90%
Actual	100%	100%	91%	100%
Measure 7. Percentage of closed investigations referred to the DOJ or other relevant authorities.				
Target	20%	20%	20%	20%
Actual	100%	100%	95%	100%
Measure 8. Percentage of closed investigations resulting in indictments, convictions, civil suits or settlements, judgments, administrative actions, monetary results, or IG clearance letters.				
Target	60%	60%	60%	60%
Actual	80%	100%	86%	88%

¹The NRC completed actions to close ten corporate support-related recommendations during FY 2023 from five audits, and five of the recommendations were from two reports older than 2 years.

²The majority of the findings were FISMA-related and will be closed out in the next FISMA audit.

³The NRC completed actions to close most of the recommendations in the past two years, but a majority of the open recommendations were from a couple of reports older than 2 years.

SECTION II.

The OIG's Strategic Goals, Strategies, Actions, and Performance Data for the DNFSB



Strategic Goals, Strategies, Actions

The [OIG Strategic Plan](#) features three goals and guides the activities of the OIG's Audits and Evaluation Division and its Investigations Division for FY 2024 through FY 2028. The OIG's audit and investigative oversight responsibilities correspond to the wide array of DNFSB programs, functions, and activities that support the agency's mission.

OIG Strategic Goals for the DNFSB

- *Strengthen the DNFSB's efforts to oversee the safe operation of the Department of Energy's defense nuclear facilities.*
- *Strengthen the DNFSB's efforts to address evolving security threats.*
- *Increase the economy, efficiency, and effectiveness with which the DNFSB manages and exercises stewardship over its resources.*

The plan presents the OIG's priorities for the covered timeframe and describes the OIG's strategic direction to stakeholders, including the DNFSB Chair and Board Members and the U.S. Congress. The plan also strengthens the OIG by providing a shared set of expectations regarding the goals the OIG expects to achieve and the strategies it will use to do so. The OIG adjusts the plan as circumstances necessitate, uses it to develop its annual plan and performance budget, and holds managers and staff accountable for achieving the goals and outcomes.

The OIG's strategic plan also includes supporting strategies and actions that describe planned accomplishments. Through associated annual planning activities, the OIG focuses its audit, evaluation, and investigative resources on assessing the DNFSB's safety, security, and corporate management programs as they relate to the major challenges and risk areas facing the DNFSB. The OIG's auditors and investigators perform complementary work in pursuit of these objectives.

Strategic Goal 1: Safety

Strengthen the DNFSB's efforts to oversee the safe operation of the Department of Energy's defense nuclear facilities.

Strategy 1.1: Identify risk areas associated with the DNFSB's oversight of the Department of Energy's (DOE) defense nuclear facilities and conduct audits, evaluations, and/or investigations that lead to improved DNFSB performance and communications.

Actions: Conduct audits, evaluations, and/or investigations into the DNFSB's:

- Work plan development process;
- Process for reviewing designs for construction and modifications;
- Process for reviewing decommissioning progress;
- Process for balancing the assessment for emergent issues versus planned work;
- Process for maintaining staff's technical skill sets;
- Conduct of self-assessments, to include assessments of mission effectiveness and communication with DOE, and process improvements;
- Automated work and issue tracking capabilities;
- Internal/external stakeholders' concerns and allegations related to the DNFSB's oversight of the DOE's defense nuclear facilities;
- Development of effective and efficient procedures for safety oversight and activities; and,
- Improvement of safety oversight programs through its identification of best practices from other federal agencies.

Strategic Goal 2: Security

Strengthen the DNFSB's efforts to address evolving security threats.

Strategy 2.1: Identify challenges to maintaining a secure infrastructure (i.e., facility, personnel, and cyber security) and conduct audits, evaluations, and/or investigations that lead to improvement in DNFSB programs and operations.

Actions: Conduct audits, evaluations, and/or investigations in the following areas into the DNFSB's:

- Management of threats to its facility, personnel, and information systems;
- Implementation of facility, personnel, and cyber security controls and procedures;
- Internal and external cyber breaches of the DNFSB's infrastructure;
- Physical and personnel security, including insider threat mitigation or economic espionage; and,
- Internal/external stakeholders' concerns and allegations related to the security of the DNFSB's infrastructure.

Strategy 2.2: Identify risks associated with balancing transparency and information security requirements, and conduct audits, evaluations, and/or investigations that lead to improvement in DNFSB programs and operations.

Actions: Conduct audits, evaluations, and/or investigations into the DNFSB's:

- Management of controls on transparency and information security;
- Information security violations; and,
- Internal/external stakeholders' concerns and allegations related to the balance of transparency and information security.

Strategic Goal 3: Corporate Support

Increase the economy, efficiency, and effectiveness with which the DNFSB manages and exercises stewardship over its resources.

Strategy 3.1: Identify areas of corporate support risk within the DNFSB and conduct audits, evaluations, and/or investigations that lead to improvement in DNFSB program and operations.

Actions: Conduct audits, evaluations, and/or investigations into the DNFSB's:

- Management of human capital, including training and development programs, knowledge management, and recruiting and retention activities;
- Management of administrative functions and financial activities, including congressional requirements;
- Development, implementation, and life cycle management of information technology tools and systems;
- Management of change through the agency's implementation of best practices, including, training, project management, knowledge management, and process improvement;
- Responses to complaints or incidents related to a chilled work environment;
- Implementation of processes to encourage an environment in which technical or non-technical issues can be raised without fear of retaliation; and,
- Internal/external stakeholders' concerns and allegations related to human capital, procurement, financial management, and information technology.

OIG Performance Data for the DNFSB

Performance Measures for the DNFSB OIG Program				
	2022	2023	2024	2025
Measure 1. Percentage of OIG audit products and activities that cause the agency to take corrective action to improve agency safety, security, or corporate management programs; ratify adherence to agency policies, procedures, or requirements; or identify real dollar savings or reduced regulatory burden (i.e., high impact).				
Target	85%	85%	85%	85%
Actual	100%	100%	100%	100%
Measure 2. Percentage of audit recommendations agreed to by agency.				
Target	50%	50%	50%	50%
Actual	89%	100%	100%	100%
Measure 3. Percentage of final Board actions taken within 2 years of audit recommendations.				
Target	50%	50%	50%	50%
Actual	79%	78%	100%	86%
Measure 4. Percentage of OIG investigative products and activities that identify opportunities for improvements to agency safety, security, or corporate management programs; ratify adherence to policies/procedures; or, confirm or disprove allegations of wrongdoing (e.g., high impact).				
Target	85%	85%	85%	85%
Actual	100%	100%	100%	100%
Measure 5. Percentage of Board actions taken in response to investigative reports.				
Target	90%	90%	90%	90%
Actual	100%	100%	100%	100%
Measure 6. Percentage of active cases completed in less than 18 months.				
Target	85%	85%	85%	85%
Actual	100%	100%	100%	100%

SECTION III.

The OIG's Human Capital Goal, Strategies, Actions, and Performance Data

Human Capital Goal, Strategies, Actions

The Office of Personnel Management (OPM) revised Title 5 of the Code of Federal Regulations (C.F.R.) Part 250, *Personnel Management in Agencies*, in 2017 to align human capital management practices to broader agency strategic planning activities, and to better align human capital activities with an agency's mission and strategic goals. The OPM envisioned that this would enable agency leadership to better leverage the workforce to achieve results. A Presidential Memorandum issued in January 2025, directed agency heads to terminate remote work arrangements and require federal employees to return to their physical duty stations. In January 2025, OPM issued guidance that reinforced the presidential mandate by advising agency heads on how to implement the return-to-in-person work requirement. The directive included provisions for exemptions from the in-person work requirement for reasons such as disability, qualifying medical conditions, or other compelling reasons as certified by the agency head. This change also led to OPM canceling prior guidance for agencies to assess how remote work impacts operations and missions. Furthermore, OPM canceled the 2025 Federal Employee Viewpoint Survey (FEVS) to revise it and remove questions related to diversity, equity, and inclusion (DEI).

OIG Strategic Human Capital Goal

Maintain support for a workforce that is skilled, collaborative, and engaged in high-impact audit, investigative, and other activities for the Office of the Inspector General.

Based on the requirements in 5 C.F.R. Part 250, and the revised OPM requirements, the OIG developed a goal, strategies, and actions that focus specifically on maintaining and supporting excellence in the OIG's workforce. Unlike the OIG's other strategic goals, the human capital goal is not specific to the NRC or the DNFSB, but rather applies to the entire OIG staff regardless of job function or agency focus.

Strategy 1.1: Provide continual learning and professional development opportunities.

Action: *Require all staff to prepare an individual training and development plan to be reviewed and approved by their supervisors that describes skills needed and the corresponding training and developmental activities identified to meet an employee's career goals and support work assignments.*

Strategy 1.2: Increase collaboration and knowledge sharing across the OIG.

Action: *Seek opportunities for audits and investigations staff to support each other in ongoing work.*

Strategy 1.3: Ensure prioritization of critical work activities and appropriate alignment with available resources.

Action: *Assign resources to maximize timely completion of high-impact activities.*

Performance Data for the OIG Human Capital Goal

The following table presents the OIG's strategic measures for its human capital goal.

Performance Measures for the OIG Human Capital Goal			
	2023	2024	2025
Measure 1. Percentage of OIG employees with approved Individual Training/ Development.			
Target	90%	90%	90%
Actual	100%	100%	100%
Measure 2. Percentage of audits, evaluations, and investigations that involve collaboration between the two divisions.			
Target	25%	25%	25%
Actual	100%	100%	100%
Measure 3. Percentage of OIG employee FEVS responses that reflect a positive work-life balance.¹			
Target	70%	70%	N/A
Actual	71%	81.7%	N/A

¹ This measure has been rescinded. OPM canceled the 2025 FEVS to revise it and remove questions related to DEI.

SECTION IV.

Resources, Methodology, Cross-Cutting Functions, and Peer Reviews

Resources

The following table depicts the relationship between the NRC Inspector General program, the associated FY 2025 budget resources, and the OIG's strategic and general goals.

OIG Strategic and General Goals for the NRC			
	Strengthen the NRC's Safety Efforts (\$M)	Strengthen the NRC's Security Efforts (\$M)	Increase the NRC's Corporate Support (\$M)
FY 2025 Programs (\$14.2; 58 FTE)			
<i>Program Links to Strategic and General Goals (\$M)</i>			
<i>Audits and Evaluations</i> (\$9.9; 39 FTE)	\$2.0	\$2.0	\$5.9
<i>Investigations</i> (\$4.3; 19 FTE)	\$1.5	\$0.4	\$2.4

The following table shows the breakdown of OIG audit and investigative resources applied to the DNFSB. The OIG does not align performance at the DNFSB to the OIG's strategic goals due to the small size of the agency, but the OIG examines completion of goals overall.

Breakdown of Audit and Investigative Resources at the DNFSB (\$1.5; 5 FTE)	Dollars (\$K)	FTE
<i>Audits and Evaluations</i>	\$1.3	4.0
<i>Investigations</i>	\$0.2	1.0

Verification and Validation of Measured Values and Performance

The OIG uses an automated management information system to capture program performance data for the Audits and Evaluations Division and the Investigations Division. The integrity of the system was thoroughly tested and validated prior to implementation. Reports generated by the system provide both detailed information and summary data. All system data are deemed reliable.

Cross-Cutting Functions with Other Government Agencies

The OIG has cross-cutting functions with other law enforcement agencies. For example, the OIG provides investigatory case referrals to the U.S. Department of Justice (DOJ). It also coordinates investigative activities with U.S. Attorneys' Offices, other components of DOJ, and other agencies as required.

Peer Reviews

The U.S. National Science Foundation OIG peer reviewed the OIG's audit and evaluation program in accordance with Government Auditing Standards and Council of the Inspectors General on Integrity and Efficiency (CIGIE) requirements. Peer reviews are rated either "pass," "pass with deficiencies," or "fail." In a report dated August 28, 2024, the OIG received the highest external peer review rating of pass.

The Peace Corps OIG peer reviewed the OIG's investigative program. The final report, dated June 2, 2024, reflected that the OIG's investigative program is in full compliance with the quality standards established by CIGIE and the Attorney General *Guidelines for Offices of Inspector General with Statutory Law Enforcement Authority*. Compliance with these standards and guidelines provides reasonable assurance the OIG will conform with professional standards in the planning, execution, and reporting of investigations.

SECTION V.

Conclusion

The OIG met 93 percent of its audit and evaluation, investigative, and human capital measures for FY 2025 by achieving or exceeding 30 of 32 measurable items (1 investigative item was not measurable because there were no investigations applicable to these measures during FY 2025). One audit related measure was not met because the associated audit recommendations, by their nature, took longer than 2 years to complete. The OIG continuously reviews its strategic plan to ensure that its goals and work strategies continue to add value to the NRC and the DNFSB in carrying out their important national security and public safety missions.