

July 7, 2000

MEMORANDUM TO: Jesse Funches, Chief Financial Officer
William F. Kane, Director, Nuclear Materials Safety & Safeguards
Paul E. Bird, Director, Human Resources
William M. Beecher, Director, Public Affairs
G. Paul Bollwerk, III, Chief Administrative Judge

FROM: Irene P. Little, Director **/RA/**
Office of Small Business & Civil Rights

SUBJECT: HIGHLIGHTS OF THE MANAGING DIVERSITY FOR EMPLOYEES
SESSIONS

As you know, some of your employees participated in the Managing Diversity for Employees' session held in headquarters on June 14, 2000. One of the goals of the session was to help employees understand their role and the managers role in creating a positive work environment that supports maximum productivity. The session presenters, Mr. Cleve Clark and Ms. Arlene Noreiga were able to create an active workshop environment engaging participants to work together and express their views regarding the concept of **managing diversity** (MD) and its potential impact on NRC. During the session, participants were divided into groups and asked to select one or two of their "**areas of concerns**" from among their views and discuss how they could positively "influence" or impact these concerns (see "*" attachment). These concerns were identified early in the session with a goal to encourage employees to think about how they would or could help facilitate growth of a positive work environment.

A list of participant perspectives and concerns regarding managing diversity is attached. You may wish to respond to these with your employees as a follow-up to the session.

I appreciate your support for this important initiative as we work together to maximize the potential of all employees in support of mission objectives.

Attachment:
As stated

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Original signed by
Barbara Williams for

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DISTRIBUTION:
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*See Previous Concurrence

DOCUMENT NAME: G:/Diversity/Highlights.wpd

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NAME	BWilliams	IPLittle BW for							
DATE	7/7/00	7/ 7/00							

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HIGHLIGHTS OF EMPLOYEE COMMENTS
MANAGING DIVERSITY FOR EMPLOYEES SESSION IN HEADQUARTERS
June 14, 2000

- ◆ Approximately 81% of the participants evaluated the session as good (28 or 35%) or excellent (37 or 46%).
- ◆ Comments on the evaluations include:
 1. Excellent class interaction; very focused and organized course
 2. Excellent and knowledgeable instructors
 3. Indepth information presented
 4. Excellent film and case studies
 5. Excellent facilitation in an open and safe environment; frank discussions
 6. Enhanced awareness of cultures, approaches to work, communication, etc.
 7. Course enabled discussion of issues not presented before regarding differences
 8. Excellent visual aids: the film and slides
 9. Suggest attendance and additional training for management
 10. Brought out difficult issues to discuss
 11. Expand discussion on racial views
 12. Need additional focus on case studies
 13. Need additional focus on the diversity concept
 14. Training a waste of time but presenters were good
 15. Managing diversity is not indicative of the real world
- ◆ Areas of Concerns Identified by Employees:
 1. Equal opportunity, upward mobility, and advancement opportunities *
 2. Affirmative action to enhance diversity at all levels, and eliminating the un-level playing field and preselection *
 3. Age diversity, age discrimination, and reverse discrimination *
 4. Biases: age, gender, educational, national origin, religious, technical vs non-technical, single parent vs two-parent, military vs non-military, HQ vs regional culture, political affiliation, appearance/attire, lawyers vs technical staff, management vs staff, bargaining vs non-bargaining, "old-boy network" *
 5. Inaccurate perception about race and ethnicity, racial discrimination
 6. Employee and manager accountability
 7. Poor communication and different communication styles *
 8. Limited feedback, and openness
 9. Limited employee participation in decision-making *
 10. Limited compliance in meeting EEO objectives and no consequence
 11. Lack adoption of new ideas and divergent views
 12. Lack of trust and respect, and low value of trust by management *
 13. Management feelings of superiority, and lack of consensus and team building *
 14. Favoritism and quotas
 15. Male-oriented organization
 16. Intolerance and stereotyping *
 17. Lack of acceptance of gays
 18. Language barriers *
 19. Fear of Change
 20. Fear of retaliation and job security
 21. Identify training needs, and enhance staff career development
 22. Breaking the "Glass Ceiling"