

August 4, 2000

MEMORANDUM TO: Michael Springer, Director, Office of Administration
William M. Beecher, Director, Office of Public Affairs
Stuart Reiter, Acting, Chief Information Officer
Paul E. Bird, Director, Human Resources
Richard Borchardt, Director, Office of Enforcement
Guy Caputo, Director, Office of Investigations
Janice Dunn Lee, Director, Office of International Programs
Dennis K. Rathbun, Director, Office of Congressional Affairs
Hubert T. Bell, Inspector General
Frank Congel, Incident Response Operations
John Larkins, Executive Director, Advisory Committee on Reactor
Safeguards/Advisory Committee on Nuclear Waste
Ashok C. Thadani, Director, Office of Nuclear Regulatory Research

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 at Headquarters on July 26, 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, Cleve Clark and 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 concern**" and discuss how they (the employees) could positively influence or impact these concerns (see "*" attachment). These concerns had been identified early in the session with a goal to encourage employees to think about how they could help facilitate growth of a positive work environment.

A list of participant perspectives and areas of 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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FROM: Irene P. Little, Director
Office of Small Business & Civil Rights

Original signed by
Irene P. Little

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*See Previous Concurrence

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DATE	8/03/00		8/04/00						

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HIGHLIGHTS OF EMPLOYEE COMMENTS
MANAGING DIVERSITY FOR EMPLOYEES SESSION IN HEADQUARTERS
July 26, 2000

- ◆ Approximately 90% of the participants evaluated the session as good (23 or 28%) or excellent (51 or 62%).
- ◆ Comments on the evaluations include:
 1. Excellent class interaction; very focused and organized course
 2. Excellent and knowledgeable instructors
 3. Excellent film and case studies
 4. Raised the conscience regarding diversity issues
 5. Course conducted in a relaxed atmosphere
 6. Facilitated discussion of issues not presented before regarding differences
 7. Excellent visual aids: the film and slides
 8. Suggest attendance and additional training for management
- ◆ Areas of Concerns Identified by Employees:
 1. Management buy-in regarding diversity management issues *
 2. Equal opportunity, upward mobility, and limited advancement opportunities *
 3. Age diversity, age discrimination, and reverse discrimination *
 4. Biases: age, racial, gender, educational, national origin, religious, value systems, technical vs non-technical, military (Navy) vs non-military, management vs staff, bargaining vs non-bargaining, and the "old-boy network" *
 5. Assumptions about ethnicity & race; stereotyping & racial discrimination
 6. Different work styles and work ethics of managers and employees
 7. Recognize and value individual differences
 8. Poor communication/listening skills and different communication styles
 9. Emphasis on diversity vs merit vs competence *
 10. Breaking the "Glass Ceiling"
 11. Impact of the "Halo Effect"
 12. Perception of favoritism in merit selection and assignments
 13. Built-in biases within the merit staffing process (rating factors)
 14. Accurate interpretation of performance standards and fair evaluations
 15. Force movement from tolerance to acceptance
 16. Perception of preselection and limited opportunities *
 17. Underutilization of resources
 18. Limited entry-level positions
 19. Limited reasonable accommodations; biases toward disabled employees
 20. Limited training and development opportunities; consider diversity *
 21. Limited focus on cross-training
 22. Limited assessment of training needs, and enhancement of staff development
 23. Limited diversity in management structure
 24. Succession planning; and attrition
 25. Differing professional opinion
 26. Politics vs employee priorities
 27. Unrealistic expectations and stressful work environment *
 28. Resistance to and implementing change

29. Family care and workforce issues (work-at-home, flexitime, etc)
30. AIDS
31. Enhance conflict resolution skills
32. Lack of trust and respect, and poor morale
33. Lack of acceptance of gays; different sexual orientations
34. Language barriers
35. Paranoia and fear of retribution
36. Harassment by management
37. Limited management accountability, leadership, and training
38. Mixed messages regarding integration of non-work activities (family leave act)
39. Manage technology to minimize problems