

September 29, 2000

MEMORANDUM TO: Jesse Funches, Chief Financial Officer
Samuel Collins, Director, Office of Nuclear Reactor Regulation
William M. Beecher, Director, Office of Public Affairs
William Kane, Director, Office of Nuclear Materials Safety & Safeguards
Karen Cyr, General Counsel
Janice Dunn Lee, Director, Office of International Programs

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 September 12, 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

HIGHLIGHTS OF EMPLOYEE COMMENTS
MANAGING DIVERSITY FOR EMPLOYEES SESSION IN HEADQUARTERS
September 12, 2000

- ◆ Approximately 84%% of the participants evaluated the session as good (51 or 43%) or excellent (49 or 41%).
- ◆ Comments on the evaluations include:
 - Excellent participant participation
 - Enhanced awareness regarding the scope of diversity dimensions
 - Very knowledgeable presenters and a clear presentation
 - Excellent case study and movie analysis
 - Train managers branch-by-branch in this area
 - Promoted open discussion of concerns
 - Enhanced awareness of personal biases
 - Helped to eliminate pre-conceived perceptions of others
 - Understanding of diversity management is enhanced but awareness is not enough
 - Facilitate more information meetings between managers and staff
 - Facilitate a dialogue between managers and employees
- ◆ Areas of Concern Identified by Employees:
 - Poor team-like attitudes and team building efforts
 - Poor communication skills of and between employees and managers
 - High level of stress in the organization
 - Failure of management to appreciate the value of a balanced life
 - Suppression of disagreements
 - Growing rate of turnover in the organization
 - Limited support for new employee work contributions
 - Follow-up and application of MD objectives
 - Lack of management support for the MD effort
 - Lack of management understanding/knowledge of work and issues within the employee ranks
 - Lack of appreciation for differences such as different work and communication styles
 - Lack of appreciation of certain disciplines (professional vs. administrative)
 - Failure to recognize and develop employee potential
 - Excessive organizational changes including ADAMS
 - Communicate expectations of MD and how outcomes will be measured
 - Lack of sensitivity regarding racial diversity
 - Stereotypes and unfavorable treatment of minorities in the merit process
 - Use of the "ole boy network"
 - Military-style organizational culture and military experience over-valued
 - Micro-management style
 - Lack of leadership and vision vs. reacting
 - Diversity of position taken: management vs. employee
 - Inability to make decisions based on management style
 - Limited opportunity for advancement such as promotions
 - Class ceiling for women and minorities
 - Quotas vs. qualification
 - Demographics: limited impact of recruitment on diversity
 - Age-related issues (discrimination)
 - Too much emphasis on certain cultural groups, lack of appreciation for all groups

Limited award for new ideas or thinking “out of the box”

Restrictive sexual harassment policy stifles basic freedoms (compliment well dress)

Limited appreciation of disabling conditions (impact of different heating and air needs)

Limited appreciation for those needing accommodations such as space modifications

Designation of training dollars for level 1 and level 2 courses vs. level 3 courses

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FROM: Irene P. Little, Director **Original signed by**
Office of Small Business & Civil Rights **Irene Little**

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*See Previous Concurrence

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