

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

UNITED STATES OF AMERICA  
NUCLEAR REGULATORY COMMISSION  
  
+ + + + +  
BRIEFING ON EQUAL EMPLOYMENT OPPORTUNITY AND  
CIVIL RIGHTS OUTREACH  
  
+ + + + +  
PUBLIC MEETING  
  
+ + + + +  
WEDNESDAY  
JANUARY 29, 2014  
  
+ + + + +  
ROCKVILLE, MARYLAND  
  
+ + + + +  
The Commission briefing convened in the  
Commissioner's Hearing Room at the headquarters of the Nuclear  
Regulatory Commission, One White Flint North, 11555 Rockville Pike,  
at 9:30 a.m., Allison Macfarlane, Chairman, presiding.  
  
COMMISSION MEMBERS PRESENT:  
  
ALLISON MACFARLANE, Chairman  
KRISTINE L. SVINICKI, Commissioner  
GEORGE APOSTOLAKIS, Commissioner  
WILLIAM D. MAGWOOD, IV, Commissioner  
WILLIAM C. OSTENDORFF, Commissioner

1       NRC STAFF PRESENT:

2               MARK SATORIUS, Executive Director for  
3               Operations

4               VONNA ORDAZ, SBCR

5               GLENN TRACY, NRO

6               LEONARD WERT, REGION II

7               JOEL KRAVETZ, SBCR

8               TUWANDA SMITH, SBCR

9               AYANNA RICE, FWPAC

10              MARIA SCHWARTZ, NTEU

11

12

13

14

15

16

17

18

19

20

21

# PROCEEDINGS

9:31 a.m.

CHAIRMAN MACFARLANE: There's nary a spare seat in the room. Why aren't all Commission meetings like this?

(Laughter.)

MR. SATORIUS: I hope that got on the transcript.

CHAIRMAN MACFARLANE: Yes. I want to see improvements next time. All right. Good morning.

VOICES: Good morning.

CHAIRMAN MACFARLANE: The Commission's going to receive a briefing today on the progress and opportunities related to NRC's Equal Employment Opportunity and Civil Rights Outreach programs. The NRC's goal is to build a high-performing diverse workforce that's reflective of diversity at all levels in the organization.

Specifically, we should ensure that our senior management reflects the diversity of the broader staff. I've been impressed with the NRC's commitment to this goal, by the NRC leadership, management and staff, which is consistent with the theme of today's briefing, Partnership for Positive Change.

1 I also want to acknowledge the important  
2 contributions that the EEO counselors, both here in headquarters, and  
3 in the regions, and the seven advisory committees make to support  
4 our efforts to build and retain the best and most diverse workforce  
5 possible.

6 So we look forward this morning to presentations from  
7 the Office of Small Business and Civil Rights, NRO, Region II, as well  
8 as representatives from both the EEO advisory committees and the  
9 union. First, let me see if my fellow Commissioners would like to  
10 make any statements. No? Then I'm going to turn it over to you,  
11 Mark Satorius, Executive Director of Operations.

12 MR. SATORIUS: Thank you, Chairman and good  
13 morning Chairman, good morning Commissioners. As you heard the  
14 Chairman say in her opening remarks, the purpose of this briefing is to  
15 provide a status report and to highlight the accomplishments of the  
16 agency through the Office of Small Business and Civil Rights who are  
17 SBCR.

18 The specific programs that will be presented today  
19 are the equal employment opportunity and the civil rights outreach  
20 programs, both of which are important to our efforts. The programs of  
21 the SBCR provide leadership for the agency's effort to carry out the  
22 obligations under various civil rights and small business statutes.

1                   Our presentations will also share the agency's  
2           progress in recruiting, developing and retaining a diverse workforce.  
3           This year, SBCR has chosen to highlight the many partnerships and  
4           relationships that make this program work.

5                   I'm extremely proud of the accomplishments and  
6           dedication of the staff. Their efforts contribute directly to  
7           accomplishing the agency's mission and improving our organizational  
8           culture. But we also acknowledge we still have more to do.

9                   I'll now turn the presentation over to Vonna Ordaz, the  
10          Director of the Office of Small Business and Civil Rights, who will  
11          introduce our program participants and begin the briefing. Vonna?

12                   MS. ORDAZ: Thank you, Mark. Good morning,  
13          Chairman and Commissioners. We appreciate the opportunity to brief  
14          you today on the Equal Employment Opportunity and Civil Rights  
15          Outreach Programs.

16                   The objective today is to cover our partnerships and  
17          some of our agency-wide programs. I will cover some of the small  
18          business and diversity and inclusion areas and successes for the  
19          agency. Joel Kravetz, our Civil Rights Program manager, will cover  
20          the NRC's EEO status.

1                   Tuwanda Smith, our program manager for Outreach  
2                   and Compliance Coordination will cover the minority-serving  
3                   institutions programs and some agency-wide compliance programs.  
4                   Glenn Tracy, the Director of the Office of New Reactors, will present  
5                   NRO's Partnership in Fostering Diversity and Inclusion, and Len Wert,  
6                   Deputy Regional Administrator for Operations in Region II, will discuss  
7                   Enhancing Diversity through Inclusion and Team Work.

8                   In the well, we have Ayanna Rice, representing the  
9                   Diversity Management Advisory Committee, and she also serves as  
10                  the chair of the Federal Women's Program Advisory Committee. We  
11                  have Miriam Cohen, the Chief Human Capital Officer, and Maria  
12                  Schwartz representing NTEU and also members of the SBCR team,  
13                  who would be glad to answer your -- help answer your questions  
14                  today.

15                 I would also like to take this opportunity to recognize  
16                 an invaluable asset to our program, Ms. Lori Suto-Goldsby, as this will  
17                 serve as her last EEO briefing to participate in, since she'll be retiring  
18                 soon. After almost 40 years of public service in the areas of equal  
19                 employment opportunity and diversity management at several  
20                 government agencies, including the National Oceanic and  
21                 Atmospheric Administration and the National Labor Relations Board,  
22                 and of course the NRC.

1                   Lori's been with the NRC since 2005, serving in  
2                   various capacities in the Office of Small Business and Civil Rights,  
3                   and currently as the Associate Director for Civil Rights and Diversity.  
4                   Her knowledge and professionalism are unsurpassed, and her warm  
5                   and compassionate nature will be greatly missed. Thank you, Lori.

6                   (Applause.)

7                   MS. ORDAZ: In review of this year's activities, the  
8                   theme of Partnership for Positive Change evolved as a natural  
9                   progression of how we do business today. Most agencies and  
10                  organizations are facing some of the same challenges that we are  
11                  here at the NRC, including sequestration, continuing resolutions,  
12                  budget cuts and the need to simply do more with less.

13                 The first time this theme was introduced was used at  
14                 our joint EEO committees and EEO counselor's training session in  
15                 September, where we recognized the need to pool together, work  
16                 across boundaries and advance the SBCR mission and the NRC's  
17                 success.

18                 We found that if each organization brings something  
19                 to contribute to the table, then concepts can be merged, relationships  
20                 can be formed and strengthened, resources can be leveraged  
21                 efficiently, and much more progress can be made.

1                   You'll hear more about this theme from our speakers  
2           today, and how we've strengthened our partnerships with internal  
3           offices and federal and local organizations. The Small Business  
4           Program increased and leveraged partnerships both internally and  
5           externally, to provide the maximum opportunities for small businesses.

6                   These partners included the Office of Administration,  
7           program offices, Strategic Acquisition Portfolio Councils, the Small  
8           Business Administration, the Montgomery County Chamber of  
9           Commerce and the Department of Veterans Affairs.

10                   Such activities included conducting training, providing  
11           technical assistance support and collaborating with our internal and  
12           external partners, to match business capabilities with agency  
13           requirements.

14                   Some examples include the OIS Project Managers  
15           Community Practice meeting. This is where we instructed agency  
16           staff on how small businesses can benefit the agency and how they  
17           can streamline the acquisition process.

18                   The second annual Small Business Seminar and  
19           Matchmaking event. We invited small businesses to learn about how  
20           to conduct business with the NRC, and we matched many company  
21           capabilities to agency contract needs.



1                   A third example. Congressman Chris Van Hollen and  
2                   the Montgomery County Chamber of Commerce Gov Connect  
3                   Procurement Conference. This is where we presented and provided  
4                   small business technical assistance and participated in matchmaking  
5                   sessions.

6                   Fourth, the 2013 National Veterans Small Business  
7                   conference, where we instructed veterans on how to identify business  
8                   opportunities with federal government. We held exhibit booths and  
9                   participated in network roundtable discussions.

10                  As a result of our collaborative efforts, the agency  
11                  exceeded four out of five of its small business prime contract goals in  
12                  FY-13, and awarded the largest amount of dollars to women-owned  
13                  and service-disabled veteran-owned small businesses. This  
14                  represented 25.6 million for women-owned, and 11.4 million for  
15                  service-disabled veteran-owned small businesses.

16                  With respect to our workforce, the NRC remains  
17                  steadfast in its support for diversity management and inclusion within  
18                  the agency. The NRC's workforce in FY-13 was 1.04 percent smaller  
19                  than FY-12, and 7.25 percent smaller than its peak in 2010. Despite  
20                  the continued reduction, the representation of women and minorities in  
21                  our workforce remained constant, with 33 percent minorities and 23  
22                  percent white females.

1                   This past year saw a modest increase in the  
2 representation of women and minorities in supervisory and managerial  
3 positions. As more hiring and promotions become available, the NRC  
4 hopes to see the percentage of women and minorities continue to  
5 increase.

6                   In FY-13, the NRC saw the greatest number of  
7 NSPDP hires since FY-10. The NSPDP is an important program that  
8 has had a positive impact on the hiring of entry level women and  
9 minorities. However, for the past two years, the percentages of some  
10 minority groups were below their five-year average hiring percentage.

11                  We recognize that the agency has more work to do,  
12 and we continue to focus on innovative strategies to increase the  
13 representation of women, minorities, veterans and individuals with  
14 disabilities, in our feeder pools as well as our supervisory, managerial  
15 and senior level positions.

16                  SBCR and OCHCO have been working closely with  
17 the Diversity Management and Inclusion Council to look for ways to  
18 enhance opportunities for upward mobilities for these groups.

19                  Strategies include a clear and well-communicated  
20 commitment to diversity and inclusion, creating a culture of diversity  
21 and inclusion, identifying and understanding barriers, and developing  
22 a diverse pipeline of candidates through career development  
23 opportunities and training.

1                   Specific details are provided in your briefing binder,  
2                   and also it addresses the SRM from last year's briefing. Other  
3                   portions of the SRM were addressed in our briefing to the Commission  
4                   during OCHCO's meeting with you last spring.

5                   The key to achieving these strategies is agency-wide  
6                   collaboration and support to the EEO advisory committees, and their  
7                   active support of the comprehensive diversity management plan.

8                   We also just established a new advisory committee,  
9                   so now we have eight. This is the new advisory committee for  
10                  Lesbians, Gays, Bisexual and Transgender Employees, otherwise  
11                  known as ACLGBT. A Yellow Announcement was just issued this  
12                  week.

13                  At this time, I would like to recognize all of our internal  
14                  partners that volunteer their time and support in the area of diversity  
15                  and inclusion. Please stand in both headquarters and in the regions,  
16                  members of the Diversity Management and Inclusion Council;  
17                  members -- and stay standing -- members of the Diversity  
18                  Management Advisory Committees; all EEO Advisory Committee  
19                  members; all EEO counselors; University Champions; and our entire  
20                  SBCR team.

21                  As you can see, they fill the room. We could not  
22                  succeed without their help and collaboration.

23                  (Applause.)

1 MS. ORDAZ: Also at this time, I would like to  
2 introduce some of our external partners that are here with us today.  
3 Please stand when I call your organization. Today, we have  
4 representatives from the Equal Employment Opportunity Commission.

5 (Applause.)

6 MS. ORDAZ: I'll go through the list and we can save  
7 the applause for the end please. The Department of Justice, the  
8 White House Initiative on Historically Black Colleges and Universities,  
9 the White House Initiative Group on American Indian and Alaska  
10 Native Education, the White House Initiative on Educational  
11 Excellence for Hispanics, the White House Initiative on Tribal Colleges  
12 and Universities, and also we have some of our academic and small  
13 business partners, as well as other federal agencies watching via  
14 webcast. Thank you.

15 (Applause.)

16 MS. ORDAZ: As we thought about the value of  
17 partnership for our briefing today, we wanted to include a brief video  
18 with some information on the value of positive partnership. Please  
19 play the video.

20 [VIDEO PRESENTATION.]

21 MS. ORDAZ: This has been a Larniece McKoy-  
22 Moore video production. Thank you, Larniece.

23 (Applause.)

1 MS. ORDAZ: And now I'd like to turn it over to Joel  
2 Kravetz.

3 MR. KRAVETZ: Thank you, Vonna. Good morning  
4 Chairman, Commissioners. I am honored to be here to present today  
5 on EEO complaint trends this past fiscal year, as well as to discuss  
6 with you developments in the Office of Small Business and Civil  
7 Rights Program over the last year.

8 In fiscal year 2013, there was a decrease in both  
9 formal and informal complaints filed with our office. While not  
10 dramatic, this decrease could be explained by a few different things.

11 First, the impact of sequestration and budget cuts,  
12 and second, it could also be impacted by an increased awareness in  
13 the areas of organizational development, diversity and the like through  
14 efforts by our EEO advisory committees, and through training  
15 produced and conducted by our office, for both managers and  
16 supervisors, as well as employees in general.

17 The most frequent bases of discrimination alleged in  
18 Fiscal Year-13 were race, reprisal and age. Together, that comprised  
19 two-thirds of all formal EEO complaint activity. The data with respect  
20 to race and reprisal was similar to Fiscal Year-12. There was a  
21 modest increase in age claims filed this past fiscal year.

1                   The most frequent issues of discrimination alleged  
2                   included hostile work environment, which made up about 25 percent  
3                   of all complaints, and performance evaluations or appraisals, which is  
4                   about 20 percent. Likewise, there was a decrease in the number of  
5                   complaint activities related to hiring, promotions or training.

6                   Keep in mind context when considering all this  
7                   statistical information. Because the bottom line is so small as far as  
8                   the number of complaints filed, even a variation of just a few  
9                   complaints can skew the percentages.

10                  The reality is given the population, the number of  
11                  NRC employees and the number of complaints, less than one-half of  
12                  one percent of NRC employees filed complaints last fiscal year, and  
13                  that compares quite favorably to statistics government-wide.

14                  With respect to settlement, there was a slight  
15                  decrease in settlement activity last fiscal year, but the overall trend in  
16                  the last few years has been an increase in settlements. Now the  
17                  increase or the decrease, excuse me, last year could be explained  
18                  quite simply by the fact that there were less complaints last year. If  
19                  there are less complaints, there's less opportunities to settle.

20                  In addition, through the efforts of our EEO collateral  
21                  duty counselors, as well as through alternative dispute resolution, if  
22                  you resolve complaints early on, they don't make it into the process  
23                  and therefore don't contribute to the statistics as well.

1                   Next, I will turn to recent and notable civil rights  
2           program activities. First, as the theme of today's presentation is  
3           partnership, I want to discuss some internal partnerships. First,  
4           working together with the Office of General Counsel, the Office of the  
5           Chief Human Capital Officer and the National Treasury Employees  
6           Union, we were able to publish and implement a policy regarding  
7           official time for individuals to file EEO complaints.

8                   The policy was released in August of 2013, and in  
9           summary, it allows individuals who are in the EEO process to request  
10          official time, and have a process to have that official time granted or  
11          denied or appealed, if a question came up.

12                  In addition, I'm happy to report that, again in  
13          partnership with these same offices. We were able to publish a policy  
14          regarding sexual orientation, and it was released through a Yellow  
15          Announcement on January 24th, and this allows individuals who are  
16          gay, lesbian, transgender, etcetera, to file a complaint through the  
17          Office of Small Business and Civil Rights, in a process that mirrors the  
18          EEO complaint process.

19                  In addition, I want to discuss briefly our collateral duty  
20          EEO counselor program. We are in the midst of revitalizing it, which  
21          includes new policies and practices, recruiting and training new  
22          collateral duty EEO counselors, and ensuring that the training is  
23          videotaped to broadcast both to headquarters and the regions.

1                   By videotaping it, we're preserving it for future  
2           generations of collateral duty EEO counselors. I want to thank the  
3           collateral duty EEO counselors for their help and support. They are  
4           the heart and soul of the Small Business and Civil Rights Program's  
5           efforts with respect to EEO, because they reach out throughout NRC,  
6           to ensure that every employee feels comfortable in the workplace, and  
7           are able to answer questions should they come up.

8                   I also want to talk about and am honored to talk about  
9           the fact that we had our first joint conference in September of 2013,  
10          with the EEO collateral duty counselors and the EEO advisory  
11          committee members.

12                  Here, during this two-day conference, we had  
13          dynamic speakers such as Commissioner Chai Feldblum from the  
14          Equal Employment Opportunity Commission, and we were able to  
15          present a wealth of information on EEO law, statistics, trends, as well  
16          as areas in diversity management and promoting diversity in the  
17          workplace through this conference.



1                   Again, working in partnership with Tony Barnes, the  
2                   Affirmative Employment Program manager in our office, he and I were  
3                   able to take over from the EEOC and develop internal training for our  
4                   managers and supervisors, both new and refresher. We were able to  
5                   tailor the course to NRC's culture and values, because we're familiar  
6                   with NRC, and we were able to deliver the training both through  
7                   headquarters and to the regions, utilizing the VTC technology that the  
8                   Office of the Chief Human Capital Office has. This allowed us to save  
9                   the Commission money, because we were able to conduct the training  
10                  internally.

11                  Finally, partnership is not only internal, it is external  
12                  also. I want to highlight for you a few external partnerships. We  
13                  partnered, for example, with the Sharing Neutral Program run by the  
14                  Department of Health and Human Services, to provide mediators to  
15                  help resolve disputes through our alternative dispute resolution  
16                  program.

17                  In addition, we partnered with Dexter Brooks and his  
18                  colleagues at the Equal Employment Opportunity Commission, to  
19                  ensure that NRC is timely and follows its statutory, regulatory and  
20                  reporting guidelines. But more than that, that NRC can have a model  
21                  civil rights program in the federal government.

1                               Finally, we partnered with other agencies to provide  
2                               best practices in training, and to share values and ideas. I want to  
3                               thank Vonna Ordaz and Lori Suto-Goldsby for their effort and their  
4                               support, in allowing our office to succeed in this regard, and I'm happy  
5                               to answer any questions you have when the rest of the presentation is  
6                               completed. Next, I turn the floor over to Tuwanda Smith.

7                               MS. SMITH: Good morning Chairman,  
8                               Commissioners, EDO and distinguished guests. I'll brief today for you  
9                               two programs under the Civil Rights Outreach. The first is a minority-  
10                              serving institutions program. Our partners are the White House,  
11                              federal agencies, public-private academic sectors, minority-serving  
12                              institutions, NRC offices, University Champions, advisory committees  
13                              and our employees who volunteer their time.

14                             This past year we submitted four performance reports  
15                             to the White House, detailing our assistance and support to minority-  
16                             serving institutions, and the return on federal investments. We  
17                             submitted four separate performance plans for 2014 and 2015 of the  
18                             anticipated support, and two education surveys, one to the  
19                             Government Accounting Office and the other to the Office of Science,  
20                             Technology and Policy.

1                               For the sixth consecutive year NRC received the Top  
2       Supporter Award for its assistance to historically black colleges and  
3       universities. This effort was attributed to this program, as well as NRC  
4       offices, advisory committees and University Champions. Along with  
5       representatives from the American Indian Science and Engineering  
6       Society, OCHCO and FSME and the Native Advisory Committee, we  
7       co-sponsored this organization's annual group meeting and the  
8       signing of an internal inter-agency agreement, which promotes  
9       opportunities for Native Americans.

10                              We continued collaborations with Fort Valley State  
11       University, the Cooperative Development Energy Program and awards  
12       ceremony. Last year, Commissioner Magwood received the Platinum  
13       Award for his contributions to students, faculty and institutions of  
14       higher education.

15                              In addition to that, we developed a prototype to track  
16       our grants across the agency, which ADM helped put into the  
17       agency's new acquisition system. We have continued to support our  
18       White House initiatives, such as leading two major workshops at the  
19       Historically Black Colleges and Universities Conference, which was  
20       supported by OCHCO, the Small Business Program, our Advisory  
21       Committee for Blacks in Government, and a host of our federal, public  
22       and private partners.

1                               We also participated and supported the Federal  
2       Minority-Serving Institutions Summit, which embraced the President's  
3       2020 higher education goals, and also focused on some of the more  
4       than 500 minority-serving institutions program.

5                               We supported and assisted and participated in the  
6       Asian American-Pacific Islander Institution and the American Indian  
7       Education Conference meetings. We continued, despite  
8       sequestration and other barriers, to provide support to our minority-  
9       serving institutions, and provided \$700,000 in grants from shortfall  
10      monies.

11                              Next slide. The second program area is our  
12      compliance area. Our limited English proficiency program was  
13      established to assist those individuals who English is not their primary  
14      language, and who are unable to speak, read, comprehend or write  
15      English, to participate in NRC programs and activities.

16                              We collaborate with NMSS to translate written  
17      material for waste confidence meetings into eight non-English  
18      languages; coordinated efforts with OI to provide oral interpretation,  
19      written translation and court transcription services, with the assistance  
20      of ADM.

1                   We also assisted NSIR in incorporating limited  
2           English proficiency requirements in the plan to build out the Ops  
3           Center. Under our environmental justice initiatives, we collaborated  
4           with organizers of the 2013 conference, to include NRC offices such  
5           as FSME and NRO.

6                   We also collaborated with the White House Initiatives  
7           office to assist FSME in outreach to tribal governments, colleges and  
8           universities, and the community members, regarding NRC's draft tribal  
9           protocol manual and the scoping policy -- scoping meeting policy  
10          statement. Along with NMSS, we reviewed Environmental  
11          Protection's best practices and draft guidance.

12                  Under our disability compliance initiative, we  
13          collaborated with OIS and other NRC offices to develop the agency's  
14          508 assessment plan, which relates to electronic information transfer.  
15          We also assisted in revision of the accessibility statements, reporting,  
16          SBCR's complaint compliance process, and we assisted OCHCO and  
17          the Advisory Committee for Disabilities in providing outreach and  
18          recruitment efforts to Gallaudet.

19                  In addition, we have assisted NRC offices in  
20          complying with 504 of the Rehabilitation Act. We have conducted 51  
21          pre-award compliance reviews, addressed complaints, assisted the  
22          Department of Justice in revision of Title VI regulations, shared best  
23          practices with other federal agencies, and submitted an age report to  
24          Health and Human Services.

1                   In closing, our partners under compliance are our  
2           federal agencies, including oversight agencies, NRC offices,  
3           organizations that we provide support and assistance to, and our  
4           public stakeholders. I thank you for the opportunity to present to you  
5           today, and I turn the presentation over to Glenn Tracy.

6                   MR. TRACY: Thank you, Tuwanda. Good morning,  
7           Chairman, Commissioners. We're very appreciative for this  
8           opportunity to discuss our partnership in fostering diversity and  
9           inclusion in NRO. The Office of New Reactors appreciates the time  
10          and effort taken by the Office of Small Business and Civil Rights  
11          (SBCR), in conducting our EEO, Affirmative Employment and Diversity  
12          Management Program Assessment.

13                  SBCR completed this assessment during the past  
14          year. It reviewed our management commitment in these areas, and  
15          highlighted areas where NRO can continue to leverage and  
16          strengthen successful programs that are already in place.

17                  NRO takes our commitment and our continuous  
18          efforts to build and maintain a positive, pleasant, professional, open  
19          and collaborative and non-discriminatory workplace. We take that  
20          very seriously. We are pleased to know that as an organization, we  
21          fulfilled the program's requirements, and in fact our efforts are  
22          considered admirable in several areas.

1                               Next slide. In the next three slides, I will present  
2                               specific metrics noted within the report. As of July 2013, NRO  
3                               employed 408 employees, of which 31 percent were female. While  
4                               comparable to other technical program offices, we focus on increasing  
5                               female representation within NRO, especially women with scientific  
6                               and engineering backgrounds.

7                               In the last 15 months, NRO has hired a total of 75  
8                               staff members, of which 36 percent have been women, including  
9                               women with technical expertise. This has been accomplished amidst  
10                              a period of decline in staff, from the 483 personnel in 2010 to the  
11                              current level of 408.

12                             Next slide. NRO continues to maintain a diverse staff  
13                             and focus on diversity and critical skills, as we continue to adjust our  
14                             staffing amidst the current unsteady environment that is facing the  
15                             new reactor business line.

16                             Next slide. NRO has a fairly even distribution across  
17                             the age ranges. This keen awareness of age composition of our staff  
18                             is important to valuing diversity of thought that can exist across the  
19                             experience spectrum. We understand the value of generational  
20                             differences, and the innovation that can result from a diverse  
21                             composition.

1                    Additionally, we are currently increasing the number  
2                    of nuclear safety professional development program recruits.  
3                    Focusing on diversity, we expect to hire a total of ten new recruits and  
4                    are currently conducting those interviews and making offers for the  
5                    new class starting in September 2014.

6                    Next slide. But beyond the numbers, what's most  
7                    important is the future, the vision and looking forward. Here's a  
8                    picture of our most recent new employees meeting, at which we share  
9                    our vision, our goals and our values. I can tell you that we are blessed  
10                   with a highly motivated, competent and diverse group of individuals  
11                   who are invigorating NRO.

12                   Our future is bright. Most important, NRO continues  
13                   to contribute to the agency's goal of increasing diversity in  
14                   management positions. The most recent first line supervisor  
15                   selections have been a highly diverse group of individuals.

16                   Specifically, 8 of the 14, 53 percent of our new branch  
17                   chiefs selected in NRO in the past 15 months are women and  
18                   minorities. Furthermore, the most recent Senior Executive Service  
19                   Candidate Development Program class included one NRO candidate,  
20                   a woman engineer, and the last Leadership Potential Program class  
21                   including two NRO representatives, both of which were minorities.



1                               These selections I just describe come as a result of  
2                               selecting the best qualified individual, and are a result of the crucial  
3                               programs and the partnerships the agency has developed to  
4                               strengthen our feeder groups.

5                               Next slide. The SBCR assessment highlighted  
6                               several programs in NRO that show management commitment to  
7                               diversity and inclusion. We established an open, collaborative work  
8                               environment champion to guide the staff through the Differing Views  
9                               Program.

10                              This program emphasizes employees' ability to raise  
11                              concerns, and management's responsibilities to consider objectively  
12                              those concerns, while partnering with the staff for their resolution.  
13                              Reflecting their commitment and high energy level, the working group  
14                              and that Champion partnered with the Office of Enforcement and  
15                              provided over 130 comments on the management directive on  
16                              Differing Views.

17                              We appreciate and recognize the work performed by  
18                              the EEO advisory committees, promoting awareness and the  
19                              attainment of the EEO and the Comprehensive Diversity Management  
20                              Plan's goals. We currently have a total of eight staff from NRO  
21                              participating in these committees, two of which are in leadership  
22                              positions.

1                               We're committed to the development and  
2                               implementation of strategies to increase our organizational capacity  
3                               that impact equal opportunity and promote the concept and principles  
4                               of diversity management. We continue to sponsor the University  
5                               Champions Program by participating in outreach efforts at seven  
6                               universities across the nation, including our minority-serving  
7                               institutions and a number of local schools to encourage youth interest  
8                               in technical disciplines and in fact future NRC employment.

9                               Finally, NRO continues to support and leverage the  
10                              grants and the summer hire programs. We specifically seek grant  
11                              students, including those from the minority-serving institutions, for our  
12                              entry level opportunities. In 2013, NRO hired four summer students,  
13                              of which two had received grants and were extended permanent offers  
14                              in 2014.

15                             Next slide. Regarding areas for further focus, NRO  
16                             will continue to partner with SBCR and the Office of the Chief Human  
17                             Capital Officer, to develop and implement strategies and hiring  
18                             practices to enhance diversity in all of the demographic areas,  
19                             especially those in the areas where NRO can improve, which include  
20                             African-Americans, Native Americans, women and individuals with  
21                             targeted disabilities.

1                               We will continue to support as a hiring strategy staff's  
2 participation at outreach activities at the minority-serving institutions,  
3 and will utilize special hiring authorities to employ the qualified  
4 individuals with such targeted disabilities such as, of course, our  
5 disabled veterans.

6                               NRO acknowledges the benefits of rotations, the  
7 mentoring program and individual development plans that clearly  
8 provide important insights for the staff for their career development.  
9 We will continue to work with our staff to identify opportunities and  
10 encourage their participation in such programs, and we are currently  
11 developing innovative developmental activities in response to the  
12 agency's surveys.

13                              We support diversity through numerous rotations, I  
14 assure you, at all staff levels. We will continue to foster our  
15 partnership with SBCR and the EEO advisory committees, to conduct  
16 informational sessions to educate and promote the awareness of  
17 diversity.

18                              Next slide. We feel it's important to acknowledge not  
19 only what the staff has done, but far more importantly, how the staff  
20 has done it. We have encouraged our staff to embrace the agency's  
21 Behavior Matters Program. In trying to lead by example, NRO  
22 conducted a full day Behavior Matters workshop for all of its NRO  
23 managers.

1                               We truly value the importance of our social  
2                   gatherings, such as our annual NRO ice cream social, which is funded  
3                   by the senior management team, and our annual tailgate chili cook-off.  
4                   These special events promote inclusion, celebrate the many  
5                   successes of the team, and demonstrate management's sincere  
6                   appreciation for the staff's hard work.

7                               On the communication front, we've developed several  
8                   new venues, including *The NRO Focus*, our online newsletter, that  
9                   highlights our key initiatives, shares that information and solicits new  
10                  ideas from our employees.

11                              In closing, I'd like to thank you for the opportunity to  
12                  share a glimpse of NRO's partnership in fostering inclusion and  
13                  diversity. I'd now like to turn it to my partner, Len Wert of Region II.

14                              MR. WERT: Thanks, Glenn. Good morning,  
15                  Chairman and Commissioners, and given the weather in Atlanta  
16                  today, I can say I'm really happy to be here. Thanks for the  
17                  opportunity to discuss diversity and inclusion activities in Region II.  
18                  We do regard the promotion of diversity and inclusion as essential to  
19                  living up to the agency's values, and we also have a deep  
20                  appreciation for how they actually enhance the fulfillment of our safety  
21                  and security mission.

1                   Next slide, please. The current Region II staff is  
2                   highly diverse in many ways, and this is due in a large part to the  
3                   dedicated efforts of the Region II leadership team. We recognize that  
4                   success in this area requires continued focus and commitment, and I  
5                   will describe several specific measures that Region II is doing to be  
6                   proactive in advancing diversity and inclusion.

7                   Most importantly, Region II senior management is  
8                   directly and personally involved in nurturing and supporting the  
9                   development of our people. I also will briefly discuss our activities to  
10                  maintain a high degree of engagement and inclusiveness with all of  
11                  our employees.

12                 Next slide. As one of the largest offices in the  
13                 agency, we are proud of our diverse workforce. Over a quarter of our  
14                 employees are African-American, and about ten percent are Hispanic.  
15                 Thirty-eight percent of our supervisors are minorities. Females make  
16                 up 23 percent of our supervisors, and ten of our resident inspectors  
17                 represent minorities.

18                 Our hiring practices have shifted our age profile  
19                 downward, and we're extremely proud of the accomplishments of  
20                 many of our recent hires. Dr. Robert Williams, a Division of Reactor  
21                 Safety Inspector, will receive a special recognition award at the 2014  
22                 Black Engineer of the Year Science, Technology, Engineering and  
23                 Math Conference.

1                   We continue to participate at career fairs, including  
2                   recruiting at minority-serving institutions. Region II has also been very  
3                   successful in utilizing the NRC Summer Student and Nuclear Safety  
4                   Professional Development Programs. We have employed some  
5                   students over several summers or as coops, and subsequently hired  
6                   them as permanent employees.

7                   We have also supported high school students in  
8                   various academic activities, and we have employees who work with  
9                   professional groups such as the Society of Women Engineers and the  
10                  National Society of Black Engineers to promote technical education  
11                  programs in local schools.

12                 Next slide. Despite our relative success in diversity  
13                 and inclusion, we recognize there is a need for continued progress.  
14                 For example, our current leadership team, while diverse in many  
15                 respects, does not fully reflect the diversity of our employees. Vick  
16                 and the rest of the Region II senior leadership team consider it a  
17                 primary responsibility to further strengthen our diversity.

18                 We have begun several initiatives in addition to our  
19                 comprehensive diversity management program implementation, to  
20                 address this important area. Through actions such as close mentoring  
21                 and coaching, we have taken a personal interest in encouraging and  
22                 inspiring the development of our employees.

1                               One of our administrative assistants recently  
2                               completed the supervisory development program sponsored by the  
3                               Atlanta Federal Executive Board. Our acting Division of Resource  
4                               Management and Administration Director, Chris Brown, who is with us  
5                               today, has personally been instrumental in encouraging our  
6                               employees to participate in Toastmasters, which has significantly  
7                               improved the confidence level of many of the participants in public  
8                               speaking. Chris has also been very active in our Diversity  
9                               Management Advisory Council, as well as with many other regional  
10                              team-building activities. So thanks, Chris.

11                             To reiterate, we are not just continuing to do the  
12                             things we've done in the past. We have instituted new programs and  
13                             adjusted our processes. A prominent example is our resource  
14                             management strategic initiative. This unique Region II initiative looks  
15                             closely at Region II's anticipated future workload, the expertise  
16                             required to do that work, and the hiring, qualification and training  
17                             needed to be successful.

18                             We then work with each employee to integrate their  
19                             individual development into this overall strategy. Cross-training and  
20                             experience in different technical areas are vital parts of this program.  
21                             Our intent is to build confidence and foster predictability, so that our  
22                             employees can more clearly visualize themselves in an important role  
23                             within Region II, and maximize their potential as NRC employees.

1                   Other recent activities include an extensive emphasis  
2                   on individual development plans, and increasing the transparency in  
3                   our solicitation and postings. For example, we have improved the  
4                   clarity of the criteria used in the selection process.

5                   Region II is particularly proud of the high level of  
6                   engagement between our employees and leadership. Frequent  
7                   communications including two-way discussions and numerous other  
8                   opportunities to ask questions and offer input have long been a part of  
9                   our culture.

10                  A prominent example is our ask Region II  
11                  management system, a very long-standing system where any  
12                  employee can submit questions or ideas directly to management,  
13                  anonymously if they so desire. Over the last year, in response to  
14                  feedback from the federal employees' survey, as well as other  
15                  employee comments calling for more innovation, we have supported  
16                  another unique Region II initiative called the Idea Greenhouse  
17                  Program.

18                  This is a staff-led program which allows ideas or  
19                  suggestions proposed by Region II employees to be reviewed by a  
20                  panel, and then as appropriate, referred to management for action.  
21                  To date, several ideas have been adopted that increase our efficiency  
22                  and effectiveness.



1 I would be remiss if I did not mention our Diversity  
2 Management Advisory Committee activities. With us today is Ms.  
3 Dana Burley and Ms. Deborah Seymour. Dana is the energetic lead  
4 of our Advisory Committee for African-Americans, and she has helped  
5 us celebrate Black History Month for many years with region-wide  
6 activities.

7 Deborah is a branch chief in our Division of  
8 Construction Projects, and she has also long been instrumental in our  
9 diversity celebrations. Thank you Dana and Deborah. Our Diversity  
10 Day celebrations have been organized by this group, and they utilize  
11 extensive employee involvement. Several of our recent featured  
12 speakers were very accomplished women.

13 In 2011, our guest speaker was Monica Pearson.  
14 She was Atlanta's first woman and first minority to anchor the 6:00  
15 p.m. news, and in 2012, we were fortunate to have Ms. Ceree Eberly,  
16 an executive vice president and the Chief People Officer of Coca-Cola  
17 come and speak to us.

18 In the time remaining, I would like to show you some  
19 pictures that illustrate our emphasis on diversity and inclusion. In the  
20 upper right-hand side of Slide 28 is a picture of Sandra Mendez.  
21 She's a fuel facility inspector, and she's visiting local elementary  
22 school students as part of the Society of Women Engineers.

1                   The two pictures on the left are of our Diversity  
2                   Management Advisory Committee. The last picture on that page is  
3                   from our most recent "Bring Your Child to Work Day," which was led  
4                   by our Federal Women's Program Group. Finally on Slide 29 are  
5                   some pictures of our Diversity Day and other celebrations, including  
6                   the guest speakers that I just mentioned. That concludes my  
7                   presentation. Thank you.

8                   MS. ORDAZ: Thank you, and now we'll turn to  
9                   Ayanna Rice.

10                  MS. RICE: Thank you. Good morning Chairman,  
11                  Commissioners, EDO and NRC staff. I would like to thank you for this  
12                  opportunity to present to you the Joint Statement from the EEO  
13                  advisory committees.

14                  There are seven EEO advisory committees here at  
15                  the agency: The Advisory Committee for African-Americans, the  
16                  Advisory Committee for Employees with Disabilities, the Asian Pacific  
17                  American Advisory Committee, the Diversity Advisory Committee on  
18                  Ageism, the Native American Advisory Committee, the Hispanic  
19                  Employment Program Advisory Committee, and the Federal Women's  
20                  Program Advisory Committee.

1                   For many years, the committees have worked with the  
2           Office of Small Business and Civil Rights and the Office of the Chief  
3           Human Capital Officer, along with the National Treasury Employees  
4           Union, to promote diversity and inclusion in the workplace. This  
5           collaborative effort has resulted in continual progress in meeting  
6           agency goals and objectives in the area of diversity and inclusion.

7                   However, there are still opportunities that are yet to  
8           be realized within the agency, that we can leverage to create a more  
9           diverse workforce that is empowered to be successful. I will now take  
10          this opportunity to present to you the highlights of our joint statement.

11                  In fiscal year 2013, we saw modest increases in the  
12          representation of women and minorities in the areas of hiring and the  
13          selection into the SES Candidate Development Program. These are  
14          important areas.

15                  However, we should also look at areas that we had an  
16          opportunity to improve on, for example, career development and  
17          advancement opportunities for lower-graded staff, recruitment,  
18          performance ratings and awards, and increased selection into formal  
19          programs such as the NSPDP program.

20                  Each advisory committee, through our partnerships  
21          and programs targeted to our constituents, continue to advocate for  
22          changes that will benefit the agency long term. Women and minorities  
23          make up the majority of administrative staff positions here at the  
24          agency.

1                   These positions include administrative assistants as  
2                   well as other non-technical staff. In order to retain the knowledge and  
3                   the talent within these positions, a clearer path for career  
4                   advancement into these higher grades and into leadership programs  
5                   should be made more visible.

6                   These development opportunities can help facilitate  
7                   qualification into management and senior management positions.  
8                   What was once a barrier can now be seen as an opportunity for  
9                   advancement to these higher grades.

10                  In recognition of the good work performed by our  
11                  employees each year, we owe it to our constituents to ensure that  
12                  they are given a fair and equitable rating during their performance  
13                  appraisals.

14                  The advisory committees work hard to increase the  
15                  awareness of our constituents, by stressing the importance of  
16                  obtaining meaningful feedback throughout the year as opposed to the  
17                  end of the rating period.

18                  We will continue to work with our partners to  
19                  communicate the importance of fair and equitable ratings for women,  
20                  minorities, older employees and persons with disabilities, including  
21                  disabled veterans.

1                   In fiscal year 2013, we saw a surge in qualified  
2 women and minority applicants into the fiscal year 2015 SES  
3 Candidate Development Program. This is almost double from 2008.  
4 Additionally, there was a slight increase in women selected into the  
5 program.

6                   Although this is progress, we need to continue to look  
7 for opportunities to increase representation of those minority groups  
8 that have qualified applicants, but had little or no representation in the  
9 program again this year.

10                  In the area of recruitment, we have seen an increase  
11 in the amount of women and minorities hired within the agency. The  
12 NSPDP and Summer Hire Programs also saw increases in women  
13 and minority hires. This is encouraging news, as both of these  
14 programs provide an opportunity to transition into entry level technical  
15 positions.

16                  Even with the increase in hiring in these programs,  
17 minorities and persons with disabilities continue to be under-  
18 represented. We encourage the agency to outreach and utilize  
19 targeted recruitment for persons with disabilities, including veterans.

1                   In conclusion, I have presented to you some  
2           progress, as well as some untapped opportunities, to ensure that as  
3           an agency we are meeting the goals of the comprehensive diversity  
4           management plan. Incorporating diversity and inclusion within an  
5           agency is not just one person's responsibility, but an effort that is seen  
6           on many levels.

7                   The advisory committees challenge themselves each  
8           year to set forth goals and objectives that will increase diversity,  
9           inclusion and cultural awareness within the agency. Everyone's voice  
10          needs to be heard in this ongoing discussion about diversity.

11                  We are on the right track, and it's up to us being  
12          accountable to one another to guarantee that the strides that we make  
13          do not diminish in the light of progress. Thank you. This concludes  
14          my brief, and I will now turn it back to Mr. Satorius.

15                  MR. SATORIUS: Thank you very much, and  
16          Chairman McFarlane and Commissioners, as all of the speakers today  
17          have mentioned in their remarks, there have been many successes of  
18          the Equal Employment Opportunity and Civil Rights Outreach  
19          programs. Two of the recurring themes that you heard are an  
20          important facet of our organizational culture, relationships and  
21          partnerships.

22                  I'm very proud of SBCR's efforts that add significant,  
23          positive input to our organizational culture, and as we move forward,  
24          we will continue to work to make everyone feel included and valued.

1                   As we continue to partner and build relationships with  
2                   other organizations, we will strive to bring out the best in all of us.  
3                   With that, we would stand ready to take your questions.

4                   CHAIRMAN MACFARLANE: Great. Thank you very  
5                   much for all the presentations. They were very informative.  
6                   Commissioner Ostendorff will start off with the questions this morning.

7                   COMMISSIONER OSTENDORFF: Thank you,  
8                   Chairman. Thank you all for your presentations. Mark and Vonna, I  
9                   want to thank you for getting all of the NRC management here today.  
10                  This is really remarkable. I appreciate also the many inter-agency  
11                  partners in the federal government who are also here today. It's not  
12                  often I see Mike Johnson sitting on the floor.

13                  (Laughter.)

14                  COMMISSIONER OSTENDORFF: It's probably  
15                  some kind of message there, Mike. But no seriously. This is great to  
16                  see the interest and participation in this very important meeting.

17                  Vonna, I want to make -- I've got a number of  
18                  questions. I'll just make one quick comment, because I'm not going to  
19                  ask any questions in this area.

20                  But I just want to applaud the group, the efforts in the  
21                  small business area. I know that's very, very difficult. So I just pass  
22                  on a well done there. That's an ongoing challenge in many areas.  
23                  But I'm very pleased to see the team's success and the agency's  
24                  success.

1 MS. ORDAZ: Thank you.

2 COMMISSIONER OSTENDORFF: Lori, it's been real  
3 pleasure working with you. I know that we all wish you the very best  
4 as you go on to your next phase. Thank you for your service. My only  
5 disappointment is you've not been able to get Jerome to take off his  
6 Pittsburgh Steeler lanyard.

7 (Laughter.)

8 MS. SUTO-GOLDSBY: One day.

9 COMMISSIONER OSTENDORFF: I know. It's an  
10 inside joke for Lori, Jerome and myself. We thank you for your  
11 service. Joel, I'm going to start out with you and ask a question on the  
12 EEO complaint area, and I guess it's a high level question. I know  
13 that we have small numbers, and so I don't want to react too much to  
14 small numbers on assessing or analyzing complaints.

15 But I'm just curious. You know, from you're  
16 experience, you've been in this program for some time. Do you have  
17 any conclusions on either the effectiveness or ineffectiveness of our  
18 training programs, based on what you were saying in EEO complaint  
19 space?

20 MR. KRAVETZ: From what I've observed in my  
21 almost one year to the day since I've been at NRC, I've seen that NRC  
22 has done a very effective job in training its managers and supervisors,  
23 both new and refresher training.



1 I think more can be done in the area of training all  
2 NRC employees, because it's not just managers and supervisors who  
3 have to have awareness of EEO and diversity issues, but it's all  
4 employees.

5 We certainly reach out to them through lunch and  
6 learn sessions, through other outreach opportunities such as  
7 information tables. But I think more could be done to ensure that  
8 there's training provided for all employees.

9 COMMISSIONER OSTENDORFF: Okay, thank you.  
10 Glenn, I want to turn to your NRO presentation, and I want to make  
11 one comment, then ask you one question. One of the comments you  
12 made that I continue to think -- I know the entire Commission is very  
13 supportive of rotational assignments within headquarters or the  
14 regions, etcetera, and I think that at least from my personal  
15 experience in the Department of Defense and Department of Energy,  
16 the NRC really sets a very high standard in that area, and we see very  
17 positive outcomes from that.

18 So I just put a plug in to you commented on rotations,  
19 and I think it is a great personnel management tool for us. When I talk  
20 to DOE officials and I talk to them a couple of times a year, I continue  
21 to send that message to them.

1                   The question I wanted to ask you, you were talking  
2           about the enhanced diversity in your NRO management positions.  
3           Can you give any specific lessons learned or best practices or  
4           concrete examples of what you've done to try to improve in this area?  
5           Anything really --

6                   MR. TRACY: Well, I attribute it to the agency's  
7           efforts, not just NRO's. It's really the agency's broad perspectives on  
8           everything that we talked about today and the focus on diversity and  
9           the inclusion.

10                   As a result, in my belief, when I talked about the last  
11          14 selections in branch chiefs, which is not trivial, when the lists are  
12          made and the decisions are made by the executives, it's obvious to  
13          me that the feeder groups, in terms of the talent pool and the  
14          incredible diversity of that feeder group, and then the most talented  
15          individual being selected is clearly --

16                   You're not even looking at it, sir, from a perspective of  
17          any of the facets of race, religion, creed. It's the most talented  
18          individual, and it just so happens that these selections and obviously  
19          the clear desire to have a diverse pool of individuals with creative  
20          thought, especially if you want to be innovative, that's how these  
21          selections are made.

1                               So I guess it's a matter of being fortunate at this point  
2                               in time that when we put out these postings at various levels, that  
3                               we're starting to see an incredible cadre of talent, and that talent  
4                               happens to be diverse.

5                               It's focusing on it too. The point is you obviously are  
6                               interested in that, and so because you're interested and because the  
7                               agency has these initiatives, there's nothing -- it would be so great for  
8                               all of a sudden it's not going to be special. It's going to be done, and  
9                               I'm starting to actually personally feel that in NRO.

10                              COMMISSIONER OSTENDORFF: Thank you. You  
11                              made a very significant statement there, about it getting to the point  
12                              where it's routine and not considered to be a special focus, required  
13                              item to have to concentrate on, where it's more of a matter of our  
14                              ingrained way of doing business. Mark, did you want to comment on  
15                              that?

16                              MR. SATORIUS: I just wanted to add that Glenn  
17                              pointed out another very important facet of being successful, and  
18                              that's the feeder groups. You know, the feed into the process, that  
19                              that's where we have to focus on diversifying the feed, because once  
20                              you do that, it's like Glenn said. It's very -- you do it automatically.  
21                              You pick the best qualified and everything else is going to work out.

1                   COMMISSIONER OSTENDORFF: That's a great  
2 point. Len, good to see you. I had a good chance to travel with you  
3 just a couple of weeks ago to Watts Bar/Sequoyah Nuclear Fuel  
4 Services. So thanks for being here today.

5                   You made a comment that really caught my attention,  
6 and I think you told me this person -- I don't know if this person's in the  
7 audience, but you made a comment about Toastmasters. Is that  
8 person here?

9                   MR. WERT: Chris.

10                  COMMISSIONER OSTENDORFF: Okay. So I want  
11 to make a comment to Chris and Len, but also to others in this area. I  
12 think sometimes, and this is not associated with any ethnic group or  
13 any element of how we look at different constituencies within the  
14 federal family.

15                  But I think the ability of people to speak and present  
16 to others is in many cases a very core competency for promotion to  
17 higher ranks, and I think the Toastmasters is a great opportunity to  
18 practice that and to get more comfortable.

19                  The highlight of that to me was just in the last two  
20 months I read a book, and some of you may have read this or heard of  
21 this, but it's fairly well known called "Quiet." My son, who spent a lot  
22 of time in the Army, suggested that "Dad, you need to read this book."  
23 It was a life-changing book for him.

1                               It's talking about the power of introverts, and how  
2 introverts in many cases are not naturally comfortable in presenting to  
3 groups of people in a public presentation type mode, and that it's  
4 important for leaders and managers to recognize the introverts in their  
5 constituencies, and help bring them out.

6                               My wife is a special education teacher and she read  
7 part of this book that was talking about teaching in the classroom, how  
8 the teacher can identify those people who don't raise their hand. Well,  
9 it goes from childhood to adulthood and so forth. I think that to the  
10 extent that there are people that don't feel comfortable speaking, that  
11 we help them get over that fear of speaking, that that is a great service  
12 that's being provided.

13                              But I think more broadly this book "Quiet" helped me  
14 to understand how I even look at some people I interface with here at  
15 the NRC, to better understand how to work with them, and it helped  
16 me as an official here to be a better -- I think I'm trying to be a better  
17 interactor with people.

18                              I learned a lot from that. So I just -- I'm not trying to --  
19 I'm not getting any royalties from the author, but of the books I've read  
20 in the last five years, I can tell you I read quite a bit, it was the most  
21 impactful book I've read.

1                   But I appreciate, Chris, what you're doing on the  
2           Toastmaster piece, because I think that -- going from GS-14 to 15 to  
3           manager of people, being able to provide constructive feedback in  
4           performance evaluations, all those managerial skill sets we're talking  
5           about are very much tied into people's comfort in talking and speaking  
6           and interacting with other individuals.

7                   Ayanna, I appreciate your comments. I've got one  
8           quick question for you. I've been very interested in disabled vets  
9           hiring and so forth. Anything, any concrete examples of where you  
10          think we could do something better to help target recruiting of people  
11          in the category of disabled vets?

12                  MS. RICE: Concrete in the sense. I think it helps  
13          when there's an awareness on all levels of the importance of not only  
14          disabled vets but other persons, minority persons, and I think through  
15          that awareness, just really working on that desire to actually seek out  
16          those individuals, and again, being most qualified.

17                  So looking at your most qualified, but then don't  
18          reduce your pool so that you're only looking at a particular group or a  
19          couple of groups, but make it just all-inclusive, so that you have a  
20          greater group to pick from.

21                  So I think it's just more awareness, and then just  
22          really encouraging those people who are doing the hiring to seek out a  
23          bigger pool of qualified applicants to choose from.

1                   COMMISSIONER OSTENDORFF: I'll make -- time  
2           has run out. I'll make one very quick comment. I think a lot of people  
3           here probably saw the State of the Union address last night, and saw  
4           Staff Sergeant Remsberg and the fact he's been through a number of  
5           operations, 10 combat deployments, injured in an IED explosion in  
6           Afghanistan.

7                   I think whether somebody injured in combat or a  
8           disability they were born with, it doesn't -- I'm not trying to limit this to  
9           military. But I think we see many people with disabilities who have  
10          had to demonstrate that extra perseverance, that extra work effort just  
11          to do what we consider those without disabilities as the basics.

12                  So I think that perseverance piece is something that  
13          really is qualitative, but stands for a lot that we could value and use in  
14          the workforce. Thank you all. Thank you, Chairman.

15                 CHAIRMAN MACFARLANE: Thank you very much.  
16          Okay. A few quick questions. Let me just piggyback on  
17          Commissioner Ostendorff's statement about public speaking, and you  
18          know, as an introvert myself, I found that one of the most important  
19          factors in being able to speak publicly is to practice.

20                 So I'm curious, and I applaud the initiative at Region II  
21          to go to Toastmasters. But I think that we should be providing during  
22          the work day the opportunities to practice and the training. You know,  
23          I know that I've taught this when I was teaching at the university.

1                   People need to have opportunities to practice in front  
2 of a group of peers, where they feel safe enough to receive the  
3 criticism and then improve. So I'm interested in knowing what  
4 opportunities NRC provides for folks, whether there's an opportunity to  
5 think a little more deeply about this.

6                   MR. WERT: I'll start. I have a few comments. In  
7 Region II, we try to deliberately put people in a situation where they're  
8 able to try out their public speaking and their just briefing of senior  
9 managers. We look closely at who hasn't had the opportunity to do  
10 that when an opportunity like that comes up.

11                  We also have an expectation that our Nuclear Safety  
12 Professional Development Program participants and even our summer  
13 students when they leave, they make a presentation, for example, to  
14 management. All this is coupled at trying to get them to practice  
15 public speaking, just like we talked about.

16                  MR. SATORIUS: I just would add that I agree with  
17 Len, that I think it's just part of good leadership, supporting individuals  
18 being able to move to the next step within the organization that  
19 requires communicating skills.

20                  I think that the leadership team within the NRC does a  
21 good job of recognizing those individuals that need to have  
22 opportunities to present to their office directors or TA briefings to your  
23 assistants, and also who to have at the table during Commission  
24 briefings.



1                               So I think that that's an inherent part. We can always  
2           do better. I'm not sure. I'd have to look to Jody in the audience, but I  
3           believe we have some courses in the Professional Development  
4           Center that go towards that.

5                               MR. BARNES: Good morning, ma'am. Tony Barnes  
6           from SBCR. One of our committees has taken on as an initiative, to  
7           provide more of those public speaking opportunities, and they  
8           partnered with our local Toastmaster group here at the NRC.

9                               I believe we've had at least one, maybe two lunch and  
10          learns, where we've gone through that preparation and the how-to and  
11          the practice and the opportunities to impromptu as well as prepared  
12          speech in front of a group of peers. So I know of at least one, and  
13          probably at least two.

14                              But that's an ongoing initiative, recognizing the value  
15          of and the importance of that comfort of speaking publicly in front of  
16          your peers.

17                              CHAIRMAN MACFARLANE: Yeah. You know, the  
18          key thing it seems to me is that it's great to have the opportunity to  
19          speak in public. But you actually have to have the opportunity to  
20          practice multiple times in front of your peers before you get to that  
21          public speaking. That's the key. That's what gets you comfortable.

1                               So let's move on to other questions. A question for  
2       Tuwanda. So I know you guys have done an amazing job, you know,  
3       making something from nothing essentially, and finding funding for  
4       minority-serving institutions. So I applaud you very much for all your  
5       hard work on that.

6                               I'm wondering, you know, speaking as an academic,  
7       whether you do reviews of the programs, of the outcomes of the  
8       funding and then, you know, sort of reflect on how you can improve  
9       the program over time or not.

10                              MS. SMITH: Yes Chairman, we do. As a matter of  
11       fact, we took the opportunity a little bit probably better than we had in  
12       the past, when we submitted the reports to the White House, to not  
13       only demonstrate that we provided money, but to look at what the  
14       federal return on investment.

15                              And that federal return showed the type of fields that  
16       MSIs have entered into, the type of papers that they had published,  
17       research, the development of their students and that those students  
18       transitioned into the fields that we were looking to get them in.

19                              So we do that ongoing, and we have a relationship  
20       with each of the schools, where we're constantly on a regular basis  
21       working with the faculty. If I could give a kudo to Greg Castro, he  
22       actually worked with one of our schools, so that they would be able to  
23       teach the cutting edge type of training and curricula that was needed  
24       to work in some of the things that NRC does.

1                   CHAIRMAN MACFARLANE: Great. So for Mark and  
2           Vonna, we've heard from NRO and Region II about their programs to  
3           increase diversity in managers. I'm just wondering if there's some  
4           agency-wide plan to address this, especially at the senior  
5           management level, holistically?

6                   MR. SATORIUS: Want to start?

7                   MS. ORDAZ: Sure. Absolutely. Some of the efforts  
8           that we're doing in the Diversity Management Inclusion Council, we  
9           provided actually background books and strategies to be able to  
10          enhance the opportunities for all individuals, including women,  
11          minorities, veterans and employees with disabilities.

12                   In there, it lays out -- it really starts with a clear and  
13          well-communicated commitment to diversity and inclusion. You've  
14          heard some of that mentioned at the table today, and we believe that  
15          it's really important.

16                   The one thing that we can tell you, and as you've sent  
17          out yourself the statements that have come out to the staff and to the  
18          whole agency, is a true commitment for this area.

1                   It starts at the top, and we're seeing it really transcend  
2           across the agency. We've had folks volunteer for this council, even  
3           though they had many other committees and activities to be on,  
4           across all offices, all different levels, and really it starts there and it  
5           gets into training and education, outreach and continuous  
6           communication, so that it can be ingrained as Glenn said, he's starting  
7           to see within his organization as well.

8                   I did want to mention a couple of things. We do have  
9           the SES performance plans, the new SES plans also now have an  
10          element that includes diversity and inclusion, and that's in -- just for  
11          this year is the first time. It's under the Leading People element, and I  
12          think that will be valuable for across the entire senior leadership.

13                   CHAIRMAN MACFARLANE: Yeah, that way.

14                   MS. ORDAZ: We also, as Joel mentioned, are  
15          looking to expand the EEO and diversity inclusion training not to all  
16          managers and supervisors alone, but in addition to all the offices.

17                   CHAIRMAN MACFARLANE: Including the  
18          Commission offices.

19                   MS. ORDAZ: We're working on that, and --

20                   CHAIRMAN MACFARLANE: I hear that.

1 MS. ORDAZ: We're also looking at the  
2 developmental programs, the SES CDP and LPP, Leadership  
3 Potential Program, to have more EEO diversity awareness ingrained  
4 into those training programs. It already has some aspects, but looking  
5 to enhance those.

6 It goes on. But there's a lot of great activities going  
7 on and there's some wonderful people working on it. Thank you.

8 MR. SATORIUS: I think a portion of the Diversity  
9 Council also is that it can recognize what I would call good practices,  
10 as you've heard from, you know, Region II and Glenn's organization,  
11 and incorporate them and spread that out across the offices, to give --  
12 to pass on knowledge as to success stories on how organizations can  
13 focus.

14 I know that both Glenn and Len, just in the normal  
15 course of business, I'm sure Len has outreached to his colleagues in  
16 the other regions. They just had a deputy regional administrator  
17 meeting on Monday, and I suspect that some of the things you talked  
18 about here you talked about with your colleagues, and Glenn as well.  
19 I know that they meet regularly with his colleagues.

20 CHAIRMAN MACFARLANE: And I know you guys  
21 mentioned that, you know, we would all love to be in a place where we  
22 just don't have to think about this anymore. I would too. But and it  
23 really does help to have a good pipeline.

1 But that is not sufficient, and I think that has been  
2 demonstrated by multiple studies, which I won't cite here. But that's  
3 certainly my personal experience, that it's not sufficient. So we do  
4 have to work hard, and I'm glad to hear you guys do have a number of  
5 initiatives in this area. So great.

6 I have another minute, good. So let's move to the  
7 EEO complaints for Joel, a quick question. So I'm interested  
8 especially in EEO complaints on reprisals, if you're seeing any trends  
9 in that, and if there are -- is there any thinking about what to do about  
10 those particular complaints?

11 MR. KRAVETZ: The trend is that both at this agency  
12 and government-wide, that reprisal is most common or one of the  
13 most common bases and the most common finding of discrimination.  
14 It's not the underlying allegation, but what a manager or supervisor  
15 may say or do after the complaint is filed, which could be perceived as  
16 retaliatory or found to be retaliatory.

17 I think that we need to focus increased training in this  
18 particular area, so that individuals understand that everyone has a  
19 right to file any kind of complaint, and understand that they should  
20 treat that employee no differently and respect their values and respect  
21 their work ethic, independent of whether or not there's a complaint out  
22 there.

1 CHAIRMAN MACFARLANE: Okay. Thanks. I think  
2 I'm out of time, but I would be remiss if I didn't thank Lori for her  
3 service and wish her very well in her retirement.

4 MS. SUTO-GOLDSBY: Y'all have been making it  
5 hard for me to leave.

6 CHAIRMAN MACFARLANE: I know.

7 MS. ORDAZ: That's the point.

8 CHAIRMAN MACFARLANE: That might be the idea.

9 (Laughter.)

10 CHAIRMAN MACFARLANE: I'm going to turn it over  
11 to Commissioner Svinicki.

12 COMMISSIONER SVINICKI: Thank you. Well, good  
13 morning and welcome to everyone. Thank you for the presentations,  
14 and I want to join in welcoming our various partners from across  
15 government and other organizations. Thank you very much for  
16 making the trip out here on a cold morning. I appreciate that very  
17 much.

18 I also want to acknowledge, as my colleagues have  
19 done, the important work of the advisory committees, the Council  
20 members and the wonderful commitment to service of the collateral  
21 duty EEO counselors.

1 I really appreciate it, and I think that kind of populating  
2 the entire organization with having people in the various groups and  
3 offices I think is a very effective way to make these issues part of our  
4 day-to-day thinking and culture in the organization.

5 I know that most NRC employees have plenty to do  
6 every day. So to take that on as a collateral duty I think is a wonderful  
7 demonstration of your commitment to the agency. So I want to thank  
8 you for that. Lori, I will add that departing NRC, I've learned, is a long  
9 painful series of being singled out and talked about and made a great  
10 fuss over. So that will continue to happen to you today as just one  
11 demonstration of that.

12 But as someone pointed out to me recently, is that  
13 when federal employees resign, you know, that someone has to  
14 accept their resignation. So I don't know if that's been accepted yet.  
15 But I would point out to Vonna or someone else, you know, Vonna you  
16 could try to make a last ditch effort and simply just say I don't -- I reject  
17 that, you know, kind of like someone serving a summons on you.

18 You can just never be available to accept her  
19 resignation. So that would be a way to string this thing out. But I  
20 suspect that we, in all seriousness, wish Lori well and every continued  
21 happiness. I'm very excited for you as you begin your next adventure,  
22 whatever that might be.



1 I did have some questions that my colleagues have  
2 already asked questions about, but I did want to ask a little bit -- Joel  
3 keeps having to pop up to the microphone. But I did have one  
4 question that wasn't covered.

5 You talked about the breakdown of issues from which  
6 filed complaints arise. If you look at other departments and agencies,  
7 would the categories and the general percentages of the areas where  
8 we have complaints, is this similar to other organizations? I know  
9 you've offered a caveat that we don't have a terribly large population  
10 upon which to make comparisons.

11 But when we look at the areas of like unfair  
12 performance appraisals and the various allegations, is our breakdown  
13 pretty equivalent to what other departments and agencies would see?

14 MR. KRAVETZ: Based on my review of EEO  
15 statistics from Fiscal Year 2011, which is the most recent data  
16 available on the EEOC website, in many areas, our trends are very  
17 similar to what other agencies experience. Other agencies may see  
18 more claims of gender discrimination than perhaps we do.

19 But the types of issues then, the types of bases from  
20 my review just generally of the statistics, we mirror a lot of what other  
21 agencies are experiencing.

1                   COMMISSIONER SVINICKI: Okay, and I assume  
2           that if we had an area where we were significantly different or had a  
3           strong area of issues arising that we were different from other  
4           departments and agencies, that's something that you would highlight  
5           or your office would highlight in the presentation, because that might  
6           reveal some potential for us to really look closely at that area.

7                   But you're indicating that at least for the statistics that  
8           are available, you're not finding that we depart significantly from other  
9           departments or agencies?

10                  MR. KRAVETZ: That is correct.

11                  COMMISSIONER SVINICKI: Thank you very much.  
12       We've talked about the importance, in terms of employee  
13       development, and I think also for retention of opportunities, for  
14       advancement, in past meetings we've talked about how when your  
15       organization is not growing, that can be kind of difficult, to be able to  
16       give people the hope and prospect of different opportunities for  
17       advancement.

18                  So what are techniques for success that we're using?  
19       I know we've talked about rotational assignments, opportunities for  
20       people maybe to have a temporary period of acting in a  
21       developmental position. What are other things more broadly that  
22       we're looking at?

1 MS. ORDAZ: For our current group, it's a mix. It's a  
2 mix of traditional things you've heard in other meetings, but I think it's  
3 a stronger emphasis on it.

4 The mentoring, OCHCO has taken over the mentoring  
5 program and has really taken it to the next level. There's a match-  
6 making mentoring flash event. I don't know the official name of it, but  
7 flash mentoring I think it's called.

8 So that helps team up folks, similar to what we do  
9 with small business. You team up folks that are looking for a mentor  
10 with prospective mentors.

11 So there's a lot going on in the mentoring program in  
12 OCHCO's leadership, and the continuous rotations. There's not  
13 perhaps as many opportunities available for permanent. I've seen  
14 more and more rotations going on, as you've already heard.

15 But I think it's candid indirect feedback too, because I  
16 think that's where we sometimes fall down, you know, individually, or  
17 perhaps across the agency, where people don't necessarily get all the  
18 feedback that they need or that they want.

1                               We also work as mentors to help ensure, be  
2       proactive. Go seek the feedback. If you don't get it, go ask. What  
3       can I do better? Really looking for it not just to be on the supervisor or  
4       manager, but the individual to take some proactive steps in his or her  
5       own career, and really focusing on the individual development plan, so  
6       you can lay out goals, whether it be short-term or long-term goals, and  
7       where are all the steps you need to go there.

8                               Our colleagues and partners in OCHCO have a  
9       wonderful training program and the whole SkillSoft package. There's  
10      thousands of courses that are available. So it's not that there's not  
11      opportunities. The opportunities are there, and they're free.

12                             They're right across the street. So it's just matching  
13      up the individuals, ensuring that there's a desire there, getting them to  
14      talk to not just one mentor but a few various folks, and pursue their  
15      career in a very, you know, aggressive way, if that's what their desire  
16      is.

17                             COMMISSIONER SVINICKI: I know that as we  
18      develop individual development plans, that a source of frustration may  
19      be that training budgets have been somewhat uncertain. So you may  
20      identify something on a development plan that would benefit the  
21      employee, but we may or may not have the funding or certainty of  
22      funding that we can provide training opportunities to address all of  
23      what we might identify as potentially promising developmental things  
24      for employees.

1 I know now that the agency has its appropriations  
2 have been finalized for this year. I know the EDO and all the offices  
3 have begun discussion about training that we may have put on hold or  
4 said we can't really address or approve this until we have a little more  
5 certainty on our full-year appropriation.

6 I wonder Mark or anyone at the table, maybe Len or  
7 Glenn, would like to talk about what are we doing now to quickly revisit  
8 and get, you know, really vital training maybe turned back on, that we  
9 have greater budget uncertainty now.

10 MR. SATORIUS: Well, I'll get started, and then I'll let  
11 Glenn and Len respond. You're right. We just recently did straighten  
12 out the budget for -- it's not completely straight. It's going to take  
13 some time to get before we actually get the funds on board. But we  
14 need to start doing exactly what you said, take a look at what this is  
15 going to allow us to do.

16 I expect that my expectations is that the offices and  
17 business lines would be doing just that. I think they do a pretty job of  
18 prioritizing, identifying those individuals that need training exterior to  
19 the NRC.

1 I'll just point out, that we have a very, very broad  
2 curriculum within our own organization at our Personal Development  
3 Center. If you take a look at some of the courses over there, I know  
4 I've seen a number of presentations where traditional courses, where  
5 we'll either go outside of the agency to get our folks trained, we have  
6 some pretty close courses within.

7 So with that, maybe with a little OJT, we can make  
8 our dollars go further. So Len and Glenn?

9 MR. TRACY: I'd just point out that it's happening as  
10 we speak. Gary Holohan, who represents NRO at the Training  
11 Council Committee, coordinated through OCHCO, that in light of the  
12 funds that are coming forward and perhaps greater availability, in light  
13 of the prioritization scheme that all the offices have agreed upon, in  
14 terms of the mission-oriented and then advancement type of activities,  
15 that is exactly being bantered as I speak, and those things are moving  
16 out. So it's pretty much along the lines of your vision.

17 MR. WERT: Yeah, and like Glenn mentioned, we  
18 have a detailed listing of virtually every employee in the region is  
19 listed, is included on the list, and we have their training desires and  
20 their training wants and their training needs, and we have them ranked  
21 as to the importance and the priority of that training, and we'll just  
22 continue on down the list when we get more funds.

1                   Also, because initially some of the funds were  
2           restricted as compared to previous years, we moved some of our, I'll  
3           call it large group training. We took some of those funds, where we  
4           would have someone come in and give a large presentation to a large  
5           group like management training.

6                   We put that in the individual kitty initially, but now we'll  
7           probably be able to bring in some of those other training sessions.

8                   COMMISSIONER SVINICKI: Thank you for that, and  
9           I mention it because these things don't turn on a dime, you know.  
10          You've got this far into the fiscal year, which thankfully we do have our  
11          full appropriation. But it's very difficult, because it has to do also with  
12          employee coverage of their essential duties and things like that.

13                  So getting all of that, getting it turned back on and  
14          then accommodating and covering the agency's workload is all the  
15          things that we need to think about. So I'm really grateful that the  
16          senior leadership here has promptly turned to this issue. I think that  
17          it's -- is something we need to do quickly.

18                  I'll just close with something I've mentioned and  
19          managed to weave into other meetings that the Commission has had,  
20          but you know, we do have a number of nationally-recognized technical  
21          experts, people who are extremely knowledgeable and expert in their  
22          areas, that they work here at NRC.

1                                Training and development and retention for them is a  
2                                little bit different thing. In many instances, it has to do with their ability  
3                                to attend technical conferences and have -- and present papers and  
4                                do things like that. You can't take, you know, a nationally-recognized  
5                                seismic expert and put them through some sort of University training.  
6                                They're the kind of people that it is technical conferences.

7                                I know this is an area that continues to have a lot of  
8                                scrutiny throughout the government. I think that that's unfortunate,  
9                                that some of the -- you know, there are legitimate concerns that have  
10                                arisen. But I think it could have the potential, if cut too severely at an  
11                                agency like ours, to cause some of our important experts that we  
12                                need.

13                               They're also the people who are mentoring others in  
14                               their skill areas. So if we can't retain them and provide them their  
15                               professional development, which is to go and present their research  
16                               and their work and their thoughts with peers at conferences, I think at  
17                               some point that's going to be a very negative thing for our agency. So  
18                               I hope that we'll continue to push forward on that. Thank you,  
19                               Chairman.

20                               CHAIRMAN MACFARLANE: Here, here. On to  
21                               Commissioner Apostolakis.



1                   COMMISSIONER APOSTOLAKIS: Thank you. I join  
2 my colleagues in expressing my appreciation for the great work you  
3 guys are doing. I have a question for Ms. Rice. You talked about  
4 advisory committees and so on. Of course, advisory committees don't  
5 make any decisions. So can you give me an example or two where  
6 something was initiated by an advisory committee that was accepted  
7 by management?

8                   MS. RICE: I am thinking of an example.

9                   COMMISSIONER APOSTOLAKIS: If it's easier,  
10 maybe you can give me an example where it was not accepted by  
11 management.

12                   (Laughter.)

13                   MS. RICE: What we do, we do partner with individual  
14 offices. So we'll go and we'll speak to individual offices, where we --  
15 and especially now that we have the data from -- the EEO data, we  
16 can now have tangible information to go to individual offices and have  
17 discussions, ideas that we have to promote diversity and inclusion.  
18 We also have lunch and learn workshops and sessions that we --

19                   COMMISSIONER APOSTOLAKIS: Yeah. The  
20 question is whether some of those ideas were actually accepted, and I  
21 think you have support behind you.

1 MR. BARNES: Let me see if I can bail her out. She's  
2 the co-chair of the Women's Advisory Committee, so her primary  
3 focus is on just that single committee. I really manage all seven of the  
4 committees, and so let me see if I can address your concern.

5 COMMISSIONER APOSTOLAKIS: Oh, it's not a  
6 concern; it's a question.

7 MR. BARNES: I mean just address your question. I  
8 think a very tangible example is if you take last year's brief, we talked  
9 about the concern of some of the committees that older employees  
10 may not feel as if their performance evaluations are as appreciated as  
11 they got older.

12 I think as a direct result of bringing that into the brief,  
13 OCHCO, prior to this past year's performance evaluations, brought in  
14 from OPM a subject matter expert on performance management, and  
15 briefed the ELS, the Executive Leadership Seminar for an hour and a  
16 half.

17 She gave an absolutely incredible performance  
18 evaluation soup to nuts. That video is posted on the ELS SharePoint  
19 site for those managers and supervisors that evaluate employees and  
20 couldn't be there, as well as her slides, etcetera.

21 I think that's a direct correlation to a concern brought  
22 up by a committee to the agency taking action and providing a  
23 tangible training opportunity to our managers and supervisors.

24 COMMISSIONER APOSTOLAKIS: Thank you.

1 MS. ORDAZ: I would like to add also that I know  
2 through this DMAC Council that we've mentioned before, that  
3 committee representatives are involved. So they're involved in the up-  
4 front decision-making and the input.

5 So it's almost as part of the process that we have,  
6 they're close partners in terms of coming up with solutions to some of  
7 these issues. There's a few things in the works; I won't reveal them  
8 here, in terms of a diversity dialogue project that's being worked on,  
9 and also some information that we're receiving from OPM on diversity  
10 and inclusion index.

11 Many of these committee folks and chairs, co-chairs  
12 and committee members are right there with us, as we're trying to  
13 formulate this and how we share it across the agency. So they're right  
14 involved with the solutions as well.

15 MR. ZIMMERMAN: Commissioner, I have a good  
16 example I'd like to bring up. My name is Jake Zimmerman, and I'm on  
17 the Advisory Committee for Employees with Disabilities. When the  
18 Three White Flint building was being designed and constructed,  
19 several members of our committee raised -- asked some questions  
20 about how accommodations were being built in.

1                   In fact, Alicia Mullins and I had a chance to go and  
2           talk to folks at the Geospatial agency that was also constructing a  
3           building. We applied lessons learned from that, partnered with  
4           OCHCO, SBCR, the Office of Administration and actually several  
5           members of our committee participated in a working group, to talk  
6           about the building and issues and barriers that could be designed  
7           away in the construction of that building.

8                   So I think that was a really positive example of where  
9           the committee brought something up and partnered with the rest of the  
10          agency and was successful. We're still learning things and applying  
11          them, and hopefully we'll be able to apply them to the second building,  
12          when that goes through its refurbishment, now that we have the new  
13          lease.

14                   COMMISSIONER APOSTOLAKIS: Thank you very  
15          much. That was good. Glenn, you mentioned something entitled  
16          "Behavior Matters." I don't know what that is.

17                   MR. TRACY: That's an EDO level initiative that's  
18          been enacted for some number of months.

19                   COMMISSIONER APOSTOLAKIS: Oh months. I'm  
20          glad I asked.

1 MR. TRACY: It's been a bit. OCHCO's been leading  
2 an effort in order to enhance our culture and to ensure that the values  
3 that we espouse around our necks and hopefully are in fact shown  
4 and displayed in our everyday activities, whether it be meetings or  
5 other activities.

6 And so it's a phased approach that staff have been  
7 encouraged to attend these cafes they're called, and numerous staff  
8 have, and then the display of how a manager handles day-to-day  
9 business, interactions with staff, whether in the hallway or in meetings,  
10 etcetera. They're enhancements.

11 There's also ways, in case I did anything in this  
12 meeting, although it would be hard from the audience, someone could  
13 correct me in a polite way and teach how to do so, so that we're all  
14 professionals yet at the same time you're not harming someone in an  
15 unintended fashion, and you're in fact more professional and positive  
16 and pleasant.

17 COMMISSIONER APOSTOLAKIS: Thank you. Mr.  
18 Kravetz, did I hear you correctly, that the number of complaints has --  
19 one of the reasons the number of complaints has gone down is  
20 sequestration? Can you elaborate? Did I misunderstand you?

1 MR. KRAVETZ: You did not, sir. I did say that, and  
2 it's -- we don't know exactly what causes an increase or a decrease. It  
3 was -- in responding, I was saying that may have been a factor. If  
4 there is less funds available for certain activities and there are less  
5 decisions that are made, then it could be a source of less complaints  
6 filed.

7 COMMISSIONER APOSTOLAKIS: And you also said  
8 that we have training on diversity, and that you wanted to adopt that  
9 training to the NRC culture. Which culture are you referring to?

10 MR. KRAVETZ: The agency's organizational values  
11 have an acronym, ISOCCER, and we take all those values, and we  
12 want to make sure that all employees, not just managers and  
13 supervisors, understand and respect each other, in ways that are both  
14 intended and unintended, as was just mentioned through the Behavior  
15 Matters café.

16 By doing that, hopefully it decreases  
17 misunderstandings that can lead to misperceptions, that can lead to  
18 EEO counselings and complaints.

19 COMMISSIONER APOSTOLAKIS: So it's the  
20 organizational culture of the agency you're referring to?

21 MR. KRAVETZ: Correct.

22 COMMISSIONER APOSTOLAKIS: Because the  
23 word "culture" is used in many contexts.

24 MR. KRAVETZ: I understand.

1                   COMMISSIONER APOSTOLAKIS: Thank you. In  
2 conclusion, I would like to also wish farewell to Lori. We've interacted  
3 a few times. They were very pleasant times. Thank you very much,  
4 and back to you, Madam Chairman.

5                   CHAIRMAN MACFARLANE: Great. Commissioner  
6 Magwood.

7                   COMMISSIONER MAGWOOD: Thank you,  
8 Chairman. Going last always has its ups and downs, and my  
9 colleagues have covered a lot of material. There's a few things I want  
10 to highlight. First, let me start by -- as the Chairman pointed out, this  
11 is one of our most densely attended Commission meetings.

12                   I think it's because there's so many people in the  
13 agency that care about this issue and are involved in it, and I  
14 congratulate all of you for taking the time and your managers for  
15 giving you the ability to spend the time to work on these issues. So I  
16 think that's been very important.

17                   With all that support, I want to highlight that the SBCR  
18 staff, led by Vonna, very capably led by Vonna, is at the core of this,  
19 and coordinates all these activities. I just wanted to just, you know,  
20 congratulate Vonna and her team, many of which are here today.

1                   You know, Tuwanda, who manages to emit a huge  
2           amount of information without ever looking down at a piece of paper,  
3           which is somewhat astonishing quite frankly, and be impeccably  
4           dressed, and Lori, Jerome and Tony and others. So that your team is  
5           really doing a very good job. So I appreciate that.

6                   Now Lori, of course, I didn't know about this, Lori. I'm  
7           not sure that devastated might be the right word. It's really depressing  
8           to here this, because you add so much to, you know, to the  
9           community of the NRC.

10                   It isn't just the work that you do, which has been very  
11          good. I don't think there's another person in the agency that brightens  
12          up a room as much as when you walk into it. So we're going to miss  
13          you a great deal. So thank you for your service. I'm sure I'll have a  
14          chance to talk with you before you go off to whatever activities you are  
15          pursuing.

16                   You know, one of the things that was -- as I heard the  
17          conversation, there was a lot of discussion about sort of the feeder  
18          groups, and this is a focus that we've talked about in the past. I think  
19          in one of the previous meetings, we highlighted the fact that we're not  
20          performing as well as we'd like in SES's and in management, but that  
21          we knew that over time, as the feeder groups were improved, that we  
22          would eventually be in a position to do better.



1                   In that respect, I wanted to highlight one of the things  
2                   that Glenn said, which I thought was very, very important. I never  
3                   quite heard anybody say it that way before, which is that Glenn  
4                   highlighted the fact that he focuses, or their efforts focus on recipients  
5                   of the MSI grants and on university grants, as they are making these  
6                   recruiting moves.

7                   I think that's an extraordinarily important statement,  
8                   because you know, the SBCR and OCHCO groups spend a lot of  
9                   effort pursuing these groups, these grants, and putting these  
10                  resources out. If we're going to get the value back that we should, it  
11                  requires leadership such as Glenn and Len and others, to look at  
12                  those as recruitment opportunities.

13                 It doesn't mean that there is an automatic decision to  
14                 hire people to get those grants but, you know, they are a pool we  
15                 should be looking at. You know, as the Chairman pointed out, that  
16                 Tuwanda and her operation with the MSI group, you know, sort of  
17                 spins gold out of straw quite frequently, and it's been an impressive  
18                 effort.

19                 As I've mentioned before, I've been to universities  
20                 who've benefitted from what Tuwanda and SBCR are doing, and it's  
21                 amazing how much a small amount of money can make a difference  
22                 in these programs. I want to highlight I've gotten an email from a  
23                 young lady who we recently hired, who is a nuclear engineering  
24                 student at South Carolina State.

1                   As many of you know, South Carolina State and I  
2           have some history, and I think she's, I forgot, she's the fourth or fifth  
3           South Carolina State student that NRC has hired, which is an  
4           important thing to note, because that program would not exist if the  
5           federal government hadn't gotten it off the ground, you know.

6                   It doesn't require, you know, that kind of care and  
7           feed now; it's on its own, but it had to get started. I think that  
8           highlights how important the activities that we have with our grants  
9           programs, the MSI program are.

10                   It isn't simply that they'll bear fruit in the next year or  
11          two. It may take, you know, five years or ten years before we see the  
12          results of those activities, and many of us who are here today may not  
13          be here when the results come in.

14                   So whenever the concern comes up, you know, is it  
15          worth it, the effort, is it worth effort, is it worth the resources to put into  
16          MSIs or into university grants, I just wanted to highlight, you know,  
17          give some thought to what that means for the long-term future, what  
18          that means for our pipeline.

19                   What it means not just for diversity's sake, but for our  
20          ability to repopulate a very highly technical agency. Because when  
21          you think about it, if we aren't promoting those sorts of causes, who  
22          will? Who else cares? Who else cares as much as that as the people  
23          that work in this field.

1 I've actually talked through half my time already. I do  
2 have a couple of questions. I wanted to -- Slide 19 was kind of  
3 interesting, and I want to talk to Glenn, because one of the things that  
4 -- you know, there's that old cliché that -- I wanted to highlight Slide  
5 19, because there's -- you're showing these new employees and it has  
6 that young fellow on the right-hand side who looks a whole lot like  
7 Gary Holohan.

8 (Laughter.)

9 MR. SATORIUS: He just graduated from high school.

10 COMMISSIONER MAGWOOD: Just graduated from  
11 high school, yeah. I wanted to highlight it, because you know, I was  
12 trying to think of the contra-positive to, you know, the fish rots from the  
13 head down, but I can't think of one.

14 But if there is a contra-positive, I think it applies to  
15 what your -- to Glenn and his role, because these activities don't get  
16 attention unless leadership shows that they care.

17 Your personal interest and commitment to it I think is  
18 reverberating through the organization. So I congratulate you for that.  
19 But when you -- one of the things you mentioned that I found  
20 interesting was you highlight the generational differences that are out  
21 there.

1 I wondered if you could talk a bit about that, because I  
2 think for the more technical organizations, this is a pretty important  
3 issue, because when I visit licensees, usually you see that there is  
4 this, you know, the double hump, you know, the employees who are  
5 coming up on retirement age and the employees who are relatively  
6 new, and how you transfer that experience is something that people  
7 have been talking about for quite some time.

8 We of course have our knowledge management  
9 group. But in the case of NRO, how do you manage that generational  
10 gap and how do you take advantage of that generational gap? Can  
11 you talk about that a bit?

12 MR. TRACY: Certainly. Well again, there's the  
13 formal knowledge management program that sets a structure and a  
14 concept, which then reminds everyone how important that is.

15 But in terms of the first thing I thought of when you  
16 asked the question was the conversation about locked rotor events at  
17 the AP1000, and departure for nuclear boiling, and you have the  
18 wizardry of Gary Holohan in his youth, combined with a 20 year-old  
19 engineer who works in the Safety Analysis Group, combined with a 30  
20 year-old and then a 40 year-old mid-level manager, and they're all  
21 discussing the appropriate response to ACRS-level questions that are  
22 legitimate.

1                   It's that knowledge transfer of perspectives from the  
2           young engineer, who brings all kinds of very insightful perspectives  
3           and also the scripture of the SRP, and then there's the Gary to the  
4           ultimate, who's done this back some probably 35 years ago, and has a  
5           perspective from the actual experiences he's had.

6                   So I would say that what I'm experiencing is just that  
7           one example. But it's happening regularly, as you talk about new  
8           reactors and the new reactor issues, and then what goes on in the  
9           operating fleet, and then what happened when those were built.  
10          Frankly, I hope we can do better using the structure that OCHCO  
11          provides and SBCR, to continue to document that, through  
12          SharePoint, through videos, through training sessions. That's what  
13          we're trying to do. I hope I answered.

14                   COMMISSIONER MAGWOOD: Well, I appreciate it.  
15          That's a good answer. I liked that. Vonna, you mentioned we have  
16          new advisory committee that we're -- it's already begun, has already --

17                   MS. ORDAZ: Yes, and we just put out a posting this  
18          week. It came out in the Yellow Announcement, to solicit individuals  
19          who are interested in joining the committee so it can be formed.

20                   COMMISSIONER MAGWOOD: Okay, fine. I hadn't  
21          heard that, and I appreciate hearing that. Can you -- what's going to  
22          happen now with GLOBE? Is there clarity as to how that's going to  
23          transition and how that's going to work?

1 MS. ORDAZ: NRC GLOBE will stand the way it  
2 currently stands, similar to BIG, which is Blacks in Government, and  
3 those two groups have been afforded many opportunities, similar to  
4 the seven EEO committees that we have. But this is a separate group  
5 initiated by the agency, that we have this advisory committee for  
6 LGBT.

7 Many members may transfer into it, and again, you  
8 don't need to be under any of those elements to be in the committee,  
9 if you will. But NRC GLOBE, from what has been shared with me, you  
10 know, they've been more of a social committee, and they also have  
11 partners outside of the agency and other entities that they coordinate  
12 with.

13 But this is similar to how BIG handles their  
14 organization. So we might see, similar to how we have with the  
15 ACAA, the Advisory Committee for African-Americans and BIG. They  
16 have some members on both. There might be the same here.

17 But NRC GLOBE will stay the same, and this  
18 ACLGBT will be separate, and under the bylaws that we have for EEO  
19 committees.

1                   COMMISSIONER MAGWOOD: Okay. I appreciate  
2           that. Just in closing, the Chairman and Commissioner Ostendorff  
3           highlighted the importance of public speaking, and one thing I'd like to  
4           point out, maybe it goes without saying, but you know the DMAC  
5           actually provides a fantastic opportunity for staff to give presentations  
6           and speak before others, and you know, Ayanna here today had an  
7           opportunity to come to the table and speak to the Commission. You  
8           did an excellent job, by the way, today.

9                   That's another reason why I think staff should  
10          participate in these activities, because it is a good practical experience  
11          in interacting with people, to give presentations, to meet with senior  
12          managers, and to, you know, get some visibility, which I think is a very  
13          positive thing.

14                  So again, thank you for your presentations today and  
15          for your hard work, and Lori, I guess I'll talk to you later. Thank you,  
16          Chairman.

17                  CHAIRMAN MACFARLANE: Thank you. Any  
18          additional questions? No? Okay, great. I am now going to invite  
19          Maria Schwartz, who is the chapter executive vice president and chief  
20          steward of the NTEU to make some remarks.

1 MS. SCHWARTZ: Good morning Chairman,  
2 Commissioners, EDO and fellow NRC staff. As the Chairman said,  
3 I'm Maria Schwartz, and I'm the executive vice president and chief  
4 steward of the National Treasury Employee Union, Chapter 208,  
5 which serves as the exclusive representation of the bargaining unit  
6 employees here at the NRC.

7 I'm speaking on behalf of Sheryl Burrows, who  
8 couldn't be here today, but with me today are several of our union  
9 team.

10 I may not get everybody, but as I looked around, I  
11 saw that John Budzynski's here, if you'll raise your hand; Darrin Butler;  
12 Manny Comar; Peter Hearn; Elaine Keegan; Carl Konzman; Pam  
13 Longmire; Ellen Martin; and Serita Sanders, and there may be a few  
14 other members I'm missing. But we also may have some union team  
15 members on the bridge line as well.

16 But since the union provided comments during the  
17 last EEO briefing on February 1st, 2013, the agency and our  
18 employees have faced many challenges. The impact of these  
19 challenges is reflected in the results of the Federal Employees'  
20 Viewpoint Survey and OIG Safety Culture Survey.



1                   As our EDO, Mark Satorius, pointed out in one of his  
2                   communications to the staff, based on the most recent survey results,  
3                   in spite of these challenges, NRC employees still understand the  
4                   importance of the agency's mission, and are still willing to go the extra  
5                   mile to ensure that that mission is accomplished.

6                   As you've heard today, our various EEO advisory  
7                   committees are becoming robust working groups that are asking the  
8                   hard questions, and are seeking workable solutions to address the  
9                   issues that prevent our employees from feeling engaged and valued.

10                  Several of our union members are also serving on  
11                  those committees. The collegiality and collaboration that this has  
12                  engendered over the last couple of years should have a positive effect  
13                  on the way the agency takes its pulse, resulting in an ever-evolving  
14                  organizational culture that we as an agency can proudly embrace.

15                  We should celebrate our successes. However, NTEU  
16                  strongly believes that there are still many opportunities for  
17                  improvement. Our employees want to know that the concerns they  
18                  have identified in the Federal Employees Viewpoint Survey, the OIG  
19                  survey and most recently the Behavior Matters cafes are being  
20                  addressed.

21                  Our employees want realistic approaches that  
22                  recognize diversity, while embracing the importance of inclusiveness.  
23                  Our employees want milestones as our agency and Office Action  
24                  Plans are rolled out. Bottom line, our agencies want accountability.

1 All organizations face challenges. Some of those  
2 challenges come from the outside of the agency, such as the  
3 demoralizing impact of Congressional inactivity leading to the  
4 shutdown last fall, the increase in the cost of living without a  
5 commensurate increase in salary, and the disparaging way that our  
6 highly skilled and deeply motivated federal employees are described  
7 and attacked by our politicians in the press.

8 However, some of those challenges come from within  
9 our agency. The impact of the policy to realign agency salaries and  
10 benefits, which has led some employees to voice concerns about  
11 discrimination based on age, race, national origin, gender or gender  
12 identity, the huge concern about training and career development,  
13 begging the question as to whether, as an agency, we are truly  
14 invested in continuous improvement and the dispiriting impacts of  
15 favoritism, to name a few.

16 All of these challenges affect our daily lives as NRC  
17 employees, and because they do, they have a direct impact on the  
18 culture of our agency for better or for worse. The NRC today may be  
19 one of the best places to work in the federal government, but just a  
20 few years ago the NRC was ranked best place to work in the federal  
21 government. What is changing and why aren't our solutions working?

1                   The NRC puts a great deal of emphasis on the  
2           importance of agency values and behaviors, particularly as they  
3           support an open and collaborative work environment. Yet most of us  
4           have observed or experienced first level managers, upper  
5           management, as well as our co-workers, who only pay lip service to  
6           these values, at times behaving inappropriately, sometimes even very  
7           badly, and quite often with impunity.

8                   I say impunity because too often there is no  
9           intervention, there is no remediation, and there appears to be no  
10          accountability for behaviors that are not consistent with NRC values. I  
11          asked the question why aren't our solutions working, but perhaps I  
12          should rephrase that.

13                  Maybe some of the solutions are working, but they  
14          are not aligning with our NRC values, and the discrepancy in those  
15          solutions and what employees are experiencing is what we are seeing  
16          reflected in the survey results.

17                  I am aware that for the last few survey cycles, the  
18          agency gets the survey results and then develops the Agency Action  
19          Plan, while instructing the offices to develop their own specially  
20          tailored Office Action Plans.

21                  I think many of our employees might be able to tell  
22          you something about what their specific Office Action Plans look like  
23          and have looked like, even if they can't tell you what is being done or  
24          has been done to implement them.

1                   Only a few employees I spoke with before this briefing  
2           could tell me what the agency's action plan looks like this year, or  
3           what previous Agency Action Plans have looked like, or what is being  
4           done or has been done to implement these plans. The biggest  
5           disconnect seems to be action plan to action.

6                   The same thing has happened with the Behavior  
7           Matters cafes. A number of our members participated in these cafes  
8           last spring. The EDO indicated in his November 18th, 2013 EDO  
9           Updates that we would be seeing something soon addressing next  
10          steps.

11                  However, we are still waiting to see how the time and  
12          effort to collect the information shared in these focus groups will be  
13          used in a meaningful way, and as the agency goes to next steps, will  
14          we use the information collected in these cafes, or shift our focus to an  
15          approach that we could have developed from existing data?

16                  In other words, are we sitting on awful lot of data that  
17          is telling us that we have some hard work to do, and responding to  
18          that data by actually rolling up our sleeves as an agency and  
19          undertaking the hard work? Or are we just talking and developing  
20          plans based on the results of that data, and then enough time passing,  
21          collecting more data?

1                   In my capacity as the executive vice president and  
2                   chief steward of the union, I'd like to comment on two of the biggest  
3                   concerns that I have heard from our employees. As I speak to  
4                   employees from diverse backgrounds, I hear from many of them that  
5                   feel they are not being evaluated or treated fairly or given the same  
6                   opportunities to advance as their peers.

7                   I hear from senior staff, who feel that they are being  
8                   marginalized, are being given less significant assignments and  
9                   ultimately lower performance ratings. They see this as management's  
10                  way of encouraging them to retire, just at a point in their careers when  
11                  they believe they have the skills and knowledge to make their most  
12                  significant contributions to the agency. The NRC, as well as the  
13                  American people, are not well-served by this marginalization of highly-  
14                  skilled professionals.

15                 I know that I speak for most of our employees when I  
16                 say that I don't care if the NRC is again labeled the number one place  
17                 to work in the federal government. What they want to know and what  
18                 they want to see is that their management is always striving to work  
19                 with them, to make this place they come to every day, to serve and  
20                 protect the American people, a place where they can make a  
21                 significant contribution to the agency's mission, in an open and  
22                 collaborative work environment.

1                   As they do their work, our employees want to know  
2           that the NRC does not merely respect our diversity, but that it  
3           champions and honors the diversity in our background and our  
4           perspectives, while actively supporting inclusion. We should always  
5           celebrate our successes and highlight our accomplishments. But we  
6           should also be mindful that we have a lot of work to do.

7                   Finally, it is important to remember that as we engage  
8           in that work our employees, as they partner with management to work  
9           across boundaries, should always be treated with dignity and respect.  
10          Thank you very much for this opportunity.

11                   (Applause.)

12                   CHAIRMAN MACFARLANE: Thank you very much.  
13          Thank you very much, Maria. I want to thank again each of the  
14          presenters for their presentations today. I think you provided a great  
15          overview of the programs that are going on. We all appreciate it very  
16          much. Thanks to Glenn and Len especially for showing us sort of a  
17          closer look at what's going on in some parts of the agency.

18                   I think we are doing a good job at encouraging  
19          diversity at the agency, but I think there is always room for  
20          improvement, and I look forward to seeing more improvement next  
21          year. So as of now, we are adjourned.

22                   (Whereupon, at 11:24 a.m., the meeting was  
23          concluded.)