

UNITED STATES OF AMERICA NUCLEAR REGULATORY COMMISSION

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UNITED STATES OF AMERICA
NUCLEAR REGULATORY COMMISSION

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PERIODIC BRIEFING ON EEO PROGRAM

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PUBLIC MEETING

Nuclear Regulatory Commission
One White Flint North
Rockville, Maryland

Tuesday, December 7, 1993

The Commission met in open session,
pursuant to notice, at 10:00 a.m., Ivan Selin,
Chairman, presiding.

COMMISSIONERS PRESENT:

IVAN SELIN, Chairman of the Commission
KENNETH C. ROGERS, Commissioner
E. GAIL de PLANQUE, Commissioner

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STAFF SEATED AT THE COMMISSION TABLE:

SAMUEL J. CHILK, Secretary

WILLIAM C. PARLER, General Counsel

JAMES TAYLOR, Executive Director for Operations

PAUL BIRD, Director, Office of Personnel

VANDY MILLER, Director, SBCR

LAURA GERKE, Federal Women's Program Advisory Committee

MARIA LOPEZ-OTIN, Hispanic Program Advisory Committee

LARRY PITTIGLIO, Joint Labor-Management EEO Advisory Committee

JAMES THOMAS, President, Chapter 208, National Treasury Employees Union

SHARON CONNELLY, Committee on Age Discrimination

CARDELIA MAUPIN, Blacks In Government Committee

MARK AU, Asian-Pacific American Advisory Committee

ELAINE TORO, Affirmative Action Advisory Committee

JAMES MILHOAN, Regional Administrator, Region IV

THOMAS MURLEY, Director, NRR

EDWARD HALMAN, Director, Division of Contracts and Property Management, Office of Administration

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P-R-O-C-E-E-D-I-N-G-S

10:00 a.m.

CHAIRMAN SELIN: Good morning, ladies and gentlemen.

This morning the Commission will receive a set of briefings and discuss the status of our Equal Employment Opportunity Program. As most of you already know, the agency's Executive Director for Operations is required by the Energy Reorganization Act of 1974 to report to the Commission twice a year on problems, progress and the status of the NRC's EEO efforts. Although not required by law, it has been our practice also to discuss issues identified by the employee EEO advisory committees and in recent years to hear from a representative of the National Treasury Employees Union at these semi-annual meetings.

Our last meeting on the subject was held last February, February 28th.

Today's meeting will more or less follow the format we've adopted for the last two EEO meetings, except that we'll also be discussing EEO issues from the office management perspective when in a second panel two of our headquarters office directors and one regional administrator join us at the table.

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1 I'd also like to point out that
2 immediately after the program is concluded we will be
3 conducting an award ceremony honoring the agency's EEO
4 counselors who really are the front line troops in the
5 EEO Program and don't receive the recognition and
6 really just the knowledge on the part of the
7 Commission staff that they deserve. All of you here
8 are invited to remain for the ceremony, which will
9 take place right in this room.

10 At our last EEO meeting on February 28th,
11 I noted that we had both the commitment and the
12 programs in place to use and develop our human
13 resources in the best interest of the agency and of
14 our people. I continue to believe that this is the
15 case, based on my reading of the briefing material,
16 copies of which are available in the room, and based
17 on my own contacts with people at various levels in
18 the staff. Nevertheless, the effort to reduce the
19 size of government announced by the President since
20 our last EEO meeting has introduced an element of
21 uncertainty in our long-range personnel planning with
22 that in our equal employment portion of the planning.

23 At least in part, our purpose today is to
24 explore how these changing circumstances have affected
25 our EEO efforts and how we plan to adjust to them.

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1 Before I turn the meeting over to the
2 Executive Director for Operations, colleagues, did you
3 have any -- Commissioners?

4 Mr. Taylor?

5 MR. TAYLOR: Good morning.

6 Before I provide some observations on our
7 EEO Program, I would note that with me at the table
8 are Paul Bird, the Director of Personnel, and Vandy
9 Miller, our new Director of the Office of Small and
10 Disadvantaged Business Utilization and Civil Rights.
11 They will assist me this morning.

12 Vandy, would you be good enough to
13 introduce the EEO advisory committee chairpersons and
14 the President of the local chapter of the NTEU?

15 MR. MILLER: Thank you, Mr. Taylor.

16 Mr. Chairman, Commissioner Rogers,
17 Commissioner de Planque, it gives me great pleasure to
18 introduce the committee chairpersons at the table and
19 also the union president.

20 Seated at the table beginning at my far
21 left is Elaine Toro, Affirmative Action Advisory
22 Committee; Mark Au, Asian-Pacific American Advisory
23 Committee; Cardelia Maupin, Blacks in Government
24 Committee; Sharon Connelly, Committee on Age
25 Discrimination. Immediately to my right, just on the

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1 other side of Mr. Bird, we now have Laura Gerke who is
2 the Federal Women's Program Advisory Committee; Maria
3 Lopez-Otin, Hispanic Program Advisory Committee; Larry
4 Pittiglio, Joint Labor-Management EEO Advisory
5 Committee; and lastly but not least, Mr. Jim Thomas,
6 President of the local Chapter 208 of the National
7 Treasury Employees Union.

8 CHAIRMAN SELIN: Thank you.

9 MR. TAYLOR: I would note that prior to
10 the previous two EEO Commission briefings, I sent the
11 Commission an information paper on both the status and
12 issues of our EEO programs. I again provided the
13 Commission with such a paper in advance of today's
14 meetings and copies of this paper have been made
15 available to employees. In this paper I described six
16 affirmative action objectives in which the staff has
17 been focusing. I also provided demographic data
18 depicting work force trends at the NRC. Staff
19 responses to two previous Commission staff
20 requirements memoranda were part of this paper and I
21 also included the statements from the seven EEO
22 advisory committees.

23 We have responded to many of the
24 recommendations and issues raised by the committees in
25 this paper and we have also presented statements by

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1 two office directors and a regional administrator who
2 later will be joining us at the table this morning to
3 discuss EEO initiatives in their offices.

4 Another occurrence since our last meeting
5 was the release of the 1990 Census availability data
6 by the EEO Commission. A comparison of this data with
7 statistics about the NRC reflects improvement at the
8 NRC in many categories. We will continue with the
9 initiatives described in our paper to the Commission
10 in order to address the areas of under representation
11 at the NRC as compared with the Census availability
12 data.

13 Now I would like to summarize the key
14 points in our Commission paper. Since our last
15 meeting in February, an executive order was issued,
16 which the Chairman has mentioned, that directed
17 agencies to eliminate not less than four percent of
18 their positions by the end of fiscal year '95, to take
19 at least ten percent of these reductions at grades 14
20 and above. Subsequent to this order, the President
21 issued a memorandum calling for an additional eight
22 percent reduction in FTE by the end of fiscal year
23 '99. These constraints in our ability to hire and our
24 ability to promote employees to grades 14 and above
25 has somewhat slowed the pace of our EEO progress, but

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1 they have challenged us to employ creative strategies
2 to keep our program moving.

3 The initiatives that I previously
4 mentioned, as noted in our paper, fall under six broad
5 areas.

6 First, we have put concerted effort into
7 enhancing opportunities for recruiting Hispanic
8 employees in all occupations.

9 Second, we have focused efforts on
10 enhancing opportunities for recruiting women and
11 minorities in professional positions.

12 Third, we are working on expanding the
13 pool of women and minorities eligible for supervisory,
14 management and executive positions.

15 Fourth, we're trying to attract and retain
16 disabled employees.

17 Fifth, we are providing an improved
18 training and development program, including rotational
19 opportunities, to enhance job performance and support
20 affirmative action.

21 Sixth, we are improving communication
22 about EEO opportunity and affirmative action
23 objectives, as well as heightening awareness about EEO
24 and evaluating the progress that we have made.

25 Strategies used to improve in all of these

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1 areas have been discussed in detail in our paper, but
2 I would like to highlight three of these. A strategy
3 used this year to prepare employees for supervisory,
4 management and executive positions was to offer two
5 developmental programs, the supervisory development
6 program for preparing GG-14s and 15s for first line
7 supervisory positions, and the SES candidate
8 development program for identifying and training GG-
9 14s, 15s for SES positions. The demographics of
10 selectees for both programs are presented in our
11 paper.

12 A strategy employed for gauging attitudes
13 about EEO practices in the agency was to administer an
14 all-employee survey that asked questions about work
15 experiences, including EEO-related issues. About 55
16 percent of our employees responded. Few of these
17 respondents felt that they had been discriminated
18 against. The results of this survey are discussed
19 briefly in our paper and are being distributed to all
20 employees.

21 A strategy we have just initiated for
22 handling sexual harassment complaints or questions
23 includes an advice and counseling hotline to be
24 available to all employees. This toll free line can
25 be accessed from home or other locations away from the

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1 work place to afford privacy, anonymity and
2 confidentiality. We will evaluate the effectiveness
3 of this hotline after an initial six month period.
4 With regard to our sexual harassment prevention policy
5 and guidance, we have received helpful input from the
6 Commission and are now in the process of proceeding to
7 print and distribute our brochure on this subject.

8 I will now turn the meeting back over to
9 Vandy to give a brief summary from his perspective
10 before turning to the Commission for their comments.

11 Vandy?

12 MR. MILLER: Thank you again, Mr. Taylor.

13 Again, Mr. Chairman and Commissioner
14 Rogers and Commissioner de Planque, it gives me great
15 pleasure to address the Commission on our civil rights
16 and EEO programs. I must say in my first five months
17 as Acting Director of the Office of Small Business and
18 Civil Rights and not permanent director, I have not
19 had any dull moments. I have gotten a lot of support
20 from management and the various EEO committees and
21 counselors in carrying out our civil rights and EEO
22 efforts.

23 Particularly noteworthy is the close
24 working relationship which exists between this office
25 and the Offices of Personnel and General Counsel. On

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1 balance, I believe we have and are continuing to make
2 progress to ensure that all employees are treated
3 fairly in an environment that promotes an equal
4 opportunity for success.

5 In my discussion this morning I would like
6 to cover briefly the following areas: the EEO
7 committees partnership with the Office of Small
8 Business and Civil Rights and Personnel; the role of
9 the EEO counselors; the NRC Civil Rights and EEO
10 Program; EEO training opportunities; and one future
11 initiative.

12 First, the EEO advisory committees.
13 Representatives whom you see seated before you this
14 morning are continuing to work in partnership with the
15 Office of Small Business and Civil Rights and the
16 Office of Personnel to identify and surface issues and
17 recommendations that are a concern to a variety of
18 employees. Collectively we have made a commitment to
19 equality, equity and fairness in the merit process and
20 the principles for all members of our diverse work
21 force, as our record here at the NRC clearly reflects
22 the progress we have made.

23 However, much remains to be done before
24 women and minorities in representative numbers at all
25 levels are present in our work force. To maintain

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1 this commitment, my office continues to work to assist
2 in the development and implementation of programs
3 directed specifically to the recruitment, development,
4 training and retention of women and minorities.

5 I now want to briefly highlight some of
6 the efforts and results of impacts made by our EEO
7 counselors.

8 As you are aware, our EEO counselors will
9 be recognized at an award ceremony immediately
10 following this briefing. The support provided by our
11 EEO counselors has been most beneficial to the entire
12 staff at the NRC. When contacted by aggrieved
13 employees, counselors make very objective and sound
14 enquiries. They counsel on the issues involved and
15 seek a solution on an informal basis. During FY 1993,
16 131 employees were counseled. However, only 12 formal
17 complaints were filed during the period under the EEO
18 complaint process. Thus, approximately nine percent
19 of employees counseled filed formal complaints.

20 We recently polled four agencies to
21 determine the percentage of formal complaints filed in
22 comparison to the number of counselor's contacts. The
23 data was given for FY '92 since their data for '93 had
24 not been tabulated. On an average, the four agencies
25 had 63 percent of contacts resulting in formal

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1 complaints compared to 25 percent for the NRC for the
2 fiscal year 1992. If you look at fiscal year 1993, it
3 was even better for NRC, as I mentioned earlier. It
4 was only nine percent.

5 This speaks highly of the counselors'
6 success in working with employees, managers,
7 supervisors and the Office of Personnel to resolve
8 potential complaints to the satisfaction of all
9 parties.

10 My next topic is on the NRC Civil Rights
11 and EEO Program. In preparing this Commission paper
12 on our EEO program, we were able to compare our five
13 year affirmative action objectives, our five year
14 personnel statistics, and the EEOC 1990 Census
15 availability data which is based on ten years.
16 Results of this comparison, as delineated in the
17 Commission paper, reflects improvements at the NRC in
18 many categories. This is further supported by the
19 EEOC review of NRC 1992 affirmative action
20 accomplishment report. Although there continues to be
21 under representation of Hispanics, Native American men
22 and women in certain occupational categories, over the
23 past five years we have been successful in increasing
24 the representation of minorities and women in most of
25 our major occupations of general engineering, nuclear

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1 engineering, physics, health physics and program
2 analysts. As Mr. Taylor mentioned, the Commission
3 paper discusses six key areas on which the staff has
4 focused its efforts for further improvements.

5 With regards to our EEO courses, the
6 agency has provided extensive EEO training which has
7 enhanced the EEO awareness and the communications
8 process between staff and management. Examples of
9 some of these courses are: EEO for managers and
10 supervisors; EEO at NRC; Age in NRC work force;
11 working with employees with disabilities; cultural
12 diversity; and sexual harassment prevention.

13 In closing, I want to mention our plan to
14 form a senior level team from the Offices of Small
15 Business and Civil Rights and Personnel and OGC to
16 visit major office directors and regional
17 administrators to discuss with them their EEO and
18 affirmative action and sexual harassment issues. The
19 objective of these visits is to develop better lines
20 of communication between the various organization
21 components and to ensure that the agency policies in
22 the areas of EEO, affirmative action and sexual
23 harassment are clearly understood and implemented.

24 Thank you.

25 CHAIRMAN SELIN: Thank you very much, Mr.

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1 Miller. We'd like to welcome you into your new
2 position. Clearly there's a lot of momentum going as
3 discussed in the report and there's certainly no
4 question that under the EDO's leadership the awareness
5 of a wide range of what I might call civil rights
6 issues, affirmative action in some cases, equal
7 opportunity in some cases, dealing with people of
8 various groups, this sensitivity is much greater in
9 the Commission than it was awhile ago.

10 I have a lot of questions, but I think
11 what I'd prefer to do is turn to my colleagues.

12 MR. TAYLOR: Mr. Chairman, excuse me.
13 Before going to questions of all of us here, I believe
14 that the President of the Union, Jim Thomas, had some
15 remarks that he would like to make.

16 That's correct, right, Jim?

17 MR. THOMAS: I can make it now or later.

18 CHAIRMAN SELIN: No, why don't you make it
19 now, Mr. Thomas. Sorry.

20 MR. THOMAS: I would agree that the
21 executive orders, there's a couple that have been
22 issued by President Clinton, have changed the focus,
23 EEO focus and the bargaining focus in the federal
24 sector. Executive Order 12871, issued on October 1,
25 greatly expands the bargaining scope to where now

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1 unions can bargain over the grades, the numbers and
2 the types of employees within an organization, the
3 methods and means of doing work and the technology of
4 doing the work.

5 These initiatives have already started to
6 bear fruit. I think in the agreement recently signed
7 on the Region V realignment, the bargaining that was
8 done there was totally unprecedented as far as both
9 the scope and the manner in which it was conducted.
10 I hope to see a good bit more of that in the future.

11 There are some EEO bargaining initiatives
12 that we would like to put on the table very soon with
13 the agency. One would be the implementation of a work
14 at home program. I think that there are many jobs in
15 the agency where there is job portability and that
16 would be an advantage to a lot of families.

17 We, in fact, have already made a proposal
18 to the agency regarding its streamlining of the EEO
19 process. Right now for bargaining unit employees
20 there are two separate procedures that can be used in
21 the filing of an EEO complaint. One is the statutory
22 procedure that Mr. Miller described. The other is
23 after counseling the grievance procedure. We would
24 like to combine those procedures at least up through
25 the completion of the investigative phase of the

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1 complaint. We've made an offer to the agency to do
2 that. I think that that will help resolve a good bit
3 more complaints than are now subject to litigation.

4 The offer also proposed a third party
5 mediation process through the Federal Mediation and
6 Conciliation Service. Other agencies have found this
7 helpful in resolving EEO complaints.

8 One of the initiatives that we would like
9 to begin with the agency deals with discrimination
10 against older workers. One of the problems that we
11 see and have seen for some time is that job
12 specifications are written to either eliminate or not
13 to give proper credit to the experience of a lot of
14 older workers. The qualification criteria for
15 applying for a job in this agency is by and large
16 being in the proper series and having been in the
17 lower grade for at least one year. If you meet those
18 two criteria, you are certified as a qualified
19 candidate. The next set of rating factors, let's say
20 for an engineering job, often times half of those
21 factors have little or nothing to do with engineering.
22 We end up with a situation where an employee has 20,
23 25 years of engineering experience, is not able to
24 carry that experience through with his or her rating
25 for the job. They stand as an equal candidate to

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1 somebody who may be just a very few years out of
2 college and no experience other than that gained here
3 at the NRC. That's something we would like to pursue
4 as a partnership effort in the very near future.

5 In the area of sexual harassment, I
6 believe it's certainly true that the agency has made
7 some progress in that area. But unfortunately I
8 believe that there are areas that are yet to be
9 developed, one of which is the table of penalties. If
10 you take a look at the history at how sexual
11 harassment has been handled in this agency over the
12 last four or five years, there is virtually no rhyme
13 or reason to how we're proceeding. A case involving
14 nothing more than verbal contact in one instance for
15 the bargaining unit employee, everyone is ready to
16 fire the employee. When a manager is involved, I
17 don't believe the records show any serious discipline
18 to managers doing the same thing, when in fact the
19 reverse should be true. A bargaining unit employee
20 subject to verbal assaults, let's say, from a coworker
21 can handle that much more easily than the same sort of
22 action from a manager. I think that we need to work
23 together to develop some sort of table of penalties so
24 that on the one hand there is equal treatment and on
25 the other hand you don't have males in the agency

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1 feeling that they are going to be at some sort of job
2 risk for a single remark that they may have to make.

3 Final area -- oh, there's one other thing
4 that was mentioned by Mr. Taylor. The executive order
5 cutting the grades 14 and above. One point I'd like
6 to stress is that's a government-wide executive order
7 and written with the idea of the typical government
8 agency, which the NRC is anything but a typical
9 government agency. The thrust behind that initiative
10 is to cut back on middle management. In the typical
11 government agency you're talking about 14s and 15s and
12 SESers when you're talking about middle management.
13 I think that the intent of the executive order is not
14 to cut back on the number of 14 and 15 bargaining unit
15 employees.

16 The final issue I would like to bring to
17 your attention, if others haven't already, the current
18 locality pay has some provisions to limit individuals
19 who will receive that. By and large the folks in
20 Region V will not because they have an eight percent
21 pay differential that they're already receiving. But
22 there are a group of secretaries in the agency who
23 will be precluded from the locality pay of 4.23
24 percent by a decision issued by the OPM chief. The
25 Commission has the authority to grant that increase

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1 and I would suggest that it be given some serious
2 consideration because it would seem highly unfair that
3 the lowest paid group of workers that we have in the
4 agency ends up being the only ones that don't get the
5 increase.

6 Thank you.

7 MR. TAYLOR: Mr. Chairman -- thanks, Jim.

8 All the participants at the table are not
9 prepared to respond to the Commission. That includes
10 all the committee chairpersons to my right and left,
11 as well as my two assistants here.

12 CHAIRMAN SELIN: Right. The Commissioners
13 have read the documents, so rather than summarize the
14 documents I thought we might ask some questions and
15 then after we go through the questions we'll ask each
16 of the people at the table if there's one or two
17 thoughts that having read the documents, having heard
18 the questions, that he or she might want to pass
19 along.

20 Commissioner Rogers, we'll start with you.

21 COMMISSIONER ROGERS: Well, I haven't got
22 a list of questions for each of the panelists, but I
23 would like to hear from them as to what their thoughts
24 are with respect to any particular issues reflecting
25 their focus. I think that while we haven't had

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1 individual reports from each of the committees, I'd
2 still like to hear any concerns that you feel you'd
3 like to express today, any thoughts and suggestions
4 you may have that have not been immediately obvious in
5 any of the reports that we've heard about this
6 morning.

7 MR. TAYLOR: Commissioner, I'll do that.
8 I'll start it with Elaine and hopefully they can
9 summarize a specific issue or the most important
10 element that they have in their statements, or
11 anything else they care to bring up.

12 Elaine, do you want to start?

13 MS. TORO: Thank you.

14 Mr. Chairman and Commissioners, the
15 Affirmative Action Advisory Committee is focusing its
16 talents and resources at the moment on developing an
17 initiative in cooperation with the Office of Personnel
18 and the Office of the EDO to improve the work place
19 for people with disabilities. We feel that this
20 agency should have a very strong affirmative action
21 plan for people with disabilities. That is going to
22 be the focus of our upcoming work. It has been the
23 focus now of what we have done thus far and we plan to
24 continue along that path.

25 CHAIRMAN SELIN: Thank you.

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1 COMMISSIONER ROGERS: Thank you.

2 MR. TAYLOR: Mark?

3 MR. AU: Our Committee is especially
4 concerned about the glass ceiling issue, since we have
5 many senior people with much experience and
6 educational levels beyond the norm. We would like to
7 further explore this area in regard to our staff at
8 NRC.

9 MR. TAYLOR: Thank you, Mark.

10 Cardelia?

11 MS. MAUPIN: Thank you.

12 On behalf of Blacks in Government, I would
13 just basically like to say that one thing that we have
14 been focus in on is try to do creative things in light
15 of the executive order. I am pleased to say that we
16 were able to work extensively with Mr. Taylor in
17 putting on some training in terms of the 171 which we
18 thought was very beneficial in terms of not only
19 professional staff but trying to get to the clerical
20 staff and that's what we're centering on now. We know
21 from the order that there are limitations on the 14s
22 and the 15s, but however there are some clerical
23 people that we feel we can focus our attention on and
24 try to see some advancements in those areas. We plan
25 to continue to work with Mr. Taylor and Mr. Miller in

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1 terms of these efforts.

2 One other thing is that we're kind of
3 concerns in terms of the representation of African
4 American females in professional categories and then
5 too we will try to do different initiatives in terms
6 of promotion of black African-American females.

7 MR. TAYLOR: Thank you, Cardelia. I would
8 note -- thank you for mentioning your initiatives.

9 The 171 initiative is a particularly good
10 one because filling out, and that becomes very much a
11 part of the personnel action and review. I think it
12 was an excellent idea and I'm pleased that we're
13 helping people who have some difficulty preparing all
14 that necessary paper in applying into positions. So,
15 I'd like to continue all the areas of your work. I'll
16 continue to support training in that area.

17 Sharon?

18 MS. CONNELLY: Yes. The Committee on Age
19 Discrimination believes that special attention needs
20 to be focused in two areas. Number one, to see why so
21 many of our EEO complaints are age-related and, number
22 two, we think the executive order bears watching to
23 ensure that our older employees aren't adversely
24 affected by the results of it.

25 COMMISSIONER de PLANQUE: I have a

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1 specific question, a specific question for your group.
2 I noticed in the submission of issues you asked
3 something about the investigation and I wasn't quite
4 clear of the question you were asking and whether the
5 response was responsive. Do you want to elaborate on
6 that?

7 MS. CONNELLY: No, we don't believe the
8 response was fully responsive. We have learned that
9 the Office of Labor Relations is conducting
10 investigations of sexual harassment cases and we
11 believe that investigations should be conducted by
12 trained investigators, people who don't come with any
13 preconceived biases, that people in the Office of
14 Personnel know the accused and the accuser and we
15 think to preserve the integrity of the process it's
16 appropriate that an independent investigator be
17 brought in.

18 MR. BIRD: We do look into misconduct and
19 basically that's the thrust of our look. We are not
20 trained investigators. We don't claim to be trained
21 investigators. We work very closely with the Small
22 Business and Civil Rights Office, the IG and OGC in
23 looking into these matters with a potential of
24 misconduct. So, hopefully those resources are all
25 brought to bear in the course of this. So, we are not

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1 trying to be investigators in the pure sense.

2 COMMISSIONER de PLANQUE: Is your
3 microphone on?

4 MR. BIRD: I think so. The light is on.

5 COMMISSIONER de PLANQUE: Okay.

6 MR. TAYLOR: Anything else, Sharon?

7 MS. CONNELLY: No, that's all I have.

8 MR. TAYLOR: Laura?

9 MS. GERKE: We have three main issues that
10 we've been following. The first one is career
11 development and training for secretaries. We continue
12 to hear a lot of concern from secretaries that they're
13 denied training due to office coverage, which is a
14 legitimate concern except when it's repeatedly used to
15 deny someone training. We're encouraged that with the
16 FTE reduction there may be a possibility for the
17 agency to use retraining and open up some lower level
18 administrative positions that secretaries can then
19 explore new career paths that way.

20 Another issue is continuing concern about
21 the lack of diversity in the SES. We echo BIG's
22 concern about the lack of African-American women, but
23 also lack of any minority women in the SES. Again
24 there have been encouraging moves with the SESCO as
25 well as the supervisory candidate development program

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1 that a lot of the women who were in those -- who have
2 entered those programs are in non-technical areas and
3 a lot of the opportunity for SES is in more technical
4 positions. But we are encouraged that that's a start
5 and we're glad those programs were offered.

6 Then the last area that we continue to
7 follow is making a family-friendly work place, which
8 we've seen demonstrated through the parenting classes
9 and day care center and which we also hope will result
10 in eventually flexi-place being offered.

11 CHAIRMAN SELIN: Thank you.

12 MR. TAYLOR: Thank you, Laura.

13 Maria?

14 MS. LOPEZ-OTIN: Yes. To remind you what
15 I have said every year, that Hispanics still continue
16 to be under represented in all categories. We have no
17 female supervisors or SES. Most of our grades are in
18 the 9 to 11 category. We have no problem with the
19 institutional initiative that have been proposed.
20 What HEPAC intends to do, however, is to talk to each
21 of the Hispanic employees, at least in Headquarters,
22 there are only about 40 some of us here, to see what
23 their actual experiences have been and then we will
24 share that with Vandy to see how the initiatives are
25 really affecting people. Unless we do that, we could

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1 have initiatives and nothing is happening.

2 MR. TAYLOR: Larry?

3 MR. PITTIGLIO: Good morning.

4 One of the key issues that we've been
5 concerned about and which we've brought to the table
6 I believe at the last four briefings and which I
7 understand will soon come to closure is the sexual
8 harassment policy statement. That's been a big focus.
9 We still feel that the need for that has to come. We
10 understand the data, that's in the near-term of being
11 printed and we certainly hope that that will be out on
12 the street and available in the very near future.

13 Another area that we have been working on
14 and will continue to work on in that is the perception
15 of management support in the EEO area. While we
16 believe there has been improvement made and certainly
17 there has been improvement, it is an area that still
18 needs additional work and in the near term, hopefully
19 by the next briefing we will be able to make some
20 recommendations to help improve that process.

21 CHAIRMAN SELIN: It's not true that we
22 held up the brochure in order to get past this
23 meeting. But we really are working on it.

24 MR. TAYLOR: We'll continue then, sir,
25 with questions, points.

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1 COMMISSIONER ROGERS: Well, just on that
2 question of management. Have you any thoughts -- you
3 said you will be coming forward with some suggestions.
4 Can you offer anything to us today in the approach
5 that you're considering with respect to more
6 management attention to EEO matters?

7 MR. PITTIGLIO: Well, one of the areas or
8 approaches that we're considering and which we will
9 develop is to give more recognition, real positive
10 recognition to managers that have members that are,
11 for example, in the EEO area working on the committees
12 or in different areas. While we realize that the
13 committee time certainly does take away from
14 productive other FTE products, it certainly is
15 beneficial to the agency and to be able to recognize
16 those managers that allow their individuals to use
17 that time, to give them more recognition than an
18 ordinary rating, it may be an example of the
19 difference between, in our opinion on the SES
20 appraisal, and E and an O. That type of dedication in
21 support of those people would certainly be --
22 certainly should be recognized as a positive movement
23 by a manager.

24 MS. GERKE: If I could add something to
25 that. One concern we have had is there's several

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1 members on our committee who are advised by their
2 managers that they shouldn't apply to FWPAC because it
3 could harm their career. And there's another one who
4 her boss has told her before she can attend our
5 meetings, which are held during the lunch hour, that
6 she has to supply one week's written notice to him.

7 We feel that senior managers are very
8 supportive of EEO, but there may be a concern at the
9 middle management level and one idea we were thinking
10 of is maybe have it rotate among the various advisory
11 committees to meet with the candidates who are in the
12 SESCO and the supervisory one so that they gain a
13 better understanding of just what the advisory
14 committees do because there seems to be maybe a fear
15 or threat of what we're doing where a lot of what
16 we're exploring, maternity leave, secretarial
17 training, is very innocent. Maybe if we had an
18 opportunity to explain more of what we're doing, that
19 would alleviate some of these concerns that we've
20 heard.

21 CHAIRMAN SELIN: Those instances you cited
22 I consider to be outstanding examples of
23 discrimination and really should be reported. I mean
24 apart from the other material. That's just clearly
25 not consistent with the Commission's guidance or

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1 policy.

2 MS. GERKE: No, we agree. It's not
3 consistent with Commission policy or what we believe
4 senior managers believe.

5 CHAIRMAN SELIN: The point I want to make
6 is you shouldn't accept that passively. Management
7 tries to deal with people at all levels, but even the
8 best intention of management is limited to what it can
9 do if we don't get feedback when egregious examples or
10 even less egregious examples than the ones you cited
11 occur. So, not to put the monkey on your back, it
12 really is the people's responsibility to come forward
13 when something happens.

14 MS. GERKE: Well, they did go forward
15 because they applied.

16 CHAIRMAN SELIN: That doesn't solve --

17 MS. GERKE: It doesn't prevent it from
18 happening again.

19 CHAIRMAN SELIN: -- the discipline and
20 communication problem. That deals with the basic
21 question, which is how to get the people into the
22 organizations that they want to belong with, but
23 there's got to be some feedback. I hope these are
24 rare instances, but I guarantee that they'll become
25 much rarer if, in fact, somebody tells the EDO about

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1 them rather than just suffering in silence.

2 MS. GERKE: Okay.

3 MR. PITTIGLIO: Let me make an additional
4 comment. Our committee has had a significant problem
5 in recruiting members. Not maybe to the level that
6 the Federal Women's Program has, but when the
7 committees are not recognized as being a positive
8 complement, it certainly doesn't appear to some people
9 that they are a career enhancement by volunteer to
10 join a committee that may put them in a position
11 contrary to what management wants to hear. That's why
12 the importance of recognizing the work of the
13 committees in some way will help turn that around.

14 COMMISSIONER ROGERS: Well, certainly the
15 committees are important and in my view management
16 should certainly support them. But I'd like to say
17 that the committees are really there, it seems to me,
18 to try to help us to make improvements. It's those
19 improvements that one has to start to focus on, not
20 just the participation in the committees.

21 What I was looking for from you and would
22 like to hear from you would be more suggestions with
23 respect to how management might itself become more
24 effective in dealing with EEO considerations in its
25 everyday practice of management. Not simply to allow

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1 people or even encourage people to work on EEO
2 committees, but actually how the managers themselves
3 change. Committees are great, but the managers are
4 the ones who have to change themselves if change is
5 required. I know that I've talked a little bit about
6 ways in which training programs might be improved to
7 perhaps offer more examples to managers as to how they
8 might deal with issues by case studies of various
9 kinds and I've talked to Mr. Miller about that more
10 recently.

11 I would encourage you to think how one --
12 how you might put yourself in the shoes of a manager
13 who somehow or other perhaps is not thinking about a
14 situation perhaps as creatively as they might and not
15 simply to the issue of manager not providing enough
16 encouragement for participation in committee work.

17 That's all I have.

18 MR. GIESE-KOCH: Would it be appropriate
19 if I made a comment? I am an EEO counselor and I
20 would like to make a comment.

21 CHAIRMAN SELIN: Well, we're certainly not
22 going to silence an EEO counselor on your date. So,
23 why don't you come up and do it.

24 MR. GIESE-KOCH: My name is Gus Giese-
25 Koch. I'm a counselor since 1982. One suggestion

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1 I've always made through the years is that management
2 and EEO counselors could get together once a year to
3 talk about the problems and to see why and to
4 alleviate the adverse relationship that seems to be
5 existing between counselors and management. I always
6 have the feeling of uncomfort when I talk to
7 management and that shouldn't be there because we are
8 not an advocate, we're just trying to counsel. I've
9 been trying since '82 to get the managers and the
10 counselors together and we have never done that. We
11 have counselors meetings every year and the managers
12 have EEO meetings every year, but they never have
13 gotten together and I think that would be a very good
14 idea.

15 Thank you.

16 CHAIRMAN SELIN: Thank you.

17 COMMISSIONER ROGERS: Sounds like a
18 valuable suggestion to me.

19 COMMISSIONER de PLANQUE: Well, I have a
20 few questions. Surprise, surprise, and also some
21 comments.

22 First of all, I'm extremely please to see
23 an almost standing room only crowd. By the way, there
24 are some seats over here, unless you're trying to make
25 a fast escape. But I'm extremely pleased to see so

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1 many people here and especially this time seeing more
2 supervisors and managers than I think we've seen in
3 the past.

4 I would also commend the staff on an
5 excellent report. You certainly are giving us lots of
6 information and certainly the information that we need
7 to evaluate how the programs are going. So, I think
8 it's difficult.

9 Several of you acknowledged that times are
10 going to be more difficult in the future with several
11 of the executive orders in terms of making more
12 progress and I think we recognize that as well and we
13 all need to work together to do as much as possible to
14 not stop the progress.

15 I would also like to thank you, all of you
16 for being so responsive to the questions we asked
17 after the last briefing. You sent voluminous
18 information which was right on target and I think that
19 was excellent.

20 One issue that I'd like to talk a little
21 more about is the PATCO comparison. I must admit I
22 still feel a little uncomfortable with doing a
23 comparison only with the national statistics. Now, I
24 realize we do that because the EEOC is looking for
25 that comparison, but I still have the feeling that to

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1 some extent we need to take into account the
2 geographical differences and the differences in
3 categories. We're not only looking at this for the
4 purposes of fulfilling an EEOC obligation, but also to
5 determine our recruiting practices and we need to be
6 more and more efficient in those recruiting practices
7 and the practices for establishing various programs
8 directed at affirmative action. Furthermore, we want
9 to take advantage of the talent that is out there and
10 available.

11 So, I think there are many reasons for
12 looking at other than the national statistics. My
13 sense is that if you use the national only some of the
14 targets may be unrealistic. Some of them may be
15 unrealistically high and some may be unrealistically
16 low. As I look through them, I'll give you a couple
17 of examples.

18 If you look at women, geography shouldn't
19 matter because I think we have about equal numbers of
20 women no matter where we are in the country or else
21 we'd be having other problems. But if I look at the
22 professional category, which in our case involves
23 mostly scientists and engineers and I look at the
24 table of hires and applicants for 1993, the national
25 statistics would suggest that in the professional

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1 category, according to PATCO, you'd expect about 30
2 percent females. Now, I think that's probably an
3 unrealistically high target because we know that the
4 percentages are not that high in the scientific
5 disciplines and especially engineering.

6 However, they're probably not as low as
7 what you see in our applicants which even if you say
8 all those unidentified were women, you would come up
9 with almost ten percent female applicants for these
10 positions and about a six percent hire.

11 So, the truth is probably somewhere in
12 between and you do mention in your report Oak Ridge
13 statistics on scientists and engineers. In fact, that
14 may provide a more realistic target in this area. We
15 know, for example, in engineering schools women are
16 about 15 percent. So, again, the national statistics
17 may be doing us a disservice in terms of trying to
18 match that number. It may be unrealistic for the
19 types of people that are hired at NRC.

20 I also noted again -- or I didn't see
21 anything in your report about actively using women's
22 colleges for recruiting. I know we've discussed this
23 in the past. You may be doing it, but I didn't see
24 that reflected in the report. If you look at the --
25 did you want to comment on that?

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1 MR. BIRD: Yes. We are recruiting at the
2 predominantly women's colleges as well as targeting
3 women that are in co-ed campuses.

4 COMMISSIONER de PLANQUE: Okay.

5 MR. BIRD: So, I can show you that as a
6 portion of our recruitment effort, if you'd like.

7 COMMISSIONER de PLANQUE: You probably
8 need to brag a little bit more in the report. Okay.

9 Again if you look at the national
10 statistics, in the case of African-Americans, the
11 national statistics may be misleading in that we may
12 really be under represented, but it may not show if
13 you look at the national statistics. Here, the
14 Washington Metropolitan area may be a bit better
15 representative, especially in the clerical areas and
16 in the administrative areas, perhaps in the technical
17 areas.

18 MR. BIRD: I should say that we have
19 looked against the Washington, D.C. statistics for
20 Headquarters offices. We've looked at the local
21 metropolitan areas against the regional offices. We
22 had a meeting with Commissioner Rogers where we talked
23 about even expanding beyond that to look at the entire
24 region that surrounds the particular office. Region
25 I, for example, could look very easily at our

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1 recruitment target of Hispanics in Northern New
2 Jersey. In fact, the agency has gone to job fares in
3 Secaucus with that in mind.

4 So, I think we're trying to look at this
5 in as many ways as we can. We're also getting data
6 from Oak Ridge which is more particularly oriented to
7 our particular disciplines. We have an extensive
8 project working with the National Science Foundation
9 to even further refine where these resources may be.
10 So, there are a lot of things happening in parallel
11 here.

12 COMMISSIONER de PLANQUE: Right.

13 MR. BIRD: We couldn't put all of that
14 data in the report. We can certainly share that with
15 you if you'd like because we are cutting this a lot of
16 different ways, not the least of which is by the
17 metropolitan area wherein the office exists.

18 COMMISSIONER de PLANQUE: Well, I applaud
19 all those efforts and I think it might be useful if
20 you could include at least the Washington area
21 statistics in here because I think everybody reading
22 it would then have a better feel of the range of these
23 numbers and how realistic our targets are, especially
24 in the science and engineering area. I don't know if
25 the Oak Ridge data are conducive to putting into a

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1 table in the report, but I think having those
2 comparisons people would see better what the ranges
3 are and that you can't really zero in on 14.2 percent
4 and hope that that --

5 MR. BIRD: We can certainly do that. The
6 measure from EEOC is, of course, still the national
7 data. But we have that other data and we can provide
8 it.

9 COMMISSIONER de PLANQUE: Okay. You know,
10 you could go on and discuss this for the other
11 categories as well. I think the Asians, as you
12 pointed out, Mr. Au, are in more of a glass ceiling
13 problem than of the initial recruitment problem
14 because our recruitment numbers show percentages
15 higher than what you would expect looking at the
16 national averages. But again, it may be are we
17 comparing the right populations.

18 I just had a couple other questions. On
19 the sexual harassment training, I was a bit confused
20 with the information in the report. It referred to 42
21 percent of the staff being trained. Is that staff in
22 general or managers and was that since 1982 or since
23 the last training program?

24 MR. BIRD: Yes. That is more current than
25 since '82.

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1 COMMISSIONER de PLANQUE: Okay.

2 MR. BIRD: I would suggest that since '82
3 a much larger percentage of the population has
4 received training in this area. That training, we
5 have begun to record every individual who attends.
6 Many of these are held in entire offices or an entire
7 regional group, which would include both managers and
8 bargaining unit employees and anybody who wished to
9 attend. We're going to continue to give these
10 sessions until we have literally ticked off every
11 employee in the agency as having attended and then I
12 would think we would continue it beyond that for new
13 employees. So, the effort is to envelope the entire
14 work force in this training.

15 MR. TAYLOR: Vandy, you might want to
16 answer that.

17 MR. MILLER: Yes. So far for 1993 there
18 have been 49 sessions conducted. So that includes a
19 whole lot of people.

20 COMMISSIONER de PLANQUE: Okay. Is it now
21 mandatory for all supervisors?

22 MR. BIRD: We're taking names.

23 COMMISSIONER de PLANQUE: We leave that to
24 the audience to interpret.

25 MR. BIRD: We do consider it mandatory.

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1 COMMISSIONER ROGERS: Do you write them on
2 a blackboard too?

3 MR. TAYLOR: We're noting who is not here.

4 MR. BIRD: Yes, we're making a list and
5 checking it twice.

6 COMMISSIONER de PLANQUE: How appropriate
7 for Christmas.

8 There was a mention in the cover letter,
9 Jim, about using organizational consultants to do a
10 study of the organizational climate. Could you tell
11 us a little more about that?

12 MR. TAYLOR: Paul?

13 MR. BIRD: Yes. We have been looking into
14 this and have had some discussions with the
15 Commissioners and more particularly with groups who
16 provide this type of cultural diversity training. We
17 have a proposal, a contract proposal that's now
18 working which would lead to an outside contractor
19 group coming into the agency, working with the EDO and
20 presumably the Commission at the outset to develop
21 some goals and objectives and then there's a sort of
22 a long-range -- it's really a proposal that would last
23 over a period of some years. If everything moves
24 accordingly, there are milestones of course in there,
25 but we would plan to move out with that smartly next

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1 calendar year.Yes.

2 MR. TAYLOR: We've actually had some of
3 the staff who have attended some of the sessions given
4 by representatives of this type of thing and then
5 report back that it's excellent training that we
6 should -- when we have the work force sufficiently
7 diverse, that it would do us some good. So, we are
8 going to get that started.

9 MR. BIRD: We've had some excellent
10 feedback from other companies, both private and public
11 sector, who have used this particular resource that
12 we're interested in, but we will do this through the
13 contract process.

14 COMMISSIONER de PLANQUE: Okay.

15 MR. BIRD: That's underway.

16 COMMISSIONER de PLANQUE: Okay. Now my
17 favorite subject, flexi-place. I recognize that we
18 now have the new work-at-home policy. Has that been
19 promulgated? Have all employees received any --

20 MR. BIRD: I can speak to that. We've
21 concluded the negotiations with the employee union.
22 We have a document in my office which will go out to
23 lay this in place. It does expand the current
24 situation. Essentially in practice we're already
25 starting to apply that. We do need to get out the

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1 notification to the staff, having concluded the
2 negotiations on this at this point.

3 COMMISSIONER de PLANQUE: Okay. It was
4 interesting to me that 69 percent of the employees in
5 the survey were anxious to see more expansion of that.
6 I wonder if the other 31 percent are the managers and
7 supervisors.

8 MR. TAYLOR: We didn't sort it that way.

9 COMMISSIONER de PLANQUE: You didn't sort
10 it that way?

11 MR. BIRD: Yes. I should say that we are
12 planning some visits to the telecommuting sites.
13 There's one in Hagerstown, I believe. We'll also be
14 talking with some of the agencies who have had
15 experience with the work-at-home. Department of
16 Justice, for example, seems to be an agency that's had
17 quite good experience and we're going to go down and
18 meet with them and look into that further.

19 COMMISSIONER de PLANQUE: I also notice
20 that the national performance review emphasized
21 looking into flexi-place, telecommuting and all of
22 those. I think you have a report due to us in March
23 reevaluating this. So, I look forward to that.

24 MR. BIRD: That's right.

25 COMMISSIONER de PLANQUE: Thank you very

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1 much. I thought it was an excellent report.

2 MR. BIRD: Thank you.

3 CHAIRMAN SELIN: Thank you.

4 I'd like to make a couple of comments and
5 then ask some questions, comments in response to the
6 things people have said.

7 First of all, I do believe that the
8 bargaining in Region V has been really quite positive
9 attitude and I hope that works out well and that
10 that's a sign of good things to come. It is the first
11 example of the application of the executive order and
12 so far it's been encouraging.

13 More generally, I'd like to talk a little
14 bit about this question of middle management. We've
15 tried, maybe not as hard or as well as we can, but
16 we've tried to stress that we're not trying to reduce
17 the number of senior grades in the organization, we're
18 trying to reduce the number of middle level
19 supervisors. We've set up a senior level service --
20 well, it's been here, but we really tried to push it.
21 Quite frankly, we want to avoid people going into the
22 SES because they think that's the only future for
23 highly professional technical people and therefore
24 they have to call themselves supervisors to get there.

25 We agree with the idea that 14s and 15s

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1 aren't necessarily supervisory personnel in our
2 agency. In fact, they're trying to push it even
3 harder to say that there's a role for reasonable
4 numbers of senior people at all levels that don't
5 necessarily have major supervisory responsibilities.
6 So, it's our intention, and we need the feedback from
7 how it's working, but it's our intention that a
8 reduction in supervisory positions is not an attempt
9 to reduce the grade structure on an average basis or
10 to cut down on the opportunities.

11 Having said all that, it's going to take
12 a lot of work to make some of these things work.

13 One of the things that's come up in many
14 of the responses and I thought I might just put the
15 general question out and see people's responses, is
16 how we deal with the SES question in general. Is the
17 target group now the people who go into the career
18 development program as opposed to people who are in
19 the 14s and 15s? Are we doing okay? Should we be
20 doing some different things? This general area of
21 SES, I would hope it would increase and include the
22 expansion of the SLS, how we identify candidates. How
23 we deal with them is a topic that cuts across many of
24 the groups' concerns.

25 So, Ms. Gerke, you brought this up.

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1 Maybe -- no good deed goes unpunished. Remember that.

2 MS. GERKE: Right. The programs are one
3 way to diversify. Another way is recently there have
4 been a number of SES positions filled from the outside
5 and it seemed that would be a grand opportunity if
6 you're going to say that women and minorities, and I'm
7 not sure this is true, within the NRC aren't quite
8 ready in large numbers to go into SES. Well then, if
9 you're going to go outside, that would be a grand
10 opportunity to seek women and minorities for those
11 positions.

12 Beyond that, there really is not an easy
13 answer. We're planning on having a seminar conducted
14 jointly with SBCR and OP to explain what these
15 different programs are. Not just to broaden the pool
16 of people who apply for them, but also to let people
17 know these are things you're going to be judged on.
18 If you're not ready yet, start working on them so that
19 you'll meet the requirements in future years.

20 CHAIRMAN SELIN: That's very good.

21 Mr. Au, do you have anything you wanted to
22 put in on this topic since the glass ceiling seems to
23 be completely involved in questions of promotions.

24 MR. AU: I think maybe the staff needs to
25 understand some of these programs a little better as

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1 far as the SES and the other programs, how they can
2 get into these, and maybe a little bit of knowledge
3 being transferred to them.

4 MR. TAYLOR: We'll take care of that.
5 We'll be glad to do that. There are certain criteria
6 that must be applied.

7 CHAIRMAN SELIN: I'd really like to
8 stress, the reason we're so rich in SESS isn't because
9 NRC people are harder to supervisor than people in
10 other agencies. It's because the kind of work we do
11 involves very senior people in a lot of different
12 areas and that doesn't necessarily translate into more
13 supervisors, it translates into just what it says,
14 very senior people in a lot of different areas.

15 One of the things that the management has
16 been trying to do, and I don't doubt that we can do a
17 lot better, is to make clear that we don't equate
18 micro management and maybe more management than we
19 need in the middle levels with the need for senior
20 people. We've brought these people in not as senior
21 managers, but as senior substantive people and we
22 really have to make that work. I would hope that your
23 committees take part in that to some degree.

24 The second general question had more to do
25 with secretaries and administrative people in career

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1 paths that clearly cuts across a number of lines. Ms.
2 Gerke and to some degree Ms. Maupin brought up some of
3 the more egregious obstacles, but do we have a selling
4 job to do inside? Is it that training is not that
5 good or do people not believe in the training or do
6 people not believe in the training or do people apply
7 for the training and they don't get it? It's
8 statistics.

9 My intention, and I want to make it clear,
10 is to get more people in the right jobs, not just to
11 have better reports each year. But nevertheless, the
12 statistics on training are hard to use because they're
13 not detailed enough by job category. Where do you
14 think this question of secretaries training both for
15 improved performance and advancement, where are the
16 problems? Are they people want to take it, but it's
17 not available, people don't believe in it, people
18 don't know enough that it's available to be taken?

19 MS. LOPEZ-OTIN: We have been asking our
20 8s, 9s, 7s to apply for different positions and in
21 just having to ask them to do it there is a reluctance
22 because I have a couple of very good women who have
23 applied two or three times, it does take a lot of
24 times, and they don't get the jobs. Now, it could be
25 because they don't meet all of the criteria. I'm not

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1 saying that there's a systemic discrimination, but
2 somehow what we and HEPAC are going to try to do, and
3 this is what I said I will talk to them, is to find
4 out what they want now and try to find for them --
5 trying to look at vacancy announcements and almost
6 being a service because we are human beings and after
7 you apply and get turned down two or three times --

8 CHAIRMAN SELIN: It's discouraging.

9 MS. LOPEZ-OTIN: -- you get discouraged.
10 And there are no bridge positions. I have been
11 talking to Paul some and they're very few and far
12 between, which used to be a way that secretaries could
13 move into different series. HEPAC has been pushing
14 that. But let's face it, we're in times that things
15 have been reduced and we're caught in the middle.

16 MS. MAUPIN: I would like to also respond
17 to that question. Reflecting back on some of the
18 comments that I've received, one basically goes back
19 to what Ms. Gerke has said, is basically allowing
20 secretaries to be released to go to training.
21 Sometimes they would be asked how appropriate is the
22 training even though it will be very beneficial to the
23 overall office. A second thing is whether or not that
24 training is on their IDP. Should they be held hostage
25 to taking training if it's not on their IDP and it's

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1 something that will be very beneficial. These are
2 some of the concerns that have been brought to me.

3 MR. BIRD: Yes. There's certainly no
4 reason that IDP is the only avenue for getting
5 training and again, as I think the Chairman pointed
6 out earlier, if we know these individual instances and
7 we know the managers involved, then we can certainly
8 engage in the dialogue. I know in a couple of cases
9 that were mentioned in the report there was a
10 reluctance to really put names together with events.
11 But that is very helpful to us and we can do that in
12 such a manner that I think that it wouldn't offend
13 anyone. If we can come to know these cases, we can
14 deal individually with those problems.

15 MS. TORO: I'd like to address that,
16 please. We have had several issues and concerns
17 raised with our committee with regard to women who are
18 working in secretarial fields who would like to pursue
19 other avenues of study and their training has been
20 turned down because it has been considered to be not
21 job related. Now, a training course can't be job
22 related if it pertains to an IDP and is perhaps a
23 career enhancement device. So, job relatedness will
24 never be a qualifier for some training for some
25 occupational categories. But women who have come to

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1 us and among our committee members we have had those
2 experiences, numbers don't always tell the story, but
3 people's experiences do. We listen and we try to
4 improve in the areas where we can. But I do know
5 concrete evidence has come to us of training being
6 turned down by women who are secretaries because what
7 they want to study is not job related.

8 MR. TAYLOR: May I speak? This is
9 certainly contrary to my policy. I believe very
10 strongly in the need to offer the junior positions the
11 opportunities for advancement. So, I would appreciate
12 your getting in touch with Mr. Bird when these come
13 up. I believe we can provide every employee the
14 training that they may find necessary for advancement
15 and I have the money to do that and that's my general
16 intention. I feel very good when an employee is able
17 to succeed into more senior positions and helped by
18 our training to do so. I would like to know about
19 those because that's not consistent.

20 Do you agree that that's not consistent
21 with our policy?

22 MR. BIRD: If I can comment on that,
23 there's an effort in Congress now to liberalize the
24 Government Employees Training Act. We do try to
25 operate within the Act. If the liberalization does

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1 occur, then certainly it will allow us to provide even
2 more training where that appears to be some problem.
3 Again, I'm familiar with some individual cases and we
4 are trying to address those. In other cases I think
5 it would be helpful. If those can be brought to our
6 attention, we will certainly take them one at a time.

7 CHAIRMAN SELIN: I have a number of
8 reasons for having raised this issue, but one of them
9 is that a few months ago we heard of a rather
10 aggressive plan in the information resources area
11 which would make a number of these jobs obsolete. The
12 future always takes longer to come than we'd expect,
13 but we really do have to follow-up on making sure
14 people's skills keep track of what's being used and
15 being needed so that there's an opportunity not only
16 for more rewarding jobs and more productive jobs as
17 some of the more repetitive tasks get better.

18 Now, having somebody type you -- give you
19 an engineer prepared E-mail document rather than just
20 telling you to start something from scratch may not be
21 a benefit to the clerical people, but that's the world
22 we're going to be living in, less paper, more
23 electronic transfer, more documents being prepared by
24 the authors, more automated uses for filing and
25 retrieval and hopefully more challenging work for the

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1 clerical people who would be freed up on some of these
2 redundant tasks.

3 I have a couple observations I would like
4 to make. First is this is really a very encouraging
5 discussion in terms of communication, in terms of some
6 of the statistics, in terms of some of the activities,
7 but it's a very, very hard job and it's a job that
8 takes a long time. We clearly have to do better, but
9 we have to be realistic about how long it takes to do
10 better. Now we've got to keep working but not get
11 discouraged with some of the tough problems and
12 getting more Hispanics into the work force or more
13 Asian Americans in the senior areas.

14 Related observation is some of the same
15 topics go across a lot of the groups. At times I
16 wonder if we don't have so many groups that it's hard
17 for people to know which ones to join. I think that's
18 probably not right. I think each group has a unique
19 function, but it doesn't mean that you shouldn't
20 consider doing some joint work together on functions
21 that cut across --

22 MS. LOPEZ-OTIN: We are.

23 CHAIRMAN SELIN: Okay. Fine. I'm as
24 encouraged by that as by Personnel's response to fix
25 the problem. So, that's a good start.

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1 But the third thing, and you've brought
2 that up, particularly the HEPAC and the Federal
3 Women's Program, is that the function of the groups
4 isn't entirely to make management sensitive to the
5 problems. It's making the people who are in the
6 constituencies knowledgeable and aware of what
7 opportunities are available. I really applaud the
8 activities we see in this area.

9 So, this is a very important set of
10 topics. We will keep up the attention to it. It's
11 going to be really tricky and if we're going to be
12 doing work together, trying to figure out how to make
13 sure that the requirement to reduce some of the
14 supervisory levels doesn't turn into another glass
15 curtain a couple of levels below the other one, how we
16 can make sure we get more -- continue recruiting
17 programs even in the face of the numbers crunch, these
18 are all challenges that we'll have to do jointly.

19 Commissioners, did you have any other
20 comments?

21 MR. TAYLOR: Mr. Chairman, if we've
22 concluded this portion, the next portion would be with
23 two office directors and a regional administrator.
24 We'll take a few minutes in just a minute.

25 I'd like to thank the committees and Jim,

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1 committee chairpersons for joining us. Thanks for all
2 your help. Thanks for helping me put the paper
3 together.

4 Joining us -- excuse me.

5 CHAIRMAN SELIN: Vandy, I just noticed you
6 have a better Spanish accent than most of the --

7 MR. TAYLOR: Yes, he does.

8 CHAIRMAN SELIN: -- Spanish speakers that
9 we have here.

10 MR. MILLER: Well, thank you.

11 MR. TAYLOR: Joining us will be Tom
12 Murley, Director of NRR. Ed Halman, I believe, is
13 sitting in for Pat Norry, who is ill this morning, for
14 the Director of Admin., and Jim Milhoan, Regional
15 Administrator of Region IV.

16 Mr. Chairman, we did provide information
17 in the paper, but you may want to initiate the
18 dialogue or question the office directors and regional
19 administrator. I thought it would be important to get
20 their views on some of the things they're doing.

21 CHAIRMAN SELIN: Well, I think I'd like to
22 put the same question, particularly the question about
23 advancement, senior levels, glass curtain, how we're
24 going to try to reconcile these very difficult and
25 conflicting pressures that the Commission puts on the

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1 management that were discussed earlier in the session.

2 Doctor Murley, perhaps you would care to
3 start talking on this topic.

4 DOCTOR MURLEY: Yes. There were some
5 thoughts that ran through my mind as I was listening
6 to the discussion and I'd like to go through those and
7 I'll touch on your questions, Mr. Chairman.

8 The NRC is a highly technical agency. I
9 think that's what defines us. If ones goes abroad in
10 the country or even overseas, NRC is known and
11 respected generally. It's for largely our technical
12 capability. In NRR, the last time I did a survey,
13 which was a few years ago, but we had something like
14 85 PhDs and 150 or more master's degrees. So, that is
15 what defines us.

16 But listening to the discussion today, I
17 think there are other traits of an organization that
18 determine how enjoyable it is to work in NRC and it's
19 not necessarily the technical capability. But we have
20 to keep that in mind, that we are a bit of a unique
21 agency. Probably pound for pound in the U.S.
22 government, more technical than any other.

23 But these other traits that I like to
24 emphasize and I'm sure the Commission does, that's why
25 we're having this meeting, are things like fairness.

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1 I think it's important that everyone who works in NRC
2 feel that NRC is a fair agency, tries to be a fair
3 agency. We perhaps don't always hit it or maybe
4 everyone at every given time doesn't feel that we're
5 being fair, but I think we are. My experience in many
6 years in NRC and AEC is that the agency does try to be
7 fair.

8 Furthermore, the agency cares about its
9 people. By caring I mean there's at least -- there's
10 several aspects, but one is we try to provide job
11 security. I have really been impressed in all my
12 years at AEC and NRC that the agency, I think, goes
13 out of its way to avoid RIFs, to make sure that there
14 is security of people and I think the agency has done
15 a good job.

16 Another aspect that is important is
17 opportunities for growth for each employee, not only
18 the technical employees but the support employees.
19 Along these lines, we have emphasized, I think as was
20 mentioned earlier by Jim Taylor, individual
21 development plans, career planning. A lot of effort
22 goes into that. We at NRR have supported it among the
23 management. It's probably not as successful as it
24 could be, but it does provide a vehicle, I think, for
25 each employee to think -- lay out how he or she wants

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1 to develop and allows the opportunity for training and
2 for career-enhancing moves.

3 We also go to great lengths, I think, to
4 do rotational assignments and provide people the
5 opportunity to move into areas for temporary
6 assignments that give them an opportunity to expand,
7 but also lets other managers see how well they can
8 perform. This is -- I think this notion of
9 opportunities for growth is an important aspect of
10 what the NRC does.

11 Now, specifically with regard to how are
12 we doing and how can we do better with regard to EEO
13 aspects, I think part of the situation that we have
14 today is determined by the practices of 20 years ago.
15 By that I mean I don't recall when I was a youngster
16 in the agency that there was the same attention and
17 the same caring that there is today. In that sense,
18 I think the future is going to be better.

19 Let me just mention the intern program
20 that we have in NRR. Because we are a big office, we
21 have more flexibility. I think that means we also
22 have more responsibility to look into and care for
23 this long-range planning. So, we've, for the last
24 several years, set aside certain positions that are
25 dedicated to new hires from graduating students.

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1 These are technical positions obviously. But I think
2 we've done quite well in being able to bring on board
3 positions that -- let me see if I can -- since 1988 we
4 have recruited 56 interns and of those 35 have been
5 females and minorities. So, in that sense, I think we
6 have done fairly well.

7 We pay attention to these things. We're
8 about ready to make -- we've made some verbal offers
9 this year. Let me just mention to you not the names,
10 but we've made six verbal offers in the last week, a
11 white female, an Asian male, Hispanic male, Asian
12 male, black male and white female. So, I think this
13 bodes well for maybe five years, ten years, 15 years
14 from now.

15 I'll conclude by saying what my great wish
16 is, it's to come back here in 20 years to the agency
17 and see at the table on this side people that we've
18 hired into the intern program and then see a broad
19 representation like we have brought into the intern
20 program.

21 Thank you.

22 CHAIRMAN SELIN: Thank you very much,
23 Doctor Murley.

24 MR. TAYLOR: We'll proceed to talk from
25 the others, sir.

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1 Doctor Murley, you kind of frightened me
2 there. I thought you were going to say in 20 years
3 you were going to return as an intervenor.

4 DOCTOR MURLEY: Hope not.

5 MR. TAYLOR: We'll look forward to it.

6 Ed, would you --

7 MR. HALMAN: Thank you, Mr. Taylor.

8 As Mr. Taylor mentioned, I am sort of a
9 stand-in for Mrs. Norry, the Director of
10 Administration, and I think that she's particularly
11 disappointed today not only for being ill but for not
12 being able to make her presentation before the
13 Commission and the agency today on an area that she
14 feels very strongly about.

15 I think she would be particularly
16 interested in some of the comments that came out of
17 the committees today because a number of the areas
18 that the committees are concerned with are ones that
19 she shares and ones that she's already working in the
20 Office of Administration to try to achieve. I think
21 that her sense of the Office of Administration is that
22 we are particularly lucky in our mission because we're
23 able to combine the highly professional and highly
24 technical things that Tom has just been talking about
25 with the ability to do bridging because I recognize

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1 that it's sometimes very difficult to do bridging in
2 some of the offices because of the particular missions
3 that they have.

4 In the Office of Administration, our
5 missions are wide ranging. They are very much
6 supportive of the agency's mission, but they have a
7 lot of responsibilities that people who were not
8 particularly trained, either academically or on the
9 job, to do, can be trained to do. We try to take
10 advantage of that in the Office of Administration.

11 It's also, I think, somewhat ironic that
12 because we are engaged in the streamlining efforts,
13 this provides us with a lot of opportunities that we
14 would not have had to advance women and minorities in
15 jobs that they normally would not have had the
16 opportunity to attain. For an example, because of
17 streamlining, we have to be very careful of the cases
18 when we go outside the agency to do recruitment for
19 jobs. I think particularly in my own field, in the
20 contracting area. When we have a journeyman contracts
21 person leave the area, we normally try to fill that
22 position with another journeyman person, so that we
23 can provide the support to the agency. We now are
24 even forced to operate within the confines of our own
25 organization and it gives us a lot of opportunities to

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1 tap what really are untapped great resources in the
2 agency.

3 We've always had in the Office of
4 Administration a strong upward mobility program. But
5 I think that now we're going to be living with an
6 upward mobility program. We're going to be living
7 with the opportunity to take people throughout the
8 agency and see what kinds of capabilities they have to
9 do the kinds of things that we have responsibility for
10 in the Office of Administration.

11 I'm delighted to hear Paul mention about
12 flexibility in training because we have people that
13 are really anxious to show what they can do and all
14 they need is the opportunity through training. We
15 have lots of instances of cases where we've taken
16 people without college degrees and exposed them to
17 some of the technical training that's available in the
18 federal government, bring them into these jobs, let
19 them compete and they have moved up very well to
20 perform very responsible positions throughout the
21 Office of Administration, and there are numerous
22 examples of that.

23 What we want to do now is to increase
24 that. We see a lot of interest throughout the Agency
25 in some of the jobs that we have in the Office of

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1 Administration. We spend a lot of our time evaluating
2 people. We are very interested in the committees
3 because the committees are the ones that encourage
4 people to reach out and try for positions that they
5 normally would not be able to try for. Mrs. Norry
6 encourages our own staff to attend these numerous
7 meetings. I don't think anybody would have reference
8 to the Office of Administration when somebody says you
9 have to give advance notice to attend these meetings.
10 We encourage it. Mrs. Norry talks to her division
11 directors and encourages us to tell our managers to
12 let people attend these meetings because it ultimately
13 works to the advantage not only of the Office of
14 Administration but of the agency.

15 I share Commissioner Rogers' comment that
16 you really want to see what comes out of these
17 meetings. What are you going to get? I think that
18 it's fair to say that we are getting a lot. There's
19 a lot of resources in the agency, both women and
20 minority, and we're trying to take advantage of them.
21 We rotate our people around within the Office of
22 Administration, but at the same time we want to take
23 advantage of the overall agency-wide capabilities.

24 So, we encourage training, we encourage
25 participation in these programs and we are looking

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1 for, like Tom, the case where we can say that rather
2 than going outside the agency, that the people that we
3 have inside the agency are providing us with the
4 support and the capabilities to carry on our programs.

5 MR. TAYLOR: Jim Milhoan, would you like
6 to add a few words?

7 MR. MILHOAN: Yes, I'd like to.

8 Certainly I agree with Tom's remarks on
9 the improvements in the agency. Like him, I was here
10 20 years ago also.

11 One of the aspects in the regions that we
12 have seen to date is the product of the intern
13 program. We're beginning to see the results of the
14 initiatives in the intern program area. During the
15 past year two of my resident inspector selectees were
16 graduates of the intern program. Very productive
17 inspectors at the site. One of them happens to be a
18 female Hispanic inspector. So, we're starting to see
19 the results of that in our region-based inspection
20 program.

21 Like other offices, the regions with the
22 reduction in inspection resources, we're reducing the
23 number of inspectors along with supervisors. That
24 certainly does not make for good opportunities for
25 widespread advancement. However, we still have

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1 opportunities available to us. So, one of the
2 initiatives we provided last year was in the area of
3 training, to assure that we have a fair and focused
4 training in the region. We established a training
5 committee headed up by the Deputy Regional
6 Administrator, in which we focus on training not on a
7 one-time basis, but a continuing basis of using the
8 results of the IDPs and also for those individuals who
9 do not desire to have an IDP, to develop an individual
10 training plan itself.

11 In that regard, we found some reluctance
12 of people to develop IDPs, which are voluntary. We've
13 held seminars to try to take the mystique out of IDPs.
14 But we've also had success in the individual training
15 plans which would go to the training committee and be
16 categories and we could see which courses then we
17 could bring to the regions with attendees, with the
18 number of attendees available to attend the courses.

19 In addition to that, one of the areas that
20 we've focused on, I think also with good success, is
21 providing the necessary training for our supervisors
22 and managers in the office. There had been a tendency
23 to grandfather that type of training. I do not have
24 grandfathering any longer. If you don't have a
25 certificate, you're available to go to the course.

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1 We've found that very productive, very useful for more
2 the experienced managers to get the supervisory
3 mandatory training.

4 In the region, we also, with the regional
5 resources, we find a need for rotational assignments,
6 not only at the technical area but in the
7 administrative area, to assure that with reduction in
8 resources that you have a back-up capability in the
9 administrative area. That's been very productive, the
10 rotational assignments within the regional office to
11 provide additional opportunities for the
12 administrative staff. We still have more to do.

13 One of the areas that we're looking at is
14 providing the EEO perspective to our training
15 committee. I happened to be a member of the
16 performance review board last year. Vandy was there
17 and provided that perspective. I learned quite a bit
18 from that and we're going to apply that on the
19 training committee of having an EEO -- a member of my
20 EEO advisory committee to also be an advisory to the
21 training committee to provide that perspective.

22 So, we have a lot of opportunities, I
23 think even in light of the reduction in resources in
24 the agency, which we can take advantage of.

25 MR. TAYLOR: That concludes our

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1 presentations this morning.

2 CHAIRMAN SELIN: Well, I'd like to make a
3 couple of overall comments. These last discussions
4 were obviously quite reassuring.

5 As far as training goes -- well, let me go
6 back to something Doctor Murley said. I think it's
7 very important. I've been in a lot of agencies in the
8 federal government. I've worked in three. I've done
9 consulting, pro bono or otherwise, to at least 20
10 more. I say top to bottom NRC is the most competent
11 organization that I've been acquainted with and
12 certainly been associated with in the federal
13 government. I'd like to think it's because we have
14 better people and I'm sure that's part it. But part
15 of it is we've had the luxury of continuity, of
16 resources for adequate training, of a grade structure
17 that's really quite a bit better than most agencies
18 have. When you take a department that's spread thin
19 and each of you works with other departments, their
20 people are very good but they're asked to do something
21 completely different every year without any training.
22 They're promoted without any preparation and pretty
23 soon nobody can handle that kind of work.

24 So, to pick up on Doctor Murley's point,
25 the flexibility -- you didn't mention it, but the

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1 resources brings more responsibility with it as well.
2 The Congress hasn't treated us this way because they
3 like people who live in Rockville or they like nuclear
4 power. It's because they believe that we have
5 responsibilities that require a level of sympathy and
6 understanding on the personnel side that's not
7 throughout the federal government and we have a need
8 to live up to it.

9 That deals partly with -- you'll hear a
10 lot of people say, including me, if you think life is
11 tough here, you ought to try one of the other
12 agencies. But that's really not the message. The
13 message is we have an obligation to take advantage of
14 these resources that we have and deliver. And it's
15 no place more true than it is in the training area.

16 I guess I hadn't focused until Mr. Halman
17 brought up the point that every week we talk about
18 reducing a couple of positions here or a couple of
19 positions there, but we do it without RIFs and we do
20 it when an office is closed or relocated. We offer to
21 move everybody in the office, et cetera.

22 But now I understand to some degree why
23 the EDO and the Director of Personnel come in with
24 their extensive training programs, because this will
25 open opportunities for certainly bridges and

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1 advancements that in some ways are forced onto
2 management because we're going to keep the people but
3 the jobs are changing and that means people have to
4 change to go with the job. So people have to come in
5 for the training. If they don't take the training,
6 you know, there's nothing we can do without that.

7 So the flexibility, the resources, the
8 responsibility, the importance of training, I think
9 those are very good points that we should pick up and
10 we do expect to have the resources to make the
11 investments in these areas. We really can't afford
12 not to.

13 Commissioner Rogers?

14 COMMISSIONER ROGERS: Yes, a couple of
15 points.

16 I thought Mr. Milhoan's initiative to
17 encourage senior managers who might have been
18 grandfathered out of training programs just because
19 they had been senior managers for so long and
20 encourage them to take management training is very
21 important. I think that's a difficult situation to
22 handle. I wonder if in doing that it would be
23 advisable to try -- I know when you have these
24 training sessions you'd probably like to have a mix of
25 people in them, but, you know, one of the problems

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1 with senior managers not wanting to go to these
2 sessions, I suspect, is that they don't want to reveal
3 their ignorance, just as senior professors didn't like
4 to reveal to their students that they didn't know how
5 to handle a personal computer so they just stayed away
6 from them.

7 What you have to do is you have to provide
8 a comfortable situation so that they're not afraid to
9 reveal their ignorance and therefore are receptive to
10 learn. I wonder if some thought might be given to the
11 possibility of offering special sessions for senior
12 managers that would be reluctant to take a more
13 elementary course in management, nevertheless one
14 which they could definitely benefit from, because it's
15 from a new perspective, a more current perspective.
16 You might even have to label it something, you know,
17 Principles of Management for Senior Managers or
18 something, but an effort to address the reluctance of
19 people to avail themselves of a valuable training
20 opportunity because they might be put in with people
21 who are younger and less experienced than they are.

22 You know, there's always that hesitation
23 somehow to put yourself at risk in a certain sense and
24 show your ignorance. It can be very valuable and very
25 helpful to do that, but sometimes people are afraid to

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1 take that step and I wonder if some thought might be
2 given to at least that kind of an opportunity.

3 MR. BIRD: I can speak to that a little
4 bit, I think. We do customize and custom tailor
5 training. In fact, when we worked with Region IV we
6 did that to some extent for their application. We can
7 and will work with any office to do that, but we also
8 take advantage of opportunities like the senior
9 executive conferences that we had and other meetings
10 where senior managers are together to tap into these
11 subject areas. So to some extent it's going on on
12 multiple fronts, but we can certainly customize to
13 suit any audience to do this.

14 COMMISSIONER ROGERS: Yes. Well,
15 Management 101 might be good for all of us to take
16 sometime, but maybe not with the undergraduates.

17 The other point that I just wanted to come
18 back to is I thought Doctor Murley's remarks were very
19 important about the technical nature of this agency
20 and I think that it is important to take every -- make
21 every effort that we can to see that we don't lose our
22 technical edge for any reason, and I'd like to simply
23 not only reinforce his commitment to that but also to
24 point out that sometimes staying on top of a field
25 technically requires exposure to the outside world,

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1 not just the inside of NRC.

2 You know, you've heard me say this many
3 times and it's not a new point, but I think that
4 training sometimes doesn't do the job. There is a
5 problem of an internal versus an external view of the
6 world and I think it is very important that technical
7 people be exposed regularly to what's happening in
8 their field as perceived by people outside the Agency
9 and I think that that's something that we must always
10 keep in mind.

11 Thank you.

12 COMMISSIONER de PLANQUE: Well, I would
13 certainly second Commissioner Rogers' comments on the
14 mandatory training for the grandfathers. Maybe the
15 difference is you have cookies and milk and nap time
16 in the afternoon session.

17 But, Mr. Milhoan, are you talking about
18 the practice in Region IV or is this common in all the
19 regions?

20 MR. MILHOAN: It was the practice I used
21 in Region IV and that applied to all of us in Region
22 IV, including myself.

23 COMMISSIONER de PLANQUE: Okay. Well, I
24 would certainly commend that practice and think it's
25 something that we should look at more widely.

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1 And also, back on the intern program and
2 the co-op program, all of these programs, as best as
3 I can tell, have been very successful in recruiting
4 more people in the minority and female categories and
5 I think we have to be very careful in a time of
6 downsizing that we not lose these key opportunities.
7 I think your statistics were very impressive, as are
8 the ones in the report.

9 And then just one other curiosity that I
10 have to ask about in the employee survey where you
11 compared the NRC results to the OPM results. It
12 struck me as kind of interesting that the results were
13 so much in line with each other except for one where
14 the question was asked, "Do you think it's a great
15 place to work?" The OPM survey had about 57 percent
16 and the NRC had 47 percent and I was really surprised
17 at that differential and I was wondering if there were
18 any comments in the surveys that might have given you
19 a clue as to why that one was so obviously different
20 when the others were so much in lock step.

21 MR. BIRD: We looked rather extensively at
22 the survey and particularly the differences where we
23 were leaning one way and the OPM sample would tend to
24 be leaning the other way. In that particular one
25 there seemed to be some element of difference overall

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1 about "organizational effectiveness" in NRC wherein we
2 were lower than the comparative group.

3 On the other hand, for management
4 effectiveness, in contrast, we were almost an equal
5 percentage higher. Now we've talked about that. I'm
6 not sure quite what to make of it, but we seem to get
7 a response that says we're very effective in managing
8 our human resources on the one hand with individual
9 managers doing a good job and on the other hand the
10 organizational effectiveness raises some question of
11 difference to the sample. I don't have a specific
12 answer to that, but it is one area that we're focused
13 on and will look at and analyze further as we get into
14 this survey result.

15 COMMISSIONER ROGERS: Excuse me. If I
16 could just hop on that one, I wonder if you might, in
17 looking at that question of whether it's a great place
18 to work or not, examine it from the point of view of
19 the fact that some people feel uncomfortable being
20 identified with nuclear issues and that often I've
21 heard that, not necessarily people here at
22 Headquarters, but talking to people in the regions
23 sometimes that they don't like to reveal to their
24 neighbors that they work for the Nuclear Regulatory
25 Commission because that carries with it a concern

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1 about nuclear safety and sometimes images, I think
2 falsely but nevertheless promoted, of people who are
3 not concerned with nuclear safety, with public safety
4 the way they should be, promotional and so on and so
5 forth.

6 I wonder if when you look at this whether
7 that might not be an element with respect to it being
8 a great place to work. Sometimes, you know, being a
9 great place to work is the image that the organization
10 itself carries with it, not just the particulars of
11 the work place. And I think there is a discomfort
12 today in some folks' minds of being identified with
13 nuclear issues in any way, because you always have to
14 explain that what we do is we're concerned with
15 nuclear safety and we're concerned with civilian
16 applications of nuclear materials and so on and so
17 forth, but in many people's minds nuclear weapons and
18 nuclear power are all the same kind of a thing all
19 wrapped up together and it's all -- they're all bad.

20 MR. BIRD: Yes, we hear this.

21 COMMISSIONER ROGERS: And so, you know, I
22 think that aspect might be something you might probe
23 a little bit if you want to try to understand that
24 question.

25 MR. BIRD: We do hear this occasionally in

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1 recruitment efforts particularly, that our three --
2 the three words in our name are the three scariest
3 words in the English language.

4 CHAIRMAN SELIN: Especially "commission."

5 MR. BIRD: We're always trying to explain.

6 CHAIRMAN SELIN: I just read that question
7 wrong. I thought the people at the NRC were asked if
8 this was a good place to work and 47 percent said yes
9 and everybody else in the government was asked if the
10 NRC was a good place to work and 57 percent said yes.

11 COMMISSIONER de PLANQUE: Since there are
12 no data, of course, on this, we're all free to
13 speculate.

14 The area that occurred to me was more
15 along the lines of the term "family friendly" plans
16 that are available and the survey demonstrated a lot
17 of interest in those kinds of things, the flexi-place,
18 the flexi-time, telecommuting, all of those other
19 areas where I think some agencies are ahead of us in
20 utilizing these programs, so that may be part of it
21 too.

22 MR. BIRD: And of course, if you contrast
23 that on the compressed work schedules that we have for
24 a very large percentage of our people, the universal
25 view is that's not available to them.

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1 COMMISSIONER de PLANQUE: Yes, it's tough.

2 MR. BIRD: So there are some clear offsets
3 throughout the survey.

4 CHAIRMAN SELIN: I think we just have to
5 measure ourselves against our own standards primarily.
6 Most people who work here haven't worked in other
7 places. I can tell you this is a terrific place to
8 work, especially if you happen to be the Chairman, but
9 it's a terrific place compared to other federal
10 agencies.

11 But so what? I mean, we have the
12 opportunity to make it a better place and a fairer
13 place and whether other agencies have bigger problems
14 than we do is -- you know, you have to keep track to
15 make sure that we're not talking ourselves into
16 missing problems by what's going on elsewhere. But we
17 have our own standards. We have our own
18 responsibility and that's what we have to live up to.

19 In any event, we thank you all very much
20 for these presentations. We look forward to
21 continuing to work with everybody in these areas.

22 Now we invite all of you to remain in the
23 room for our award ceremony honoring our EEO
24 counselors and I'll ask Vandy Miller to open this
25 segment of our session.

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1 MR. MILLER: We're ready now to start our
2 awards ceremony.

3 Mr. Chairman, ladies and gentlemen, this
4 is a great moment for me to preside at this awards
5 program to recognize our EEO counselors. We have a
6 total of 31 EEO counselors spread throughout NRC and
7 the five regions. Those counselors who will receive
8 an award today will have actually served a year or
9 more and we have 28 counselors who fit that category.

10 I mentioned during the EEO briefing our
11 counselors over the years have been extremely
12 successful in working with employees, managers and
13 supervisors and the Office of Personnel to resolve
14 potential complaints to the satisfaction of all
15 parties. This agency is indebted to each of them for
16 taking the time to assist in being responsive to the
17 concerns of employees and I would like you to join me
18 in applauding them for their dedication and a job well
19 done.

20 I would now like to call on our Chairman
21 for some remarks and recognition.

22 CHAIRMAN SELIN: There really isn't much
23 more to say than Vandy has already said, but, when we
24 talk about all these programs at this level, all we're
25 trying to do is lay out some guidelines. The actual

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1 responsibility for making sure that our equal
2 employment opportunity programs work lies in the hands
3 of our counselors themselves. There's a large number
4 of people. Their pictures are on the wall in a number
5 of places. It's not the most pleasant work. It tends
6 to put people who generally have full-time jobs
7 elsewhere in conflict situations, sometimes dealing
8 with senior people that they don't get to see in
9 happier situations, but these people are able to do
10 more good than almost anybody else at the Agency.

11 In many ways, I envy our EEO counselors
12 because not all of us can go home and talk to our
13 spouses or friends and say, "You know, I did something
14 really useful today," and the EEO counselors have that
15 opportunity. So, let us recognize them.

16 Thank you very much.

17 MR. MILLER: Thank you, Mr. Chairman. Now
18 if you and the EDO will stand right here, we will have
19 the counselors to come up and receive their awards at
20 this time.

21 So now we'll ask the counselors, will you
22 all please stand?

23 The first counselor to receive the award
24 today is Ronald Albert.

25 I know you all want to give everybody a

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1 big hand, so, if you just hold your applause until the
2 end, we'll give them all the same big applause at one
3 time.

4 The next counselor is Dennis Allison.

5 Josephine Bianchi, Region V.

6 Carrie Brown, NMSS.

7 Joseph Cawley, II, IRM.

8 Amar Datta, NMSS.

9 Tremaine Donnell, IRM.

10 Thelma Frazier, OC.

11 Gus Giese-Koch, NRR.

12 Dianne Griggs, IP.

13 Claude Johnson, Region IV.

14 Michael King, IRM.

15 Jean Lee.

16 David Limroth, Region I.

17 Wan-Chen Liu, Research.

18 Timothy McCartin, Research.

19 Linda McLean, Region IV.

20 Sharon Mearse, ADM.

21 John Minns, NRR.

22 Jerome Schapker, Region III.

23 Cherie Siegel, AEOD.

24 Susan Smith, IRM.

25 Bruno Uryc, Jr., Region II.

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1 Now we have some others that are not here
2 today, but they will be awarded their plaques by their
3 management later. Those individuals are:

4 Hollis Turner, Region II;

5 Victor McCree, EDO;

6 Wayne Slawinski, Region III;

7 Elizabeth Suarez, NMSS;

8 Tracy Walker, Region 1.

9 At this time that ends the award ceremony
10 for this room, but we do want to recognize these
11 wonderful counselors across the hall in 1F-7 and 9
12 where you will receive some refreshments and meet them
13 at the same time.

14 Thank you very much.

15 (Whereupon, at 11:50 a.m., the above-
16 entitled matter was adjourned.)
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DATE OF MEETING: DECEMBER 7, 1993

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AWARD CEREMONY FOR THE NRC EEO COUNSELORS

DECEMBER 7, 1993

Please remain immediately after the EEO Commission Briefing for a short Award Ceremony in recognition of the NRC EEO Counselors. After the ceremony, please join the honored counselors, the Commissioners and the SBCR staff for refreshments in Rooms 1F7/9 (across the hallway from the Commissioners' Hearing Room).

CONGRATULATIONS TO THE FOLLOWING EEO COUNSELORS

Ronald J. Albert, RI
Dennis J. Allison, AEOD
Josephine R. Bianchi, RV
Carrie Brown, NMSS
Joseph T. Cawley, II, IRM
Amarendranath Datta, NMSS
Tremaine U. Donnell, IRM
Thelma A. Frazier, OC
Gus Giese-Koch, NRR
Dianne Griggs, IP
Claude E. Johnson, RIV
Michael E. King, IRM
I. Jean Lee, NRR
David F. Limroth, RI

Wan-Chen Liu, RES
Timothy J. McCartin, RES
Victor M. McCree, NRR
Linda M. McLean, RIV
Sharon D. Mearse, ADM
John L. Minns, NRR
Jerome F. Schapker, RIII
Cherie Siegel, AEOD
Wayne J. Slawinski, RIII
Susan Y. Smith, IRM
Elizabeth Suarez, NMSS
Hollis A. Turner, RII
Bruno Uryc, RII
Tracy E. Walker, RI

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for

(Name of Counselor)

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AS AN EEO COUNSELOR**

December 7, 1993